

# ANNUAL REPORT & FINANCIAL STATEMENTS

2019/20



*Business growth is our business*

November  
2020



Construction of the Uganda Business Facilitation Centre (UBFC) managed by CEDP. This is a 16 level offices block on plot 1 Baskerville Avenue, Kololo.

## ABOUT PRIVATE SECTOR FOUNDATION UGANDA (PSFU)

**Private sector Foundation Uganda (PSFU) is Uganda's umbrella body for the private sector made up of over 240 Business Associations, Corporate bodies and the major Public Sector Agencies that support private sector growth.** Since its founding in 1995, PSFU has served as a focal point for private sector advocacy as well as capacity building and continues to sustain a positive dialogue with Government on behalf of the private sector. PSFU is also Government's implementation partner for several projects and programmes aimed at strengthening the private sector as an engine of economic growth in Uganda.

PSFU's competitiveness agenda is driven by the urge to increase private investments and productivity. These two are supported by a robust business environment that attracts and protects investment capital. The business environment is better where there is: effective government, efficient markets, and strong human development. The Ugandan private sector appreciates the Government of Uganda is moving steadfast to establish such an environment and both local and Foreign Direct Investments have taken advantage of the stable business environment.

The foundation is also the focal point for the East African Business Council and the COMESA Business council. Using this platform, PSFU has spearheaded the Trade Policy and Trade Development agenda on behalf of the Uganda business community, directly engaging with regional policy platforms.

### Vision



To be the national lead partner in Private Sector development

### Mission



To enhance Private Sector Competitiveness through improving capacity for evidence driven policy advocacy and enhanced Business Development Services.

### Key Mandate



- Carry out policy research and advocacy on behalf of the private sector to improve business environment.
- Undertake capacity building of the private sector.
- Strengthen partnerships at national, regional and international level.

### Strategic Objectives



- To strengthen the PSFU institutional structures to meet the needs of members
- To advocate a business environment that is conducive for sustainable enterprise growth
- To support members, build their capacity for global business competitiveness

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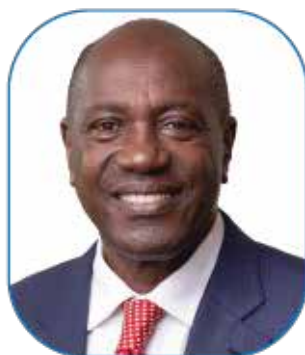


## List of Acronyms

|         |  |
|---------|--|
| COVID19 | Corona Virus Disease 2019  |
| CUSP    | Civil Society in Uganda Support Programme                          |
| DFID    | Department for International Development                           |
| GDP     | Gross Domestic Product   |
| GES     | Gender Equality Seal Certification Programme                       |
| GIZ     | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH |
| GoU     | Government of Uganda   |
| ICT     | Information & Communications Technology                            |
| KACITA  | Kampala City Trader's Association                                  |
| KCCA    | Kampala City Council Authority                                     |
| MSME    | Micro, Small and Medium Enterprises                                |
| NARO    | National Agricultural Research Organisation                        |
| NDC     | Nationally Determined Contributions                                |
| NPL     | Non-Performing Loans   |
| NPA     | Non-Performing Assets  |
| NSSF    | National Social Security Fund                                      |
| PPDA    | Public Procurement and Disposal of Public Assets Authority         |
| TUNADO  | The Uganda National Apiculture development Organisation            |
| UDB     | Uganda Development Bank  |
| UEPB    | Uganda Export Promotion Board                                      |
| UIRI    | Uganda Industrial Research Institute                               |
| UMA     | Uganda Manufacturers Association                                   |
| UNBS    | Uganda National Bureau of Standards                                |
| UNDP    | United Nations Development Programme                               |
| UNCST   | Uganda National Council for Science and Technology                 |
| UNAS    | Uganda National Academy of Sciences                                |
| UOSPA   | Uganda Oil Seed Producers and Processors Association               |
| UNCDF   | United Nations Capital Development Fund                            |
| URA     | Uganda Revenue Authority   |
| URSB    | Uganda Registration Services Bureau                                |
| USSIA   | Uganda Small Scale Industries Association                          |
| UWEA    | Uganda Women Entrepreneurs Association Limited                     |
| VAT     | Value Added Tax  |
| WHT     | Withholding Tax  |



## PSFU BOARD 2019-2022



**Hon Dr. Elly Karuhanga**  
Chairman



**Hon. Victoria Sekitoleko**  
Vice Chairperson



**Ms. Sarah Kagingo**  
Member



**Mr. Badru Ntege**  
Member



**Mr. Humphrey Nzeyi**  
Member



**Mr. Gordon Sentiba**  
Member



**Ms. Angela Bageine**  
Member



**Mr. Rajesh Chaplot**  
Member



**Mr. Charles Kareba**  
Member



**Ms. Julian Omala**  
Member



**Eng Kenneth Kaijuka**  
Member



**Ms. Civy Tumusiime**  
Member

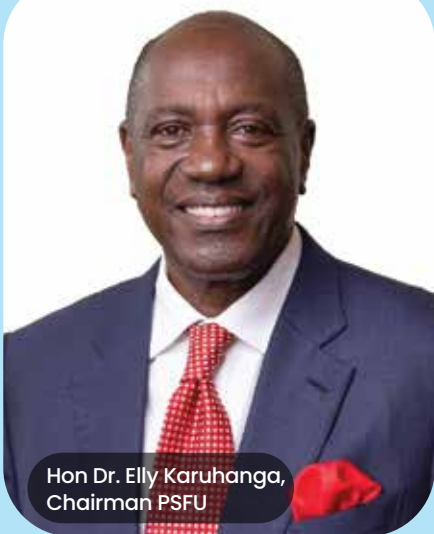


**Mr. Issa Sekito**  
Member



**Gideon Badagawa**  
Executive Director

## CHAIRMAN'S REPORT



Hon. Dr. Elly Karuhanga,  
Chairman PSFU

1. Background
2. Business and Economic Environment
3. Impact of COVID19 on business
4. Achievements through the year
5. Corporate Governance
6. Outreach and Engagement
7. Future Plans

### 1. BACKGROUND

First, I welcome you all to our 24th Annual General Meeting (AGM) and thank you for setting aside time to be part of this unique AGM meeting where we are meeting virtually.

This is the first AGM the new board is holding and it is also the first one in the history of PSFU to be held virtually. I want to welcome you, our esteemed members and particularly the new members that joined us during the year. I also wish to thank our partners that have increasingly put effort to support and grow our nascent private sector especially during this very unprecedented period of the COVID 19 pandemic. Special thanks to Government of Uganda and our development partners. I also thank you the PSFU membership for the



commitment to support and grow the Uganda economy. This year has been particularly difficult for Uganda and the entire world because of the unprecedented Covid 19 pandemic. Accordingly, the PSFU Board and Staff have spent the last one year developing and implementing strategies and partnerships to support PSFU to stay relevant and achieve sustainable growth amidst these challenging and unprecedented times. Let me congratulate all of us who have remained resilient and continue to run our businesses even with the many challenges this pandemic has presented to us.

### 2. BUSINESS AND ECONOMIC ENVIRONMENT

#### 2.1 Domestic Debt and its impact on Private Sector growth

Despite the increase in borrowing, Uganda's debt levels remain sustainable with low risk of debt distress; however, significant vulnerabilities are evident. Although the multilateral creditors have put in place facilities to dampen the adverse effects of the COVID-19 pandemic, uncertainties relating to the ensuing expenditure pressures, subdued economic activity and declining tax revenues, and a possible further decline in grants could lead to further borrowing on non-concessional terms.



**Already government has proposed to borrow up to 4.3 trillion from the domestic market during the coming year.** This will have severe implications for commercial lending to the private sector. The associated increase in interest payments will also be a substantial drain on resources that could have otherwise been used to finance development.

#### 2.2 Status on Critical Bills

Laws and regulations are necessary to support the private sector in way of ensuring fair competition and supporting industry development. The 10th Parliament enacted the following bills into law, many of which are waiting assent by HE the President.



These include, Local content bill 2018, which is required to enforce the local content/ BUBU policy, Coffee Bill which is key to addressing standards in the coffee value chain, the Land Lord Tenants bill meant to harmonize the relationship between landlords and tenants, Cooperative bill to streamline the management of cooperatives/EMYOOGA. This will help support the formulation of cooperatives and how they operate, National Graduate Scheme bill, which is very key in fostering a productive labour force, National Payment Scheme bill which is important in regulating digitalized payments, NSSF amendment bill, critical to unlock and mobilize more long term savings leading to affordable credit in the economy.

**PSFU is still advocating for the Government Pension Scheme Amendment Bill, Competition Bill, Fisheries bill, Real Estates bill, Animal Feeds Bill, Animal Drugs Bill among others. I urge our membership to support PSFU in pushing for these bills.**



### 3. REFLECTIONS ON THE ECONOMY – IMPACT OF COVID19 ON BUSINESSES

The economic outlook is very uncertain largely because of the unpredictable intensity and duration of the COVID-19 pandemic. The pandemic could persist beyond the second half of 2020 or there could be a more severe second wave of the pandemic, with adverse consequences for the global economy. Moreover, a longer than anticipated decline in economic activity could lead to more permanent business closures and high levels of unemployment.



Other downside risks to global economic activity include high debt levels in Emerging Markets and Developing Economies (EMDEs) and heightened currency depreciations in these economies, in part driven by the widening current account deficits which could lead to debt distress. Escalating geopolitical and trade tensions between the United States of America and China on multiple fronts, as well as wide social unrest could negatively affect growth. **On the upside, a stronger economic scenario could unfold if, for instance, economies reopen with minimal spread of the virus, or if a vaccine or effective treatment is available soon.**



PSFU launch of Tugobe Corona Wear A Mask Campaign in October 2020

As the easing of the lockdown continues, the economy is expected to slowly recover, with a slow rebound in both foreign and domestic demand. Many consumers are expected to be hesitant to resume their previous spending patterns, partly due to uncertainty about earnings. Moreover, even those whose incomes were not affected may increase their need to save for precautionary reasons. Furthermore, low exports of goods and subdued tourism receipts are projected to continue to weigh in on economic growth given the weaker global demand.

**Therefore, economic growth in Financial Year (FY) 2020/21 is projected in the range of 3.0-4.0%, further increasing to 5.0-6.0% only in FY 2021/22. The Private Sector has a major role to play here especially to assure output, growth and employment.**



**Additionally, the increasing Non-Performing Loans (NPLs) and high lending interest rates could delay recovery through ease of access to credit.** The BOU has steadily reduced the CBR, now to 7%. However, the pricing behavior of banks seems not to have changed with several Banks consistently pricing above the industry rate.

The majority of banks with higher lending rates tend to have higher non-performing loans (NPLs), a small market share and a large number of micro borrowers. While recent easing of movement restrictions has improved expectations of economic activity and thus cash flows, risks of higher interest rates remain on account of uncertainty due to the increasing rate of COVID-19 infections. According to the Bank Lending Survey, banks expect the default rates on loans to both enterprises and households to increase even further in the quarter to December 2020. **Uganda therefore needs to develop its own local long term savings that can be used to address oligopolistic tendencies in the financial structure.**



**“Uganda needs to develop its own local long term savings that can be used to address oligopolistic tendencies in the financial structure.”**

This is the position we have put to Government and we demand that the NSSF Amendment bill be duly passed to allow for this. **Annual headline and core inflation that had been contained over the past 3 years rose in June and July 2020**, driven largely by hiked transport fares in response to government issued standard operating procedures for public transportation aimed at containing further spread of the COVID19 pandemic and the increases in prices of imported consumer goods as a result of higher taxes intended to support the import substitution strategy.

**“Inflation that had been contained over the past 3 years, rose in June and July 2020, driven largely by hiked transport fares in response to government issued standard operating procedures.”**



## 4. ACHIEVEMENTS IN 2020

### 4.1 25 YEARS OF EXCELLENCE

On August 24th 2020, PSFU turned 25 years and celebration for this great milestone is underway. We commend our dedicated members for the support; the development partners for entrusting us with implementation of various projects and programs. (More details on the achievements on the annex pages of the report.)



## 4.2 Strengthening Existing Partnerships and Attracting New Ones

### 4.2.1. World Bank:

During the year, PSFU strengthened its partnerships with the World Bank by continuing to implement successfully the existing 4 development projects funded by the World Bank.



Plans for additional interventions aimed at improving the business environment even more are way and should be concluded during the new year.

### 4.2.2. Mastercard Foundation:

PSFU attracted and continues to strengthen its partnership with Mastercard Foundation to implement the Young Africa Works Strategy that aims to create 3 million work opportunities for young people over the next five years. PSFU is the Anchor Partner to the Mastercard Foundation, and under a subsidiary agreement signed with Government of Uganda is required to coordinate all other Young Africa Partners (currently seven organisations) in implementing their interventions that contribute to the 3 million job target. Under the partnership, two projects are already at implementation level; these are:

- (i) The US\$41M Young Africa Works Uganda-Enhance the Lead Firm Structure for Youth employment and
- (ii) the US\$8.3m PSFU COVID-19 Economic Recovery, Resilience and Response Fund.

### 4.2.3. European Union



During the year, the PSFU and European Union commenced a collaboration under the SB4U to advocate for a favourable business environment and investment promotion between Uganda and European Union. Under this initiative three binding constraints namely Access to Finance, Skills & Attitude and Governance & Corruption have already been identified and a project under the GreenUp is being set up to respond to these constraints.



## 4.3 Policy and Advocacy

### 4.3.1. Stimulus Package for the private Sector in light of COVID 19.

During the lockdown in March 2020, PSFU took the lead and engaged with Government to ensure that Government priorities are focused towards resuscitating the economy through supporting the private sector enterprises to stay afloat during the pandemic. PSFU engaged H.E the President, and the Ministry of Finance and presented a package of interventions that were aimed at saving lives of the people and resuscitating businesses. Together with the Ministry of Finance, a number of measures were collaboratively developed and instituted by Government. These included:



- Deferment of Corporate Income Tax or Presumptive tax for Corporations and Small, Medium Enterprises (SMEs) until September 31st worth 14 billion shillings.
- Deferment of PAYE by sectors affected including manufacturing, tourism and floriculture worth 66 billion shillings.
- Waive interest on tax arrears worth 50 billion shillings
- Provision for Tax Deductibility of Donations for the Corona Virus Response.
- Expediting of Payment of outstanding VAT refunds worth 120.53 billion shillings
- Waiving limitations on restructuring of credit facilities
- Encouraging the reduction of Mobile Money and other digital Transactions fees that are charged by Mobile Network Operators and commercial banks
- Providing exceptional liquidity assistance for a period of up to one year to Supervised Financial Institutions that may need it
- Recapitalization of UDB by 1 trillion shillings and
- Creation/ extending of financial support to SMEs through MFIs

### 4.3.2. FY 2020/21 Post budget dialogue

During the period, PSFU with partnership with the Ministry of Finance Planning and Economic Development, Uganda Revenue Authority and Bank of Uganda conducted a virtual post budget dialogue in June 2020, to sensitize the private sector and public about the opportunities for young people in the budget. The event attracted a viewership of 5 million people both on social media and TV audiences. This process, kick started the FY 2021/22 budget process and subsequent dialogues were held in all the sectors of the PSFU.

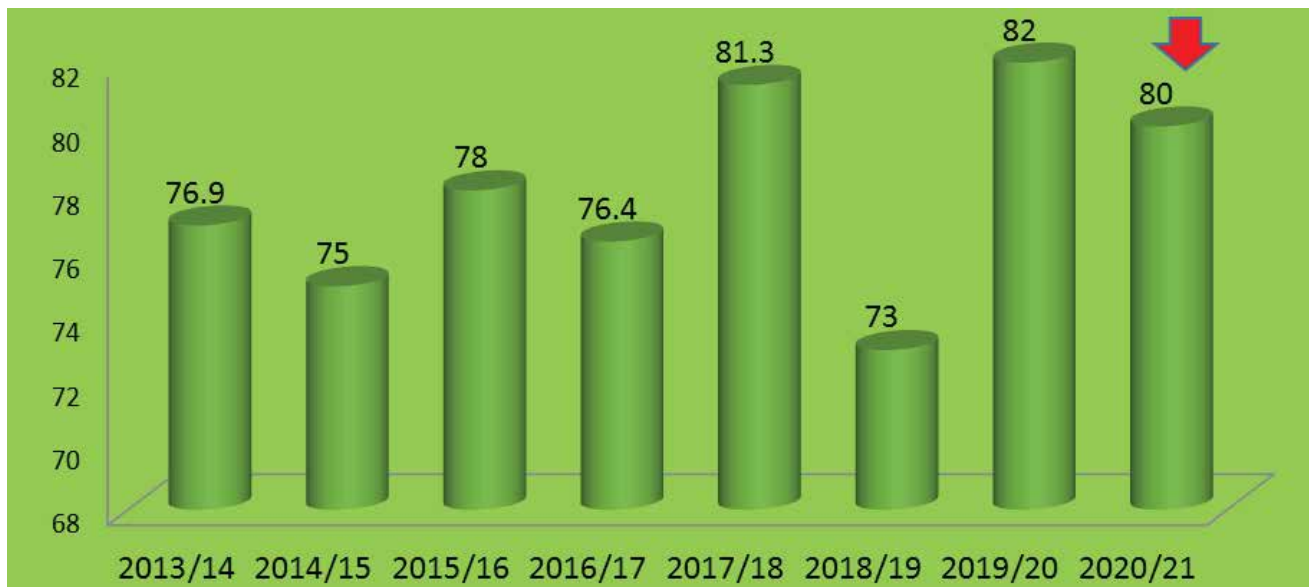
### 4.3.3. FY 2020/21 Budget Analysis

The PSFU conducted a budget analysis of the FY 2020/21 budget, and managed to continue with its good performance in terms of advocacy with 80 percent of the private sector policy proposals considered in the Budget by Government. The presentation also emphasized the need to align the national budget to COVID 19 implications. The graph below shows the trend of PSFU success in terms of advocacy.

### 4.3.4. Private Sector Platform for Action 2020

The Private Sector Platform for Action (PFA) is the main policy document for the private sector. It captures all the policy proposals as developed by the PSFU sectors and the Board. This guides the advocacy process. During the period, the PFA, 2020 was developed and designed as an electronic document which was circulated to the policy makers and applauded to the PSFU website for access to all stakeholders.

#### Trend of Private Sector Proposals VS Government Responses (%)



Source: PSFU policy advocacy unit

#### 4.3.5. Contribution to the national COVID19 response effort

Because of the Covid 19, substantial resources are required to respond to the challenge by of controlling the spread, help business to recover, grow and build resilience.



Government implored the business community to support efforts in responding to Covid 19. Individual companies raised Ushs32bn both in cash and kind to support this effort. I thank you so much for responding to the Government call.

In addition, PSFU on its own mobilized support from development partners particularly the Mastercard Foundation and secured another US\$8.3m (Ushs 32bn) to supplement Government effort.



#### 4.3.6. Tax policy issues and proposals

During the period, PSFU presented tax policy issues and proposals to the Ministry of Finance Planning and Economic Development in contribution to the FY 21/22 budget. Several proposals were agreed upon.

The PSFU was invited to make a statement on the next FY budget strategy which outlines the priority areas for consideration in the budget but also how it aligns itself with the COVID 19 realities and the NDPIII. The PSFU paper concentrated on measures that save lives of business, people, supports business recovery and ensures self-sustenance through import substitution and progressive tax regimes.

#### 4.3.7. The National Local content bill, 2019

The National Local content bill, 2019 was passed by Parliament and presented to H.E the President for assent. The President returned this bill to Parliament with a range of questions that we were asked to respond to. We reverted to you members and we have since assembled the private Sector response and submitted to Parliament. We hope this paper can guide the subsequent discussions on the bill.

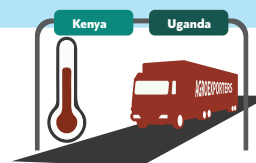
#### 4.3.8. National Logistics Platform

Recently, the Ministry of Health changed the policy on mandatory testing for cargo transporters and imposed a USD65 fee per test to every cargo truck driver. This worsened the already high cost of cargo from 200USD to USD300 per cargo truck. PSFU through our National Logistics Platform (NLP) developed a position which was discussed and agreed with the Ministry of Health. Consequently, the test fees have since been reduced to USD 50 and other innovative test kits which are considered cheaper are now nationally recognized and used. More discussions are ongoing with an objective of reducing the costs to below USD 20. Consequently, transportation has now eased up at the Border with Kenya.

- FIATA Diploma in International Freight Forwarding. 26 Ugandan trainers accredited by Federation of International Freight Forwarders Association.

- Self-regulation bill (The Freight Logistics Practitioners Management Bill). Private sector led by FEAFFA is working closely with MoWT to domesticate the self regulation Bill in Uganda. Currently working on the Regulatory Impact Assessment of the proposed Bill.

- Engagements with Shipping lines and ICDs to get blanket waivers on storage, Demurrage and detention. Efforts were positive. Shipping lines and ICDs resolved to engage shippers on a case by case basis. We have cases of shippers which have got upto 70% waiver.



#### 4.3.9. Implementation of the Electronic Fiscal Receipting and Invoicing Solution (EFRIS)

**The URA embarked on the implementation of the EFRIS and its expected start date was 1st October 2020.** The objective of this system is to ease in tax administration and also widen the tax base through closing tax leakage. However, the member in the business community raised issues regarding its implementation as it was going to increase the cost of production and also cause unnecessary delays. PSFU engaged with URA on this, and it was agreed that;

i. Implementation date pushed to 1st January 2021 and

ii. A committee composed of the members in the private sector and URA constituted to discuss the implementation modalities

**Dear Members, during the period, the Ministry of Trade Industry and Cooperatives invited the PSFU to present comments leading to the development of the National Import substitution strategy.** After thorough consultation among the members of the business community, the paper was submitted to Government to inform the development of this strategy. It focused on the key identified sectors and strategies that can be leveraged to optimize the available opportunities while addressing the weakness leading to overcoming the existing threats.

As the easing of the lockdown continues, the economy is expected to slowly recover. The economic outlook is rather uncertain, largely because of the unpredictable intensity and duration of the pandemic. I therefore urge the private sector to remain resilient and frugal as we sail through these turbulent times.

#### 4.3.10. Private Sector engagement in the development of the National Development Plan III (NDPIII)

During the period, PSFU held a series of meetings with National Planning Authority to develop the NDP III. The plan was developed and it follows a program based approach which is considered effective in breaking silo operations within stakeholders. Among the 18 programmes of the plan, the private sector is expected to contribute to 16 different programs. PSFU managed to influence for a specific program of private sector development and through the Private Sector Working Groups.

#### 4.3.11. Virtual engagement with our members

Due to the lockdowns, PSFU innovated and introduced and held the very first e-conference world over- COVID 19 business preparedness.



#### This 2 days e-conference attracted;

- 10 million viewers on TV
- 12 million tweets (Trending No.1 hashtags #PSFUEcon2020 #COVID19UGRecovery)
- 5 million followers on Facebook & YouTube
- Expediting of Payment of outstanding VAT refunds worth 120.53 billion shillings
- 2,000 comments & questions
- 3,000 participants registered via zoom webinar link

### 4. 4 Membership Development and Capacity Building

Fellow members, growth and deepening of our membership is a core mandate of PSFU. It is for members that we stand and all members ought to stand with us because the delivery of our mandate demands that we consolidate our membership. **Throughout the year, we were able to increase our membership to 245 members. This is up from 240 the previous year.**

Our recruitment drive has remained alive to the fact that members must see value in belonging to PSFU as reflected in policy advocacy and business development support. This is why we have taken caution against fast expansion and concentrated more on deepening our membership through service provision.

This is the reason member satisfaction surveys are regularly done. We have also been careful not to cannibalize our own members because we want you, the PSFU members, to manage and support your own members through your respective associations.

**Our effort as PSFU remains to strengthen business associations so that they can execute their mandates in a more organized and formal manner. Our philosophy is that once you members have good governance and improved service delivery to your members, then you are able to consolidate your membership with us at PSFU.**



#### 4.4.1. New members of PSFU

5 new members have joined PSFU. These are; Ambulance Africa, The Innovation Village, Uganda Cargo Consolidators Association, Uganda Association of External Recruitment Agency and Heifer International.

I take this opportunity to welcome all of them and urge our secretariat to induct, train and involve them in the various activities including sector committee work and association governance trainings. Let me further inform our members that you can only benefit from your membership at PSFU if you get involved in the various activities we offer among which are; policy consultations, lobby and advocacy with policy makers, training and capacity building for enterprises and member associations.



#### 4.4.2. Membership Retention and Service Delivery

PSFU has retained 100% of its fast growing membership on account of this varied range of services. PSFU Board and management have made several visits to Companies and Member associations to understand the challenges they continue to face, but also use these visits to help members appreciate key sector positions. The members visited include; Data mine Business Institute, Innovation System & Cluster Programme, Buganda Royal Institute of Business & Technical Education, Enterprise Uganda, Uganda National Association of Private Hospitals, Post Bank and EXIM Bank. Because this is an ongoing activity, the membership department will continue to organize member visits to several members.



#### 4.4.3. A call for member subscriptions

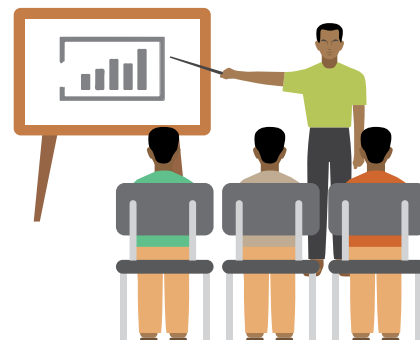
While we continue to mobilize increased support for our members, we still have a challenge of some of you not meeting your obligations on annual subscriptions to PSFU on time. Let me use this opportunity to call upon you our valued members to recommit yourselves to PSFU by making your annual subscriptions as required and on time.

Our mandate as PSFU can only be executed with full commitment by you members through the time you commit to this organisation, but also through the subscriptions you make. In addition, while I appreciate the tough business conditions we all continue to sail through, it is only until we pull together that we can strengthen our voice for advocacy, be able to engage the government and ensure an improved business climate, as well as match our other potential partners across the region and beyond.



#### 4.4.4. Member trainings

Following the annual needs assessment, business member associations had indicated they needed trainings in areas of Resource mobilization, membership development, Fundraising, Policy and Advocacy, Leadership and Governance for Association Boards. I am happy to inform members that 42 of our member associations have attended trainings in Resource Mobilization, Membership Development, Leadership and Governance trainings Policy Advocacy. I will therefore implore members particularly our Business Members Associations to participate in such trainings.



#### 4.4.5. Staffing at PSFU

We have further built our Human Resource capacities to improve service delivery to our members. Various key positions at the Director level have now been recruited including Finance, Human Resource and Results. We have also recruited a Director Policy and Business Development, a position that fell vacant in October; we hope to recruit sector managers by February 2021 as per the recommendation in the strategic plan. We have also recruited the Project Director for the Lead Firm Structure project and the Project Manager for the COVID 19 Economic Recovery and Resilience Response Project under the MasterCard Foundation docket to manage the on-going programs. Several staff at various levels has also been recruited. In total PSFU has had an additional 22 staff to its Human resource base. The goal is to enhance the internal capacity and ensure that the bottlenecks which were previously encountered in terms of procedures are cured.

#### 4.4.6. Systems Alignment

We have continued to improve our Systems and processes at the secretariat to ensure we respond faster to member needs.

### 4.5 Projects



#### 4.4.1. New Projects in 2020

##### 4.5.1.1. The Young Africa Works Uganda -Enhance the Lead Firm Structure for Youth employment

This \$41m Intervention co-implemented with Mastercard Foundation aims to create dignified and fulfilling work for 281,960 direct jobs for young women and men and another 269,739 indirect jobs for other Ugandans. The intervention focuses on creating, maintaining and sustaining growth in job markets through strengthening the capacity of actors to efficiently produce and sell their goods and services in expanded markets, developing new diversified financing mechanisms as well as growing the capacity of business leaders and their support service providers to manage and expand their enterprises. This intervention will span 5 years (November 2019 – December 2024) and is premised on innovation, co-creation, disruption and scaling. PSFU is challenging businesses and youth entrepreneurship to generate employment through change of attitude and working towards markets through lead firms. This transformative intervention will also transition

Micro Enterprises to Small Enterprises. So far Seven Lead Firms have been on boarded with about 50,000 jobs planned.

##### 4.5.1.2. PSFU Covid-19 Economic Recovery, Resilience and Response Program

Under this program, the Mastercard Foundation stood with the people of Uganda and extended immediate relief, recovery and resilience interventions to counter the impact of COVID-19. It is a commitment of US\$8.3m (equivalent to Ush31bn) all from the Mastercard Foundation's COVID-19 Recovery and Resilience Program to;

- Procure **30,000 PCR** (Ppolymerase Chain Reaction) test kits for use by the COVID-19 National Taskforce.
- Purchase **Personal Protection Equipment (PPE)** and other critical items for frontline workers in the fight against COVID-19.
- Support the **enhancement and adaptation of standards and quality certification** and management by Uganda National Bureau Standards (UNBS) and qualifying private laboratories to improve the quality of goods for domestic and export markets.
- Support **Uganda Healthcare Federation** to develop a digitised quality assurance system for the standardisation of services in private medical facilities across the country.
- Support **qualifying enterprises** whose operations have been affected by COVID-19 to survive and thrive in new and existing local and international markets.
- Support government, through the **National Planning Authority**, to develop a post-COVID-19 recovery and growth strategy.



The program has since its inception in June 2020 delivered 100,000 medical face masks, 2,000 protective suits, 1,300 gun thermometers, 2000 face shields. The program is also in the process of delivering 1000 medical beds, 1000 medical mattresses, 1000 pairs of bed linen and 30,000 PCR test kits by December 2020. The collaboration with UNBS, UHF and NPA is already underway while 136 MSME that applied for support are being evaluated.

### 4.5.1.3. PSFU Collaboration with the European Union (EU)



#### 4.5.1.3.1. Sustainable Business for Uganda Platform (SB4U)



This is an advocacy platform that I Co-Chair with the EU Ambassador. It has been set up to advocate for favourable a Business environment and investment promotion between Uganda and European Union. PSFU has agreed an implementation structure with EU, for this platform with up to 3 Million Euros approved to directly support Platform activities. The SB4U is focused on addressing the binding constraints to competitiveness as highlighted by both the local private sector and the EU business community.

#### 4.5.1.3.2. Green up Project

With a new name proposed as SG+ - meaning Skills and Governance Plus; this project will focus on supporting Skills & Attitude as well as strengthen Governance. (5 million Euros)

(i) In particular it will fund a Ready to Work Graduate Training program targeting fresh graduates and placing them in companies for a period not exceeding 6 months while equipping them with attitude related skills.



(ii) Under Governance; there will be two interventions which will include training in E - Procurement for Companies in response the rollout out of the e- procurement system by PPDA. And a Private Sector Led Corruption Facility which is a tool for allowing the private sector share their experiences and encounter with Corruption tendencies while undertaking business with Government. A Corruption reporting Facility will be established to help fight the vice.

Our inaugural Board meeting was held earlier this year to guide the preliminary operations and structural setup. Meanwhile PSFU has worked with the EU to identify areas of support during the post COVID 19 period. These cover areas of business financing, export promotion and skills training.

### 4.5.1.4. GIZ Supported Projects

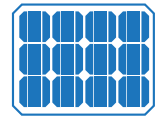


#### 4.5.1.4.1. COVID-19 Economic Relief Fund for the Off-Grid Solar and Cook Stove Sector

Private Sector Foundation Uganda (PSFU) in partnership with GIZ Energizing Development (EnDev) Uganda started a project to support the off-grid solar and cook stove sectors to help businesses and households survive the COVID-19 crisis and increase resilience. This project will run from November 2020 – March 2021. The objective is to support the cooking energy and off-grid solar sector to survive the COVID-19 crisis and increase their resilience to external shocks. The project is intended to benefit the following categories:

- Solar Companies
- Biomass Cookstove companies
- Associations & Training entities

#### 4.5.1.4.2. Last-Mile Results Based Financing (RBF) Pilot.



PSFU in partnership with Energizing Development (EnDev) GIZ Uganda is implementing the Last-Mile RBF pilot. The Last-Mile RBF pilot is funded by United States Agency for International Development (USAID) and Swiss Agency for Development and Cooperation (SDC).

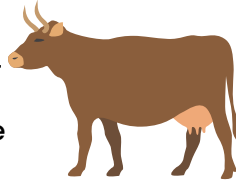
The project's objective is to increase energy access through Solar Home Systems (SHS) to last-mile households in Uganda by incentivizing off-grid solar companies to develop sustainable business models towards reaching the last mile. It is our plan that this Last-Mile RBF pilot will provide economic incentives to solar companies SHS to expand reach into more rural and remote areas that are associated with prohibitive barriers in terms of higher costs and risks.

#### 4.5.1.5. UNFPA Supported Corporate Collective Against Gender Based Violence (CCAG)

The Private Sector Foundation Uganda (PSFU) in partnership with the United Nations Population Fund (UNFPA) seeks to bring selected corporate companies together to prevent and respond to GBV through supportive private sector work policies and structures. This is a short programme for 3 months aimed at boosting productivity and economic gains in individual businesses and throughout the Ugandan economy.

#### **4.5.1.6. Promote Supplementary Feeding (SUPPL-F) project of the (MOBIP) Programme**

This project aims to increase access and uptake of supplementary feeding and targets beef value-chain actors in the Ugandan cattle corridor and runs from August 2019 until June 2021.



Principally we are working in 10 Disease Control Zones (DCZ). Selected districts in DCZ 1 include the following: Kiryandongo, Kyankwanzi, Masindi, Nakaseke and Nakasongola, while DCZ 2 includes: Lyantonde, Mubende, Kibaale, Kiruhura and Isingiro. The target project beneficiaries are the:

- (1) Large-scale beef farmers,
- (2) Small-scale beef producers and
- (3) Women and Youth entrepreneurs.

Our Implementing partners include; Robran Holdings Limited, Livestock Development Forum, The Green Elephant –VOF, College of Agriculture and Environmental Sciences –Makerere University, Uganda Women Entrepreneurs Association Limited and Uganda Beef Producers Association.

#### **Some key project milestones reached:**

1. Set up 9 demonstration sites on beef fattening supplementary feeding on 9 nucleus farms in 9 districts.
2. Recruited 10 Trainer of Trainees to train 20 farmer groups at the demonstration sites.
3. Supplied 1,000 bags of pasture planting materials and 300 kg of legumes to 8 demonstration sites for the establishment of fodder.
4. Established over 60 acres of pastures and legumes on the demonstration sites.
5. Rehabilitated grazing paddocks for semi-intensive beef fattening system in 3 demonstration sites.
6. Prepared over 150 tons of silage and above 400 hay bales on some three demonstration site.

### **4.5.2. Existing Projects**

#### **4.5.1.1. Competitive and Enterprise Development Project (CEDP)**

CEDP is financed by World Bank – IDA credit in the amount of SDR 66.1 million equivalent to US\$100 million and US\$2.5 million Government of Uganda (GoU) contribution. The Project

Development Objective is to improve the competitiveness of enterprises in Uganda by providing support for:

- (i) The implementation of business environment reforms, including land administration reform; and
- (ii) The development of priority productive and service sectors.

The Project has 5 Components:

- (i) Land Administration Reform
- (ii) Business Registration and Licensing Reforms
- (iii) Tourism Competitiveness Development
- (iv) Matching Grant Facility and
- (v) Project Implementation.

The project is implemented by seven Ministry Departments and Agencies. However, the overall coordination of the Project lies with the PSFU through a Project Coordination Unit (PCU).

The Project has progressed well and overall PDO and implementation are rated satisfactory. The rating is reflected in the progress towards attainment of the PDO indicators and the sustained improvement in the implementation of the key activities.

#### **4.5.1.2. Support to Agricultural Revitalization and Transformation (START)**

The Support to Agricultural Revitalization & Transformation (START) Facility is a blended finance facility providing a customized mix of business development services, project development and finance, structuring services, and financial products in the form of concessional and zero interest loans, technical assistance grants and partial credit guarantees.



The START Facility is implemented by the PSFU in partnership with United Nations Capital Development Fund (UNCDF) and Uganda Development Bank Ltd. The START Facility is designed to support the implementation of the food security and nutrition component of the Development Initiative for Northern Uganda (DINU) programme by improving access to finance for Small & Medium Enterprises (SMEs) engaged in agricultural value addition in Northern Uganda.

In May 2020, the Small Business Recovery Fund (SBRF) was launched in response to the impact of COVID-19 on SMEs

- 55 applications were received, 17 shortlisted and 9 are in the pipeline for support

- Total project requirement financing is UGX. 613,335,600 including UGX. 354,000,000 in reimbursable grants from START facility

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- 55 applications were received, 17 shortlisted and 9 are in the pipeline for support

- Total project requirement financing is UGX. 613,335,600 including UGX. 354,000,000 in reimbursable grants from START facility

#### 4.5.1.3. The Uganda Clean Cooking Supply Chain Expansion Project



This project became effective in October 2016 and ended in September 2020. The project development objective was to reduce both:

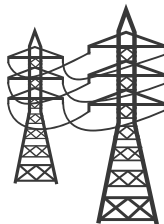
- (i) the economic burden on households and
- (ii) the negative impacts on the environment, of the inefficient use of solid biomass fuels for cooking by fostering sales and adoption of cleaner and more efficient cooking technologies. Activities under this project included;

Managing a Distribution Challenge Fund: The fund provided working capital and transaction cost support in the form of competitive grants to help both existing and new commercial distributors of eligible improved cook stoves. A total of 73,525 improved cook stoves were distributed by 8 participating consortia and the grant fund of US\$2.2 million was fully utilised.

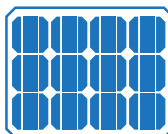
#### 4.5.2.4. PSFU Component Of The Energy For Rural Transformation Project.

PSFU implemented the following assigned tasks during the period March 2016 to date;

- (a) Supporting the development of community based pic/micro hydro schemes in hard to reach areas;



- (b) Facilitating the institutional development and strategic framework development of the Uganda Solar Energy Association;



- (c) Facilitating the formulation and implementation of various training interventions for accelerated certification of electrical wiremen



The Project will end on 31st December 2021.

#### 4.5.1.5. PARTNERSHIPS WITH UNDP

UNDP invited PSFU to Co-lead the SDG Impact Initiative in Uganda and I agreed to lead this on behalf of the private sector. We have now participated in developing the SDG Investor Map, a tool that provides market intelligence for private sector investors. We intend to use this to translate country level SDG gaps and priorities into private sector investment opportunities across sectors. The other three programmes at PSFU that are being supported by UNDP include;

##### 4.5.1.5.1. The Gender Equality Seal - Certification Programme



This programme stems from Goal 5 of the Sustainable Development Goals (SDGs) which is a key pillar in the attainment of Agenda 2030 for sustainable development. PSFU was invited by UNDP to collaborate and mobilize the private sector towards fulfilling the targets under this Goal by observing and entrenching the following attributes in the overall business agenda for companies.

- Eliminating gender-based pay gaps
- Increasing women's roles in decision-making
- Enhancing work-life balance
- Enhancing women's/men's access to non-traditional jobs
- Eradicating sexual harassment and sex-based harassment at work
- Using inclusive and non-sexist communication



Several companies (up to 45) have now signed on to the GES Seal to commit themselves in fulfilling the above attributes in order to drive productivity and competitiveness. I want to congratulate all those companies that have come through on this programme and encourage others to do so. Currently we have a Technical team that mobilizes the private sector towards signing on to the seal and to get companies understand Agenda 2030 and the 17 SDGs and how businesses can identify and seize opportunity for investments.

#### 4.5.1.5.2. Spotlight Initiative to Eliminate Violence against Women and Girls

This programme is a partnership between PSFU and UNDP and is intended to support the fight against Gender Based Violence (GBV) and Violence Against Women and Girls (VAWG). Under this partnership, PSFU is charged with capacity strengthening through training the Private sector to prevent and respond to Gender-Based Violence in the workplaces. During the last year, PSFU was training and empowering rural populations to avert the effects of GBV and VAWG. Leaders of Women organizations were mobilized to train the trainers, who did a swift job over the initial period. PSFU is contracted to implement the programme for 4 years from January 2019 to December 2022.

The new programme is being implemented in 7 districts; Arua, Kitgum, Amudat, Tororo, Kasese, Kyegegwa and Kampala. We are already working with Uganda Women Entrepreneurs Association Limited (UWEAL) and Uganda Chamber of Mines and Petroleum (Women in Mining Chapter) to develop capacities to Train Trainers in combating and eliminating GBV and VAWG.

#### 4.5.1.5.3. Nationally Determined Contributions (NDC) Support Programme

The NDC Support Programme is partnership signed between, UNDP, MFPED, PSFU and the Ministry of Water and the Environment, with the objective to support the private sector in mitigating the effects of Climate Change in line with the Paris Agreement. The role of PSFU includes developing a business case for the private sector to engage in climate mitigation and adaptation actions and mobilizing the private sector to participate in climate actions. A number of trainings were held through last year to help the business community understand the effects of Climate Change and how to manage them. A business case report was developed and shared with UNDP towards the end of last year. This is a three year programme that started in 2018.

Currently we are mobilizing the Uganda private sector to finance green investments and lay capital in a manner that will help us meet the SDG targets. This will be accomplished by sensitizing the business community about the various indicators that will be monitored towards these targets.

PSFU is committed to work with everyone in identifying investment gaps, and through our advocacy efforts, work with government to establish and maintain a conducive business climate that shall deliver an efficient and competitive private sector - one that will help in identifying opportunities, create descent jobs and spur growth.

## 5. CORPORATE GOVERNANCE AND BOARD ACTIVITIES

### 5.1 Association governance:

Association governance training series have been reviewed to help our business association on governance, policy advocacy and training of their members, this is now being rolled out for all our members to benefit.



01

1. Board is now constituted by sectors and revisions have been made in the memorandum and articles of association to reflect this. It was intended that this creates efficiency in addressing member concerns at sector level.

02

2. Board Committees were instituted with the new Directors

03

3. New organization structure following the new strategic plan is in place with new staff filling positions to support the structures.

04

4. All staff have been put on performance based contracts with appraisals undertaken regularly

05

5. Governance Manuals have been developed/updated (Procurement, Human Resource, Finance)

06

6. Board Charter has been developed

07

7. Consistent excellent accountability demonstrated by clean audit reports every year being issued by independent auditors

## 5.2 Sector engagements

Through our 11 sectors we have been able to lead policy engagements and define BDS requirements for members. Basing on your sector discussions and positions PSFU has been able to attract resources to address the various sector issues. To date PSFU is host to more than 10 projects, all aimed at addressing members' needs. As Board, we therefore urge all members to continue taking part in these sector consultations, because it is through these that we shall address your respective challenges, both policy and business development.

## 5.3 Strategic Planning for 2020-2025

During the year, PSFU developed and approved a new strategic plan to run for five years (2020-2025). This plan was developed with input from all our stakeholders including Government and the development partners, but with primary input from our membership. The theme of our new strategic plan is **"Building a strong membership through partnerships for a resilient and profitable private sector in a dynamic environment"** with focus on three major objectives as follows;

- ▶ **Strengthening the PSFU institutional structures to meet the needs of members**
- ▶ **Advocating for a business environment that is conducive for sustainable enterprise growth**
- ▶ **Supporting members to build their capacity for global business competitiveness**

PSFU expects all its fast growing membership to fully identify with this strategic plan and support us throughout its execution.

# 6. OUTREACH AND ENGAGEMENTS

## 6.1 Business Missions

PSFU has organized inward and outward missions with private sector lead organisations from such countries as Tanzania, D.R Congo, Saudi Arabia, the UAE, Turkey, India and the European Union with prospective partnerships in the fields of; Oil and Gas, Construction, Trade, Agro- industrialization and Financing of SMEs.

In line with the Africa-Europe Alliance for Sustainable Investment and Jobs, the European Union in partnership with the Private Sector Foundation Uganda and the Government of Uganda organized the first ever Uganda-Europe Business Forum in March 2020.

The forum formed part of a joint initiative to facilitate collaboration between private and public actors and partnership between Ugandan and European companies, in the framework of the Sustainable Business for Uganda Platform. The event was graced by both H.E the President of Uganda and the EU Ambassador to Uganda. We thank the Government of Uganda for collaborating with PSFU in this regard.

## 6.2 Engagement with Public sector bodies that support the private sector

During the year, PSFU has engaged various public sector agencies that support the growth of the private sector, especially in areas of Tourism, Agriculture, Trade & Commerce, Health, Oil and Gas, Energy & Education. Some cross cutting areas of engagement through the have included procurement, standards, taxation and business licensing. For all our discussions with government, position papers have been developed and shared with our membership.

## 6.3 Regional representation

At the regional level, PSFU is the focal point for the East African Business Council and the COMESA Business Council. Using this platform, PSFU has spearheaded the Trade policy and Trade Development agenda on behalf of the Uganda Private Sector by directly engaging with regional policy platforms. In the period, PSFU led by the Chairman presented a paper on the **"concerted approaches to tackling illicit trade for industry competitiveness in COMESA"**.

The COMESA Business Council organized the meeting and the paper presented included views and ideas from the private sector especially the trade core team. This informed the policy making process for trade facilitation measures within the COMESA region. At the EAC regional platform we continue to push for improved market access across the region.



## 6.4 Trademark East Africa (TMEA)

We have had discussions with our regional partners that support regional integration with particular focus on how PSFU can leverage this support to further strengthen our capacities both at institutional and at enterprise level through sectors.

**The functioning of PSFU is now through the 11 sectors which will gradually transform into platforms like The Transport and logistics sector has already done.** Board has proposed and hereby recommends to this AGM for endorsement, an additional sector - **the Creative and Entertainment sector.**

PSFU through these sectors will continue to strengthen the engagement of stakeholders from government, development partners and other private sector actors to help build our advocacy capacities and business development for SMEs. TMEA has pledged to continue support us in this regard. Our new engagement include special attention on

- (a) Promoting safer trade across the borders with respect to COVID 19,
- (b) Entrepreneurship and trade support for women and the youth,
- (c) Strengthened relationships with regional apex bodies.

PSFU is now preparing a proposal for institutional support from TMEA in respect of the above three.

## 6.5 International Centre for Arbitration and Mediation, Kampala (ICAMEK)

PSFU, UMA, Uganda law Society and the Bankers' Association have collaborated to establish the ICAMEK with the overarching objective to reduce delays and the costs associated with resolving and settling commercial disputes. This will be through arbitration and mediation of commercial disputes by highly competent and professional (international and local) mediators. The centre was launched last year and has already established its structures including the Governing Council. The centre is now mobilizing resources to support its operations including staff recruitment and systems development and the founding associations are currently mobilizing support from various development partners.



## 7. FUTURE PLANS

- (a) The PSFU will continue to ensure that member's needs are met to a level that safe guards their businesses, livelihood and promote their growth. This expected to be achieved through our new strategic plan that re-introduces a membership department and a re-fuelled directorate of policy and Business Development which works very closely with the sectors.
- (b) The COVID 19 response, recovery and growth implementation action plan being developed with NPA and aligned to NDPIII, NPSDS and the PSFU 5-year strategic plan secures further the future of our member interests.
- (c) The PSFU will also continue to consolidate the programs that are aimed at supporting the private sector and will henceforth, move to attract more programs which promote business competitiveness.



**PROGRESS TO DATE**  
ISSUED TWO CALLS FOR PROPOSALS MAY 2018 AND JULY 2019

**Support to Agricultural Revitalization and Transformation (START)** whose objective is to improve access to finance for SMEs engaged in agricultural value addition through a dedicated facility for business development services and blended finance. Jointly implemented with United Nations Capital Development Fund (UNCDF) & Uganda Development Bank Limited (UDBL)

**1st Call for Proposal**

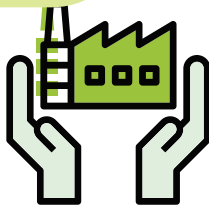


342 proposals  
49 longlisted  
17 shortlisted  
6 pipeline projects  
293 rejected

**2nd Call for Proposal**



143 proposals  
24 repeat applications  
100 longlisted  
75 shortlisted  
43 rejected  
26 pipeline projects



Due diligence visits to 92 SMEs  
General business development support to over 100 SMEs  
Pre-investment business development support to 61 SMEs including 4 cooperatives

**28%**

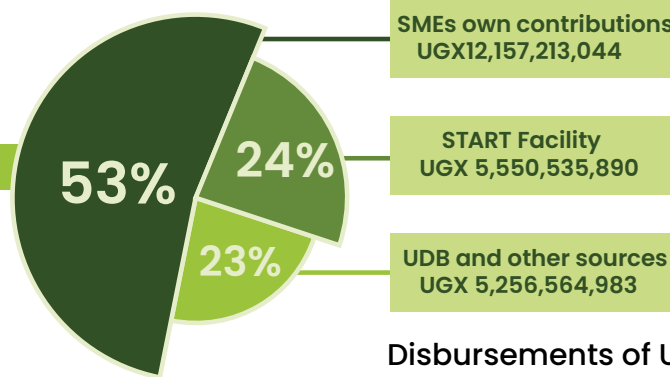
**62%**

37 women trained

93 men trained

**130 participants trained in financial literacy**

**17 PROJECTS HAVE BEEN SUBMITTED TO UGANDA DEVELOPMENT BANK FOR FINANCING**

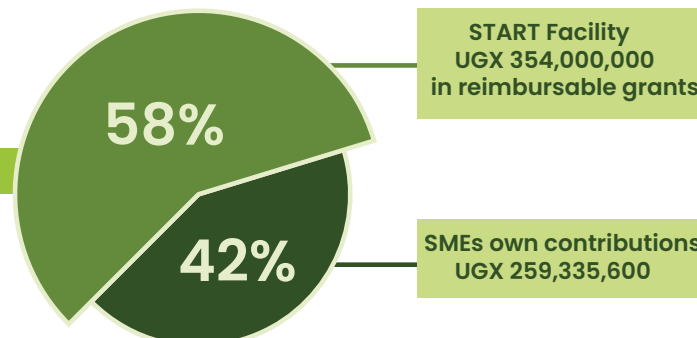


**TOTAL PROJECT SIZE:**  
UGX 22,964,323,917

**OVER 500 JOBS**  
created, providing  
market for over  
**75,000 FARMERS**

Disbursements of UGX 834,057,420 to 3 SMEs.  
Post investment BDS to 2 SMEs to automate their financial management systems

**IN MAY 2020, LAUNCHED THE SMALL BUSINESS RECOVERY FUND (SBRF) IN RESPONSE TO THE IMPACT OF COVID-19 ON SMES.**



**55 APPLICATIONS**  
17 shortlisted  
9 pipelines

**TOTAL PROJECT REQUIREMENT**  
UGX 613,335,600

## Window 1

### 1 Formal Sector Support to Companies

This window targets skilling company employees, their suppliers and subcontractors to enhance their productivity, competitiveness and profitability.

#### Summary of achievements To Date:

**3** Three calls for applications made; the third in February 2020

**157** Grants awarded to companies in support of skilling their employees in modern or advance technical trades in order to meet international standards and competitions

**30** have completed their skills projects. **67** are on-going

**32** grantees awarded had challenges and their grants differed. **28** awaiting signing of their agreements to commence implementation.

## Window 3

### 3 Innovative training.

Window 3 deals with innovative skills training of private and autonomous public training institutions, interested in developing new innovative models, new training concepts and new training programs in response to identified need. The training must be relevant to the labour market and able to attract reasonable number of qualified participants, with likelihood to contribute to the country's economic development. Technology is dynamic and therefore the development of innovative training curricula will help graduates to have skills matching with industry demands.

#### Summary of achievements under this window:

**8** Eight (8) grantees received funds; including 3 public training institutions, 3 private training institutions, one in the Agriculture manufacturing and one construction Company. The innovative training initiatives aim at realizing international standards and certifications.

**851** trainees completed training; their capacity enhanced in various areas of training and capacities of 584 trainers enhanced.

**Bio fertilizer** – a product of Black Soldier Fly (BSFL) larvae by Uganda Martyrs University, as an alternative livestock feed. Rearing and stocking up of the larvae are ongoing.

**2** CNC technology machines at Kabasanda Technical Institute and Datamine Technical Business School purchased from AMATROL USA to boost the innovative technical training, Technical Education Learning Systems (TELS).

## Window 2

### 2 Skills Support in the Informal Sector (Jua Khali)

This window prioritizes entities such as NGOs, CBOs, Associations, trade unions, cooperative in the informal sector (Jua Khali). These bodies are both the target groups, and beneficiaries for the skills interventions.

#### Summary of achievements To Date:

**353** ORGS 353 organizations received grants to skill their members and other community members in various skills and trades. **161** organizations were awarded grants, signing of contracts and disbursement of funds expected end of August 2020.

**1.39M** in 6 Months A total of US\$ 1,390,762 was disbursed in the last 6 months with a cumulative disbursement of US\$ 4,694,988 by end of financial year 2019/20

**40K** Over **40,743** individuals have been involved in the skilling activities. **47%** (27,039/40,747) are women, mostly engaged in the agricultural and crafts cottage related activities. Youth account for **27%** and are mainly engaged in welding, metal fabrication, leather products making.

**27K** 27,011 trainees/beneficiaries completed the skilling program in various skills program, majority in the agricultural related skills.

**1700** Trainees Certified Over 1700 trainees assessed and awarded certificates by Directorate of Industrial Training (DIT) under Ministry of Education. The DIT assessment requires that trainers ensure quality skilling and uniformity across the sectors. The assessment presents an opportunity for trainees with no prior formal education to gain recognized certificates. Some beneficiaries have secured jobs using the DIT certificates.

**14** New Districts to benefit The beneficiary organizations (grantees) are spread in 60% of the districts in Uganda. Majority of them are in Kampala (38.8%) and Wakiso (21%) districts. SDF took note of this disparity, in call 3 to reach districts that had never received any grant. Therefore, 14 new districts will benefit, including Budaka, Bukwo, Bundibugyo, Buyende, Ibanda, Kagadi, Kazo, Kyankwanzi, Madi- Okollo, Manafwa, Maracha, Moroto, Rubiriizi and Sironko.

**2** fully fledged training mobile units purchased to enhance Q-Training capacity. The capacity acquired facilitated winning a contract under Total E&P to train and certify 75 youth in 2G & 3G welding with OPITO and ECTIB

Manuals for catfish juvenile production systems, aquaponics, and pond-based aquaculture and fish value addition developed.



## Description and Performance of the CEDP

1

**CEDP is financed by World Bank - IDA credit 5269 UG in the amount of SDR 66.1 million equivalent to US\$100 million and US\$2.5 million from Government of Uganda (GoU).**

The IDA credit was approved on May 9, 2013 and became effective on June 6, 2014. The Project Development Objective of CEDP is to improve the competitiveness of enterprises in Uganda by providing support for:

- (i) the implementation of business environment reforms, including land administration reform; and
- (ii) the development of priority productive and service sectors.

2

**The Components of the project are:**

- a) Component 1: Land Administration Reform
- b) Component 2: Business Registration and Licensing Reforms
- c) Component 3: Tourism Competitiveness Development.
- d) Component 4: Matching Grant Facility
- e) Component 5: Project Implementation

3

**The Project has progressed well and overall Project Development Objective (PDO) and implementation are rated satisfactory.** This rating is reflected in the progress towards attainment of the PDO indicators and the sustained improvement in the implementation of some of the key activities in some components.

4

**Major Outputs of CEDP: The Project has delivered the following major outputs:**

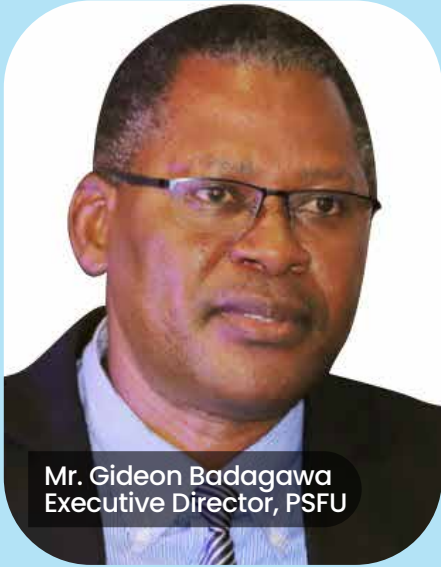
- 10 New Ministry of Lands Zonal Offices (MZOs) in Luwero, Mityana, Mukono, Mpigi, Wakiso, Moroto, Soroti, Tororo, Kabale and Rukungiri
- A multipurpose hall and girls' Dormitory for the Institute of Surveys and Land Management (ISLM) in Entebbe.
- Installation of an Enhanced Version of the Land Information System (LIS) in 21 MZOs: Arua, Gulu, Lira, Mbale, Jinja, Masindi, Kibaale, Kabarole, Mbarara, Masaka, KCCA and the new 10 MZOs. It now takes a person one day to search for a title compared to 50 days in 2010 and it takes 3 days to process a mortgage compared to 28 days in 2010.
- Systematic Land Adjudication and Certification (SLAAC) has been undertaken. A total of 606 Community Land Association (CLAs) have been formed across 13 districts: Kaabong, Kotido, Moroto, Napak, Amudat, Kakumiro, Buliisa, Agago, Nwoya, Mubende, Kabale, Kibale and Kayunga. 20,883 parcels have been mapped with total average area of 16,236.3 ha for 20,294 households.
- Development of the National Physical Development Plan, the first one of its kind for the Country, which will guide all envisaged developments.
- The production of base maps for entire country, last developed in 1966. The base maps will support timeliness and quality of land survey and valuation functions.
- Construction of the Uganda Business Facilitation Centre (UBFC) a 16 level offices block on plot 1 Baskerville Avenue, Kololo, Kampala that will house three Government institutions: Uganda Investment Authority; Uganda Registration Services Bureau; Capital Markets Authority and with a floor for the Government One Stop Centre.
- Streamlined systems, processes and procedures for Business Registration and Licensing Reforms.
- Construction of a 3 Star Application/ Training Hotel for the Uganda Hotel and Tourism Institute (UHTTI) – Jinja and
- Supported tourism Product Development, Packaging, Marketing and Promotion. The project supported engagement of three destination marketing firms in UK, USA and Europe and also supported the development of MICE policy and strategy.
- Supported 312 Micro, Small and Medium Enterprises (MSMEs) in the selected priority sectors of Agribusiness, ICT, Tourism and Fisheries with USD\$2.8million (95%) of the total allocation already disbursed.
- 288,000 direct beneficiaries under MGF out of which 51% are females.
- 2,640 new jobs were created by the benefitting MSMEs a 27% increase from 7,109 in 2010 to 9,749 in 2019.
- Sales for supported enterprises increased by 18% from US\$ 140M (2010) to US\$165M (2019); exports value increased by 11% from US\$ 132M (2010) to US\$146M (2019).
- There has been an increase in Non-Tax revenue (NTR) collection as a direct result of design and installation of the LIS. The annual non-tax revenue collections under MLHUD increased from US\$ 10.2million in 2012/13 to US\$ 37.4million in 2018/19. Cumulatively MLHUD has collected US\$ 168million in NTR from 2012/13, to FY 2018/19, which is more than the US\$ 100 million loan secured under the project. It is important to note that the measures leading to this performance need to be consolidated, scaled up and made sustainable.

5

**CEDP has achieved the following results. The project has contributed to following:**

- Reducing the number of days to register land from 52 in 2010 to 20 in 2020;
- Reducing days to register a business from 33 days in 2010 to 1 day in 2020 and decreasing the cost to register a business (as a percent of income per capita) from 76.7 percent in 2010 to 41% percent in 2020;
- Increasing tourism arrivals from 945,000 in 2010 to 1,505,000 in 2019;
- Increasing tourism sector employment from 225,300 in 2010 to 605,000 in 2019;
- Increasing exports of non-traditional products which is 11 percent (vis-à-vis target of 10 percent); and
- Benefiting 288,000 direct project beneficiaries (vis-à-vis a target of 350,000) and (51 percent female vis-à-vis a target of 18 percent).

## EXECUTIVE DIRECTOR'S MESSAGE



Mr. Gideon Badagawa  
Executive Director, PSFU

It is my pleasure to welcome our esteemed members to this 24th Annual General Meeting and to appreciate your continued commitment to the Foundation.

All our stakeholders in Government, the civil society and the development partners have been extremely supportive in the delivery of PSFU mandate and on behalf of management I extend our sincere appreciation to everyone for this gesture. Our pledge and commitment is that as secretariat we will double our effort in delivering member services and ensuring that our members continue to find value in PSFU.

PSFU has grown vastly in size and mandate. To date, our membership is well beyond 245 with 100% retention rate, all vying to increase their capacity to compete with particular attention to increased investment in social capital and the environment.

**We are working with the MasterCard foundation as well as the EU, World Bank and the United Nations to drive agenda 2030 on sustainable development and the private sector is expected to play a pivotal role.**



This year has been a very challenging business year punctuated with several upheavals, some of which have had extreme adverse effects on the business environment. I want to thank all our members for coming out to work with us in negotiating a stimulus package for business and the economy. I want to urge our members and the entire private sector to persevere and endure all these calamities in the pursuit of a vibrant and competitive economy.

This year, PSFU adopted a new 5 year strategic plan with special attention on strengthening our institutional capacity for the betterment of our members, as well as promote sustainable partnerships.

We commit to continue building more partnerships with development partners & agencies (local & international) to contribute to competitive & sustainable private sector development. We further commit to engage and involve all our members in these partnerships.



Finally, I recognize the Government of Uganda & all Development Partners who have supported our engagements & initiatives towards private sector development in Uganda.



**Gideon Badagawa**  
Executive Director





## PSFU MANAGEMENT TEAM



**Gideon Badagawa**  
Executive Director



**Francis Kisirinya**  
Deputy Executive Director



**Husnah Natukunda**  
HR & Results Director



**Helen Awidi**  
Director, Finance



**Ruth B. Musoke**  
Head Skills Development Facility



**Daniel Kisekka**  
Project Manager  
START Facility



**John-Marie Kyewalabye**  
Project Coordinator CEDP



**Ronny Mulongo**  
Manager Private Sector  
Development



**Daniel Ojiambo**  
Project Manager SUPPL\_F



**Apollo Muyanja Mbaziira**  
Project Director  
Young Africa Works



**Kathryn Lindoha-Musoke**  
PR & Communications  
Manager



**Allan Ssenyondwa**  
Project Manager CERRRP



**Eng. Godfrey Sebugwawo**  
Director ERT



**Hope Jemimah Kasimbazi**  
PA to the Executive  
Director/Outreach &  
Partnership Officer

# PICTORIAL



Exhibitors receive awards during the 2019 trade expo



PSFU launch of Tugobe Corona Campaign in October 2020



PSFU Executive Director and Sarah Kagingo during the Tugobe Corona Campaign in October 2020

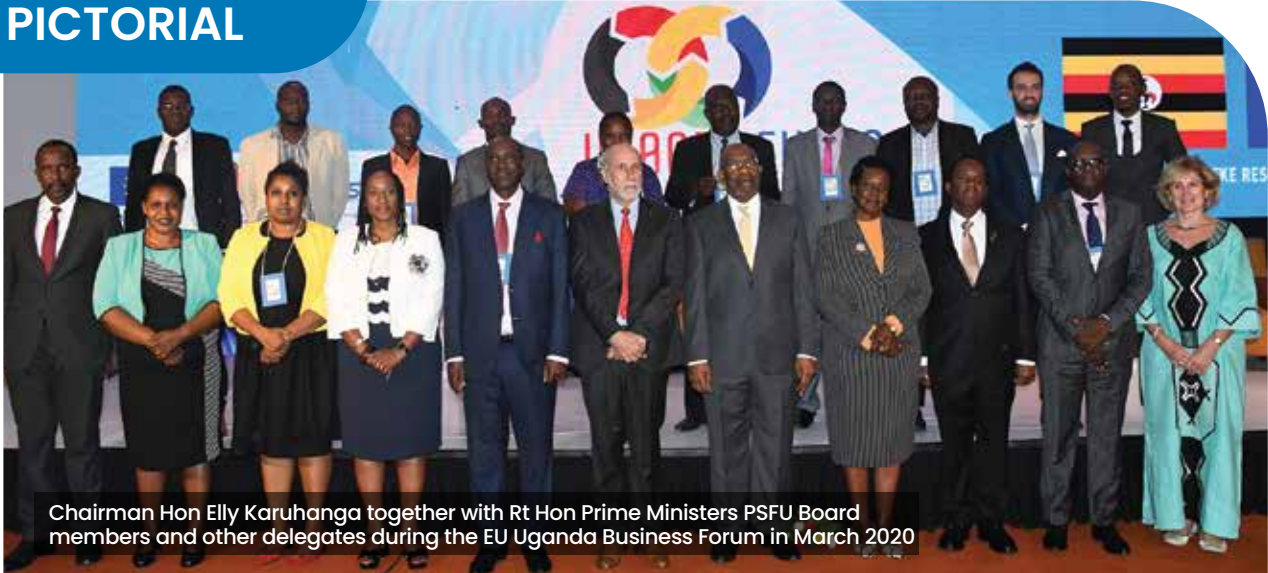


Ms. Julian Omalla PSFU Board member of the trade sector appreciates UCC (exhibitor) during the 2019 trade expo



PSFU stakeholder engagement with the construction sector members

# PICTORIAL



Chairman Hon Elly Karuhanga together with Rt Hon Prime Ministers PSFU Board members and other delegates during the EU Uganda Business Forum in March 2020



PSFU Board members meet with RT Hon Prime Minister in March 2020



Gideon Badagawa Executive Director meets Turkish Ambassador to establish relations to promote trade and partnerships for our members



Construction of the Uganda Business Facilitation Centre (UBFC) managed by CEDP. This is a 16 level offices block on plot 1 Baskerville Avenue, Kololo.



Hon Amelia Kyambadde Minister of Trade signs as a member on the SB4U platform.

# PICTORIAL



Francis Kisirinya Deputy Executive Director PSFU presents to the Logistics sector members the Lead Firm Structure approach



PSFU trains community leaders under the UNDP spotlight initiative on GBV & VAWG



Brian Natwijuka - Robran Holdings Limited checking quality of recently prepared silage



Progress on the construction of the Uganda Hotel and Tourism Training Institute (UHTTI)



## PICTORIAL



Hon. Namayanja taking farmer group members around her farm - Kande Livestock Farm - Nakaseke. Feedlot set up



Brian and Eric briefing members of farmer groups on pasture production in Masindi at Kaann demonstration farm.



Members of one of the farmer groups in Kibaale attending an orientation meeting under the SUPP\_L project.



Kisongwa ranching scheme in Mubende district operates a motorized baler for making hay as part of supplementary feeds for farm animals.



*Business growth is our business*

# **PRIVATE SECTOR FOUNDATION UGANDA**

## **REPORT AND AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30<sup>TH</sup>, 2020**

**Sejjaaka, Kaawaase & Company**  
**Certified Public Accountants**  
**Plot 31, Bukoto Street, Kololo**  
**P. O. Box 7657, Kampala**  
**Tel: +256-392-000216**  
**E-mail: [cpa@cpa.ug](mailto:cpa@cpa.ug)**

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### **List of Acronyms**

|      |   |   |
|------|---|---|
| AGM  | - | Annual General Meeting                      |
| IASs | - | International Accounting Standards          |
| IFRS | - | International Financial Reporting Standards |
| ISAs | - | International Standards on Auditing         |
| NSSF | - | National Social Security Fund               |
| PAYE | - | Pay As You Earn                             |
| PSFU | - | Private Sector Foundation Uganda            |
| URA  | - | Uganda Revenue Authority                    |

## **CORPORATE INFORMATION**

**Registered Office & Address:** Plot 43, Nakasero Road  
P. O. Box 7683,  
Kampala

**Executive Director:** Mr. Gideon Badagawa

**Bankers:** Standard Chartered Bank  
Plot 5, Speke Road  
P. O. Box 7111  
Kampala

Centenary Bank  
Talenta House,  
Plot 7, Entebbe Road  
P. O. Box 1892  
Kampala

**Auditors:** Sejjaaka, Kaawaase & Co.  
Certified Public Accountants  
Plot 31, Bukoto Street, Kololo  
P. O. Box 7657  
Kampala

**Lawyers:** C. Mukiibi Sentamu & Company Advocates  
P. O. Box 27073  
Kampala

## **REPORT OF THE DIRECTORS**

The Directors submit their report together with the audited financial statements for the year ended June 30<sup>th</sup>, 2020.

### ***Activities***

Private Sector Foundation Uganda (PSFU) is Uganda's apex body for the private sector. It is made up of business associations, corporate bodies and the major public sector agencies that support private sector growth. Operations during the year were executed under the macroeconomic context below

#### **1.0 Economic Environment**

The year 2019/20 has been extremely challenging because of the unprecedented COVID-19 pandemic. Government through the Ministry of Health instituted Standard Operating Procedures to respond and control the spread of the virus in the country. SOPs included total lockdown of the economy for a number of months. These lockdowns affected the economy significantly with GDP reducing from 6.5% to 2.9%. Unemployment increased due to the slowdown. This is the economic environment that PSFU operated in which impacted its performance particularly in the second half of the year.

PSFU applauds Government for responding with the economic intervention which saved the economy from total collapse. Much as the economy suffered, there were some opportunities that opened particularly in the area of economic response programs that were floated by a number of donors and PSFU took advantage to widen partnerships with current donors while at the same time pursuing new partnership with other donors. It our hope that these expanded and new partnerships will generate significant benefits to members by way of recovery and growth programs in the short term.

#### **2.0 Strategic Plan 2020/21-2024/25**

During the year, PSFU completed the three-year Strategic Plan. This Strategic Plan focused on four Strategic Thrusts namely a) Transforming Service Quality b) Financial self-sufficiency c) Broaden and Deepen National & Regional Footprint and d) Building Collaborative Stakeholder Relations.

With financial and technical assistance from GIZ, PSFU prepared 2021/25 Strategic Plan.

## **2.1 Revenue:**

### **Self-Accounting Projects;**

Annual revenue generated was 2.456 billion compared to 1.86 billion the previous year which was an improvement of 27% compared to the previous year. The revenue was comprised as follows; Member Subscriptions - 4.9%, Grants - 29%, Contributions from activities 59%, Exhibition and sponsorship - 3.9% and other revenue - 3.2%.

## **2.2 Expenditure**

This rose by 25% from 1.76 billion to 2.36 billion. This was due to increased support from the Partners in the form of Grants used to implement various activities. For example, UNDP provided a grant of UGXG636.7 million during the financial year to implement intervention under the “Spotlight Initiative” Program.

## **3.0 Budget Management**

PSFU continued to manage budgets well ensuring that no expenses are made above available budgets and available revenue.

## **4.0 Debtors and Creditors**

The debtor position stood at Ug Shs 434 million up from Ug Shs 377 million last year an increase of 15%. This was caused by the slowdown in the economy created by the Covid-19 pandemic that led to a lockdown. Most of the debtors for the directory were unable to honour their commitments as we approached the end of the financial year because of the cash flow constraints experienced by them.

The creditor position increased from Ug Shs 44 million to Ug Shs 55 million due to cash flow management measures taken to match collections from debtors and payment to the creditors.

## **RESULTS**

The results for the year ended June 30<sup>th</sup>, 2020 are shown on page 13. The surplus for the year, amounting to Ugx. 12,134,425, has been transferred to the Accumulated Fund Account.

## **BOARD OF DIRECTORS**

The Directors who held office during the year were;

- |                             |                         |
|-----------------------------|-------------------------|
| 1. Hon. Elly Karuhanga      | 8. Eng. Kenneth Kaijuka |
| 2. Hon. Victoria Sekitoleko | 9. Ms. Angela Bageine   |
| 3. Mr. Rajesh Chaplot       | 10. Mr. Issa Sekitto    |
| 4. Mrs. Civy Tumusiime      | 11. Mr. Gordon Sentiba  |
| 5. Ms. Sarah Kagingo        | 12. Mr. Gideon Badagawa |
| 6. Dr. Julian Omalla        | 13. Mr. Charles Kareeba |
| 7. Mr. Badru Ntege          | 14. Mr. Humphrey Nzeyi  |

## **AUDITORS**

The Shareholders appoint auditors at their Annual General Meeting. The current auditors, Sejjaaka, Kaawaase and Co. have expressed willingness to continue in office.

## ***BY ORDER OF THE BOARD***

  
**SECRETARY**

**Date:**

## **STATEMENT OF DIRECTORS RESPONSIBILITIES**

The Board of Directors is required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Private Sector Foundation Uganda as at the end of the financial year and of the results of its operations for that year. In preparing those financial statements, the Board is required to;

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that PSFU will continue in operation

The Board is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time, the financial position of PSFU and enable them to ensure that the financial statements comply with International Financial Reporting Standards and the Companies Act. They are also responsible for safeguarding the assets of PSFU and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board accepts responsibility for the annual financial statements set out on pages 15 to 25, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards and the Companies Act 2012 (Cap 110).

The Board are of the opinion that the accounts give a true and fair view of the state of affairs of the company and of its operating results. The Board further accept responsibility for the maintenance of accounting records which may be relied upon in the preparation of the accounts, as well as adequate systems of internal control.



.....  
**CHAIRMAN**

Date: 20/11/2020

SK&CO



.....  
**EXECUTIVE DIRECTOR**

Date: 20/11/20

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**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF PRIVATE SECTOR FOUNDATION UGANDA FOR THE YEAR ENDED JUNE 30<sup>TH</sup>, 2020**

***Opinion***

We have audited the financial statements of **Private Sector Foundation Uganda**, which comprise the Statement of Financial Position as at June 30<sup>th</sup>, 2020, and the Statement of Profit or loss and other Comprehensive Income, Statement of Changes in Accumulated Fund and Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory notes, set out on pages 17 to 25.

In our opinion the financial statements give a true and fair view of the financial position of Private Sector Foundation Uganda as of June 30<sup>th</sup>, 2020, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

***Basis Of Opinion***

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Company in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Uganda, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

***Key Audit Matters***

Key Audit Matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

There was nothing to report in this regard.

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**Partners:**

Prof. Samuel K. Sejaaka, PhD;B.Com; PGD Comp Sc.; Msc; FCCA; CPA(U)

Prof. Twaha Kigongo Kaawaase, PhD;B.Com;PGDip. Dev.Fin; MSoc.Sc; FCCA; CPA(U)

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### ***Other Information:***

The Directors are responsible for the other information. This comprises the Directors' Report, the schedule of management expenses, supplementary information that comprises the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### ***Responsibility of the Directors for the Financial Statements***

The Directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal controls as the Directors' determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the PSFU's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the PSFU's financial reporting process

### ***Auditor's Responsibility for Audit the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to fraud or error, and to issue an auditor's that includes our opinion. Reasonable assurance is a level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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**Partners:**

Prof. Samuel K. Seijaaka, PhD;B.Com; PGD Comp Sc.; Msc; FCCA; CPA(U)

Prof.Twaha Kigongo Kaawaase, PhD;B.Com;PGDip. Dev.Fin; MSoc.Sc; FCCA; CPA(U)

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As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also;

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, internal omissions, misrepresentations or the override of internal controls.
- Obtain an understanding of the internal controls relevant to the audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions related to events or conditions that may cast significant doubt on PSFU's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause PSFU to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current

11

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**Partners:**

Prof. Samuel K. Seijaaka, PhD;B.Com; PGD Comp Sc.; Msc; FCCA; CPA(U)

Prof.Twaha Kigongo Kaawaase, PhD;B.Com;PGDip. Dev.Fin; MSoc.Sc; FCCA; CPA(U)

**The Firm is Licensed and Regulated by ICPAU**

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period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### **Report on Other Legal and Regulatory Requirements**

The Ugandan Companies Act 2012 requires that in carrying out our audit we consider and report to you on the following matters. We confirm that:

- We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- In our opinion proper books of account have been kept by the PSFU, so far as appears from our examination of those books; and
- PSFU's Statement of Financial Position and Statement of Profit or Loss and other Comprehensive Income are in agreement with the books of account.

The Engagement Partner on the audit resulting in this independent auditors' report is Prof. Twaha Kaawaase (P0044), whose signature and seal are appended below.

*Sejjaaka, Kaawaase & Co.*

**Sejjaaka, Kaawaase & Co.**  
**Certified Public Accountants**  
**Plot 31, Bukoto Street, Kololo**  
**P. O. Box 7657, Kampala**

Dated November *23rd*, 2020

*Prof. Twaha Kaawaase*

**Prof. Twaha Kaawaase [P0044]**  
**Engagement Partner**

---

**Partners:**

Prof. Samuel K. Sejjaaka, PhD;B.Com; PGD Comp Sc.; Msc; FCCA; CPA(U)

Prof. Twaha Kigongo Kaawaase, PhD;B.Com;PGDip. Dev.Fin; MSoc.Sc; FCCA; CPA(U)

**Private Sector Foundation Uganda**  
**Financial Statements for the year ended**  
**June 30<sup>th</sup>, 2020**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR**  
**THE YEAR ENDED JUNE 31<sup>ST</sup>, 2020**

|  | <u>NOTE</u> | <u>June 2020</u><br><u>Ugx</u> | <u>June 2019</u><br><u>Ugx</u> |
|--|-------------|--------------------------------|--------------------------------|
| <b>INCOME</b>                          |             |                                |                                |
| Member Dues                            | A           | 118,500,000                    | 98,280,000                     |
| Grants (Donor Assistance)              | B           | 701,383,527                    | 226,557,288                    |
| Contributions For Activities           | C           | 1,492,146,953                  | 1,423,165,802                  |
| Fundraising                            | D           | 93,470,738                     | 91,650,000                     |
| Other Revenue                          | E           | <u>50,947,802</u>              | <u>26,246,843</u>              |
| <b>Total Income</b>                    |             | <b><u>2,456,449,020</u></b>    | <b><u>1,865,899,933</u></b>    |
| <b>EXPENDITURE</b>                     |             |                                |                                |
| Staff Costs                            | F           | 1,091,289,121                  | 934,367,974                    |
| Technical Assistance                   | G           | 1,070,501,458                  | 541,963,922                    |
| Travel                                 | H           | -                              | 5,280,000                      |
| Fixed Assets Depreciation Charge       | I           | 41,092,053                     | 48,633,725                     |
| Administration Overheads               | J           | 148,451,963                    | 196,073,528                    |
| Provisions                             | K           | <u>92,980,000</u>              | <u>41,270,808</u>              |
| <b>Total Expenditure</b>               |             | <b><u>2,444,314,595</u></b>    | <b><u>1,767,589,957</u></b>    |
| <b>Surplus Operations for the Year</b> |             | <b><u>12,134,425</u></b>       | <b><u>98,309,976</u></b>       |

*The Notes on pages 19 To 25 form an integral part of these Financial Statements*

**Private Sector Foundation Uganda  
Financial Statements for the year ended  
June 30<sup>th</sup>, 2020**

**STATEMENT OF FINANCIAL POSITION AS AT JUNE 30<sup>TH</sup>, 2020**

|  | <u>NOTE</u> | <u>June 2020</u><br><u>Ugx</u> | <u>June 2019</u><br><u>Ugx</u> |
|--|-------------|--------------------------------|--------------------------------|
| <b>ASSETS</b>                              |             |                                |                                |
| <b><u>NON-CURRENT ASSETS</u></b>           |             |                                |                                |
| Property Plant & Equipment                 | Note 3      | 343,227,174                    | 382,569,227                    |
| <b><i>Long Term Investments:</i></b>       |             |                                |                                |
| Unquoted Securities In Uganda Re-Insurance | Note 4      | <u>110,420,000</u>             | <u>100,000,000</u>             |
|  |             | <b>453,647,174</b>             | <b>482,569,227</b>             |
| <b><u>CURRENT ASSETS</u></b>               |             |                                |                                |
| Accounts Receivable                        | Note 5      | 434,532,839                    | 377,011,899                    |
| Cash and Bank Balance                      | Note 6      | <u>298,113,333</u>             | <u>140,993,586</u>             |
|  |             | <b>732,646,172</b>             | <b>518,005,485</b>             |
| <b>TOTAL ASSETS</b>                        |             | <b><u>1,186,293,346</u></b>    | <b><u>1,000,574,712</u></b>    |
| <br>                                       |             |                                |                                |
| <b><u>FUND AND LIABILITIES</u></b>         |             |                                |                                |
| Capital Grant                              |             | 122,500,000                    | 122,500,000                    |
| Accumulated Funds & Reserves               |             | <u>496,492,714</u>             | <u>484,358,289</u>             |
| <b>Total Fund &amp; Reserves</b>           |             | <b><u>618,992,714</u></b>      | <b><u>606,858,289</u></b>      |
| <b><u>NON-CURRENT LIABILITIES</u></b>      |             |                                |                                |
| Managed Funds                              |             | 60,601,862                     | 69,342,221                     |
| Deferred Grants                            | Note 8      | <u>226,174,898</u>             | <u>90,734,664</u>              |
|  |             | <b>286,776,760</b>             | <b>160,076,885</b>             |
| Current Liabilities                        | Note 7      | <u>280,523,872</u>             | <u>233,639,538</u>             |
|  |             | <b>280,523,872</b>             | <b>233,639,538</b>             |
| <b>TOTAL FUND AND LIABILITIES</b>          |             | <b><u>1,186,293,346</u></b>    | <b><u>1,000,574,712</u></b>    |

These financial statements were approved by the Board of Directors on .....  
and were signed on their behalf by:

**Hon. Elly Karuhanga** .....

**Chairperson**

**Mr. Gideon Badagawa** .....

**Executive Director**

**The Notes on pages 19 To 25 form an integral part of these Financial Statements**

*Private Sector Foundation Uganda  
Financial Statements for the year ended  
June 30<sup>th</sup>, 2020*

**STATEMENT OF CHANGES IN ACCUMULATED FUND FOR THE YEAR ENDED  
JUNE 30<sup>TH</sup>, 2020**

|  | <u>Capital Grant</u>              | <u>Income &amp;<br/>Expenditure<br/>Reserves</u> |
|--|-----------------------------------|--|
|  | <u>June 2019<br/>Ugx</u>          | <u>June 2019<br/>Ugx</u>                         |
| As at July 1st, 2018                                   | -                                 | 386,048,308                                      |
| <b>Capital</b>   | <b>122,500,000</b>                |  |
| Surplus (Deficit) for the Year                         | -                                 | 98,309,981                                       |
|  | <hr/>                             | <hr/>  |
| <b>Balance at June 30<sup>th</sup>, 2019</b>           | <b><u>122,500,000</u></b>         | <b><u>484,358,289</u></b>                        |
|  | <br><u>June 2020<br/>Ug. Shs.</u> | <br><u>June 2020<br/>Ug. Shs.</u>                |
| As at July 1 <sup>st</sup> , 2019                      | 122,500,000                       | 484,358,289                                      |
| Prior Year Adjustment                                  | -                                 | -  |
|  | <hr/>                             | <hr/>  |
| <b>Balance at July 1<sup>st</sup>, 2019, Re-Stated</b> | <b>122,500,000</b>                | <b>484,358,289</b>                               |
| <b>Capital</b>   | <b>122,500,000</b>                |  |
| Surplus (Deficit) for the Year                         | -                                 | 12,134,425                                       |
|  | <hr/>                             | <hr/>  |
| <b>Balance at June 30<sup>th</sup>, 2020</b>           | <b><u>122,500,000</u></b>         | <b><u>496,492,714</u></b>                        |

*The Notes on pages 19 To 25 form an integral part of these Financial Statements*

*Private Sector Foundation Uganda  
Financial Statements for the year ended  
June 30<sup>th</sup>, 2020*

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED JUNE 30<sup>TH</sup>, 2020**

|   | <u>June 2020</u><br><u>Ugx</u> | <u>June 2019</u><br><u>Ugx</u> |
|---|--------------------------------|--------------------------------|
| <b>Cash flows from Operating Activities:</b>              |                                |                                |
| Surplus for the Year before Capital Expenditure           | 12,134,425                     | 98,309,976                     |
| Adjustment for Depreciation :                             | <u>41,092,053</u>              | <u>48,633,725</u>              |
| <b>Adjusted Surplus before changes in Working Capital</b> | <b>53,226,478</b>              | <b>146,943,701</b>             |
| Decrease (Increase) in Receivables                        | (57,520,940)                   | (67,199,555)                   |
| Increase (Decrease) in Payables                           | 46,884,334                     | (202,989,620)                  |
|   | <u>-</u>                       | <u>-</u>                       |
| <b>Net Cash Inflows from Operating Activities:</b>        | <b><u>42,589,872</u></b>       | <b><u>(123,245,474)</u></b>    |
| <b>Cash flows from Investing Activities:</b>              |                                |                                |
| Additions to Fixed Assets                                 | (1,750,000)                    | (8,600,000)                    |
| Long Term Investments                                     | <u>(10,420,000)</u>            | <u>-</u>                       |
| <b>Net Cash (Outflows) from Investing Activities:</b>     | <b><u>(12,170,000)</u></b>     | <b><u>(8,600,000)</u></b>      |
| <b>Financing Activities:</b>                              |                                |                                |
| Capital Introduced  | -                              | 122,500,000                    |
| Increase in Deferred Grants                               | 135,440,234                    | 68,839,687                     |
| Increase (Decrease) in Managed Funds                      | <u>(8,740,359)</u>             | <u>17,869,331</u>              |
| <b>Net Cash flows from Financing Activities:</b>          | <b><u>126,699,875</u></b>      | <b><u>209,209,018</u></b>      |
| <b>Increase (Decrease) in Cash &amp; Cash Equivalents</b> | <b>157,119,747</b>             | <b>77,363,544</b>              |
| Balance at July 1 <sup>st</sup> , 2019                    | <u>140,993,586</u>             | <u>63,630,043</u>              |
| <b>Balance at June 30<sup>th</sup>, 2020</b>              | <b><u>298,113,333</u></b>      | <b><u>140,993,587</u></b>      |

*The Notes on pages 19 To 25 form an integral part of these Financial Statements*

## **Notes Forming Part of the Financial Statements**

### **1. Accounting Policies**

#### **a. Basis of Accounting**

The accounts are prepared under the Historical Cost Convention, and are in compliance with International Accounting Standards.

#### **b. Income and Expenditure**

Income earned from members' subscriptions is recognised on cash basis, while other incomes and expenditures incurred by PSFU are recognised on accrual basis. Income is earned from membership subscriptions, fundraisings, rental, trainings and Management Fees

#### **c. Donations and Grants**

Donations are recognised in financial statements when received. Grants received are recognised systematically as income over the periods necessary to match them with the related costs, which are intended to compensate. Grants are accounted for using the income approach in which income and their matching costs are disclosed in their entirety.

Grants received to acquire depreciable assets are recognised as income over the periods and in proportions in which depreciation of those assets is charged in the financial statements.

#### **d. Bad & Doubtful Debts**

Specific provisions are made against accounts receivable when, in the opinion of Management, recovery is considered doubtful. These are dealt with in the Statement of Comprehensive Income.

#### **e. Taxation**

The Private Sector Foundation is an exempt organisation under the provisions of Section 2 (bb) [C] of the Income Tax Act 1997 (as amended) Cap 340.

#### **f. Non-Current Assets and Depreciation**

Non-current assets are stated at cost, less accumulated depreciation. The cost of property, plant and equipment is the value of consideration given to acquire the assets and the value of other directly attributable costs incurred in bringing the assets to their current location for their intended use.

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Depreciation is calculated on the Straight Line Method at annual rates, which are estimated to write off the cost over their expected useful lives.

The annual rates applied are;

| <b>Item</b>                            | <b>Rate</b>      |
|--|------------------|
| Land Leasehold Period                  | Unexpired Period |
| Furniture, Library Books and Equipment | 12.5%            |
| Computers                              | 33%              |
| Motor Vehicles                         | 25%              |

**g. Retirement Benefits**

PSFU contributes to NSSF which is the statutory benefits scheme established under the NSSF Act. This is a Defined Contribution Scheme to which PSFU contributed 10% of the employees' gross salaries. PSFU's contribution to the scheme during the year is charged to the Statement of Profit or Loss and other Comprehensive Income.

**h. Foreign Currency Transactions**

Transactions in foreign currencies during the period are converted into Uganda Shillings at rates ruling at the transaction dates. Assets and Liabilities at the Statement of Financial Position date which are expressed in foreign currencies are translated into Uganda Shillings at rates ruling on that date. The resulting differences from conversion and translation are dealt with in the statement of comprehensive income in the period to which they relate.

**i. Accumulated Fund**

These funds represent revenue reserves. The amounts are used at the discretion of management within the objects of PSFU.

**j. Long Term Investments**

Long Term Investments are valued at cost. Any gains or losses on such investments are recognised in the Income Statement for the year such gains or losses occurred.

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**Financial Statements for the year ended**  
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**2. SCHEDULES TO THE INCOME STATEMENT**

| <b>INCOME</b>                          | <b>NOTE</b> | <b>June 2020</b><br><b>Ugx</b> | <b>June 2019</b><br><b>Ugx</b> |
|--|-------------|--------------------------------|--------------------------------|
| <b>A) Members Fees</b>                 |             |                                |                                |
| Entrance Fees                          |             | 13,000,000                     | 8,000,000                      |
| Annual Subscription                    |             | 105,500,000                    | 90,280,000                     |
|  |             | <u>118,500,000</u>             | <u>98,280,000</u>              |
| <b>B) Grants (Donor Assistance)</b>    |             |                                |                                |
| Other Grants                           |             | 701,383,527                    | 226,557,288                    |
|  |             | <u>701,383,527</u>             | <u>226,557,288</u>             |
| <b>C) Contributions For Activities</b> |             |                                |                                |
| Project Management                     |             | 766,505,498                    | 621,249,620                    |
| Training Activities                    |             | 26,100,000                     | 30,262,600                     |
| Directory Space                        |             | 242,110,000                    | 240,920,000                    |
| Office Space                           |             | 457,431,455                    | 530,733,582                    |
|  |             | <u>1,492,146,953</u>           | <u>1,423,165,802</u>           |
| <b>D) Fundraising</b>                  |             |                                |                                |
| Exhibition                             |             | 53,470,738                     | 62,650,000                     |
| Sponsorship Revenue                    |             | 40,000,000                     | 29,000,000                     |
|  |             | <u>93,470,738</u>              | <u>91,650,000</u>              |
| <b>E) Other Revenue</b>                |             |                                |                                |
| Other Contributions                    |             | 1,000,000                      | 25,628,505                     |
| Net Exchange Gain                      |             | 711,773                        | 618,338                        |
| Bank Interest                          |             | 40,258,779                     | -                              |
| Investment Income                      |             | 8,977,250                      | -                              |
|  |             | <u>50,947,802</u>              | <u>26,246,843</u>              |

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**2. SCHEDULES TO THE INCOME STATEMENT, Continued**

| EXPENDITURE                                    | <u>June 2020</u><br><u>Ugx</u> | <u>June 2019</u><br><u>Ugx</u> |
|--|--------------------------------|--------------------------------|
| <b>F) Staff Costs</b>                          |                                |                                |
| Staff Salaries                                 | 835,681,247                    | 805,736,263                    |
| Employer NSSf contribution                     | 91,602,131                     | 89,857,234                     |
| Staff Gratuity                                 | 124,527,000                    | -                              |
| Staff Bonuses                                  | 33,440,202                     | 25,885,936                     |
| Staff Insurance                                | 6,038,541                      | 6,038,541                      |
| Acting Allowance                               | -                              | 6,850,000                      |
|  | <u>1,091,289,121</u>           | <u>934,367,974</u>             |
| <b>G) Technical Assistance</b>                 |                                |                                |
| Transforming Service Quality                   | 52,203,941                     | 23,569,116                     |
| Financial Self Sufficiency                     | 1,005,182,904                  | 474,756,346                    |
| Broaden & Deepen National & Regional Footprint | -                              | 5,944,000                      |
| Building Collaborative Stakeholder Relations   | 13,114,613                     | 37,694,460                     |
|  | <u>1,070,501,458</u>           | <u>541,963,922</u>             |
| <b>H) Travel &amp; Fuel</b>                    | <u>-</u>                       | <u>5,280,000</u>               |
| <b>I) Depreciation</b>                         |                                |                                |
| Lease Amortisation Land & Buildings            | 36,570,720                     | 36,570,725                     |
| Motor Vehicles                                 | -                              | 8,125,000                      |
| Furniture & Fittings                           | -                              | -                              |
| Office Equipment                               | -                              | -                              |
| Computer Equipment                             | 4,521,333                      | 3,938,000                      |
| Library Books                                  | -                              | -                              |
|  | <u>41,092,053</u>              | <u>48,633,725</u>              |
| <b>J) Administration Overheads</b>             |                                |                                |
| Communication Expenses                         | 41,101,174                     | 29,421,695                     |
| Motor Vehicle Expenses                         | 29,606,000                     | 33,769,800                     |
| Utilities                                      | 18,131,343                     | 22,464,787                     |
| Office Equipment Expenses                      | 12,825,493                     | 16,561,676                     |
| Land & Building Expenses                       | 12,961,715                     | 41,620,702                     |
| Office Consumables                             | 22,082,120                     | 28,861,470                     |
| Bank Charges                                   | 8,831,045                      | 7,246,175                      |
| Insurance                                      | 1,080,000                      | 2,022,025                      |
| Exchange Loss                                  | 1,833,073                      | 14,105,198                     |
|  | <u>148,451,963</u>             | <u>196,073,528</u>             |
| <b>K) Provisions</b>                           |                                |                                |
| Provision for Doubtful Debts                   | -                              | 28,290,808                     |
| Provision for Audit Fees                       | 12,980,000                     | 12,980,000                     |
| Provision for Commissions                      | 80,000,000                     | -                              |
|  | <u>92,980,000</u>              | <u>41,270,808</u>              |

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**3. PROPERTY, PLANT & EQUIPMENT:**

|                                 | Leasehold<br>Land &<br>Buildings | Motor<br>Vehicles | Furniture and<br>Fittings | Office<br>Equipment | Computer<br>Equipment | Library Books    | Total              |
|---------------------------------|----------------------------------|-------------------|---------------------------|---------------------|-----------------------|------------------|--------------------|
|                                 | <u>Ug. Shs.</u>                  | <u>Ug. Shs.</u>   | <u>Ug. Shs.</u>           | <u>Ug. Shs.</u>     | <u>Ug. Shs.</u>       | <u>Ug. Shs.</u>  | <u>Ug. Shs.</u>    |
| <b>Cost/Valuation</b>           |                                  |                   |                           |                     |                       |                  |                    |
| At July 1 <sup>st</sup> , 2019  | 834,413,348                      | 66,000,000        | 24,378,625                | 21,995,733          | 37,268,344            | 9,076,000        | 993,132,050        |
| Additions                       | -                                | -                 | -                         | -                   | 1,750,000             | -                | 1,750,000          |
| At June 30 <sup>th</sup> , 2020 | <b>834,413,348</b>               | <b>66,000,000</b> | <b>24,378,625</b>         | <b>21,995,733</b>   | <b>39,018,344</b>     | <b>9,076,000</b> | <b>994,882,050</b> |
| Depreciation Rate               |                                  | 25%               | 12.5%                     | 12.5%               | 33%                   | 12.5%            |                    |
| <b>Depreciation</b>             |                                  |                   |                           |                     |                       |                  |                    |
| At July 1 <sup>st</sup> , 2019  | 458,706,121                      | 66,000,000        | 24,378,625                | 21,995,733          | 30,406,344            | 9,076,000        | 610,562,823        |
| Charge for the Year             | 36,570,720                       | 0                 | -                         | -                   | 4,521,333             | -                | 41,092,053         |
| At June 30 <sup>th</sup> , 2020 | <b>495,276,841</b>               | <b>66,000,000</b> | <b>24,378,625</b>         | <b>21,995,733</b>   | <b>34,927,677</b>     | <b>9,076,000</b> | <b>651,654,876</b> |
| <b>Net Book Value</b>           |                                  |                   |                           |                     |                       |                  |                    |
| At June 30 <sup>th</sup> , 2020 | <b>339,136,507</b>               | <b>-</b>          | <b>-</b>                  | <b>-</b>            | <b>4,090,667</b>      | <b>-</b>         | <b>343,227,174</b> |
| At June 30 <sup>th</sup> , 2019 | <b>375,707,227</b>               | <b>-</b>          | <b>-</b>                  | <b>-</b>            | <b>6,862,000</b>      | <b>-</b>         | <b>382,569,227</b> |

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**NOTES TO THE 2020 ACCOUNTS, Continued**

|   | <u>NOTE</u> | <u>June 2020</u><br><u>Ug. Shs.</u> | <u>June 2019</u><br><u>Ug. Shs.</u> |
|---|-------------|-------------------------------------|-------------------------------------|
| <b>4 Long Term Investments</b>          |             |                                     |                                     |
| Investments in Shares (Unquoted)        |             | 110,420,000                         | 100,000,000                         |
|   |             | <u>110,420,000</u>                  | <u>100,000,000</u>                  |
| <b>5 Accounts Receivable</b>            |             |                                     |                                     |
| Receivables for Contributory Activities |             | 258,703,364                         | 236,509,085                         |
| Staff Advances                          |             | 25,743,622                          | 20,431,475                          |
| Working Advances                        |             | -                                   | -                                   |
| Withholding Tax                         |             | 181,763,426                         | 119,466,422                         |
| Prepayments                             |             | -                                   | 32,282,490                          |
| Provision For Doubtful Debts            |             | (31,677,573)                        | (31,677,573)                        |
|   |             | <u>434,532,839</u>                  | <u>377,011,899</u>                  |
| <b>6 Cash &amp; Bank Balances</b>       |             |                                     |                                     |
| PSFU (US \$)                            |             | 30,086,644                          | 24,193,135                          |
| PSFU (Ug. Shs.)                         |             | 56,289,079                          | 13,283,807                          |
| PSFU Centenary (US\$)                   |             | 7,710,023                           | 7,864,698                           |
| Centenary Bank (Ug. Shs.)               |             | 11,364,817                          | 4,917,282                           |
| Gain (Ug. Shs.)                         |             | 3,775,172                           | 90,734,664                          |
| TMEA                                    |             | 188,887,598                         | -                                   |
|   |             | <u>298,113,333</u>                  | <u>140,993,586</u>                  |
| <b>7 Accounts Payable</b>               |             |                                     |                                     |
| Payables for Services                   |             | 55,565,380                          | 44,454,458                          |
| Provision for Commissions               |             | 2,333,210                           | -                                   |
| Provision for Audit Fees                |             | 12,980,000                          | 12,980,000                          |
| Unexpired Provisions                    |             | 176,205,080                         | 176,205,080                         |
| Accounts Payables                       |             | 33,440,202                          | -                                   |
|   |             | <u>280,523,872</u>                  | <u>233,639,538</u>                  |

## 8. THE GLOBAL ALLIANCE OF IMPROVED NUTRITION (GAIN)

In 2017, a five (5) year multi-sectoral National Food Fortification strategy was developed and one of its specific objectives is "To increase compliance with mandatory food fortification regulations for all selected vehicles." It is upon this background that the Ministry of Health in collaboration with the multi-sectoral National Working Group on Food Fortification (NWGFF) partnered with Global Alliance for Improved Nutrition (GAIN) to implement a Bill and Melinda Gates Foundation supported project entitled "ENABLE Platform," (2017-2019).

The goal of Project ENABLE has been improving compliance with mandatory fortification in Uganda and the implementation of the project work plan has been supported through Private Sector Foundation Uganda (PSFU) who is the Fund Manager.

**Below is the Fund Statement for the GAIN Grant;**

| Items  | Jun-20             | Jun-19             |
|--|--------------------|--------------------|
|  | Ugx                | Ugx                |
| <b>Income</b>  |                    |                    |
| Brought forward from last financial year (Deferred Grants)   | 90,734,664         | -                  |
| Disbursements during the year  | 24,943,508         | 317,291,952        |
| <b>Available Funds</b>   | <b>115,678,172</b> | <b>317,291,952</b> |
| <b>Expenditure</b>   |                    |                    |
| To enhance the coordination role of the NWGFF to improve compliance with the mandatory fortification regulation. | 18,576,808         | 42,732,239         |
| Building regulatory monitoring capacity for food fortification for key government agencies.                      | 41,820,269         | 96,899,852         |
| Industry capacity building to improve compliance   | 16,560,400         | 32,660,000         |
| Enabling Environment Policy Knowledge Management   | 14,405,712         | 25,123,035         |
| Fund Manager Admin Fee   | 3,775,172          | 29,142,162         |
| <b>Total Expenditure</b>   | <b>115,678,172</b> | <b>226,557,288</b> |
| <b>Unspent balance c/f included in Deferred Grants</b>   | <b>-</b>           | <b>90,734,664</b>  |

## 9. SPOTLIGHT INITIATIVE TO ELIMINATE VAWG, INCLUDING SGBV AND HP, IN UGANDA (UNDP)

PSFU received funding during the year of Ug Shs 636,764,000 (Six hundred thirty six million seven hundred sixty four thousand only towards the Spotlight Initiative.

The Spotlight Initiative focuses on eliminating all forms of violence against women and girls. PSFU partnered with UNDP (Uganda) to implement components related to Private Sector engagement and capacity strengthening to respond to Gender Based Violence (GBV). The programme is being implemented in 7 districts; Arua, Kitgum, Amudat, Tororo, Kasese, Kyegegwa and Kampala.

Below is the Fund Statement for UNDP:

| Items   | Actual Jun-20      | Budget Jun-20      |
|---|--------------------|--------------------|
|   | Ugx                | Ugx                |
| <b>Income</b>   |                    |                    |
| Disbursements during the year   | 636,764,000        |                    |
| <b>Available Funds</b>  | <b>636,764,000</b> |                    |
| <b>Expenditure</b>  |                    |                    |
| <b>Output 2.1: Key officials at national and sub-national levels in all relevant institutions are better able to develop and deliver evidence-based programmes that prevent and respond to VAWG, including SGBV/HP especially for groups of vulnerable women and girls including in other sectors</b> |                    |                    |
| Activity 2.1.8.1: Undertake a training needs assessment and develop training programme/curriculum and IEC materials that simplify laws, policies and guidelines relating to GBV and VAWG  | 45,321,720         | 54,400,000         |
| Activity 2.1.8.2: Equip PSFU, UWEAL and UCMP(Women in Mining Uganda Chapter) with knowledge, skills and tools to train MSMEs on the prevention and response to GBV and VAWG in the workplace  | 64,525,316         | 68,800,000         |
| Activity 2.1.8.3: Support PSFU, UWEAL and Uganda Chamber of Mines and Petroleum (Women in Mining Uganda Chapter) to sensitise their members in the target districts on prevention and response to GBV and VAWG  | 200,982,638        | 246,871,000        |
| <b>Sub Total</b>  | <b>310,829,674</b> | <b>368,071,000</b> |
| <b>Outcome 3: Gender equitable social norms, attitudes and behaviours change across all levels of the socio-ecologica model to prevent violence against women and girls and harmful practices and promote women's and girls' SRHR</b>   |                    |                    |
| Activity 3.2.13.1: Publish call for the Innovation Challenge Award to support SMEs to pilot and or scale-up innovative models for GBV prevention and response   | 5,950,000          | 5,400,000          |
| Activity 3.2.13.2: Award grants to 4 SMEs to pilot and or scale-up  | 228,287,025        | 255,809,000        |

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|  |                    |                    |
|--|--------------------|--------------------|
| innovative models for GBV prevention and response  |                    |                    |
| Activity 3.2.13.3: Provide technical backstopping technical support to 5 tourism businesses piloting and or scaling up innovative models for GBV prevention and response | -                  | 7,484,000          |
| <b>Output Subtotal</b>   | <b>234,237,025</b> | <b>268,693,000</b> |
|  |                    |                    |
| <b>Grand Subtotal</b>  | <b>636,764,000</b> | <b>545,066,699</b> |
|  |                    |                    |
| <b>Unspent Funds Returned to UNDP</b>  | <b>-</b>           | <b>91,697,301</b>  |

#### 10. EVENTS AFTER THE REPORTING PERIOD

The COVID-19 pandemic continued to affect countries and businesses at the time of issuing these financial statements. The risks arising from this pandemic could manifest in a number of ways including but not limited to market, services and supply chain disruptions, unavailability of key people resources, locations being quarantined, among others. The Directors have assessed that, at the time of issuing these financial statements, it was impracticable to determine and disclose the full extent of the possible effects of the pandemic on the Entity. It is reasonably possible, based on existing knowledge, that outcomes within the next financial year that are different from the judgments and assumptions used, could require a material adjustment to the carrying amount of the assets or liabilities reported in these financial statements.

There were no other events, after the reporting period, which require adjustment to or disclosure in the financial statements.



# Our Journey

# 25 YEARS



PSFU was founded on 24th August 1995 to represent the interests of the Business Community and the Private Sector as the Apex body in Uganda. Besides, PSFU is a member-based organization with its membership drawn from business associations, corporate bodies and the major public sector agencies that support private sector growth

In the 25 years of existence, PSFU has increased membership from 11 in 1995 to over 240 today and recognized by Government of Uganda, other stakeholders as the apex body of the business community and Private Sector in Uganda. PSFU has grown to become the main platform for dialogue with both development partners and Government and has a very strong advocacy position.

PSFU celebrating 25 years under the theme:  
"Championing sustainable and inclusive Private Sector/ Business growth" On the following pages is our Journey through the 25 years.

## 0-15 YEARS OF EXCELLENCE



YEAR EVENT

1995

a) The PSFU was formed in response to the need to improve the operating environment for private businesses in Uganda. Membership has grown from 13 associations in 1995 to over 242 business associations, professional bodies, corporate and support institutions from the public sector. 24th August 1995 Private Sector Foundation Uganda was incorporated as a legal entity.



b) PSFU implemented the **Uganda Private Sector Competitive Project (PSCP)** a U\$12.3m a project funded by the Government of Uganda through a loan from the World Bank.



1996

a) August 1996, PSFU was tasked to provide inputs for the proposed **third Structural Adjustment Credit (SAC III)** before an agreement was signed. In order for Uganda to gain the utmost benefit from SAC III, it was felt imperative that the achievements and problems of SAC I and SAC II, be reviewed to avoid the mistakes and inadequacies of the past loan agreements.



b) The **Business Uganda Development Scheme (BUDS)** was developed as a component of the **Private Sector Competitiveness Project (PSCP)** to accelerate the injection of know-how and expertise into private firms registered in Uganda. BUDS started in September 1996, completed its allocation of its grant pool of funds in December 2000 and completed all disbursements and activities in June 2001.

BUDS

1997

PSFU supported Federation of Uganda Employers to commission a **national survey** to gather and analyse employers' views regarding an affordable and sustainable minimum wage, in light of the proposed basic minimum wage of UGX 65,000= by the Minimum Wages Advisory Board, 1995.



1998

a) The Tax Appeals Tribunal was inaugurated on 21 September 1998; PSFU participated in the drafting of the rules, regulations and procedures.



1999

a) PSFU received a grant from USAID on **Information Technology (IT) Business Improvement Grant (BIG)** it was a collaborative initiative between PSFU and USAID designed to assist Ugandans small and Medium sized business to become more productive and competitive in both local and global markets by using Information Technology to improve sales and business-related problems



## 0-15 YEARS OF EXCELLENCE



### YEAR EVENT

2000

a) March 2000 PSFU launched the **WTO Trade Policy Capacity Building Project** funded by USAID and spearheaded by PSF in partnership with the Ministry of Tourism, Trade and Industry (MTTI).



b) MOU was signed between the Ministry of Finance, Economic, Planning and Development, and PSFU for European Union support to facilitate the acquisition of know-how by the Micro Small Enterprises through the BUDS scheme. BUDS-SSE.



c) The Ministry of Tourism, Trade and Industry identified PSFU to put in place an ad hoc committee to consider and put in place statutory requirements to enable the Government benefit in **African Growth and Opportunity Act (AGOA)**.



2001

a) The **AGOA national implementation committee** was established in early 2001, PSFU, UIA and the Ministry of Tourism, Trade & Industry were members of the committee that drafted the legal instruments and the institutional and regulatory framework.



b) March 2001 based on record established in managing and accounting for funds under the first BUDS a similar project was attracted by the European Union to provide similar facilitation to small enterprises and groups. **Business Uganda Development Scheme-Support for small Enterprise (BUDS-SSE)** was a cost-share grants scheme it was to support the injection of the expertise and specialized knowledge into privately owned Ugandan business in all sectors.



c) The PSFU Participated and managed the **Global 2001 SMART partnership international dialogue** at Munyonyo. The dialogue was recognized as the most well attended, and the PSFU provided itself as a capable event manager.



d) The BUDS component funded by the World Bank came to a successful close. The scheme disbursed grants funds almost totalling to US\$3,000,000 and over 20,000 companies and groups benefited, this included the Manufacturing, Agricultural and the service sectors. It was one of the achievements PSFU got in which Government for the first time in history gave a grant of US\$19.5 to the PSF to develop the private sector in Uganda.



e) In October 2001, PSFU started working on the **Coffee Development Strategy** because there was need to add value and adopt to compete at the international level.



f) In November 2001, the Private Sector Foundation Uganda hosted a luncheon in honour of **Uganda's representatives to the East African Legislative Assembly (EALA)**.

g) PSF participated in the development of the **Marketing and Agro-Processing Strategy (MAPS)**.



## 0-15 YEARS OF EXCELLENCE



2002

YEAR EVENT

a) PSF received an award from the President of the World Bank, an award for **EXCELLENCE** in recognition for the outstanding support and partnership to Uganda Poverty Reduction Support Credit (PRSC) for the year 2002



b) Private Sector Foundation, together with the Uganda Coffee Development Authority (UCDA), announced a new **strategy that will increase the competitiveness of Uganda's coffee sector**. The objective was to support the design of a market-oriented coffee development strategy that cohesively represents the diverse needs and vision of the sector.



c) The training programme funded by **USAID Support for Private Enterprise Expansion and Development (SPEED)** project was for PSF to develop and offer quality institutional development services to its members and Uganda's private sector organisations. The objective of the programme was to; strengthen capacities of member associations, guide formation and good governance of associations and prepare associations for the PSFU Accreditation. Designing Effective Service Programs and Revenue Generation, Fundraising and Sustainability).



d) Managed a **10-year BUDS-ERT, Government of Uganda** project and funded by the World Bank, which was aimed at developing commercially oriented; service delivery of energy and Information & Communication Technologies (ICTs) and small-scale renewable energy power generation by private enterprises. The project aimed at improving access to electricity in the rural areas, by providing subsidies for grid extensions or establishment of mini-grids.



e) In 2002 with funding from the World Bank PSFU engaged a consultant (IMPACT Associate) to **Assess Opportunities and Prospects for Uganda's Fish Supply Chains**. PSFU selected the sector as one of the pilot sectors for competitiveness enhancement because of the comparative advantage and high potential for growth through production and export. This study was intended to carry out an in-depth analysis of fish production/marketing system for and subsequent reforms in order to support and help the private sector seize opportunities under the emerging markets in the short to medium while supporting initiatives for poverty reduction.



## 0-15 YEARS OF EXCELLENCE



### YEAR EVENT

2003

a) April 2003 **Memorandum of Understanding** between the UPTOP program management unit under the supervision of the Ministry of Tourism Trade and Industry and the PSFU. The operation targets the strengthening of the private sector and to participate in and contribute to relevant international trade issues and trade policy financed by the European Union through the European Development Fund.



b) June 2003 – June 2006, PSFU implemented the **Business Uganda Development Scheme Enterprise Development Support, BUDS-EDS** a 50% cost-share grant. This was a three- year project funded by the European Commission under the STABEX 1990 funds.



c) The PSFU hosts the 'think tank' sessions for the **Presidential Economic Council (PEC)**.

d) The PSFU participated in many **Plan for Modernization of Agriculture (PMA)** planning activities including the review of the PMA's implementation, the development of the warehouse receipt system and the agriculture commodities exchange initiatives, plus several commodity strategies (coffee, maize fish).



e) The PSFU has been involved in the preparation of the **Lake Victoria Environment Management Project II**



f) On 16th January 2003, PSFU launched the **Strategic Growth Initiative (SGI)**. This saw the transition of PSFU from being a World Bank-funded Project to a membership-driven institution.



g) In 2003 PSFU was asked by the Government to coordinate the revision of the **Poverty Eradication Action Plan (PEAP)**.

h) The Private Sector Foundation Uganda, in July 2003 was invited to participate in a consultative process to revise the Poverty eradication Action plan (PEAP) which was initially designed in 1997 and first revised in 2001.



i) The PSFU managed the **BUDS-DED** a Euro 60,000 pilot project funded by the DED a German program in Uganda. Its aim was to improve delivery of BDS particularly in the areas of skills development, financial management and vocational training for SMEs.



j) The PSFU was appointed as a lead agency for the implementation of the **Global Fund to fight HIV/AIDS, TB and Malaria** and it has handled the coordination of an alliance of participating organization, (UMA, NOTU, FUE and Mildmay Centre) under the Ministry of Health.



# 0-15 YEARS OF EXCELLENCE



YEAR EVENT

2005

- a) PSFU designed the **Ignition Fund** to support capacity building for members
- b) The PSFU was the main private sector partner with Government in the revived **Medium Term Competitiveness Strategy**, which was named the **Uganda Public Private Partnership (UP3)**
- c) The PSFU was also deeply involved in the review of the Government's **Strategic Export Programme** and has continued to express concern over the results and future of this initiative.
- d) On 1st December 2004, PSFU gets a new Executive Director Mr. Gabriel Hatega.



2006

- a) PSFU with support from the European Union and Uganda Programme on Trade Opportunities and Policy (UPTOP) was able to set up a **Resource Centre for the PSFU members and other business stakeholders.**



2007

- a) In 2007, PSFU developed a **Handbook of Corporate Governance best practice** for the PSFU member organizations. The Institute of Corporate Governance of Uganda supported this development.
- b) In July 2004 PSFU was considered as a potential stakeholder to represent the private sector in **National Environment Management Authority (NEMA)**
- c) The Government of Uganda established the **Presidential Investor Round Table (PIRT)** a top-level business advisory council in September 2004. PSFU managed the funds and was represented at the PIRT Secretariat.
- d) In November 2007 Uganda hosted the Commonwealth Heads of Government Meeting, CHOGM. PSFU with the Chairmanship of the late Prof. James Mulwana, hosted the **Commonwealth Business Forum (CBF) 2007.**



2008

- a) In April 2008 a new PSFU Board was elected
- b) September 2008, PSFU went into a grant agreement with USAID for Anti-Corruption threshold (ACT) program to Promote **Private Sector Business Ethics**. This is by; to strengthen the private sector in fighting against corruption, increased private sector participation in accountability and ethical practices with effective recourse to public accountability institutions and enable the private sector associations to introduce codes of conduct for their members and introduce annual award based on good governance and business ethics.
- c) In 2008, PSFU with support under the USAID/ACT program was able to start the **first award in Uganda** to recognize private sector associations that have excelled.



# 0-15 YEARS OF EXCELLENCE



| YEAR | EVENT   |  |
|------|---|--|
| 2008 | d) PSFU initiated the <b>Business Association and Community Development Award (BACD)</b> with the main purpose of promoting good governance, excellent association management and best leadership practices among member-based organisations/ business associations in Uganda.  |  |
| 2009 | a) In 2009 a contract for the provision of consultancy services between the Government of the Republic of Uganda represented by the Rural Electrification Board and Private Sector Foundation Uganda represented by BUDS-ERT in relation to verification of <b>Photo Voltaic Systems</b> installed through the Photo Voltaic target market. |  |
|      | b) In November 2009, commenced the <b>Proudly Ugandan Campaign</b> : This campaign was aimed at improving the awareness of the Uganda Products as quality items comparable to other international and regional products.  |  |
| 2010 | a) HE, The President established the <b>Presidential Economic Council</b> to which the private sector was represented through four organisations; <b>PSFU, UMA, UNFFE and the UNCCI</b>   |  |
|      | b) PSFU managed the <b>BUDS funded by the UK Department of International Development (DFID)</b> from June 2010 to March 2015  |  |
|      | c) PSFU developed a <b>Corporate Plan 2010-2013</b> with a theme 'Enhancing Sustainability and Performance'.  |  |
| 2011 | a) PSFU implemented the <b>Business Uganda Development Scheme BUDS-DFID</b> , which started 2011-2014 on behalf of the office of the Prime Minister and supported by the UKAID through the Department for International Development (DFID).   |  |
|      | b) Uganda entered into the <b>COMESA Free Trade Area</b> .  |  |
|      | c) Through the advocacy function, PSFU achieved the raising of the <b>PAYE threshold from UGX 130,000 to UGX 235,000</b> .  |  |
|      | d) Hon. Gerald Ssendaula Chairman of the PSFU then was elected the <b>Chairman of the EABC</b>  |  |
| 2012 | a) June 2012 PSFU signed an MOU with Johns Hopkins Bloomberg School of Public Health to invest funds in a <b>Private Sector Health Common Fund (PSHCF)</b> aimed at reducing malaria in Uganda through need-based interventions, which was tasked to develop and manage.  |  |
|      | b) PSFU with support and partnership with John Hopkins University took over the <b>Young Professionals Program – G.O.L.D Program</b> to empower new graduates with work readiness and career-related skills through face-to-face trainings and facilitating placements within PSFU organizations.   |  |

## 0-15 YEARS OF EXCELLENCE



YEAR EVENT

2012

c) PSFU initiated the **Private Sector Business Directory** publication

d) Government tasked PSFU to mobilize and lead the private sector in the **celebrations to mark 50 years of independence**. This is because of the confidence the Government has continued to lay in PSFU.

e) In December 2012, PSFU signed a service contract with **Agricultural Livelihood Recovery Program (ALREP)** a Government of Uganda agricultural recovery initiative funded by the European Union that was operating within the framework of the Peace, Recovery and Development Plan (PRDP).



2013

a) On 1st August 2013, PSFU signed the **MOU with Board of Trade of the Kingdom of Thailand**. Wishing to foster the development and diversification of commercial exchanges and economic cooperation on an equally mutually advantageous basis between members.



2014

a) PSFU received a performance-based grant in September 2014 from the **USAID/Uganda Private Health Support Program** to implement the **Health as a Business (HaaB)** program for one year



2015

a) Government accepted 78% of the PSFU proposal presented during the **National Budget of FY2015/2016**.



## 15-25 YEARS OF EXISTENCE

2017

a. Elections for the local EABC chapter were held after the demise of Mr. Kassime-ar(RIP) and Mr. Mwine Jim was elected to replace him.

b. Another MOU signed with the **Confederation of Indian Industries (CII)**.

c. With the **Skill Development to Support the Oil & Gas Sector**, PSFU working with the Chamber of Mines and Petroleum and other stakeholders called sector meetings to assess private sector capacities to support this value chain and take advantage of these heavy il value chain investments.

d. PSFU has continued to work with other partners such as UIRI, UNBS UEPB and Faculty of food Science (MUK) to incubate firms and prepare them for the severe market conditions here and abroad. This is as a result of the established sectors and the grants we offer at the PFU.



# 15-25 YEARS OF EXCELLENCE



YEAR EVENT

2017

e. PSFU board grew to 19 members from the original members with the establishment of various categories and Sectors as approved at last year's AGM.



f. With the rebranding of PSFU, a new Logo and tagline were developed.

g. With Membership Development and Capacity Building, Membership at the PSFU grew from 198 to 220. This was as a result of the benefit from trainings aimed at strengthening associations and enterprises in association governance, financial management, audit and accountability market access and entry, budget analysis as well as policy management.



h. PSFU trained over 4,000 business women across the country in managing personal finance, group lending and agronomic practices through the Cente Supa Woman programme.



i. PSFU has continued to involve & support various members to engage with regulatory bodies such as KCCA, URA & URSB with the aim of disseminating regulatory services to MSMES.



j. PSFU produces a semi-monthly e-Newsletter to update members and other stake holders on the foundation activities and our milestones as they unfold.

k. PSFU produces a business directory every year to help all stakeholders and mostly members establish business linkages, networks and partnership.



l. PSFU is in collaboration with European Union/UNCDF under the START programme and UDB to implement 5m Euro project one of the components under the DINU is covering 33 districts.



m. Songhai Model, PSFU was exposed to an intensive agricultural productivity enhancement model developed by a Benin Prof. Fr. Nzamujo and popularized by UNDP & GoU. PSFU was invited to support and implement this model in Uganda.



n. PSFU was invited by the OPM & the UNDP to join efforts to invest, train & build capacities for refugees & their host communities in Uganda.



o. Over the year, PSFU managed five projects including; CEDP, SDF, BUDS-ERT, UCCSCEP (in collaboration with World Bank and GOU), HEST (in collaboration with ADB) and Early Steps programme (In collaboration with BVLF).



p. PSFU in collaboration with UNDP, 41 Uganda companies have signed on to the Gender Equality Seal (GES) and committed Uganda's private sector to agenda 2030 on sustainability development.

q. PSFU worked with MGLSD and UNICEF Uganda to implement the Public Private Partnership for child right policy the entrenchment of the child rights and Business Principles in company business agenda as well as mobilize an endowment fund for child support grants and adolescent girls' scholarships.



# 15-25 YEARS OF EXCELLENCE



YEAR EVENT

2018

a. PSFU in January 2018 officially launched its new identity. Following the rebrand, PSFU Strategic Plan was now largely focused not only on capacity building, training and policy advocacy but on a shared value and the delivery of social business.



b. PSFU has been able to retain 100% of its fast-growing membership on account of this varied range of services & its membership has increased from 220 to 228.



228

c. PSFU successfully presented proposals (Excise duty tax on mobile money transfers, additional tax on edible oil, WHT on agricultural produce and withholding VAT), to government and once implemented, the proposals would help standardization in the tax regime and curbing of illicit trade.



d. PSFU negotiated partnership with UNDP worth USD 2.1 million aimed at supporting UNDP's framework of engaging the private sector in delivering agenda 2030 on sustainable development. The programme is about effective delivery of the 17 SDGs by 2030.

e. During the official visit of the Indian Prime Minister, PSFU and the CII organized a business forum at which a MOU was signed to promote south to south cooperation through Technology transfer, skills training, enhancing the use of ICT, health care investments etc.



f. PSFU signed MOUs with Indian companies in the Health (Apollo-Norvik Hospitals) and ICT sectors. A \$5m facility was secured and is being coordinated by UDB to support acquisition of Agro-machinery and irrigation equipment from India.



g. Through the PSFU budget strategy formulation presented to government a number of critical business challenges including; the coffee bill, the local content bill, animal feeds bill, fisheries bill competition bill anti-counterfeit bill, and review of the NSSF Act to allow for long term savings.



h. The NDC Country Support programme on climate Change which PSFU implemented in partnership with the Ministry of Water & Environment and drew support from the NPA & MFPED focused on delivering component 4 (worth \$84,000) i.e "Enhancing Private Sector Engagement in Climate Action".



i. PSFU signed a partnership with ZOCTU, an IT based Solutions Company whose mandate is focused on employment & service delivery solutions for the private sector.

j. PSFU also collaborated with ENABEL the Belgian Government development agency to hasten and increase skills among the citizens for the benefit of Uganda businesses.



k. **PROJECT ACTIVITIES;** Six projects have been on going including; The CEDP is a \$100m and 5 year GOU/ World Bank funded project with the ultimate objective to increase the number of jobs, grow house hold incomes increase export capacity. Implementation is on course and the project has



# 15-25 YEARS OF EXCELLENCE



YEAR EVENT

2018

been rated satisfactory by the World Bank with annual unqualified audit reports since it started in 2015.

The SDF, The important element of the initiative is to facilitate collaboration between training providers and industry to promote demand driven skills development with special attention in innovative modes of training.



UCCSCEP; A three-year World Bank funded project aims at expanding access to, and adopting cleaner and more efficient cooking solutions. It also has a Distribution Challenge Fund (DCF) that aims to facilitate local & international stove manufacture and distribute a minimum of 200,000 improved stoves to rural areas.



BUDS-ERT III Is a 5 year GOU/ World Bank funded project that commenced in April 2016 with the ultimate objective is to increase access to electricity in rural areas. Grid & off-grid investments are being made to enhance energy access particularly to rural areas.



ADB-HEST Is a GOU & ADB funded project. PSFU was contracted by Ministry of Education & Sports to offer Technical support in setting up of the incubation centres. The support included working with the six public Universities and two-degree awarding institutions in identifying unique ideas.



PSFU signed a \$84,000, one-year contract with the Global Network for improved Nutrition of Switzerland to manage funds for its project in Uganda implemented by the Ministry of Health.

Global Network for improved Nutrition of Switzerland

START is a 84,000 euro, European Union project implemented by PSFU and expected to support agricultural activities across 33 districts in northern Uganda.



2019

a. PSFU was recognized for exemplary performance in promoting BUBU campaign during the BUBU Expo & Award ceremony.



b. PSFU implemented and completed its three-year Strategic Plan to implement a sector model that has now improved and targeted service delivery to all members.



Achievements: – Job Creation & Innovation

- PSFU is directly present in 88 districts with various BDS products
- Internship placements for 1,500 students across 85 companies.
- 40,000 craftsmen & artisans have enrolled for skilling prog.
- Worked with various universities to establish incubation centres



c. PSFU engaged the relevant persons and ministries to discuss the closure of the border and its effects on Uganda's economy particularly on industrialization and job creation.



# 15-25 YEARS OF EXCELLENCE



YEAR EVENT

2019

d. Performance of the board: -

- Board is now constituted by sectors
- All staff have been put on performance-based contracts.
- Governance manuals have been developed/updated.
- Board Charter has been developed
- PSFU has successfully implemented 2 strategic plans
- PSFU has demonstrated clean audit reports every year.



e. Member development and Capacity Building

- PSFU membership increased from 220 to 242
- More than 80 business associations have trained in governance & accountability practices.
- A needs assessment for members is done annually.
- Membership retention remains at 100%
- PSFU continues conducting member visits.



f. Policy Advocacy

- National budget 2018/2019 had up to 82% of PSFU policy proposals taken up.
- PSFU collaboration with TMEA has helped the Transport & Logistics Sector transition to a full-fledged platform which has among others developed a National Logistics Strategy.



g. Business Related Legislation

Some of the policies, regulations and bills PSFU presented to GoU and have been assented to include; Finance Act 2019, Security Interest in Movable Property Act 2019, Cooperative Law 2019 and Investment Code Act 2019.

- Parliament passed Coffee Bill 2019, Landlord/Tenants Bill 2019, National Geographical Indications Bill 2019, National Graduate Scheme Bill 2019
- PSFU has presented NSSF Amendment Bill 2019, Local Content Bill 2019, Counterfeits Bill etc. and are waiting Parliamentary decision
- PSFU contributed to the development of the NDPIII.
- PSFU continues to strengthen its footprint as the national focal point for EABC and COMESA Business Council (CBC).
- During the COMESA source 21 in Nairobi, PSFU members' products and services were promoted.



h. Projects Attracted to PSFU

- PSFU is partnering with the Master Card Foundation to create jobs and opportunities for the young people through the Young Africa Works (YAW) strategy
- Cente SUPA Woman supported by Centenary Bank, a total of nearly 12,000 SMEs largely driven by youths and women were trained in financial literacy, business planning, tax planning, procurement, market access and standardization.
- The Gain Project, through collaboration with GAIN international, & industries have so far registered under the food fortification programme.



i. Partnership negotiated

PSFU with Trade Mark East Africa (TMEA) signed a partnership agreement

# 15-25 YEARS OF EXCELLENCE



YEAR | EVENT

2019

worth USD 650,000 to support the PSFU National Logistics Platform.

- PSFU in partnership with GAIN handed over WYD Iodine kits to UNBS; UIRI, NARO and Government Analytical laboratory to ensure that salt imported is checked to confirm its level of iodine.



### j. Continued collaboration

- PSFU has now mirrored its 11 sector working groups with those in Government and increasingly involving its members in policy discussions and the budget process as it unfolds.
- PSFU has continued to collaborate with the World Bank in implementing a number of projects (CEDP, SDF, UCCSCEP & ERT 3
- PSFU together with UNDP is implementing the spotlight initiative which aims at addressing issues of Gender Based Violence at the work place.
- The GoU, PSFU and EU partnered to promote private sector investment in order to spur sustainable economic growth & decent jobs in line with the Africa-EU Alliance for sustainable investments and jobs.









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