



*Business growth is our business*

**OCT-DECEMBER 2019**

**PSFU**

**NEWS**

**LETTER**

# Hon. DR. ELLY KARUHANGA TAKES OVER FROM DR. PATRICK BITATURE WHO COMPLETED HIS TWO YEAR TERM AS CHAIRMAN.

The Private Sector Foundation Uganda held its 23rd Annual General Meeting (AGM) on Thursday, 21st November 2019 at UMA Conference Hall, Lugogo and it is pleased to announce the newly elected Board of Directors where Dr. Elly Karuhanga will serve as Chairman, and Hon. Victoria Sekitoleko will be the Vice Chair for the next three years.



Chairman – Dr. Elly Karuhanga  
Chairman, Uganda Chamber of  
Mines & Petroleum



Gideon Badagawa  
Executive Director



Vice Chairperson, Hon. Victoria  
Sekitoleko  
Board Chair, Uganda Agribusiness  
Alliance



Gordon Sentiba



Julian A. Omalla



Charles Kareeba



Sarah Kagingo



Rajesh Chaplot



Angela Bageine



Humphrey Nzeyi



Issa Sekito



Badru Ntege



Civy Tumusiime



Eng. Kenneth Kaijuka

The new Board members bring a wealth of experience in the following areas: market analysis, business development, tech start-ups/scale-ups, government relations, policy development, agribusiness, technology savvy, ICT expertise, legal practice; entrepreneurial skills; communications and marketing, strategy and innovation, project management and venture capital.

"I am proud to fill the position of Board Chair and am excited to work collaboratively with the Membership to accomplish much in the coming year. I would like to thank Dr. Patrick Bitature, the outgoing board chair. Patrick together with the outgoing Board members have delivered tremendously to PSFU, and throughout his time as Chair has supported to usher in many partnerships to PSFU, all for the better. We pledge to work harder & this team is unstoppable." Said, Dr. Elly Karuhanga



Out going Board Chairman, Patrick Bitature with some outgoing board members pose for a photo during the AGM



Newly appointed Board members after the election at AGM



Outgoing Chairman, Patrick Bitature shakes hands with newly appointed Chairman, Hon. Dr. Elly Karuhanga



PSFU Members participating in the 23rd AGM

# SPOTLIGHT INITIATIVE TO ELIMINATE GENDER BASED VIOLENCE (GBV) & VIOLENCE AGAINST WOMEN & GIRLS (VAWG) IN UGANDA

The Uganda Spotlight Initiative seeks to support Uganda's advancement towards achieving the Sustainable Development Goals – in particular SDG 5.

## TRAINING OF TRAINERS FIVE (05) DAYS WORKSHOP

PSFU in partnership with UNDP organized a 5-Day Training of Trainers (TOT) from 25th – 29th November, 2019 at Ridar Hotel, Seeta. The Training of Trainers (TOT) aimed at equipping selected association leaders/representatives with knowledge, skills and tools to train their members (MSMEs) on the prevention and response to GBV and VAWG in the workplace. Participants were; The Uganda National Apiculture Development Organization (TUNADO), Uganda Small Scale Industries Association (USSIA), Uganda Women Entrepreneurs Association Ltd (UWEAL), Uganda Safari Guides Association (USAGA) and Uganda Chamber of Mines and Petroleum (UMCP) - Women in Mining Uganda Chapter. Key takeaways from the training included; understanding the GBV Concept; developing and implementing corporate policies and practical initiatives for proactive response to GBV and VAWG; The roles and responsibilities for supervisors, workers' representatives, business associations, law-enforcement agencies, the judiciary, trade unions, parliament, NGOs and development partners.



Representatives from business associations participate actively during the 5 days training at Ridar hotel, Seeta

# GBV & VAWG AWARENESS WORKSHOPS IN SEVEN SELECTED DISTRICTS

PSFU with funding from UNDP under the Spotlight Initiative organized awareness workshops to sensitize MSMEs on prevention and response to Gender Based Violence (GBV) and Violence Against Women & Girls (VAWG) in seven (7) of the Spotlight districts (Amudat, Arua, Kasese, Kitgum, Tororo, Kyegegwa and Kampala) from 16th – 17th Dec, 2019 in Amudat, Arua, Kasese; 18th -19th Kampala and from 19th -20th in Kitgum, Tororo and Kyegegwa.

The GBV campaigns/workshops commenced on Monday, 16th December, 2019 in the districts of Amudat, Kasese and Arua. There was notable turn-up of participants with up to 50 participants (both men and women) in attendance in each of the districts. A number of PSFU members are benefiting from the GBV/VAWG awareness campaign such as The Uganda National Apiculture Development Organisation (TUNADO), Uganda Women Entrepreneurs Association Limited (UWEAL), Uganda Small Scale Industries Association (USSIA), as well as other associations like The Uganda Safari Guides Association (USAGA), Uganda Chamber of Mines and Petroleum (Women in Mining), a number of Community Based Organisations (CBOs), Women SACCOs and associations and business community at large.

The workshops were graced by high-ranking leaders at the Districts such as the Chief Administrative Officers (CAOs), the District Chairman (LCV) and the RDC. The leaders expressed great appreciation towards PSFU & UNDP for the initiative as it will support the development of their communities, and they also pledged their support towards the Spotlight Initiative and look forward to its sustainability.

During the 2-Day workshops, participants were exposed to the GBV/VAWG concepts, Forms of GBV, challenges in addressing GBV/VAWG, actions that can be taken to address the GBV challenges, Referral pathways for GBV reporting, Existing legal framework on GBV, development of the theory of change and Developing a Business Case for GBV among others.



Participants from Kampala, Tororo, Kasese, Arua, Kitgum, Kyegegwa, & Amudat engage in group discussions during the awareness workshops.

# 16 DAYS OF ACTIVISM AGAINST GENDER BASED VIOLENCE

PSFU in partnership with United Nations Populations Fund (UNFPA) officially initiated a campaign to raise awareness on the importance of eliminating GBV at the workplace & beyond.

The 16 days of Activism Campaign takes place every year, beginning on International day for the Elimination of Violence against Women (November 25th) and ends on the Human Rights Day (December 10th).

PSFU together with UNFPA selected 16 voices from selected private sector entrepreneurs and they shared opinions on their understanding & actions towards eliminating #GBV in society. Under the global theme 'End GBV in the world of work, awareness to accountability' the focus was on Sexual harassment in the workplace, with an emphasis on what we can each do to create change; to create sexual harassment-free workplaces for women – which is in tandem with the aims of promoting commitment towards UNFPA's Corporate Collective Against GBV.



*Lead by example- respect everybody regardless of their position and sex.*

Dr. Patrick BITATURE  
Chairman, Simba Group of Companies



*Let's advocate for zero tolerance to Gender Based Violence. Women, get up & speak up and let's eliminate GBV. Let us expose this vice so that we make Uganda a free zone of GBV*

Hon. Dr. Elly KARUHANGA  
Chairman, PSFU



*Gender Based Violence Shouldnot be tolerated at all. nobody should be tortured.*

Dr. Julian OMALLA  
Director, Delight Uganda Limited



*We need a good working environment where there is freedom of speech- communication is critical towards eliminating GBV.*

Ms. Susan MUHWEZI  
Chairperson, Uganda Hotel Owners Association



*Gender Based Violence affects productivity and growth of the company. Let's create awareness to eliminate GBV*

Mr. Stuart MWESIGWA  
Business Development Manager, Roofings Limited



*Every workplace has to be a harmonious place. Any type of discrimination is discouraging, let's work collectively to eliminate GBV.*

Mr. Tony GADHOKE  
Managing Director, Mukwano Industries



*Develop strong HR policies, conduct trainings and create awareness to eliminate Gender Based Violence at the workplace*

Ms. Yogi BIRIGGWA  
Country Manager, South African Airways

# PSFU 14TH TRADE FACILITATION EXPO & SYMPOSIUM FOCUSED ON CREATING WEALTH & SHOWCASED BUSINESS & INVESTMENT OPPORTUNITIES

PSFU in partnership with Promote Uganda held the 14th Trade Facilitation expo from 12th to 14th November 2019 at UMA Showgrounds, Lugogo. The expo showcased business & investment opportunities through expert interactive presentations & one on one sessions.

The symposium attracted business men and women; retired civil servants; youth; employees from various sectors who benefitted from the various sessions which were facilitated by experts in retirement planning; agriculture & value addition; as well as well-established entrepreneurs such as Dr. Julian Omalla, Director, Delight Uganda Limited.

Promote Uganda exhibited agricultural & Manufacturing machinery that can help Ugandans improve agricultural practices & also enable them add value to their products. Basic knowledge on usage of displayed machinery was extended to the public at the exhibition.



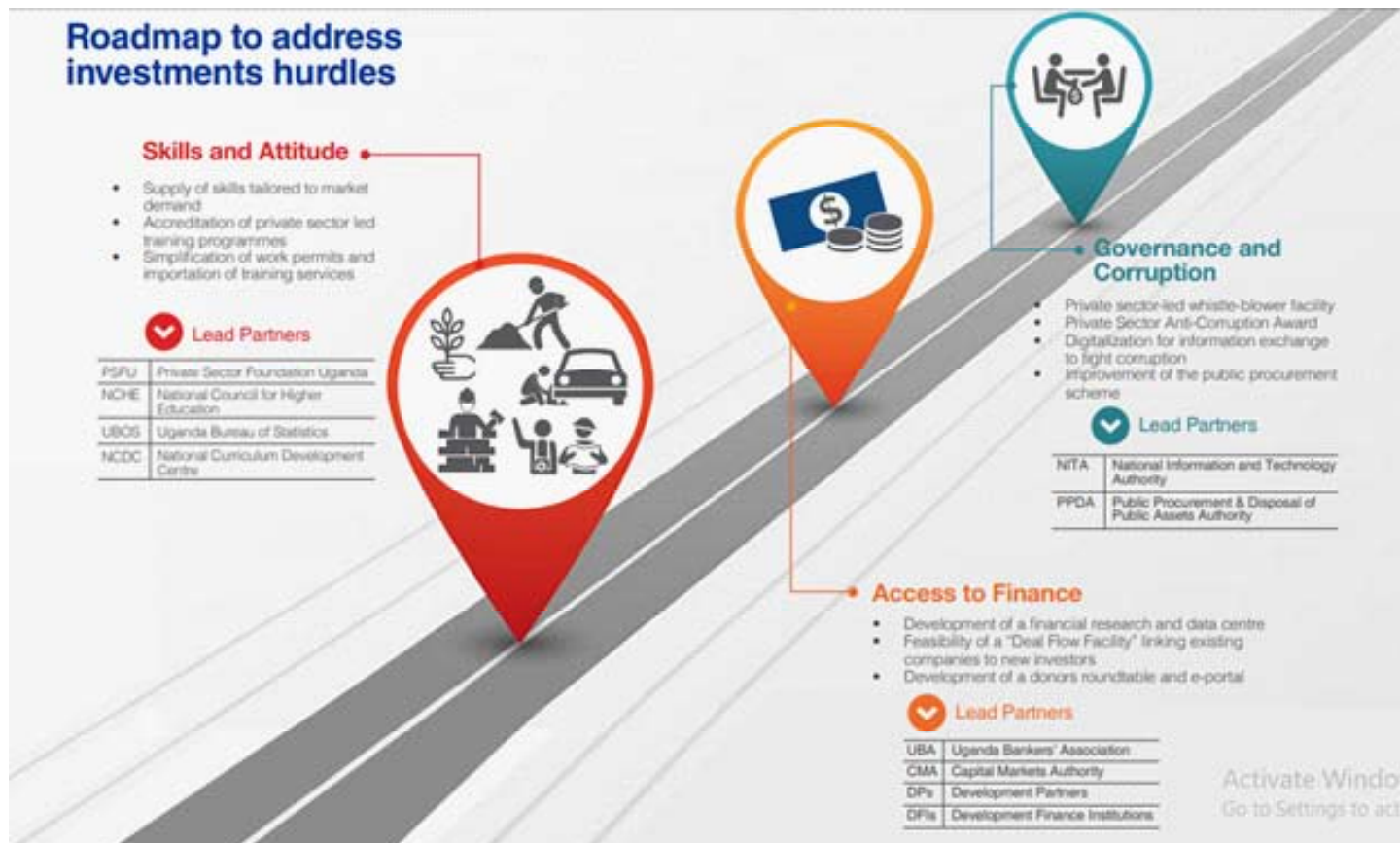
# PROMOTING EU AND UGANDA PRIVATE SECTOR INVESTMENTS PROJECT

The Government of Uganda, Private Sector Foundation Uganda (PSFU) and the European Union (EU) have partnered to promote private sector investment in order to spur sustainable economic growth and generate decent jobs, in line with the Africa-EU Alliance for Sustainable Investment and Jobs.

To this end, the project “Promoting EU and Uganda Private Sector Investments” initiated a public-private dialogue in December 2018, which brought together over 200 European and Ugandan businesses and public entities to discuss priority investment issues.

The stakeholders prioritized “Skills and Attitude”, “Access to Finance” and “Governance and Corruption” as critical investment hurdles in Uganda and proposed specific remedial measures. The dialogue led to the launch of the “EU-Uganda Roadmap to Improved Investment Climate” with the aim of achieving concrete results within a two-year period.

The Government of Uganda, PSFU, the EU and selected European companies intend to also create a “Sustainable Business for Uganda (SB4U) Platform”. The aim of the Platform is to continue the dialogue between public and private actors, in order to improve the investment climate, strengthen trade and investment links between the EU and Uganda, and support the implementation of the Roadmap.



# PRIVATE SECTOR ENGAGEMENT BREAKFAST MEETING ON CARE ECONOMY

With support from Oxfam in Uganda, UWONET is implementing a project on Women's Economic Empowerment (WEE) and Unpaid Care to deepen evidence and strengthen development actors' influencing capacity on WEE and Unpaid Care; develop and test a variety of influencing resources, strategies, and approaches for use at national and international levels, and capture and disseminate learning within the development sector about effective influencing for policy change on WEE and unpaid care.

PSFU represented by Mr. Francis Kisirinya, Deputy Executive Director led a discussion on situating private sector actors in the care economy in Uganda and how they can influence prioritization of investment in the care economy through policy, services and infrastructure.

The breakfast meeting aimed at increasing participants' understanding of the centrality of women's unpaid care and domestic work to socio-economic development at national and household level; and participants discussed advocacy strategies and interventions for moving government and their peers in the private sector to recognise, redistribute, reduce and represent these issues as one of the means to advance the gender equality agenda.



Francis Kisirinya, Deputy Executive Director PSFU makes a presentation to participants on the role of private sector in promoting Gender Equality in the Care Economy

# CORRUPTION KILLING BUSINESSES, BAD FOR LONG TERM INVESTMENT - PSFU PARTICIPATES IN THE ANTI CORRUPTION WALK

Corruption in Uganda is deep rooted even by the government's own admission and seen as one of the greatest obstacles to the country's economic development as well as to the provision of quality public services. Companies doing business in Uganda often times seem to be under considerable level of pressure to dish out a bribe or else deal with the laborious bureaucracies, some of which are deliberately introduced by the public officials to compel the business person into buying his or her way.

Once businesses are locked in that hopeless situation, they tend to comply by way of offering kickbacks or bribes that comes in many shape and form. "Until the loud voices against corruption made by among others the government begin to put into action what they say, it will remain just that--rhetoric." Said Gideon Badagawa, Executive Director, PSFU during a public dialogue meeting held in Kampala.

Government has also been urged to expedite the process of instituting an independent Leadership Code Tribunal, provide more resources to accountability sector institutions including: Financial Intelligence Authority, Police CID and Inspectorate of Government to reduce the risk of loss of public resources. And that the Auditor General's recommendations should always be implemented in a timely manner to recover lost funds and prevent repetitive irregularities.

This should be in addition to speeding up the process of enacting the Witness Protection law as a number of Whistle Blowers become witnesses during procession.

PSFU participated in the corruption walk on behalf of the private sector to share & demonstrate its position towards zero tolerance to corruption in Uganda & is also willing to support anti-corruption efforts in fighting private sector-led anti-corruption initiatives. gender equality agenda.



# CONFERENCE ON VALIDATION OF REGIONAL STANDARDS FOR THE GENDER EQUALITY SEAL (GES) IN THE PRIVATE SECTOR

**ADDIS ABABA, 26TH - 28TH NOVEMBER 2019**

The conference was organized by the UNDP and attended by a wide spectrum of Gender experts from 8 African countries with representation from Government Ministries responsible for Gender and labour rights, the private sector, and UNDP offices across Africa that are currently involved in implementing the GES Certification Programme for the Private Sector.

The objectives of the forum were to validate regional standards for the SEAL as well as share best practices in implementing the programme across Africa. Experts from UNDP HQs and Latin America (Panama) facilitated the conference.

PSFU was represented at the forum by the Executive Director who outlined the role being played by PSFU in mobilizing Uganda's private sector towards the realization of the 17 SDGs through Private Sector Engagements (PSE). One of the Companies (Oribags (U) Ltd) that is implementing the GES programme also attended and shared their experience. The conference was also attended by Representatives from UNDP Uganda Office.

At the conference, PSFU agreed with UNDP (Uganda) to further;

1. Strengthen Uganda's technical teams with support of Gender experts to sell the business case and attract more private sector companies towards SDG implementation, particularly Goal 5 on Gender Equality.
2. Sensitize the private enterprises on how eliminating gender gaps in the workplace environment increases productivity and profitability.

More companies are invited to join the implementation of the Gender equality Seal Certification Programme.

# TOURISM & HOSPITALITY PSFU MEMBER SECTOR MEETING HELD AT PSFU OFFICES

The tourism and hospitality sector chaired by Ms. Civy Tumusiime who was recently elected at the 23rd Annual General Meeting comprises of members such as Uganda tourism association (UTA), Association of Uganda tour operators(AUTO), Uganda hotel owners' association(UHOA) National Arts and crafts association (NACAU) and Buganda heritage and tourism board (BH&TB), held a meeting at PSFU offices on 18th December 2019 to discuss key areas that need to be boosted to increase the sectors role to competitiveness as these included but not limited to;

1. Capacity building and skilling i.e. it was highlighted that the sector still lacks skilled professionals especially in the hospitality sector and efforts made by government are still low as they don't directly bridge the sector players' capacity building and skills gap.
2. Taxation and licenses i.e. The tax burden on the tourism industry is still heavy which needs to be lessened and the many small taxes (e.g. Local Government Tax - US\$2 per bed night, Employee Service Tax - 5%, UWA taxes - US\$10 per bed night / 15%, Corporate Tax - 30%, Community Taxes - US\$40 per bed night) The hospitality industry is suffering from high, repeated and double taxation; there are 18 different taxes, fees and licenses for the sector to pay. In addition to fees paid by all business in the country e.g. NSSF [15%], Pay as You Earn [15%], Value Added Tax [18%] etc.
3. Marketing i.e. the sector still lacks better international marketing and promotion strategies and support from the government.
4. Poor statistical record i.e. the sector statistics records especially on the number and type of tourists' entries into the country are not properly done at the immigration points and national parks and other major tourist points.
5. Project management i.e. sector projects mainly designed by government to enhance competitiveness as they don't mainly factor direct solutions to the challenges of the sector thus less contribution realized.
6. Standards of the tourism and hospitality products i.e. the quality of the sector products are still below standard mainly because the responsible agencies set standards basing on international standards which are not in line with Ugandan qualities of services.

## Proposed Way forward & next steps included;

1. Work with the sector skill council under the ministry of education to guide on the standards development as a way of improving the quality of services provided by the sector.
2. Fully engage in the budgeting process as path to reduction of double taxation for tour operators, upcountry lodges/hotels.
3. Levies should be issued on the tickets and hotels.
4. Find better ways of taxing the entertainment subsector as it plays a big role value chain player in the tourism and hospitality sector.
5. Mandate of PSFU should be clear to the sector members/players.
6. Carryout a comprehensive study to be used as a tool of advocacy for taxes, affordability of domestic tourism among others.
7. Inform the sector how the design of the projects managed by PSFU can increase the percentage benefit of the sector.
8. Tourism and hospitality sector models should be clearly defined i.e. service and trade should be independently recorded and reported about.

# EAST AFRICAN BUSINESS COUNCIL SETS THE ECONOMIC AGENDA FOR EAC BLOC, AS THE REGION MARKED 20 YEARS

The High-Level East African Business and Investment Summit organized by the East African Business Council and the East African Community under the theme EAC@20 Private Sector-Driven Regional Integration for increased intra-EAC Trade and Investments was held at Gran Melia Hotel on 28th and 29th November 2019 in Arusha, Tanzania.

The Business Summit was officially opened by Hon. Prof. Palamagamba Kabudi, Minister for Foreign Affairs and East African Cooperation on behalf of H.E. Dr. John Pombe Joseph Magufuli, President of the United Republic of Tanzania. The Chief Guest, echoed wisdom of H.E. Mwl. Julius Kambarage Nyerere, Former President and Founding Father of the United Republic of Tanzania, that EAC regional integration is not a choice but a necessity for social economic growth and development.

Over 500 delegates composed of captains of industry, ministers, senior government officials, investors, members of parliament, ambassadors, women in business, the diaspora and development partners from the region and beyond, engaged in candid conversation about the future of East African businesses and charted out recommendations aimed at increasing intra-EAC-trade to 40%, as well as reposition the EAC bloc as a leading trade and investment destination. High on the agenda was new inspiring insights, critical self-examination and candid deliberations on:

- Economic growth and job creation through industrialization;
- Positioning the private sector to take advantage of the African Continental Free Trade Area (AfCTA);
- Impact of SMEs towards the growth of EAC economies;
- Opportunities of digitization for business in the EAC;
- Harmonization of the EAC tax regime; and
- Enhancing Public-Private Collaboration for increased intra- EAC trade.



The Business Summit took stock of EAC achievements for the last 20 years and the parallel exhibition showcased the latest industrial innovations, products and services. The EAC has made tremendous progress in facilitating business in East Africa as well as improving the social-economic environment. The private sector has been pivotal in these achievements, including: putting in place a Customs Union, implementing the Common Market and Monetary Union Protocols, and laying the foundation for EAC Political confederation. Similarly, there has been construction and operationalization of 13 One-Stop Border Posts (OSBP), simplified certificate of origin and cargo processing regime, implementation of a Common External Tariff, development and improvement of physical infrastructure, adoption of a number of sector policies, among others that have resulted in increased trade volumes.

On the downside, it was noted that there is a downward trend in the profile of EAC as an attractive trade and investment destination due to persistent Non-Tariff Barriers, high costs of doing business, un-harmonized domestic tax regimes, infrastructure bottlenecks, deficient skills and technology and high cost of finance among others.

On 29th November 2019, on behalf of the business community, Mr. Nick Nesbitt, EABC Chairman presented the resolutions from the business summit to the EAC Council of Ministers. Hon. Dr. Vincent Biruta, Chair of the EAC Council of Ministers and Minister of Foreign Affairs and International cooperation, Republic of Rwanda signed the resolutions from the high-level business and investment summit. The resolutions will be forwarded to the EAC Heads of State for consideration and implementation.





## **RESOLUTIONS FROM THE HIGH-LEVEL BUSINESS AND INVESTMENT SUMMIT TO THE EAC COUNCIL OF MINISTERS**

- I. The EAC integration should be truly people-centered and private sector driven as envisioned in the EAC Treaty under article 7.
- II. The EAC region to double the intra EAC trade from 12%-24% within five years by addressing persistent non-tariff barriers, diversifying production, opening up borders, promotion of regional value chains and development of regional local content policy.
- III. Implementation of regional policies and directives by the Partner States is instrumental in increasing trade in the region. The public sector should fast track the domestication and implementation of regional and sectoral policies, laws and protocols to create an enabling business environment.
- IV. The EAC region needs to be jointly promoted as a single investment destination, with reliable investor information packaged to aid investor decision making.
- V. Partner States to fast track tax harmonization by using a number of measures including establishing an initiative to address tax-related issues.
- XI. EAC Partner States should take into consideration language barriers within the EAC region that impede ease of doing business.
- VII. Private sector to work closely with the public sector to establish a regional tax and regulatory initiative for business development.
- VIII. Partner States to fast-track the conclusion of the comprehensive review of the Common External Tariff.
- IX. There is an urgent need for alternative dispute resolution mechanisms to facilitate trade.
- X. The East African region should adopt the emerging Fourth Industrial Revolution technologies such as robotics, Blockchain and Artificial Intelligence (AI), Internet of Things to reduce costs and expand their services globally.
- XI. The public and private sector need to collaborate to design measures that will catalyze the Digital revolution in East Africa including Tech Bonds, Special Economic Zones (SEZ), Tech Parks, Tech Hubs and protect its data by putting in place data sovereignty policies.
- XII. The EAC Partner States should embrace the AfCFTA for the private sector to take advantage of the opportunities therein.
- XIII. EAC Partner States to put in place measures for special consideration of women in business in the EAC integration process.

XIV. EAC Partner States should enhance sensitization campaigns for the citizenry to know more about the EAC integration process.

XV. EAC Partner States to expedite the finalization of the Standardization, Accreditation and Conformity Assessment Bill (SACA Bill, 2017).

XVI. Public and private sectors to prioritize capacity building for SMEs in areas such as financing, digitization; technology acquisition, market access, linkages with multinationals among others to be able to upgrade their operations for sustainability and growth.

XVII. The EAC region should support the development and upgrading of regional value chains, specifically supporting the private sector who are already established in the region as well as attract new investments.

XVIII. The EAC region should put in place measures to address the high cost of production such as the energy tariffs, logistical bottlenecks and access to affordable finance.

XIX. EAC Partner States are encouraged to expedite the admission of the Democratic Republic of Congo (DRC) with a view to broadening and widening the market. Discussions should also be geared towards encouraging Ethiopia to join the EAC bloc.



# HIGH LEVEL FRENCH BUSINESS DELEGATION MEETS UGANDAN ENTREPRENEURS IN KAMPALA

**On Monday, 25th November 2019**, a high-level business delegation from MEDEF (the largest French business leader's association which represents 170,000 member companies & 10 million employees) was hosted at Kampala Serena Hotel to identify business opportunities and potential local partners. The business delegation of more than 25 companies was led by Momar Nguer, Chairman of the Africa Committee of MEDEF International and President Marketing & Services and member of the Executive Committee of Total.

The delegation included firms like Omexom Major Projects, Ponticelli Frères, Ragni SAS, Société Générale, Sogea Satom, Suez International, Thalès, Total marketing & services, Vinci Concessions, Airbus Helicopters and BRL Ingénierie who represent a large range of sectors: transports, infrastructure, industrial projects, aeronautics, utilities, logistics, energy (including renewable energy), ICT, water management, banking and financial services, service to government, among others.

B2B sessions were held with potential Ugandan business representatives and it was noted that the French Companies are committed to initiate more and strong win-win partnership opportunities between French and Ugandan companies and contribute towards achieving long-term development objectives and growth in Uganda.

## TRAINING ON HOW TO DEVELOP BANKABLE PROPOSALS FOR CLIMATE CHANGE PROJECTS

Through PSFU partnership with UNDP under the Nationally Determined Contributions (NDCs) held a training on 25th -27th November, 2019 at Ridar Hotel, Seeta. The objective of the training was to build the capacity of MDAs, CSOs and the private sector in developing climate change project concepts and proposals to enable them to access climate finance for mitigation and adaptation projects.

The training was well attended by representatives from ministries and related agencies such as Ministry of Energy and Mineral Development, Ministry of Water and Environment, National Planning Authority, Uganda National Roads Authority, Office of the Prime Minister, Kampala City Council Authority, Environmental Management for Livelihood Improvement and many private sector companies. The training was delivered by Eco Consulting over the three days on climate finance and project development, climate change project design and project development.

Presentations were made on the following areas; climate finance frameworks, climate funding institution operational policies and procedures from a GCF project development point of view, the role of the Green Climate Fund Nationally Designated Authority, introduction to project and problem identification, objective development and market systems, project logic and results framework, GCF policies on gender and environmental safeguards, pitching of the project to stakeholders and co-finance and private sector engagement.

# PROMOTE SUPPLEMENTARY FEEDING PROJECT LAUNCH IN NAKASONGOLA DISTRICT

**NAKASONGOLA, UGANDA – On 18th October 2019**, Private Sector Foundation Uganda (PSFU) in partnership with its partners; 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 with support from the European Union, launched the Promote Supplementary Feeding project which is under a programme known as “Developing a Market-Oriented and Environmentally Sustainable Beef Meat Industry in Uganda (MOBIP)”. The implementation of MOBIP lies with Directorate of Animal Resources (DAR) under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).

The launch was hosted at Butiti ranch located in Nakasongola. Sam Kizito, Chairperson of the Uganda Beef Producers Association said during the launch that it takes more than twice the time for Ugandan-grown cattle to gain the same weight, compared to animals in countries like Sweden. He said this is attributed to nutrition, breed and management. “We have to effect a few things like not subjecting our animals to long distance movement,” he added

The Suppl-F project will support beef Nucleus Farmers to setup a supplementary feeding demonstration site (feedlot). The project will support 10 nucleus farmers in 10-selected districts through trainings, provision of inputs and equipment to establish demonstration sites (demo sites) and handholding. The selected district areas, formerly defined by MAAIF as Disease Control Zones (DCZ 1 & 2) are;

Cluster	Districts covered
DCZ1	Kiryandongo, Kyankwanzi, Masindi, Nakaseke & Nakasongola
DCZ2	Lyantonde, Mubende, Kibaale, Kiruhura and Isingiro.



The overall objective of Suppl-F project is to increase access and uptake of supplementary feeding in the project area by 10%.

The project is expected to increase access to quality supplementary feeding among the beef value-chain actors and to increase participation and uptake of supplementary feeds value chain opportunities by women and youth farmer groups.

SUPP-L Project will address the following challenges;

1. Low productivity levels: it is necessary to enhance beef meat production, productivity and quality assurance in the targeted areas through supplementary feeding in order to meet quality and food safety standards.
2. Environment: there are currently inappropriate responses towards climate resilience that hinder market practices.
3. Weak market dynamics: Numerous constraints can be identified refraining access to market and exploiting market opportunities (additional to the TOR).
4. Gender: Women and youth are almost completely excluded from the beef value chain.



Dr. David Kamukama welcomes guests to his Butiti ranch in Nakasongola where the launch was held.



Hon. Namayanja, NRM Party Treasurer gives opening remarks during the launch

# Q&A From The Head SDF



Head of SDF, Mrs Ruth Biyinzika  
Musoke addresses facts on SDF Program

## How SDF has up-scaled skills, employment and productivity among Ugandans

In 2016, The Government of Uganda (GOU) started the five-year & \$18m Skills Development Fund (SDF), a grant facility that up-scaled the productivity of Ugandan workers by reaching out to 500, 000 people through over 100 companies, 500 cooperatives, NGOs, youth and women groups. In an interview, Ruth M. Biyinzika, the SDF head at the Private Sector Foundation Uganda (PSFU) delves into the creation, successes and challenges of the project in excerpts below.

### What is SDF?

SDF is a pilot skills Fund set up by the Government of Uganda (GoU) with support from the World Bank. GoU noted that there is need to skill the labourforce for this country because it impacts a lot on the productivity and one of the ways to do this was to establish a Fund that could actually provide some facility in form of grants to companies to enable them skill their workers.

### Since it is a Fund, how much is available to skill company workers and what is its scope?

SDF is an \$18m Fund for grants and is part of a bigger project under the Ministry of Education and Sports – the \$100m Skills Development Project – it has a focus on large companies in the formal sector where we assist them to upgrade skills of their workers, those they intend to employ, their sub-contractors and suppliers.

### Does it target only the formal sector?

No. we also have a category for the informal sector where we assist the Jua Kalis to acquire skills they never had before but also to formalize their skills. Some of them have never gone to school but they know what they are doing and all they need is to upgrade their skills or have some kind of panel beating and are able to have a certificate that is recognized.

We are also funding internships and apprenticeships for young people especially in the vocational sub-sector and, so far, I think we have supported over 2, 000 young people. We are also very key in supporting the oil and gas sector and are working with a number of training institutions and other organizations in ensuring they get support to become accredited centers for oil and gas-related trainings.

### What is the project's lifespan?

Oh yes... SDF is a five-year project and it is ending in August 2020. We lost one year and hope we can be able to get it back after but, at the moment, we are looking at the lifespan (that ends) in 2020. This is a pilot and we do hope that the government will be able to use it when they set up the Skills Development Fund because it is supposed to have a Fund to support skilling initiatives. The way this fund has been implemented, we have reached over 500, 000 beneficiaries and we have received over 5, 000 applications from organisations since we started. We are working with over 100 companies, over 500 cooperatives, NGOs, youth and women groups which are quite big.

### What is the process of applying for a grant?

We have four windows and, normally to access funding, you have to apply. We have a call for proposals and it is either through the newspapers where we advertise as much as possible, on radio, SDF website and, currently, people are able to apply online. We definitely we have an overwhelming number of people interested in the Fund.



## How do you rate the number of applications?

The number of people applying is higher than the funds we have and, sometimes because of the large numbers, it has affected our turn-around time. We realized that we take long to give feedback. Just imagine if you have 2,000 organizations applying and the private Sector Foundation Uganda (PSFU) is an organization that believes in transparency so if you believe in it, the challenge you have is that you have to go through all these 2,000 applications, make sure they are properly done and then give a chance to another person to review it, so that makes the process a little bit longer and, then after that, you are able to shortlist a few and then make sure they again compete. You know transparency is a cost, just like equity. If we were just receiving 100 applications, it wouldn't be a problem but where you have all these numbers, it is really big. But, for me, what I think is that as GoU tries to set up a Fund, they should actually have a bigger secretariat.

## What contribution do applying companies make?

If a company has a turn-over of sh30b and above, they contribute 50% of what they apply for and if it is below, SDF contributes 80% and if it is a not-for-profit company, they contribute 10% in-kind. For the others, it is cash. Large companies are those that can afford to employ Indians, Kenyans and other people, why? Because they say Ugandans are not productive enough.

The education they receive at technical institutions on universities don't meet the skills required to operate the machines we have so one of the reasons SDF came into place is to ensure that we reduce that gap and show them that if we skill the people we have, they can compete like others.

We want to ensure that Ugandans are given priority. A number of companies don't prioritize training so when there is a matching Fund; it becomes easier from them to train their workers instead of employing foreigners.

Large companies are also very competitive in nature. They compete in the East Africa and global stage and so technology changes all the time. You have to make changes in your products, packaging and so many other things and, because of that, technology keeps on changing so it means you have to keep on training your workers and some of these companies come from abroad and it is extremely expensive for them because the business environment has not been that good. So you realize that with this Fund, it helps them to at least be able to get some incentive train more, may be instead of training two people, can train more.

## How do you ensure the funds are not abused by the applying companies?

I think some of the things that we have been able to do is put there various avenues to ensure that funds are not misused. One of them is that before we give you a grant, we do an orientation. We orient our grantees to be able to understand our procurement, financial guidelines and reporting guidelines. We also do monitoring. We disburse monies in installments. We don't disburse all at once.

There are particular things we ask for; we do request that you open up a dedicated account in a commercial bank and we also monitor as much as possible to see what's happening and, in case the funds are a lot, we do a performance audit. The fact that people get money on merit, they don't want to compromise their programs but we also have issues with companies when it comes to financial

reporting. Many have issues with financial management, how they pay out, procurement and I think those are issues we need to continue addressing under SDF.

## What achievements have been realized under the pilot SDF?

We have been able to reach out to over 90 districts of Uganda. The biggest number of our beneficiaries is youth and women. We have seen employment created and placed over 1,900 students in companies and we realized that over 25% have been taken up. Another 15% have started their own jobs, which is very good. We have also seen that in companies where we are working, over 70% have registered increased labour productivity where we have done skilling of their workers. They are now able to say we have more output based on the input we put in. They are having less wastage, accidents and some of them are registering new products because of training in new technology. We are also seeing improved levels of employee satisfaction as a result of training which, for me, are very good indicators. We fund innovative training programs developed by some institutions which is very interesting. They are in the initial stages but if you go and see what we are doing with Uganda Martyrs University turning black larvae of the black soldier fly into food proteins for animals. We have also been able to make a mark in the oil and gas sector. We have supported The Assessment and Skilling Centre (TASC), a partner company with Q-Sourcing who are working on EICTB certification for oil and gas. They have been the first in Uganda to have it and it was through SDF. We are going to work with Safe Way Right Way, Uganda Chamber of Mines and Petroleum (UCMP) and three other training institutions to support skilling for oil and gas.

### What challenges have been encountered along the way?

The limited funds we have means we only give up to 20% of the applicants money. What about the other 80%? Once I was given the role to manage SDF, I did realize the need that Ugandans have in skilling. It is a good challenge because it shows that people have the interest but, I think they don't even need the money, but skills and start-up tools. A number of people need support to be skilled and we need to strengthen our efforts more in the market system whereby somebody is able to know that if I skilled in this area, automatically I will get a job such that you don't get so many people who are skilled in the same area like when everybody is doing mats or bread, creating the challenge of marketing.

SDF is skilling workers on growth and safety related products. If I skill you in making juice, what about certification to meet the health standards? We also skill people but still have to show them how to start and manage an enterprise. You don't want to skill people but still want to live on handouts. To address youth unemployment, the government needs to undertake a deliberate effort to create demand for the products where people are skilled in. If we don't demarcate some activities for youths, skilling them won't help. Some youth have done degrees that don't have jobs and all they need is some kind of skilling to do something marketable.

## START FACILITY INFORMATION DISSEMINATION WORKSHOPS IN YUMBE & LIRA DISTRICTS

The START Facility conducted field visits from October to November 2019, and provided technical assistance to selected applicants under the Call for proposals - Round 2 on preparation of better investment proposals to be able to access financing.





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