



PRIVATE SECTOR FOUNDATION UGANDA

Refreshed Strategic Plan 2022 – 2025

'Championing Inclusive and Sustainable Private Sector Development'





Business growth is our business

Private Sector Foundation Uganda (PSFU) Strategy 2022-2025

Business growth is our business

Our

Vision: To be the apex body championing inclusive and sustainable private sector development.

Mission: To catalyze business growth and competitiveness for sustainable wealth creation and shared value.

Values: Integrity | Teamwork | Value our People | Customer Focus | Passion for Excellence | Do Business Sustainably.

STRATEGIC PILLARS

Customer: Members and the Private Sector

Strengthen Policy and Advocacy

- Develop effective policy, research and advocacy teams.
- Strengthen strategic engagements.
- Institutionalize research based policy, advocacy and lobbying.
- Develop a knowledge management platform.

2000
Members

Strategic business engagements with government, members, the private sector and regional peers.

- Support formalization, advocate for lower cost of compliance.
- Recruitment and retention strategy.
- Corporate governance and compliance.

Advocate for regulatory frameworks that support business growth and progression for SMEs and formalization.

Enhance public-private sector dialogue with partners.

- Organize business summits to enhance market access.
- Enhance communication and PSFU visibility.

Go to strategic partner for government and development partners.

Financial Sustainability

Self-sustainable Financially Resilient Organization

- Build a Reserve Fund.
- Optimal Cash Balances.
- Catalytic Fund
- E-commerce Platform

\$1Bn
Foundation

Accelerate PSFU's Wealth Creation

Expand the current PSFU Home.

Consolidated revenue mobilization strategy.

Develop quality fundable project proposals.

Subscription package remodeling.

Become a \$1 billion Foundation

Strengthen Governance and Management Systems

Strengthening internal Processes and Controls

- Strengthen PSFU corporate governance.
- Enhance the data, information management and communication system.
- Improve key business processes.
- Quality management system certification.
- Implement a robust risk management Framework.

ISO
Certified

ISO Certification.

ISO Certification.

Learning & Growth

Attract, Grow and Retain the Best Skilled Talent

- Review and redesign Human Resource.
- Staff welfare program.
- Employee satisfaction.

Performance
Culture

Build an Engaged Workforce

Build an Engaged Workforce

Improve employee engagement

Improve employee engagement

Culture transformation program.

Culture transformation program.

Create a learning organization.

Create a learning organization.

Support Members for Regional and Global Competitiveness

- Digitization of membership for insights and enhanced engagement.
- Key services for members and the private sector.
- Organize trade fairs and exhibitions to promote and showcase Ugandan products.
- Direct service delivery through member organizations.
- Regional outreach beyond Kampala.
- Develop a service standard for Business Development Services with delivery guidelines.

Leading influencing body.

Enhance member satisfaction.

Future Proof Business(es) against Economic Shocks

Focus and prioritize employment for the youth, women, green jobs and support family-owned businesses.

Strategic business knowledge and innovation hub.

Set up a business accelerator program.

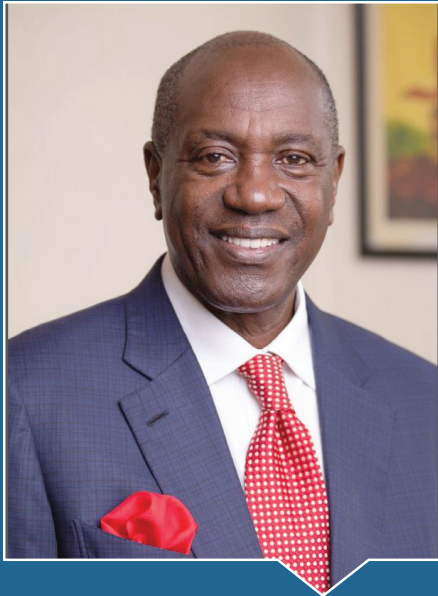
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Acronyms

AFCFTA	African Continental Free Trade Area	ICT	Information and Communications Technology
AGM	Annual General Meeting	ISO	International Organization for Standardization
B2B	Business to Business	IRA	Insurance Regulatory Authority of Uganda
B2G	Business to Government	KPI	Key Performance Indicator
BDS	Business Development Services	MDAs	Ministries, Departments and Agencies
BoD	Board of Directors	MFIs	Micro finance Institutions
BMO	Business Member Organization	MGLSD	Ministry of Gender, Labor and Social Development
CAGR	Compound Annual Growth Rate	MOU	Memorandum of Understanding
CBC	COMESA Business Council	MSMEs	Micro, Small and Medium Enterprises
CBR	Central Bank Rate	NDP	National Development Plan
CCI	Culture and Creatives Industry	NGOs	Non-Government Organizations
CEO	Chief Executive Officer	PMI	Purchasing Managers' Index
COMESA	Common Market for Eastern and Southern Africa	PDM	Parish Development Model
COO	Chief Operations Officer	PDMU	Project Delivery Monitoring Unit
CMO	Chief Membership Officer	PR	Public Relations
CPPO	Chief Programs and Projects Officer	PSFU	Private Sector Foundation Uganda
CRM	Customer Relationship Management	R&D	Research and Development
DRC	Democratic Republic of Congo	SAP	Systems Applications and Products
EABC	East Africa Business Council	SMEs	Small and Medium-sized Enterprises
EAC	East African Community	UNBS	Uganda National Bureau of Standards
EACOP	East African Crude Oil Pipeline	URA	Uganda Revenue Authority
ERP	Enterprise Resource Planning		
FDI	Foreign Direct Investment		
FY	Financial Year		
GDP	Gross Domestic Product		
GOU	Government of Uganda		
ICGU	Institute of Corporate Governance of Uganda		

Chairman's Message



“The pandemic taught us to be agile, resilient, creative and innovative.”

As we navigate the changing landscape of the private sector, this Strategic Plan will ensure that Private Sector Foundation Uganda (PSFU) consolidates its position as a leader in developing and sustaining an enabling business environment.

This strategy reflects honest and bold feedback as well as input from our board members, development partners, government stakeholders, membership, the broader private sector and staff. The various stakeholders that we serve reinforced the key tenets of our previous strategic plan and provided insight to help us refine our goals and set new priorities.

The impact of the COVID-19 pandemic and global economic crises and shocks, have been profound. However there have been silver linings on the clouds. The pandemic taught us to be agile, resilient, creative and innovative; and we have used these lessons to enhance our goals and vision statements for the next three years in order to future proof the foundation and the business community against unpredictable disruptive economic shocks of such magnitude.

The engagement and support of members in all sectors is core to our work at the PSFU. Strategic partnership with all our development partners enables us to innovate, develop and implement local business solutions and services that catalyze the growth of the private sector. We recognize the important role our members, strategic partners as well as the broader private sector will play in many of the Strategic Initiatives outlined in this plan.

Threaded in each part of this plan is our focus on building a strong membership through partnerships for a resilient, sustainable and profitable private sector in a dynamic environment. We have huge ambitions for PSFU, the intent is to increase PSFU's growing influence and visibility nationally, extend our impact to other regions of Uganda. Our strategic pillars have been informed by our members, the private sector, development partners, and staff. Going forward, it is clear that our commitment to the people we serve is unwavering.

Our culture of resilience and inclusion has room to grow and our dedication to the values of integrity, excellence, value for each other, teamwork and doing business sustainably are starting to take root and will be imbued in our workforce.

We are excited to share this Refreshed Strategic Plan for 2022-2025 which builds on the previous achievements and lays the groundwork for ambitious and innovative possibilities both within and beyond our walls.

Hon Dr Elly Karuhanga

Chairman Board of Directors

Chief Executive Officer



“The vision and revised mission of the strategic plan also focuses on catalyzing business growth and therefore private sector development which is the engine behind economic growth.”

I am delighted to introduce the refreshed Strategic Plan 2022-2025. After 27 years of PSFU’s founding, the business environment in Uganda, the region and globally has evolved fundamentally leading to the need to re-engineer, adjust and adapt to new economic and business realities.

As the Private Sector we need to rethink and align our strategies to align to the fast changing dynamics in the global playing field that the world. These economic and business dynamics present both challenges and opportunities to our members, private sector and the economy.

After the devastating impact of the Covid-19 pandemic, the global economic crisis, the war in Ukraine and Russia, the challenges in the Ugandan economy, it was time to refresh our current strategy - thus the mid-term Review of the Strategic Plan. Guided by the board and after consulting our staff and other private sector players, we embarked on a journey to revise, bolster and re-engineer key thematic and focus areas to ensure that we fulfill our four mandates based on; Policy Advocacy, Business Development Services, Capacity Building, and Building Strategic Partnerships.

In this refreshed Strategic Plan, PSFU will build and strengthen the capacity of the organization by building and growing the capacity as well as talents of everyone within the organization.

This strategy will drive our commitment to continuous improvement and efficiencies as we strive to find new ways to work smarter and at the same time innovatively and creatively unlock opportunities for all our stakeholders.

The Vision and revised Mission statements also focus on catalyzing business growth and therefore private sector development which is the engine behind economic growth.

We will create a sustainable competitive advantage in the private sector that will generate more shareholder value, support businesses across all sectors, innovate and partner to create more jobs for the youth, women, and explore green opportunities as we sustainably contribute to the recovery and growth of Uganda’s economy.

We will reinforce our operations by addressing other social responsibilities, such as employees’ welfare, health and safety at the workplace, training and development, growth, dignity at work, gender, inclusivity, and sustainable business practices.

We thank our development partners such as the MasterCard Foundation, World Bank, European Union, UNDP, the German and Belgian governments and the government of Uganda especially the Ministry of Finance for the support programme for the financial and technical support towards the review and development of the 2022-2025 Strategic Plan.

I thank Deloitte for partnering with us in facilitating the process that has led to the finalization of this Strategic Plan. Our Chairman and Board of Directors, Advisory Council, management and staff of PSFU have been outstanding.

Planning is not enough, execution and tracking of this strategic plan in order to deliver the desired impact on the business community is where we should channel all our energies. I am confident that our collective efforts, anchored in our refreshed values of integrity and excellence, will steer us towards a more sustainable business growth because that is our business.

Dr. Stephen Asiimwe
Chief Executive Officer

About the Private Sector Foundation Uganda

Background of the Foundation

Private Sector Foundation Uganda (PSFU) is Uganda’s apex body for the private sector made up of over 310 members comprising of 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 and capacity building and continues to sustain positive dialogue with the Government on behalf of the private sector. PSFU is also the Government’s implementation partner for several projects and programmes aimed at strengthening the private sector as an engine for economic growth in Uganda.

PSFU’s Mandate

PSFU was formed on the foundation of a member-based organization with a sole objective of representing and spearheading the interests of the entire private sector in Uganda.

PSFU aims to strengthen private sector capacity for effective policy advocacy and market competitiveness nationally, regionally, and internationally. Regionally, PSFU is the national focal point for the East African Business Council (EABC) and the Common Market for East and Southern Africa (COMESA) Business Council (CBC). 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.

PSFU executes a four-fold mandate that includes:

- Carrying out policy research and advocacy on behalf of the private sector to improve the business environment.
- Undertaking capacity building of the private sector.
- Strengthening partnerships at national, regional, and international level.
- To act as a focal point for setting and maintaining performance standards for the private sector.

PSFU Stakeholders

PSFU serves a wide spectrum of internal and external stakeholders as depicted in the figure below.

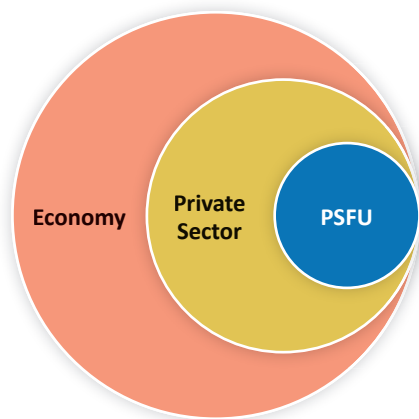


Figure 1: PSFU’s stakeholders

PSFU Governance Structure

PSFU is registered as a company limited by guarantee without a share capital and is a not-for-profit organization. Being a Business Membership Organization (BMO), PSFU is structured with several layers of governance. At the apex of the organizational hierarchy is the **Annual General Meeting (AGM)** which comprises of the membership of the institution. The AGM discharges the duty of appointing **Board Members** and ratifying key strategic decisions of the institution. PSFU adopted a sector-based statutory Board of Directors (BoD) that comprises of fourteen (14) members who influence sector direction at the highest level of leadership. The Board is supported by an **Advisory Council** that consists of former **Board Members**. The role of the Board is to provide strategic leadership to PSFU to achieve its vision and mission. This entails approving policies and plans, providing oversight and monitoring implementation of the strategic plan. Board directives are implemented through various Board Committees which are chaired by a member of the Board and operate with clear Terms of Reference. The purpose of the Board Committees is to enhance good governance, advise the Board on various issues of specific nature aimed at improving efficiency and effectiveness in conducting Board business. The Board Committees include the Projects Committee, the Finance and Resources Committee, the Policy and Advocacy Committee, Membership and Communications Committee, and a new Committee of results and Human Capital.

The Chief Executive Officer (CEO) discharges the responsibility of executing the day-to-day operations of the Foundation and ensuring that all activities of the institution are implemented in line with PSFU’s mandate. The CEO is accountable to the Board. The CEO is also a Member of the Board representing management.

PSFU’s detailed organizational structure is presented in **Appendix 2** of this document.

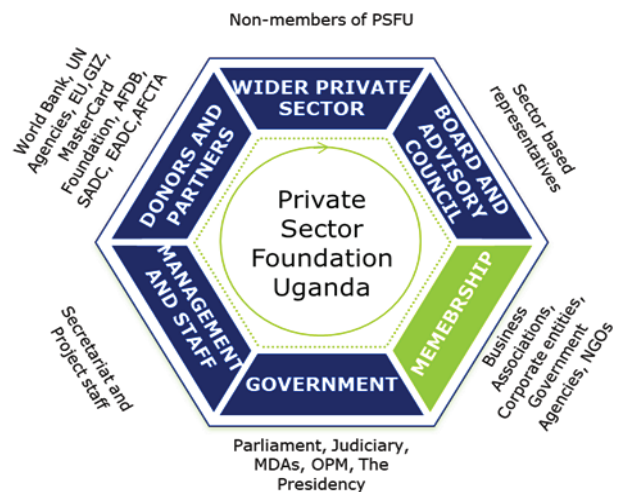


Figure 2: PSFU within the National Context

PSFU Stakeholder Analysis

Table 1 showing PSFU stakeholder analysis.

Stakeholder	Role in the Strategy	Expectations from the strategy
Advisory Council	<ul style="list-style-type: none"> Provide strategic advice to PSFU Board. 	<ul style="list-style-type: none"> Relevance of PSFU at regional level through a sustainable dialogue system with national and regional governance structures. Supporting Uganda private sector entry into regional markets e.g., ESC, COMESA and AFCFTA. Increase visibility of PSFU and impact on the business environment for private sector.
Board	<ul style="list-style-type: none"> Enhance PSFU reputation and credibility to provide confidence to stakeholders. Monitor performance of PSFU against its strategic plan and hold management accountable. Provide oversight of operations and critical decisions, issues and risks affecting PSFU. 	<ul style="list-style-type: none"> Influencing policies favorably to facilitate recovery and growth of sectors. Enhancing value for the membership. Strengthening PSFU institutional capacity Accelerate the growth of the economy through clear sector interventions. Build office space to accommodate members A PSFU that is prepared and engaging in aggressive trade within the region. Increase in partnerships between PSFU and a wider spectrum of development partners.
Management and Staff	<ul style="list-style-type: none"> Implement strategy and activities according to mandate. Mobilize resources to facilitate implementation. Cascading strategic plan to annual operational plans and work plans. 	<ul style="list-style-type: none"> Implement all targeted strategic interventions in line with key performance indicators met, and consistently track and course correct where necessary, to achieve successful delivery of the strategy. Strengthening the project management framework of PFSU. Establishing an equitable incentive and reward system for outstanding performance. Strengthening strategic communication within PSFU. Strengthening systems, processes as well as enterprise-wide compliance. A simplified Balanced score card framework that is easy to cascade and implement. Unified institutional culture, free from bureaucracy.
Development Partners	<ul style="list-style-type: none"> Support the design and delivery of PSFU private sector programs. Providing financial support and technical assistance. 	<ul style="list-style-type: none"> Enhanced barrier-free trade within the East African region. Developing programs that address development partners' priorities in line with national strategic focus. Providing accountability for results. Joint collaborations that will be mutually beneficial in achieving strategic objectives.
Government of Uganda	<ul style="list-style-type: none"> Formulate policies and laws governing national and cross-border trade. Providing an enabling environment for private sector business. Co-creating private sector development projects with development partners. 	<ul style="list-style-type: none"> Support in delivering the National Development Plan interventions. Providing a knowledge base to guide evidence-based policy making on private sector issues. An Apex body that coalesces all associations within the Country and does lobbying and advocacy. A visible thought leader on private sector matters.

Stakeholder	Role in the Strategy	Expectations from the strategy
Membership	<ul style="list-style-type: none"> Provide insights to guide the improvement of service delivery to the membership. Ratifying decisions made by the Board through the AGM. Participation in PSFU member activities. Supporting PSFU to increase membership portfolio. Providing sector and enterprise information instrumental for development of policy briefs. Subscription to PSFU membership. 	<ul style="list-style-type: none"> Continuous dialogue between PSFU and national and regional governance structures on private sector issues. Reduced cost of doing business translating into growth. Member interests being represented by PSFU at local and regional levels. Members significantly benefit from PSFU projects. Receiving information from PSFU on opportunities and access to policy dialogues. Receiving lobbying and advocacy services from PSFU.
Wider Private Sector	<ul style="list-style-type: none"> Providing sector and enterprise information instrumental for development of policy briefs. 	<ul style="list-style-type: none"> Projects being designed by PSFU to benefit the wider private sector. A PSFU that successfully advocates for reduced cost of doing business, translating into growth. Business development programs that strengthen the Ugandan private sector in order to compete locally, regionally and globally.



“ A vision without action is just a dream,
 Action without vision just passes time,
 A vision with action can change the world. ”

Nelson Mandela

Background to the Strategy Refresh Context of the Strategic Plan refresh

SINCE its inception, strategic changes within PSFU have been guided by 5-year strategic plans. At the peak of the COVID-19 pandemic, PSFU developed a five-year strategic plan 2020-2025 which was later cascaded to departments through the balanced scorecard framework. Significant institutional assessments of the organization such as the Organizational Capacity Assessment (OCA) exercise commissioned by MasterCard Foundation and shifts in the political, economic, social, and regulatory environment triggered the need for a review and refresh of the current strategic plan to align it to national and regional development agendas and emerging trends. The refreshed strategic plan builds on the achievements in the past two years of implementation of the 2020-2025 Strategic Plan and draws inspiration from other regional and global successes of apex bodies to address the escalating needs of Uganda's private sector. The refreshed plan has been designed to holistically serve the needs of members and the wider private sector market in Uganda, as well as PSFU's internal and external stakeholders.

The growth of PSFU since its inception in 1995 has been constrained by several challenges but it has weathered various storms and established itself as a prominent body overseeing private sector development in Uganda. This strategy refresh has been informed by lessons learnt, successes achieved, and challenges encountered in the implementation of the PSFU 2020-2025 strategic plan, whose focus was entrenching the sectoral approach as the basic service delivery model to PSFU membership.

The PSFU strategy refresh 2022/23 - 2024/25 has been developed to guide the Foundation's activities as a blueprint for change over the remaining three-year period. The plan was developed through a consultative process involving the PSFU Board of Directors, Advisory Council, Management, Staff, Membership, Development Partners, and Government. The plan is underpinned by PSFU's mandate and is aligned to the aspirations of the National Development Plan III under the private sector development program. The Strategic Plan also takes into consideration a variety of successes registered by PSFU since its inception, as well as trends in the global, regional, and national environment within which PSFU operates.

This strategic plan summarizes key strategies that will catalyze growth for PSFU and its members. It is designed to cascade throughout the organization and serves as an overarching guide for allocating the resources needed to achieve PSFU's long-term goals.

PSFU leaders and employees will use this plan to transform strategies into actions, then actions into results. For each strategic objective, they will create an action plan, routinely measure, and review progress toward the objective, and evaluate how the objective's strategies should be adjusted and improved.

Frameworks Underpinning PSFU Strategic Direction

The PSFU refreshed strategy is anchored in several local and international development frameworks. From the global Sustainable Development Goals (SDGs) to the National Development Plan III, the refreshed strategic direction links and contributes significantly to these frameworks.

<p>Through the sectoral approach entrenched in PSFU's service delivery model, PSFU's mandate contributes to the SDGs. Specifically, the 2020-2025 strategy addresses SDG 2: Zero hunger; SDG 5: Achieve gender equality and empower all women and girls, SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 13: Take urgent action to combat climate change and its impacts, and SDG 12: Ensure sustainable consumption and production patterns.</p>	<p>With the vision of "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing dynamic force in the international arena.", this plan is heavily anchored in Aspiration 1 of Agenda 2063 i.e. "A prosperous Africa based on inclusive growth and sustainable development". Key pertinent issues in this aspiration include Developing the African private sector through engagement and a conducive climate, fostering Pan-African businesses through the growth of regional manufacturing hubs and scaled up intra-Africa trade, promoting social dialogue, sectoral and productivity plans and regional and commodity value chains with focus on SMMEs and Agribusinesses, and establishing Commodity Exchanges for strategic African products.</p>	<p>Uganda Vision 2040 aspires to have a "Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country" within 30 years. The key catalysts to this growth includes developing a strong private sector able to attract Foreign Direct Investment (FDIs). The plan addresses the major constraints affecting the business environment detailed in Vision 2040 that include, but are not limited to high tax rates, access to finance and high costs of production</p>	<p>PSFU plays a cross cutting role across various programmes in the NDP III. This strategic plan specifically focuses on the implementation of the Private Sector Development Programme that aims to increase competitiveness of the private sector to drive sustainable inclusive growth. Specifically, it aligns to the following expected results of the NDP III: Key reduction of the informal sector, increase in non-commercial lending to the private sector in key growth sectors, increased value of public contracts and sub-contracts that are awarded to local firms.</p>
<p>UN Sustainable Development Goals (SDGs)</p>	<p>African Union Agenda 2063</p>	<p>Uganda Vision 2040</p>	<p>National Development Plan III</p>

Approach to the Strategy refresh

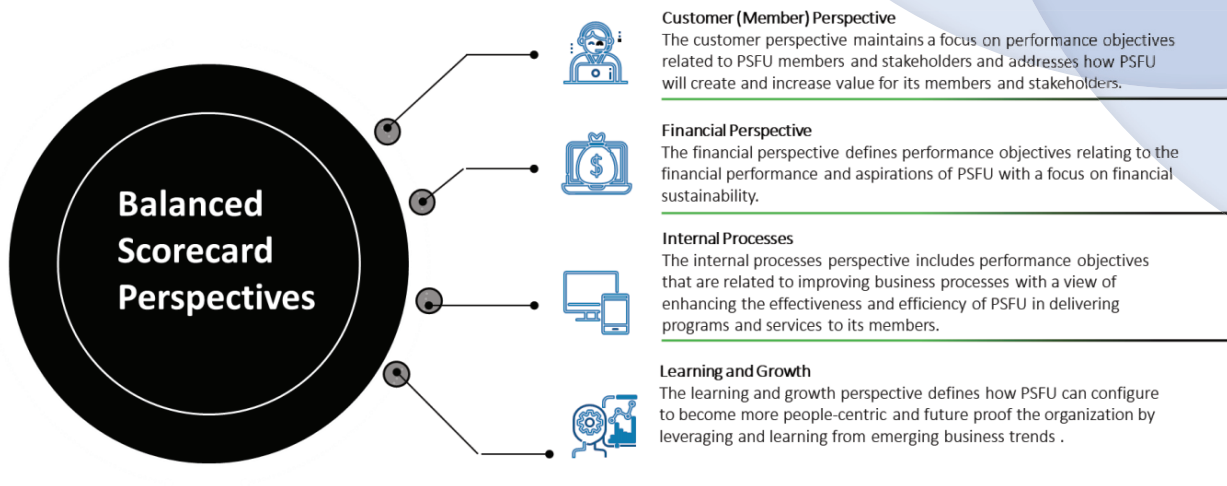
This strategic plan has been developed through a highly consultative process involving a wide spectrum of stakeholders including PSFU members, Board Members, Management and Staff, Advisory Council, Government, Development Partners,

and other stakeholders. This consultation provided useful insights that were incorporated into the mid-term review and refresh of the PSFU 2020-2025 strategic plan. The consultations were done through Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with staff, as well as surveys with members and staff. The exercise was also informed by extensive literature review of regional, national, and institutional documents. This data informed the situational analysis that included the assessment of PSFU’s business model, operating model, strengths, weaknesses, opportunities, threats, achievements, lessons learnt, implementation challenges and emerging issues. Benchmarking studies were conducted on several successful private sector apex bodies across the world from countries including Kenya, Ethiopia, United Arab Emirates, Rwanda, Tanzania, and Singapore.

A visioning and validation workshop was held with management to re-focus the future of PSFU for the next three years, and a separate session was held with the Board for their input on the refreshed strategy. This participatory approach was taken to ensure that consensus, alignment, and ownership is achieved. The final strategy was presented to PSFU members for validation and adoption. The PSFU Secretariat ensured that the objectives set out in this strategy are relevant and practical.

Strategic Focus Areas

This refreshed strategy is designed around the Balanced Scorecard framework which is an integrated strategic planning and performance management system that communicates with clarity, an organization’s vision, mission and strategy to employees and other stakeholders; aligns day-to-day work to vision and strategy; provides a framework for prioritizing programmes and projects; and uses strategic performance measures and targets to measure progress, through the lens of four perspectives.



Vision, Mission and Values

Following the analysis of the internal and external environment, the Foundation’s vision was reaffirmed while the Vision and Mission were revised to reflect the renewed culture and identity that the Foundation wants to be identified with.



“Championing Inclusive and Sustainable Private Sector Development”

Member Needs Assessment

To effectively serve the PSFU membership, PSFU with support from Deloitte, conducted a member needs assessment survey to assess the level of services satisfaction among PSFU members, the level of support provided to PSFU members, and the member needs that PSFU should focus on in the foreseeable future. An online survey was sent to all categories of members from all PSFU focus sectors. A total of 58 members responded to the survey (i.e. 58 out of 311 members representing a response rate of 19%).

Descriptive analysis was applied for individual questions and disaggregation by sector was incorporated in the data analysis. Results were compared to previous needs assessment survey conducted in 2021 to establish how member responses have evolved over time. The following are the key findings from the survey.

Sectoral Representation

Sector	Percentage (%)
Agriculture, Agribusiness and Forestry	21%
Construction and Real Estate	3%
Culture and Creatives	3%
Financial and Insurance Services	2%
HR, Skills and Education	8%
Information and Communication Technology	5%
Manufacturing	7%
Oil, Gas and Minerals	2%
Professional services	7%
Tourism and Hospitality	28%
Transport and Logistics	14%
Total	100%

The survey was largely dominated by members from the Tourism and Hospitality industry (28%) and Agriculture, Agribusiness and Forestry (21%).

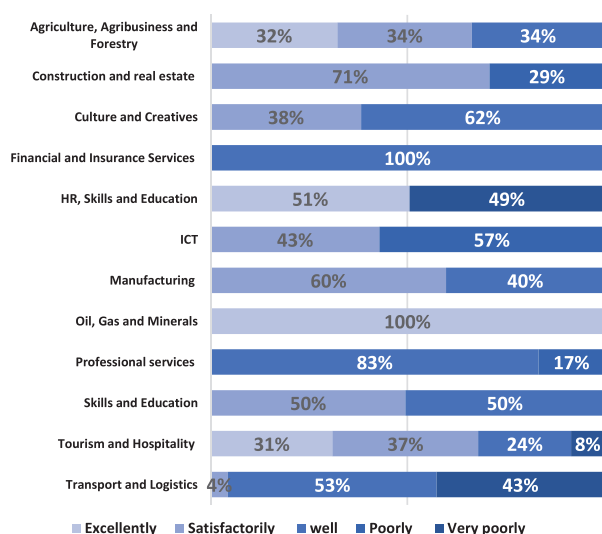
Services needed by PSFU members

PSFU has provided an array of services to its membership over the years, layered in three basic categories i.e., Corporate, SME, and Associate. PSFU members were asked about the membership services they would prefer to receive from PSFU, and the PSFU members were asked how well

PSFU understands and responds to specific member needs. A majority (82%) of the members acknowledge that PSFU understands and responds to specific member needs, with most (38%) indicating that PSFU understands and responds to their needs well, 27% satisfactorily and 17% noting that PSFU understands and responds to members, specific needs excellently.

PSFU needs to explore what could be the cause of the feedback from sectors like HR, Skills and Education; ICT; Professional Services; and Transport and Logistics that highlighted that their member needs were poorly addressed.

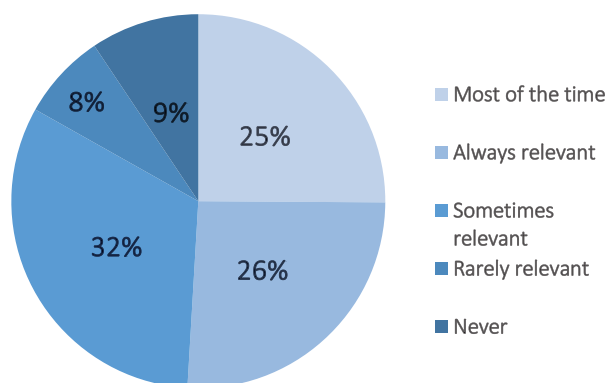
How well does PSFU understand and respond to specific member needs?



Relevance of PSFU Projects and Programs to Members

PSFU currently operates a project-driven structure and therefore it was crucial to interrogate if members find PSFU projects and programs relevant to their needs.

How relevant are PSFU Projects and Programs in addressing your needs?



The majority (51%) of respondents indicated that PSFU projects/programs are relevant in addressing their needs, while 49% of the respondents felt that the current projects/

programs sometimes, rarely, or never met their needs. Most members acknowledge that the projects/programs are relevant to some extent. For the most part, PSFU projects/programs meet member needs, and there is opportunity for PSFU to explore how to bring the 49% of its members into the fold where practical.

Satisfaction with PSFU Member Services

From the survey response it was evident that a majority (62%) of the respondents are satisfied with PSFU member services, which is an improvement from the 2021 Needs Assessment Survey that reflected 40% of members satisfied with PSFU membership services.

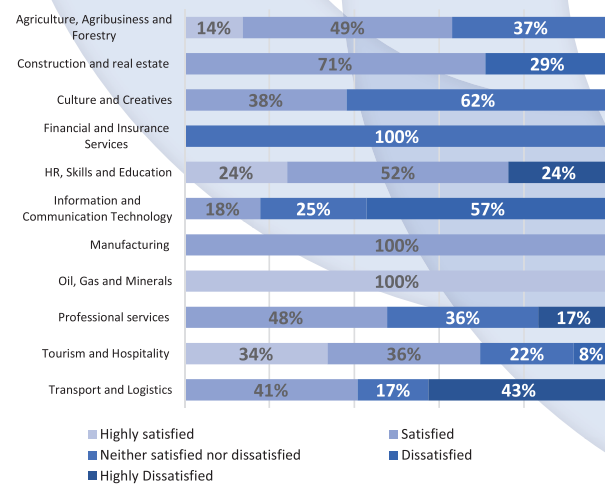
A further look at the sectors indicates that Agriculture, Agribusiness and Forestry; Manufacturing; Construction and Real Estate; HR Skills and Education; Oil, Gas and Minerals; and Tourism and Hospitality were mostly satisfied with PSFU membership services.

PSFU needs more interventions to satisfy members from several sectors including Transport and Logistics; Professional Services; Information and Communication; and explore the high dissatisfaction evident in some of the sectors registering satisfaction, as well as the sectors with lukewarm responses (Financial Services; Culture and Creatives).

There were 74% of the members who indicated that they are likely to recommend PSFU services to non-members and the Net Promoter Score (NPS) was 59. This means that PSFU has more members likely to promote the institution

to a non-member and other stakeholders than those that are not likely to promote PSFU to other non-members or stakeholders. The data indicates that there is an opportunity for PSFU to convert the 26% who are not likely to promote PSFU to a non-member into members by improving the value proposition of being a PSFU member. Nevertheless, the strong net promoter score of 59 can be leveraged to grow its membership within Kampala and beyond through referrals.

How satisfied are you with membership services/ programs of PSFU?



“

we neither face East or West;
We face forward

Kwame Nkurumah

”

Situational Analysis

Mid-term Performance of PSFU Strategic Plan 2020 – 2025

At the halfway mark of PSFU’s 2020-2025 Strategic Plan, the Foundation has reflected on progress against the Plan to date and ‘refreshed’ aspects of the Plan to ensure its continued relevance and strategic position, without changing the major premises on which the strategy was built. Overall, PSFU has achieved several important milestones particularly in Objectives 1 and 2 of the strategic plan but acknowledges that there is work yet to be done to unlock the full potential of the Foundation and the potential value it can provide to its stakeholders (internal and external). The dashboard below indicates the performance of the three strategic objectives that were set in the strategic plan 2020 – 2025.

Table 2: PSFU mid-term strategy performance dashboard

Strategic Objective 1: To strengthen PSFU institutional structure to meet the needs of members.	Medium Level of achievement
Strategic Objective 2: To advocate for a business environment that is conducive for sustainable enterprise growth.	Medium level of Achievement
Strategic Objective 3: To support members, build their capacity for local and global business competitiveness.	Low level of Achievement

The mid-term status of the strategy was largely driven by a mix of successes, as well as challenges and constraints that PSFU will, through this refreshed strategy address over the remaining three years of the Strategy 2020-2025 Plan, and beyond.

Key achievements, challenges and constraints

Achievements

- Several policy positions papers have been developed by PSFU and translated into bills and policies- for example the stimulus package for private sector recovery, passing of bills like the National Local Content Bill, Co-operatives Bill, among others.
- PSFU’s influence in advocacy is growing from strength to strength, about 74% of the policy positions produced by PSFU were adopted in the 2022/2023 national budget.
- PSFU has earned the trust, respect and credibility from development partners and Government, evidenced by the number of new projects entrusted to PSFU by several development partners.
- An Enterprise Resource Planning system (SAP Business) has been installed to support and simplify different business processes.
- PSFU’s revenue has realized a compounded annual growth rate of 32% over a 5-year period, largely driven by an increase in grants-income.
- Strengthening the Organization’s capacity with the appointment of new C-suite executives i.e., Chief Executive Officer, Chief Operations Officer, Chief Membership Officer, and Chief Programs and Projects Officer, Human Resources Director and Internal Auditor.

Mid-Term Performance Evaluation

Challenges & Constraints

- A significant number of stakeholders are yet to directly benefit from PSFU services. The member survey revealed that 51% of the members find PSFU programs relevant to their needs.
- PSFU is yet to successfully advocate for the transition of informal to formal businesses for growth.
- Lack of physical presence in other regions in Uganda outside Kampala, which limits membership numbers.
- Although revenue has grown over the years, there is no significant improvement in PSFU’s bottom line to fund the aspirations of the Secretariat. Relatedly, revenue collection from member subscriptions is still a big challenge. PSFU on average collects 34% of its membership fees.
- Some critical functions in the organization like membership, policy advocacy and monitoring and evaluation are not fully staffed and resourced.
- Progress has been made to strengthen the organization’s capacity however, there is still a capacity gap in key departments to deliver the strategic ambitions.

Sector Snapshots

UGANDA has faced a turbulent macro-economic situation over the last 3 years, primarily affected by the COVID-19 unprecedented shocks. To counter the accelerating double-digit inflation, Bank of Uganda raised its Central Bank rate (CBR) by a point to 10% in October 2022 and according to the central bank, a combination of global factors like the recent drought and a weaker Uganda shilling to US Dollar rate have driven inflation to the highest inflation on record since 2012. The inflation outlook remains highly uncertain given the persistence of several factors including the escalation of geopolitical tensions and associated supply chain disruptions, stronger monetary policy tightening by major central banks further weakening the exchange rate, and adverse weather conditions on food production.

However, Bank of Uganda projects that the inflation pressures are likely to peak in the first half of 2023 as COVID-19 effects decline, and supply chain pressures subside because of current policy actions. Uganda's economy is projected to grow at 4.9% in 2023 owing to the full opening of the economy in January 2022 and this was anticipated to re-activate several sectors especially the services and industry sectors which were projected to be the key growth drivers from 2022 and in the foreseeable future.

Trends in the key PSFU focal sectors were explored to inform the strategic planning process as part of the situational analysis. Snapshots of each sector are summarized in this section.

Agriculture, Agri-business & Forestry



Agriculture contributed 23.8% to Uganda's GDP in FY 2020/21. Agriculture accounts for 72% of Uganda's employment and is considered as one of the leading sectors spurring socio-economic growth. The Government recognizes the potential of the sector and expects it to grow by 4.3% in 2023. All Uganda's neighbors are net food importers, through better methods of farming like commercialized agriculture, aggregation, value-addition Uganda can position herself as the food basket of Africa. This would shift the GDP contribution and create employment for the youth.

There are enormous investment opportunities in agriculture mechanization especially value addition in products such as

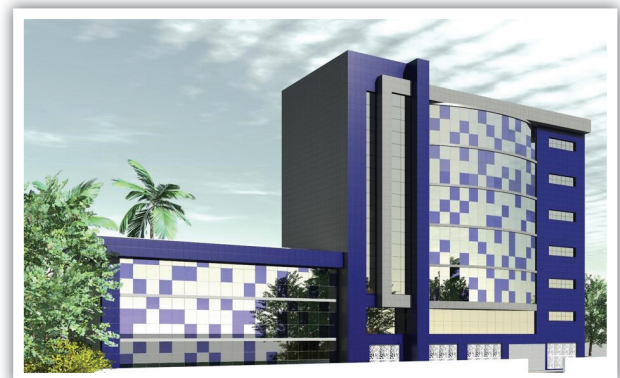
coffee, cotton, cocoa, maize, bananas, grains, vegetables, milk, and meat. The major areas of investment are in post-harvesting, manufacturing, and trade especially in processing plants, abattoirs, storage facilities (silos, cold storage), transport and logistics, farm inputs (veterinary drugs, plant and machinery, assembling of equipment and agricultural laboratories).

Regarding investment in coffee, the proposed investment opportunity is in dry processing for Robusta coffee outside Kampala district. The output capacity is 3,750 tonnes of dry coffee fruit annually, expected capital expenditure required is US\$ 210,000 and with 100% equity, the project generates a net present value of \$ 289,000 (payback period of 3.75 years).

However, the Russia- Ukraine conflict hindered growth in 2022 owing to fuel and agricultural commodity shortages such as grain, which led to an increase in the cost of fuel imports and agricultural inputs especially fertilizers.

The sector was faced with several challenges including a pre dominance of small holdings, low, and even declining total factor productivity, a lack of capacity to face recent climate vulnerability and low rates of commercialization. As of 2019, 14% of agricultural households cultivated crops exclusively for their own consumption and 68% cultivated crops mainly for their own consumption, with only a little for sale. The sectoral innovation system is populated by many private and public actors though their relationships are limited.

Construction & Real Estate



Construction activities contributed to 5.2% of GDP in Financial Year 2020/21. Uganda's population is currently estimated at 46 million and is growing at 3.3% annually. Globally, it is recognized that a growing population translates into demand for more housing in the long run. According to the Habitat for Humanity, Uganda currently has a deficit of 2.4 million housing units, out of which 210,000 units are in urban areas and 1.395 million units are in rural areas. This housing deficit is expected to further expand to 3 million units, owing to the above-mentioned exponential population growth.

This creates a need for at least 300,000 new housing units annually to meet demand. There is a big gap in the low-cost housing segment. Some of the factors hindering this gap are

the existing high tax rates, and the high cost of land. The passing of the Landlord Tenant Act 2022 has created a lot of uncertainty and affected general development of real estate market as well as leasing.

In the infrastructure perspective, Uganda has taken significant strides over the years, but there is still work to be done. The government of Uganda is investing heavily in the enabling investment infrastructure such as power dams, roads, and most recently another International Airport in Kabaale-Hoima district and the Standard Gauge Railway which is yet to be constructed. Uganda Investment Authority has also secured land and is developing 27 Industrial & Business Parks including 4 regional science and technology industrial parks around the Country.

The construction sector faces a shortage of skilled and accredited Ugandan professionals which has hampered significant participation of Ugandans in the high value construction business.

Culture & Creatives



Arts, entertainment, and recreation activities contributed 0.2% to GDP in Financial Year 2020/21.⁵The creative and cultural industries (CCIs), are among the fastest growing in the world, generating US\$ 2.25 trillion (3% of global GDP), and employing more than 30 million people. The National Action Plan on the CCIs of Uganda 2014/15- 2019/20 initiated the process of structuring and formalizing the Creative Economy so that it can contribute to Uganda’s development. However, the sector has received limited attention and investment.

The private sector can get involved in the CCIs by partnering in areas like service provision, advocacy, publicity, marketing and mobilization, leadership, and capacity building.

Financial & Insurance Services



Financial services contributed 2.8% to GDP in Financial Year 2020/21. In Uganda, formal financial inclusion has nearly doubled since 2009, increasing from 28 % in 2009 to 58% in 2018. According to the 2018 Fin-scope Survey, at least 78% of Uganda’s adult population now has access to financial services. This has been largely driven by digital financial services, particularly the fast penetration of mobile money that has allowed 8 million Ugandans to conduct financial transactions. For Micro Small and Medium Enterprises (MSMEs), a key challenge is the high cost of financial services. Interest rates typically range between 22% and 25%. Another challenge is the low levels of public confidence in formal financial institutions, largely due to historical experiences related to a series of crises. e.g., upheavals in financial systems/platforms, and cases of property takeovers, among others.

According to a 2020 publication by the Insurance Regulatory Authority of Uganda (IRAU), Insurance industry premiums grew by 13.17% in 2019. The market penetration, however, remained low at only 0.77% and among the causes is the disrepute of the Insurance industry among Ugandans, largely driven by cases of unpaid claims which the insurance companies attribute to clients’ insufficient understanding of the contract clauses in their insurance packages.

Human Resources, Skills & Education

According to the United Nations Development Programme (UNDP), Uganda is among the countries with a low human capital development index and therefore enhancing human capital development, science, innovation, and knowledge transfer was a budget priority for FY 2022/23 and is projected to be a priority for upcoming years.

Uganda has one of the youngest populations in the world and its working-age population is projected to double by 2040. At the same time, the number of people looking for jobs and willing to work is set to increase from 24 million in 2020, to 46 million in 2040 and 69million by 2060. While more people will be joining the labor force, this does not mean that they will automatically be employed as an increase in population does not automatically guarantee an increase in the number of jobs or lead to job creation

to compensate for the rising population. Uganda has 70% of the population under 35 years and the mean age is 16 years and the economy is not growing fast enough to absorb many into gainful employment. This creates the need to shift the mindsets of the population especially youth from employment to entrepreneurship.

The employment gap is projected to grow at a steady pace of 350,000 jobs per year or at an average annual rate of 3% throughout 2020-2040. This indicates that by 2025, the employment gap will have already reached 9.1 million people up from 7.8 million today all urgently looking for employment.

The current national unemployment rate is 9.2% due to inadequate skilling in market relevant disciplines⁶. Creating human capital is very essential to Uganda such that its youth have the skills to both access and create jobs and, thereby, help prevent unemployment from rising at a very high rate. The downside to this quest for employment is the brain drain issue. According to the Fund for Peace, the average value for Uganda for human flight and brain drain index from 2007 to 2022 was 6.88 index points. This is rated at 0 index points for low and 10 index points for high.



The latest value from 2022 is 6.4 index points in comparison to the world average in 2022 which is 5.21 index points. BTVET skilling presents a great opportunity for youth to transition to gainful employment by increasing the current enrollment of youth in BTVET. This is through improving quality of the curriculum and creating awareness of BTVET. The private sector can create collaborations by providing on the job training, job placements through public- private co-operation. There is also an untapped opportunity to provide practical training to youth who desire software skills.

Research shows that youth that stay in towns and urban areas are more likely to be unemployed than those who live in villages and rural areas, women are twice as likely to be unemployed as men. Those who have completed tertiary education are more likely to be jobless than those who completed formal education. 10% of employed youth have formal jobs while 90% have informal jobs. While at least 54% are self-employed, these are entrepreneurs driven by necessity rather than opportunities as survival. Key to this sector is the inclusion agenda of the marginalized youth groups to ensure that they are adequately skilled and healthy for economic participation.

Information & ICT



In the modern age, ICT is a significant enabler to accelerated economic development. The ICT sector value-add in nominal terms increased to UGX 2.93 trillion in the financial year (FY) 2020/21 representing a contribution of 2%⁷ to the GDP. Similarly, the sector GDP grew at 9.7% in FY 2020/21 compared to the prior year. During FY2020/21, total formal ICT export earnings declined by 6% from USD 6.87 million in FY2019/20 to USD 6.48 million⁸.

Uganda's E-government Development Index improved by 10.9% from 40.55% in 2018 to 44.99% in 2020 which is above Africa's average of 39.14%, while the e-Participation Index declined from 62.36% in 2018 to 57.14% in 2020. Network Readiness Index scored 31.51% as at 2021 while the Global Cyber security Index was 69.98%.

Total Internet subscriptions improved by 16% from 18.94 million in FY 2019/20 to 21.95 million in FY2020/21 translating to a penetration of 51.1 Internet connections for every 100 Ugandans. Total telephone subscriptions of 28.99 million were recorded in FY2020/21 with smart phone subscriptions increasing by 40% to 9.73 million. Mobile broadband coverage (3G or above) was available to 89% of the population by the end of FY2020/21. The increasing connectivity of the population and businesses has opened up a vast array of e-commerce opportunities beyond borders which is projected to unlock several employment opportunities.

Logistics, Transport & Haulage



Transportation contributed to 3.2% of GDP in Financial Year 2020/21. Annual headline inflation averaged 2.5% in FY 2020/21 with the increase in transport fares on goods and services being a major cause.

Due to supply chain disruptions largely due to constraints in the transport and logistics sub sector, the development of Uganda's transport and infrastructure network remains a priority for the Government with key investments going into Uganda's utility corridors, rehabilitating the railways sub sector, and securing and protecting right of way for the Standard Gauge railway, and rehabilitation and completion of critical roads for oil, tourism, and regional connectivity.

The development of the Africa Continental Free Trade Area (AfCFTA) will ease cross border trade although the continent's \$130-170 billion infrastructure gap will still be an impediment. This coupled with ongoing investments in the road network in the Democratic Republic of Congo (DRC) is expected to catapult trade within the region.

Manufacturing & Engineering



The manufacturing sector had a GDP contribution of 16.5% in 2020/21 down from 26.2% in 2019/20 and currently employs 4.3% of the working population. The share of manufacturing jobs to total formal jobs was at 9.5% in 2019/20. As a percentage of total employment, the sector majorly employs more males than females (6.2% and 6.7% of the male working population and 5.2% and 5.1% of the female working population for the years 2019 and 2018 respectively).

Broad categories under the sector include Food Processing, Drinks and Tobacco, Textiles, Clothing, and Footwear, Saw milling, Paper and Printing, Chemicals, Paint, Soap and Foam Products, Bricks and Cement and Metal Products. The volume of production for the sector increased by 3% for the year 2020 mainly due to an increase in the volume of cement and lime production. The Producer Price Index for the manufacturing and utilities sector increased to 182.98 in 2020, implying an overall increase in the costs of production.

The sector's long-term challenges include high costs of production/doing business, strong competition from imported goods and limited availability of technical and managerial skills. Potential programs to transform the sector must be aligned to improving infrastructure, developing a strategic approach to investment promotion, supporting firms to access finances, and capacity building of the private sector, especially SMEs. As Government

intentionally moves towards import substitution following the lessons learnt during the Pandemic, the sector is projected to receive more incentives and subsidies, hence facilitating entry of many domestic and offshore players.

PSFU has a role to play in engaging the government, partners, and private sector players to turbocharge manufacturing through access to new markets through export finance, export insurance, and export guarantees.

Oil & Gas and Extractive

Mining and quarrying activities which include extraction of crude petroleum and natural gas contributed 1.8% to GDP in Financial Year 2020/21. The Oil and Gas industry in Uganda has gone through a metamorphosis from 2006 when commercially viable oil deposits were discovered in the Albertine Graben region, to date. The Final Investment Decision (FID) for Uganda's Oil and gas projects by the Total Energies EP Uganda, CNOOC Uganda Limited, the Uganda National Oil Company (UNOC), and the Tanzania Petroleum Development Corporation (TPDC) was announced in February 2022 (Under the East African Crude Oil pipeline (EACOP) framework).

The FID signified the commitment to see the first oil by 2025, with the oil companies investing close to US\$ 15 billion to develop Uganda's Oil and Gas resources through the implementation of the Tilenga Project in Buliisa and Nwoya districts, the Kingfisher Project in Hoima and Kikuube Districts (approximately US\$6-8bn), and the East African Crude Oil Pipeline (EACOP) that will cross the ten (10) districts of Uganda. With the expected \$15-\$20 billion investment in the oil and gas projects, private sector actors both national and international have great opportunities to participate. It is estimated that during just the construction phase of East African Crude Oil Pipeline, Uganda will see an increase of over 60% in Foreign Direct Investment(FDI).



Objectives 7 and 8 of The National Oil and Gas Policy call for optimum national participation in oil and gas activities and support the development and maintenance of national skills and expertise. To this end, compliance requirements for licensees, contractors, and subcontractors in the Upstream segment of the oil and gas industry include utilization of Ugandan goods and services, developing capacity of local enterprises, employment and capacity building of Ugandan

citizens, Research and Development and Technology Transfer and Reporting. Uganda's local content policies are very supportive to FDI. For instance, the definition of a Ugandan company and goods and services provide for international companies registered in Uganda.

Apart from oil and gas, there is growing interest by foreign and domestic investors to invest in Uganda's minerals sector valued at USD 620.5 billion (especially in redevelopment of copper and cobalt mines, iron and steel processing, salt processing, limestone mining and phosphate processing). When value is added to Ugandan minerals, the projected value will grow to USD 2,482 billion. On average, 99.4% of iron ore, gold, copper, cobalt and nickel, vermiculite and rare earth elements reserves are untapped in Uganda. One of the key proposed investment opportunities is in iron ore found in Muko-Kabale district (South-Western Uganda) with indicative reserves of 150 million metric tonnes.

Government policy is to deliver incentives for investment and value addition in minerals. It is believed that the Mining and Mineral Act, 2019 which was drafted through broad consultations with the private sector will manage the bottlenecks in the mining industry.

Professional Services



Professional activities contributed 2% to GDP in Financial Year 2020/21. Accounting, engineering, medical practitioners (Nurses and Doctors), teaching, banking, and legal services are the most prominent professional services. The global professional services market is expected to grow in 2022 at a Compounded Annual Growth Rate (CAGR) of 10.9% and reach \$9,651.77 billion in 2026 at a 9.6% CAGR.

In the accounting sector, World Bank statistics indicate a huge deficit of professional accountants in the COMESA region, with 1 for every 100,000 people. A deficit is also reported in the legal services as World Bank statistics indicate less than 10 lawyers for every 100,000 people in the COMESA region. Heavy construction in the developing economies in COMESA presents big opportunities in engineering services.

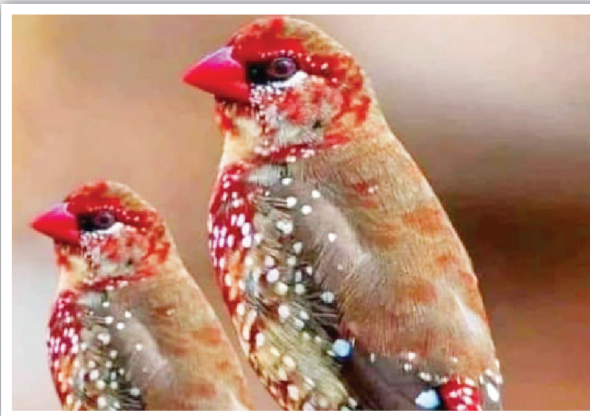
Small & Medium Enterprises (SMEs)



According to the Uganda Investment Authority (UEA), SMEs in Uganda are regarded as an engine of economic growth, development, and transformation through innovation and wealth creation. SMEs dominate the country's economy and contribute to approximately 90% of the private sector that employs over 3 million people. They account for 20% of Uganda's GDP.¹⁰ SME performance in Uganda has been largely hampered by inadequate funding characterized by high cost of finance and operational challenges especially during the Covid-19 lock downs. The World Bank Annual Report 2021 indicated that over 89% of SMEs reported a decrease in turnover by about 49% from 2020 to 2021, resulting from low demand for their products and services because of the pandemic.

In January 2022, Uganda fully opened its economy for business and the current perceptions about doing business are optimistic as reflected by the Business Confidence Index¹¹ at over 50. According to Bank of Uganda's latest statistics, the Business Tendency Index increased from 52.1 in December 2021 to 52.8 in January 2022, above the threshold of 50, a sign of improvement in the level of economic activity.

Tourism & Hospitality



According to the Uganda Bureau of Statistics, Annual Migration and Tourism Report 2021, the tourism sector contributes 7.7% to GDP. The sector grew marginally in

FY2020/21 despite the easing of travel restrictions. The sub-sector for both local and international tourism that involved travel and movement was tremendously affected by COVID-19 due to a ban on travel. The Uganda Tourism Board has shifted its focus to growing domestic tourism and has rolled out local campaigns to attract local tourists¹³. According to the Uganda Bureau of Statistics, annual migration and tourism report 2021, the services sector grew by 2.7% in 2021, due to the slow rebound in trade and tourism activities.

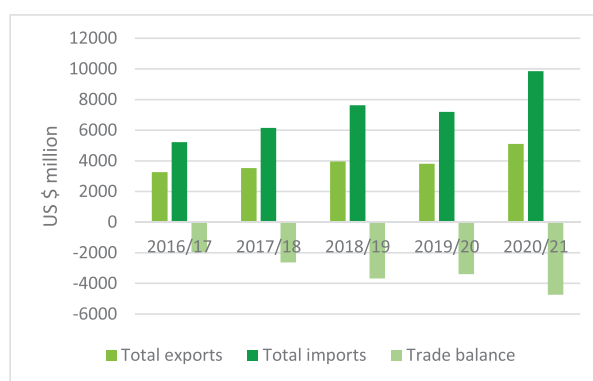
Uganda's tourism industry has a lot of untapped potential and needs further investment to maximize returns: There is need for more luxury accommodation for tourists, conservation of more heritage sites, and the development of water transport and water-based tourism. Lake Victoria, Africa's largest lake presents an investment opportunity in various activities including marine transport, sport and big game fishing, white-water rafting, one-day boating adventures, sail training adventures, as well as scuba diving, free diving, and snorkeling. In the Uganda national budget 2022/2023, tourism was allocated UGX 194.7bn with the target to increase tourism revenues through improved tourism infrastructure, and promotion of domestic tourism.

The introduction of a 90-day East Africa Tourist Visa by the East African community (EAC) in 2014 was intended to increase regional integration and to stimulate regional tourism. Moreover, the EAC is also developing standards for services in the sector, a move intended to improve quality of tourism services and escalate the number of tourists coming in the region.

Trade and Commerce



Uganda's export revenue has grown by 14.5% annually over the last 5 years, while imports have grown by 15.5% in the same period. As the imports continued to outweigh the exports in the same period, the trade balance increased in the negatives at an annual rate of 18.2%. Gold has become Uganda's largest export, contributing 44% to export revenue in 2020/21.



Coffee, tea, spices, fish, and cocoa are also among Uganda's major exports.

The admission of the DRC into the East African Community in March 2022 presents great opportunity for higher export earnings for Uganda. The creation of free movement for people and goods between Uganda and DRC, and lower tariffs will be among the new benefits. Uganda's export earnings from DRC grew from \$188.98m in 2017 to \$338.56m in 2021 and are expected to increase with this new development. With the implementation of the African Free Continental Trade Area, the possibilities of deepening economic integration through reduction of tariffs is enormous.

The trade area is projected to have a combined gross domestic product of around \$3.4 trillion. According to World Bank, this pact is projected to increase the volume of total exports by 29% and Intra-continental exports would increase by more than 81% by 2035. The agreement is also projected to lift 30 million people from extreme poverty and 68 million people from moderate poverty.

Domestically, trade picked up pace after the end of the COVID-19 lock downs as indicated by Purchasing Manager's Index (PMIs) of 54.5 and 55.8 in September and October 2020 respectively. Due to the recent increase in food prices due to the Russia-Ukraine conflicts, and the global hike in gas prices, trade activity has slowed down as evidenced by a 48.2 PMI in July 2022. In February 2022, fuel prices increased by 32%, and soap by 57%. They have since gone higher and the inflation rate as of August 2022 increased to 9% (annual headline inflation rate).

PSFU 2022-2025 Refreshed Strategy

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It always seems impossible, until it is done.

Nelson Mandela.

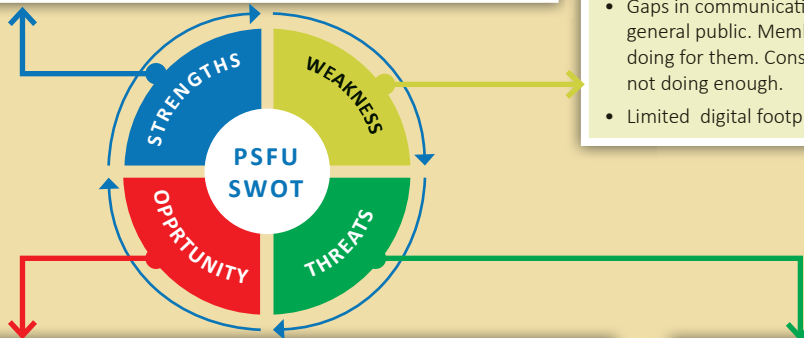


STRENGTHS

- Preferred and credible partners for private sector led initiatives by Government and Development partners as a result of successful project management and implementation.
- Strong governance from the board, advisory and the management team overseeing the running of the organization.
- Strong PSFU brand.
- Skilled staff capabilities at the secretariat coupled with the ability to attract highly skilled human resources.
- Ability to organize missions in different countries.
- Fast growing member associations that have visibility and capabilities of policy advocacy.
- PSFU as an apex body is a champion for the inclusion agenda. Several projects and programs that meet the interests of special groups (youth, women, refugees, and the under privileged) are prioritized at PSFU which isn't the case with other similar bodies.

WEAKNESSES

- Limited presence of Business Development Services (BDS) for members.
- A need to strongly differentiate PSFU brand through positioning and increased visibility, strengthen monitoring of progress on strategy communication and execution.
- Unbranded PSFU footprint across the country consequently depicting limited outreach making PSFU inaccessible regionally.
- Phased project life-cycle influences culture dynamics and continuity.
- Evolving hybrid culture that needs to be rooted in the refreshed values of the organization's strategy.
- Weak governance structures and leakages across business associations, the giants on whose shoulders PSFU stands.
- Deficiencies in people and culture matters, including informal and undefined culture, lack of performance management systems, and siloed working.
- Gaps in communication with members, the private sector and general public. Members are not fully aware of what PSFU is doing for them. Consequently, there is a perception that PSFU is not doing enough.
- Limited digital footprint, fluency and automation.



OPPORTUNITIES

- PSFU could play an even bigger strategic role nationally, as Government's focus (National Development Plan III) is on a private sector led growth model.
- Access to a population of 1 billion people through membership to trade blocs like Africa, through the African Continental Free Trade Area (AfCFTA) agreement and Common Market for East and Southern Africa (COMESA), East African Community with the addition of Democratic Republic of Congo to the latter giving Uganda access to 281 Million people across East Africa.
- Diversified income streams for Private Sector Foundation Uganda.
- Fast growing member associations that have visibility and capabilities in policy advocacy.
- Youthful educated population with over 70% of Uganda's population under 30 years. According to the UN Human development report 2021/2022, Uganda's median age is 16.7 years.
- Minerals, oil and gas and extractives. The expected start of oil production in 2025 will release an addition USD 40 billion into the Ugandan economy over a period of 25 years of operation and maintenance of oil fields and related infrastructure.
- All Uganda's neighbors are food importers, there are national efforts to transform the agriculture sector from subsistence farming to commercial agriculture present an enormous opportunity for value addition through agro-processing.
- Uganda is land locked which facilitates trade across borders with neighboring countries. Uganda plays a strategic reconciliatory role in East Africa that has built solid relationships with neighboring countries, that the private sector can leverage.
- There is an opportunity around the green agenda that PSFU is yet to explore.

THREATS

- Civil strife/political unrest amongst the key neighboring and trading partners as well as the broader EAC countries including DRC, South Sudan, Rwanda, Burundi.
- The pandemic, Inter-country tension like the Ukraine-Russia war that have the potential to erupt into global wars with far reaching impact globally.
- Uncertainty in the Ugandan economy as a result of declining real GDP growth and rising inflation rates. Creeping or persistent inflation is affecting the advocacy agenda of PSFU.
- Evolving development partner landscape with regards to project funding such as shifting from direct partnerships to competitive selection of awardees.
- Competition from emerging groups, emerging private sector players and forums.
- A significant downturn in investor confidence could threaten the steady foreign direct investment inflows that are critical to balancing the country's increasing current foreign currency deficit.
- The tax regime: multiple taxes focusing on a small tax base impacting competitiveness versus neighboring countries.
- High taxes in Uganda compared to neighboring countries for example VAT and a low tax base crippling the private sector.
- High cost of borrowing/credit and travel within the country and ex-Uganda to other countries impacting the cost of cargo/exports.

CUSTOMER: MEMBER AND PRIVATE SECTOR **PERSPECTIVE**



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Service to others is the rent you pay here on earth.

Mohamad Ali

”

“Championing Inclusive and Sustainable Private Sector Development”

Strategic Objective 1: To be Uganda’s Undisputed Policy Influencing Body with a Focus on Members and the Wider Private Sector.

This objective seeks to serve the dual purpose of bolstering member centricity and addressing far-reaching business environment issues in the wider private sector. PSFU recognizes the existence of other policy advocacy institutions that capture some segments of the private sector and seeks to utilize its positioning as the private sector’s apex body as well as its long-standing relationship with government to favorably influence the policy agenda. A critical imperative for this objective is the strengthening of strategic communication within PSFU and externally to build PSFU’s brand equity nationally and regionally. This is to be achieved through enhanced communication and visibility as well as strategic engagements with diversified selection of stakeholders such as PSFU members (and targeted members), regional bodies and partners, holding business summits and strategic Business to Business (B2B) and Business to Government (B2G) engagements.

Regarding service delivery to members, PSFU intends to enhance its value-proposition for PSFU membership. This will be achieved through development and implementation of a Member Recruitment Strategy as well as a sectoral Business Development Services (BDS) strategy, digitalization of membership for enhanced engagement and generation of insights. PSFU will develop key services for members and strengthen corporate governance and compliance among members. PSFU shall continue to deliver policy advocacy through building effective teams, institutionalizing research and knowledge management and enhancing public sector dialogue with partners. All this will be delivered through targeted Strategic Initiatives tracked closely to ensure successful implementation, and in close collaboration with members, partners, and other stakeholders.

Strategic Initiative 1.1: Develop Effective Teams to Support Delivery of Evidence-based Policy Advocacy and Lobbying.

PSFU will ensure that its mandate of Policy Advocacy is effectively and holistically executed. PSFU will build on previous successes of influencing policy positions at national level to step up its policy advocacy approach to become the pre-eminent advocacy body in the private sector regardless of the emergence of other players. PSFU will continue to engage with Government and other regional bodies through dialogue and development of evidence-based policy positional papers. The quest for member-centricity also dictates the need for provision of lobbying support as a service privy to PSFU’s membership when such support is required.

Strategic Initiative 1.2: Institutionalize Research for Policy Advocacy and Lobbying.

Evidenced-based research is a precursor to effective policy advocacy. As the voice for the private sector, generating quality evidence to inform advocacy efforts is a strategic imperative. Without discounting the role of national and third-party statistical service providers, PSFU will set up and resource an in-house research function which will collect and collate data as a strategic asset for policy advocacy, based on annual policy agendas.

Strategic Initiative 1.3: Strategic engagements with PSFU members, regional bodies/peers and private sector bodies.

PSFU will maintain its strategic engagement with members to ensure that sustainable value is delivered to them. As a representative for Uganda on regional platforms like COMESA, and EABC, PSFU will continue to strengthen its voice at a regional level to drive the Ugandan agenda effectively. This will be achieved through active participation in events, and participation in negotiations for bilateral deals, among others to create an enabling environment

Strategic Initiative 1.4: Digitalization of membership for generation of insights and enhanced engagement.

To achieve customer insight, PSFU will utilize existing infrastructure and on-board digital infrastructure to ensure an efficient feedback mechanism. Through the business process automation exercise currently underway, PSFU will activate the use of the Customer Relationship Management (CRM) module on the existing Enterprise Resource Planning (ERP) system with links to the PSFU website through a membership management system (micro-site), increasing real-time and more agile and personalized experiences for PSFU members.

Strategic Initiative 1.5: Develop a knowledge management platform.

As a knowledge institution, knowledge management is a strategic imperative. PSFU aspires to be a one-stop knowledge hub for private sector information and will therefore develop a knowledge management platform that allows seamless access, dissemination, and curation of knowledge for wide dissemination to the private sector and other stakeholders.

Strategic Initiative 1.6: Conduct trade fairs, exhibitions at regional at national level to showcase proudly Ugandan products.

To ensure visibility of Ugandan products, PSFU will revive national and regional sector specific trade fairs and exhibitions in partnership with other existing large and well-known fairs and strategic exhibitions. These shall include SME events, road shows, Indaba’s and ‘Katale’ exhibitions. Trade fares / Exhibition should be money generating to bolster income for PSFU

Strategic Initiative 1.7: Update, develop and implement key services for members to catalyze business growth for competitiveness.

To address the need to substantially improve service delivery to PSFU membership, PSFU will conduct regular membership barometer surveys and utilize insights to tailor services to achieve increased member satisfaction. These initiatives will be guided by the PSFU Development Strategy that the Program Development and Management Unit (PDMU) shall develop.

Strategic Initiative 1.8: Enhance Communications and Brand Visibility.

As the members’ survey highlighted, several PSFU members noted the need for enhanced communication between PSFU and its membership. Beyond the current membership, it is critical that PSFU’s brand and services are promoted within the wider private sector network nationwide, to position for growth in membership and to ensure that a larger share of the private sector is supported and influenced by PSFU.

Therefore, purposeful, and impactful communication is critical to the success of PSFU in the next 3 years and beyond. This will be facilitated by research, knowledge management, thought leadership and repositioning the PSFU brand proposition to grow love, relevance and respect for the organization as we improve PSFU footprint nationally as well as establishment of bespoke communication infrastructure for various audiences.

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Develop Effective Policy Research and Advocacy Teams to support delivery of evidence-based economic policy advocacy and lobbying.	1.Number of consolidated sector-based dialogues, focus group discussions, research studies and consultation meetings conducted.	24	24	24
	2. Number of policy papers and briefs developed and communicated to members.	24	24	24
	3. Number of new technical staff employed.	2	5	8
Strategic engagements with PSFU members, regional bodies/peers and private sector bodies.	Number of engagements held with stakeholders.	12% Once per quarter per sector	12% Once per quarter per sector	12% Once per quarter per sector
Digitalization of membership for generation of insights and enhanced engagement.	Frequency of information uploaded to the member portal and website.	Monthly Updates	Monthly Updates	Monthly Updates
	Usability of the member portal (number of visits and downloads).	Grow baseline by 20%	20% of PY	20% of PY
	Customer Relationship Management (CRM) system operational.	50% operational	70%	100%
Institutionalize Research-based policy advocacy and lobbying.	1.Number of private sector position papers and briefs communicated to the government and other stakeholders.	24	24	24
	2. Number of public-private sector dialogues conducted.	12	12	12
	3. Percentage of positions influenced in Financial Year budget.	76%	77%	78%
	4. Number of private sector issues resolved	3 key issues	4 key issues	4 key issues
Develop a knowledge management platform.	Frequency of Evidence based research uploaded on the knowledge management platform.	12	12	12
	Usability of the online resource center by internal and external stakeholders (hits and downloads).	20%	50%	70%
Update, develop and implement key services for members and the private sector to catalyze business growth for competitiveness .	Members benefiting from programs, services, policies and BDS.	26%	35%	60%
	PSFU Development Strategy developed .	Jun-23		

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Conduct Trade fairs, exhibitions at regional at national level to showcase proudly Ugandan products, SME event and road shows. (Indaba's, Katale exhibitions, expos).	Number of Trade fairs, exhibitions.	4	4	4
	Reposition and grow PSFU's brand equity, relevance, and respect for the organization nationally.	Grow base by 5%	Grow PY by 10%	Grow PY 15%
Enhance communications and brand visibility.	Grow reach of PSFU content.	Base by 5%	PY by 10%	PY by 15%
	Number of newsletters published.	4	12	12
	Number of articles in digital and print media.	24	48	96
	Thought leadership published.	4	4	4
	Brand mentions.	30%	50%	80%
	Branded search.	30%	50%	80%
	Referral traffic.	45%	60%	80%
	Earned media	4	8	12

Strategic Objective 2: To be the “go-to” strategic partner for the wider private sector by government, donors, regional and international organizations for effective linkages, synergies and development.

Although PSFU is the apex body for the private sector in Uganda, other emerging players have started creeping into this space challenging its mandate. The business environment is rapidly changing with novel complexities that require a body with the ability to influence and be the voice for the private sector on key decision-making platforms in Uganda and beyond. This objective seeks to position PSFU as the driver and key influencer of policy advocacy agenda and trade facilitation. Achieving this ambition requires international cooperation, commercial ties/partnerships, and pro-trade policy development to boost the opening of markets for the Ugandan private sector.

Strategic Initiative 2.1: Enhance public- private sector dialogue with partners.

PSFU will continue to pursue public and private sector dialogue with partners through the sector- wide approach. Regular and meaningful dialogues with the Government of Uganda will be routinely pursued to facilitate intra-sector and cross sector policy discussions for a more conducive and sustainable investment climate, among other emerging issues. PSFU shall also endeavor to work with other like-minded partners to achieve this agenda.

Strategic Initiative 2.2: Business Summits to enhance market access.

The Ugandan business community is heavily constrained by access to markets on a regional scale. Whilst several trade barriers exist, PSFU has an opportunity to intervene for the private sector by convening and engaging in business summits that ‘level the ground’ for barrier-free trade in the region. As the East African Community continues to expand its membership, PSFU will deliberately organize Business Summits through partnerships for market access.

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Enhance public private sector dialogue with partners.	Number of sector-led stakeholder engagements.	4 per year	4 per year	4 per year
	Policy briefs for sector-based stakeholder engagements.	4 per quarter	4 per quarter	4 per quarter
	<ul style="list-style-type: none"> Report on new partnerships that generate income. Co-create Projects that accelerate the growth of the 12 sectors through BDS, value creation, skilling, market access & job creation. 	Quarterly	Quarterly	Quarterly
	Report on new partnerships that enhance PSFU's credibility, market position and visibility.	Quarterly	Quarterly	Quarterly
Business summits to enhance market access.	Report on business summits indicating number of business deals signed and policy interventions realized.	Quarterly	Quarterly	Quarterly

Strategic Objective 3: To review and advocate for regulatory frameworks to support business growth from micro-middle-large for business formalization.

In the wake of the pandemic, business survival was a goal for every business. In the post-pandemic environment, businesses are now focused on sustainable and resilient growth. The largest portion of the private sector i.e., 90% comprises of Small and Medium Enterprises (SMEs) with most of them not formalized. The Uganda Registration Services Bureau reports that as of June 2022, only 800,000 business have been registered. Government's push for more formalization of businesses for increased tax revenue has yielded little traction, as SMEs are constrained by the cost of regulatory compliance. Therefore, there is opportunity for PSFU to engage government and incentivize the informal sector to formalize for growth. This objective seeks to make formalization attractive to the private sector through effective evidence-based regulatory framework reviews. Relatedly, the objective seeks to have PSFU members receive business growth and support services that enable and facilitate their graduation from one level to another.

Strategic Initiative 3.1: Strategic Business-to-Business (B2B) and Business-to-Government (B2G) engagements with Ministries Departments and Agencies (MDAs) especially URA.

PSFU will intensify its engagements with individual businesses to by providing business development services (BDS) necessary for sustainable enterprise growth. Government agencies like the Uganda Revenue Authority (URA) shall be strategically engaged through tax policy discussions to influence favorable tax regimes that reduce the cost of doing business.

Strategic Initiative 3.2: Support formalization by advocating to lower the cost of compliance.

The cost of administrative compliance that comes with formalization in Uganda has detracted many potential revenue sources for the Government of Uganda. Relatedly, the current regulatory framework does not fully extinguish competition between formal businesses who face a high cost of doing business due to regulation, and the informal sector. While no economy has fully extinguished the informal sector, PSFU will support the government's efforts towards enhanced formalization and ensure that PSFU members enjoy the benefits that accrue to formalization, for example easy access to opportunities like credit financing and bidding for tenders, and by facilitating the increased competitiveness of members in national and regional markets. The review shall also target on finding the path of least resistance to formalization. PSFU will conduct rigorous research to demystify the effect of formalization and business growth to inform its policy positional papers on taxation, among other matters.

Strategic Initiative 3.3: Design and implement a membership recruitment and retention strategy.

PSFU aims to increase its membership size and footprint across Uganda so that a significant share of the private sector can be influenced and served, than is currently the case. Some of the interventions PSFU will carry out to achieve this initiative include the development of a membership recruitment and retention strategy, proactively encouraging registration of unregistered businesses that apply for grants through the upcoming GROW and INVITE projects; holding public dialogues about business formalization, carrying out membership recruitment drives/road shows through trainings, exhibitions, service delivery, creating a data base of rolling business prospects, and revision of member benefits to make PSFU membership attractive, among others. PSFU will pursue membership registration to the grassroots, especially in cases where existing members are weak or unrepresented. PSFU will also extend services to up-country businesses through physical service centers which will deploy member recruitment activations.

Strategic Initiative 3.4: Strengthen corporate governance and compliance among members.

Several PSFU members (particularly associations) are not effectively governed, yet they are significant contributors to the private sector market. PSFU will support associations by building their capacity in the areas of governance and compliance. This will be achieved through mentorship, developing guidelines for corporate governance of associations, and providing training through partnerships for example partnering with Institute of Corporate Governance Uganda (ICGU).

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Strategic B2B and B2G engagements with MDAs (especially URA).	Number of Policy briefs developed and disseminated.	6	6	6
Support formalization by advocating to lower the cost of compliance.	Dialogues and position papers.	2 per year	2 per year	2 per year
	Media presence and publications.	Quarterly	Quarterly	Quarterly
Design and implement a membership recruitment and retention strategy.	1. Number of formalized business establishments attributable to PSFU Interventions.	300	500	1000
	2. Number of new members recruited.	500	600	800
Grow PSFU Membership Beyond Kampala.	Number of PSFU members beyond Kampala.	400	500	600
Strengthen corporate governance and compliance among members.	1. Reports on corporate governance engagements. 2. Every new board of PSFU member associations gets trained in governance by PSFU CEO and Chairperson are trained in governance.	20% of new board of member associations trained in governance	25% of new board of member associations trained in governance	30% of new board of member associations trained in governance
	Graduate member MSMEs from one level to another.	5	15	20

Strategic Objective 4: Enhance member satisfaction by providing value for money services.

PSFU shall serve the private sector through its members if such members have the right capacity to be sub- contracted to deliver services fully or partially. For instance, some large associations such as the Uganda Manufacturing Association (UMA), Uganda Bankers Association (UBA) and Uganda Investment Authority (UIA) have the potential to be contracted to deliver services to PSFU. This will be achieved through the following initiatives.

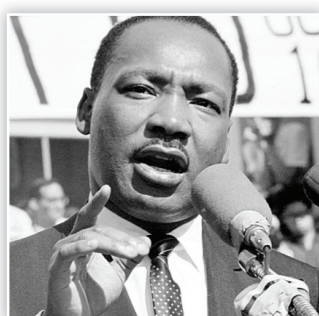
Strategic Initiative 4.1: Deliver services directly through selected member organizations.

Value services will be delivered by developing a graduation system for member associations with distinctive benefits, categorization of members according to a graduation scale, signing Memoranda of Understanding (MoUs) to define the scope of services, responsibilities of PSFU and members including joint bidding, implementation, or subcontracting, among other options.

Strategic Initiative 4.2: Develop a service standard for the PSFU BDS strategy with delivery guidelines.

As it enhances the provision of targeted Business Development Services (BDS) to its membership, PSFU will develop a BDS Delivery Strategy with clear standards and guidelines. PSFU will utilize the existing BDS providers database to mobilize service providers to address specific areas of need.

Strategic Initiative	Key Performance Areas	Targets		
		2023	2024	2025
Deliver Services directly through selected Member Organizations.	A graduation system for Member Associations with clear distinguishing benefits developed.	Dec 2023		
	All PSFU members categorized according to the new graduation scale.	Jan 2023		
	No. of programs created to enhance inter-generation wealth management for family businesses.	1	1	2
	Satisfaction rate of services delivered.	62%	80%	96%
	No. of Memoranda of Understanding (MOUs) signed to define the scope of services, responsibilities of PSFU and members including joint bidding, implementation, or subcontracting.	3	5	7
Develop a service standard for BDS strategy with delivery guidelines.	Number of sector-specific Stakeholder Engagements.	4	4	4
	Number of national sector platforms created and interventions implemented.	2	3	4
	Standardized BDS program set up to address sector needs.	June 2023		
	Percentage of PSFU beneficiaries that say they benefited from BDS services.	-	20%	50%



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If you cannot fly, then run,
 If you cannot run, then walk,
 If you cannot walk, then crawl,
 but whatever you do, you have
 to keep moving forward.

Martin Luther King

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FINANCIAL PERSPECTIVE



“

**If my mind can conceive it and my heart can believe it,
then I can achieve it.**

Muhammad Ali

Strategic Objective 5: To become a Financially Resilient Organization that is self-sustaining.

This objective seeks to address the financial constraints that have plagued the PSFU Secretariat for some time. PSFU will pursue a two-pronged approach to financial resilience and sustainability, using both current internal capacity to generate additional resources and exploring additional external resources. This is particularly critical to PSFU because revenue from management fees and membership fees has proved insufficient to service the Secretariat’s needs. To achieve financial sustainability, PSFU will build a reserve fund, expand its non-grant income sources by re-activating the Impact Fund (a company that was set up to pursue PSFU commercial interests as a means of growing the non-donor incomes) that will deliver commercial services to the private sector and support projects through the provision of shared services. This company is also intended to execute the consolidated revenue mobilization strategy beyond projects and membership, exploring both proven and new revenue streams that PSFU intends to establish.

Strategic Initiative 5.1: Build a PSFU Reserve Fund.

The fund is intended to create an unrestricted resource buffer to cater for the growth ambitions of the organization. It will also ensure a source of stable funds to sustain the Secretariat’s activities and operations. The fund will leverage income generating investment vehicles to earn interest. The Reserve Fund will be institutionalized in the PSFU financial manual, and all staff will be oriented on its applicability.

Strategic Initiative 5.2: Maintain optimal cash balances to meet operational obligations.

Although PSFU’s gross revenue has grown over the years, there is no significant improvement in PSFU’s net revenue to fund the aspirations of the Secretariat. Consequently, operational cash flows have been deeply affected, further exacerbated by the low member fees collected. To maintain optimal cash balances, PSFU will establish, communicate, and implement standard debtor days and creditor days policies across PSFU. This will ensure that the organization is always liquid enough to meet its operational obligations.

Strategic Initiative 5.3: Re-activate PSFU Impact Fund, Catalytic Fund, to deliver commercial and shared services.

In the previous strategic period, PSFU had set up an Impact Fund to deliver the commercial interests of the organization. The catalytic fund will be setup to deliver all commercial services. This fund will be reactivated to deliver all commercial services. This will contribute towards non-grant incomes for the foundation. The non-grant income will include commercial BDS, management fees, Catalytic Fund (an initiative to support upcoming businesses or startups), media company and through an e-commerce and logistic platform. The Impact Fund and the Catalytic Fund will also be used to deliver shared services such as procurement, administration, communication among others to projects.

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Build a PSFU Reserve Fund.	PSFU reserve guidelines articulated and embedded in the Finance Manual.	Jan-23		
	Percentage of Secretariat revenue reserved from all projects.	10%	10%	10%
	Interest income earned from investment vehicles.	>10%	>10%	>10%
Maintain optimal cash balances to meet operational obligations.	Average debtor days.	60 days	60 days	60 days
	Average creditor days.	60 days	60 days	60 days
Re-activate PSFU Impact Fund, activate Catalytic Fund to deliver commercial and shared services from projects.	% Of all projects that share common services from the Secretariat.	90%	100%	100%
	Annual revenue growth in commercial BDS.	5%	10%	15%
	Annual revenue growth from Catalytic Fund.	5%	10%	15%
	Annual revenue growth from media company.	5%	10%	15%
	Annual revenue growth from E-commerce and Logistics Platform.	5%	10%	15%
	Commercialize Trade Summits and Exhibitions to generate revenue for PSFU.			

Strategic objective 6: To accelerate PSFU’s Wealth Creation.

This strategic objective seeks to utilize PSFU asset base to create sustainable wealth and value to PSFU.

Strategic Initiative 6.1 Build a new PSFU home to house the Secretariat as well as other income generating sources.

PSFU is privileged to own an expansive prime property in the center of Kampala City. PSFU will pursue the development of the existing property, by developing a building complex that will not only house the PSFU Secretariat but will also house key members, projects, complementary services and other third parties, from whom PSFU will earn real estate income. For the next three years PSFU intends to develop and seek approval of the expansion/structural plans and mobilize resources for the construction of the complex. Beyond 2025, PSFU plans to commence construction, with oversight from a Steering Committee. Benchmarking research on market rates for rent will be done to inform the eventual PSFU pricing model for the complex rental spaces.

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Expand the current PSFU home to house the Secretariat and generate real estate income from letting out rental spaces.	Expansion plan conceptualized and in place by 2025.			Plan in place by 2025

Strategic objective 7: To become a \$1 billion Foundation by 2028.

PSFU has over the years gained trust and credibility within the donor community and with the Government of Uganda. Project management remains a key driver for PSFU’s revenue and in combination with the initiatives outlined in Initiative 6 above, have the potential to drive PSFU’s audacious goal of becoming a \$1 billion Foundation by 2028. This will require a structured approach to business development to attract projects that will facilitate the growth ambitions for this revenue aspiration. The following initiatives will be pursued to achieve this objective:

Strategic Initiative 7.1: Develop a Consolidated Revenue Mobilization Strategy.

PSFU has mapped its potential sources of revenue and intends to use these initial insights as a launchpad to develop a Resource Mobilization Strategy that will guide all resource mobilization efforts. This strategy will have clear objectives, annualized targets, and accountabilities. A critical success factor of this initiative is the involvement of all PSFU staff, ensuring that they are aware of their direct and indirect contribution to the PSFU revenue ambition and setting and embedding clear targets and Key Performance Indicators (KPIs) for this initiative across the organization.

Strategic Initiative 7.2: Generate quality fundable project proposals.

PSFU will continue its efforts in developing fundable concepts and proposals to a diversified Development Partner spectrum (including embassies). These proposals will align with the PSFU Development Strategy that will be developed by the Chief Projects and Programs Officer through the Projects Development and Management Unit (PDMU). This unit will coordinate the end-to-end project management process across PSFU’s portfolio of projects and will be resourced to ensure efficient and effective project development and management.

Strategic Initiative 7.3: Remodel subscription packages for members.

With the plans to substantially increase PSFU’s visibility across Uganda, it is anticipated that the membership base will grow, including new private sector segments, which will necessitate remodeling member categories and subscription packages.

Revision of membership fees is not only geared towards revenue generation as the main objective, but also to provide members with better value services. Increased membership fees will be justified with the improved and increased services provided by the Foundation. This initiative will also target potential members in rural and upcountry areas that were initially excluded, and an upcountry segment will be introduced. PSFU shall also explore recalibrating the corporate category to increase revenue and member entrance fees adjusted to make them lower than annual subscription.

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Develop a Revenue Mobilization Strategy.	Revenue mobilization strategy for the entire organization developed and operationalized.	Jan-23		
	All staff are clear on how their roles contribute towards the annual goal and strategic ambition of \$1Bn and have clear targets leading to the same (measure performance against staff performance KPIs each year).	July-23	July-24	July-25
Generate quality fundable project proposals.	Annual hit-rate/success rate of proposals.	30%	30%	50%
	Amount of project revenue secured annually.	US \$ 121 million	US \$ 137 million	US \$ 195 million
Remodel subscription packages for members	% Annual increase in member dues.	30%	35%	40%
	Member categories and fees revised.	Jun-23		



**INTERNAL PROCESS
Strengthening, Governance and
Management Systems**

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If you want to reach your goals, you cannot do it without discipline.

Lee Kuan Yew

Singapore Transformational President and Statesman.

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Strategic objective 8: To Strengthen Governance and Management Systems.

This objective plans for the internal growth of PSFU across the Secretariat and its projects to better serve the needs of the membership and wider private sector. The desired transformational change within PSFU cannot be achieved without internal re-organization and strengthening. PSFU recognizes the importance of having smooth synchronized internal processes that enhance its efficiency. In the next three years, PSFU shall mainly focus on improving its governance framework and business processes for efficiency and optimum performance, strengthening data, information, and communication system, and implementing a robust risk management framework for compliance to internal controls, policies, and procedures. This will be achieved through the following specific initiatives:

Strategic Initiative 8.1: Strengthen the PSFU Corporate Governance.

Beyond the successes PSFU has achieved in optimizing its governance framework, PSFU will empower the Board to perform with the greatest effectiveness in discharging its oversight function. PSFU will seek to take targeted Board development initiatives in line with international standards and best practices of good governance. PSFU will specifically review and amend the Articles of Association and well as the Board Charter so that they align with the changing needs of the Foundation. PSFU shall also strengthen the governance cadences of induction, evaluations, succession, Board meetings and trainings among others. PSFU will also engage regularly the support of the advisory council to compliment on advisory and leadership of the institution.

Strategic Initiative 8.1: Enhance the data, information management and communication system.

Through funding from Mastercard Foundation, the automation of processes at PSFU is ongoing and an SAP Enterprise Resource Planning (ERP) system is in its final stages of deployment. PSFU will continue to enhance the functionalities of the ERP system and up-skill staff to effectively utilize all available modules, including the Customer Relationship Management module (CRM) for communication with its members. The system will be integrated with the already existing Inspiro system, and an enterprise-wide change management process will be implemented to ensure adoption. Relatedly, Standard Operating Procedures (SOPs) will be documented, and all staff trained accordingly. A Communication Strategy shall be developed, with clear goals and metrics to guide implementation and track success.

Strategic Initiative 8.2: Improve key business processes.

A high-level review of PSFU's processes revealed the need to re-engineer them for improved efficiency. PSFU has embarked on the process of reviewing its manuals, policies and procedures and will ensure that several manuals are developed: Procurement, Human Resources, Financial Management, Board Manual, and Member Services Manual, Policy Advocacy, Communications and Public Relations manual, Project Management, Monitoring and Evaluation, risk and compliance, Delegation of Authority and Business Development manual. The relevant staff will be trained in the new processes and adherence to set processes will be routinely tracked.

Pursue ISO 9001:2015 Quality Management System Certification.

Following the re-engineering process, PSFU will pursue the necessary procedures to achieve ISO 9001: Quality Management Systems certification. This will validate the credibility of PSFU's processes and demonstrate that PSFU conforms to international quality standards and principles. This will also give PSFU a competitive advantage in the market and attract more reputable partners. To achieve this, PSFU will push for full compliance with its processes and conduct periodic internal audits to identify improvements where needed. PSFU will undergo the necessary certification audits and periodic surveillance audits.

Strategic Initiative 8.3: Implement a robust Risk Management Framework.

To effectively mitigate enterprise-wide risk, PSFU will develop a comprehensive risk management framework that guides on risk management procedures at strategic, operational, and tactical levels within the Secretariat and at project level. The framework will provide a structured approach to risk governance, identification, monitoring, communication, tracking and reporting. PSFU will hire a dedicated resource to manage the risk management procedures in liaison with the internal auditor. Adequate awareness training will be provided to staff on the management of specific risks, especially fraud and associated risks.

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Strengthens PSFU Corporate Governance.	Bi-annual Board evaluations conducted.	June 2023		June 2025
	Number of Board training conducted annually.	2	2	2
	Bi-annual governance audits conducted.	June 2023		June 2025
	Develop and implement Board induction materials.	Jan 2023		
	Regularly review and Update the Board Charter and Articles of Association.	Once every Board tenure	Once every Board tenure	Once every Board tenure
	% of initiatives arising from AGM and Board meetings implemented.	60%	80%	90%
Enhance the data, information management and communication system.	Usage of SAP ERP to generate key management reports.	60%	70%	80%
	A Communication Strategy developed and implemented with clear goals and metrics.	Jan 2023		
Improve key business processes.	Adherence and compliance to process workflows as per manuals and pre-determined turnaround times.	100%	100%	100%
Pursue ISO 9001:2015 Quality Management System Certification	ISO Certification received.		June 2024	
	No. of all necessary policy and procedures manuals put in place (including revisions by June 2023).	75%	100%	
	% Increase in new international partnerships generated annually.	15%	15%	15%
	No. of non-conformities reported in periodic internal and external audits.	<12	<8	<6
	% Of certification processes delivered.	75%	100%	100%
Implement a robust risk Management Framework	Compliance with internal controls, policies, and procedures.	100%	100%	100%

LEARNING AND GROWTH PERSPECTIVE



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An investment in knowledge pays the best interest.

Benjamin Franklin
Former American Statesman and Author

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Strategic objective 9: To attract, improve and retain the best skilled talent.

In the post-pandemic world, every organization has faced the tremors of the great resignation. Employees are more willing than ever to leave for fresh opportunities if not satisfied and fulfilled at their workplaces. The tight labor market in the knowledge business which PSFU plays in has created opportunities for employees to move to higher paying and satisfying employment opportunities, and this calls for need to make retention a strategic imperative. To curtail the loss of skilled and talented staff who leave after projects close, this strategy re-imagines talent retention, and re-architects the PSFU workplace environment. This will be achieved through reforms within the human resource function based on the following initiative:

Strategic Initiative 9.1: Human Resource review and re- design.

PSFU has in recent years made efforts to optimize its structure for effective delivery on its mandate and strategy. Significant strides have been made in the recruitment of key C-Suite positions in a bid to bolster performance. PSFU will take a structured and scientific approach to organization design by undertaking a comprehensive organizational development exercise to ensure that the right people are in the right places with the right amount of workload. The exercise will streamline workloads, job descriptions, spans of controls, types of directorates, as well as the salary and benefits structure. Other complementary exercises that will be conducted to support the organizational re-design include skills audits, salary surveys and the development of a Talent Retention Strategy.

PSFU desires to be a great place to work and intends to increase its value proposition to its employees. Therefore, Staff welfare is a priority for PSFU in the next three years. PSFU will develop and roll out a Staff Welfare Program annually that caters for diversity within the institution and promotes the financial wellness of employees. This will be carried out through welfare sessions conducted every quarter, ensuring an equitable benefits structure for all staff and providing avenues for financial incentives beyond salary, to improve financial wellness.

This is all intended to increase satisfaction and retention of PSFU employees and continuous improvement in this area will be informed by annual staff satisfaction surveys, pulse surveys and dipstick surveys.

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Human Resource Review and Re- design.	Employee satisfaction index (twice a year).	50%	70%	80%
	Staff Welfare Program (that caters for diversity and promotes financial wellness of employees) developed by June 2023 and rolled out annually (percentage roll-out tracked).	Established in June 2023	100%	100%

Strategic objective 10: To build an engaged workforce hinged on a High-Performance Culture.

A wide spectrum of research shows that organizations that focus on performance and employee engagement achieve more strategic and financial results. Employee engagement and retention today means understanding an empowered workforce’s desire for flexibility, creativity and purpose. Employee engagement is a business imperative for leaders at all levels and is the temperature gauge of an institution’s ability to proactively address workforce issues. This objective seeks to embed a culture of high performance and accountability for results through enhancing employee engagement. This will be achieved through the following key Strategic Initiatives:

Strategic Initiative 10.1: Improve employee engagement.

PSFU will improve its employee engagement by developing and implementing a robust performance management system with rewards and sanctions.

Employee engagement will be monitored and measured in a proactive way by conducting quarterly and Annual Employee Engagement and Net Promoter Surveys and act on the feedback. This feedback will provide PSFU insights regarding areas for development and enable PSFU to develop career progression plans for employees. Benefits packages are directly linked to employee engagement and therefore PSFU will introduce the total rewards concept-combining financial and non-financial rewards given to employees in exchange for their efforts at individual and team level.

Strategic Initiative 10.2: Develop and implement a Culture Change program.

PSFU is challenged with an informal and undefined culture, characterized by siloed working. To achieve its strategic ambitions, this necessitates structured reflection and definition on the type of culture that will gear PSFU towards its desired future. PSFU will develop and implement a Culture Change/ Transformation program. This program will define specific culture priorities to be addressed and identify critical behaviors that will make the biggest difference towards the culture aspiration and define the context levers that will influence behavior. This program will enable the employees to understand the required culture and apply it in their day-to-day responsibilities. The culture program will enable leadership to identify and reward employees that promote culture in their respective departments. This would lead to the creation of culture champions who observe and promote the values of the required culture, which makes it easier to reward such individual employees. Culture transformation is a journey that takes time and commitment; and will need routine progress monitoring of the culture evolution program.

Strategic Initiative 10.3: Create a learning organization through targeted capacity building initiatives.

The value of learning should not be underestimated, and several surveys have revealed that the ability to learn on the job is critical in creating an optimal working environment. PSFU will intentionally upskill its staff through targeted capacity building initiatives. Learning and development will be embedded in the performance management system and PSFU will periodically scope training needs by developing a resourcing training plan at individual and departmental level. PSU will utilize a blended approach to capacity building by interspersing on-job training opportunities, coaching, and mentoring and ensure Continuous Professional Development (CPD) for all staff by funding CPDs and subscriptions for staff who belong to professional associations.

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Improve employee engagement.	Employee engagement index.	50%	70%	90%
	Percentage of employees who meet the minimum performance score.	65%	75%	80%
Develop and implement a Culture Transformation Program.	A culture change program kicked off by June 2023 and rolled out.	Jun-23		
	Percentage of program delivered.	50%	70%	100%
Create a learning organization through targeted capacity building initiatives	Number of trainings conducted.	07	24	24
	Updated skills matrix.	June 2023	June 2024	June 2025
	Number of coaching activities implemented.	4	4	4
	Number of staff promoted.	5%	5%	5%

Strategic objective 11: To leverage Business Trends and Future Proof against Economic Shocks.

Amidst several disruptions and shocks affecting the business environment in Uganda and beyond, it is critical that organizations keep track of business trends and emerging themes that affect ways of doing business. Resilient organizations are those that institutionalize innovation, informed by prevailing conventions. For the continued relevance of PSFU to a changing private sector and donor landscape, this objective seeks to establish a resilient culture that will safeguard the institution against a Volatile, Uncertain, Complex and Ambiguous (VUCA) operating environment.

Strategic Initiative 11.1: Create a strategic business knowledge and innovation hub.

In the spirit of spurring innovation and ideation within PSFU, the Foundation will create a strategic business and knowledge hub. PSFU will develop a strategy for the operationalization and resourcing of the hub and deploy it in line with the broader strategic growth ambitions of the organization.

Strategic Initiative 11.2: Focus on programs, projects and services to prioritize youth, green businesses, women, and family-owned businesses.

PSFU has been a champion for the inclusion agenda with several projects and programs meeting the interests of special groups (youth, women) and addressing emerging environment conservation themes like the Green Agenda. Several family-owned businesses are emerging and commanding significant influence on the performance of several sectors.

Therefore, PSFU will strengthen its programming approaches by ensuring that services and interventions have special tiers for these special categories with a focus on addressing structural and systemic constraints to their economic participation and growth.

Strategic Initiative 11.3: Set up a Business Accelerator Program with a focus on entrepreneur growth and transformation.

Entrepreneurship spurs innovation, accelerates domestic industries, and provides employment opportunities to the economy of Uganda. Amidst the prevailing entrepreneurship boom in the country, the rate of death of businesses before they reach their second birthday is appalling. PSFU as the apex body of the private sector in Uganda and in the spirit of business growth, will provide incubation and accelerator services to entrepreneurs. A comprehensive mapping exercise for business improvement programs will be conducted to identify gaps and inform PSFU where to build a niche and develop a bespoke incubation program for the Ugandan market. At a minimum, the Accelerator shall provide business development services and scale up support services to the entrepreneurs with the aim of graduating entrepreneurs from one level to another. PSFU will develop a graduation system for member associations, with clear distinctive benefits, and regularly track qualitative and quantitative growth and transformation of both individuals and entrepreneurs.

Strategic Initiative	Key Performance Measures	Targets		
		2023	2024	2025
Create a strategic business Knowledge and Innovation Hub.	Develop strategy for the Knowledge and Innovation Hub.	June 2023		
	Percentage of strategy operationalized and rolled out.	30%	100%	
Focus on programs, projects, and services to prioritize youth, green businesses, women, and family-owned businesses.	Share of youth, green businesses, refugees, women, and family-owned business outcomes reported in impact reports.	50%	70%	80%
Set up a Business Accelerator program with a focus on entrepreneur growth and transformation.	Number of successful entrepreneurs and companies growing from one level to another with support from the program.	5	10	15
	Year-on-year growth and transformation of entrepreneur businesses going through the Program.	10%	20%	30%



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Be the change that you wish to see in the world.

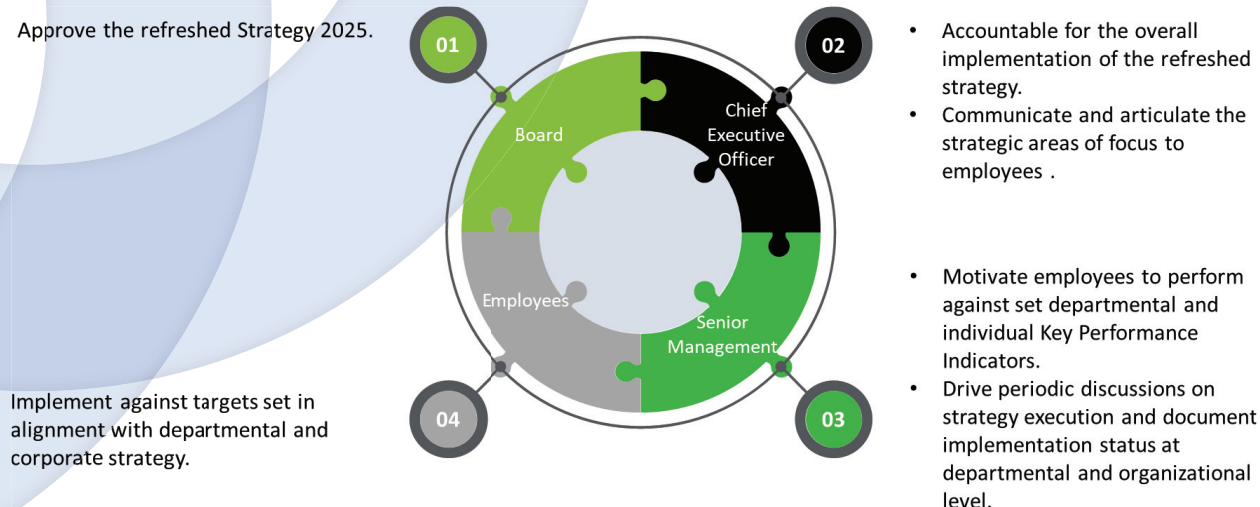
Mahtama Ghandi

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Strategy Implementation and Tracking

It is a well-known fact that what does not get measured does not get done. To achieve the ambitions set out in this strategy, it is imperative that the strategy is implemented as planned. Three key factors are key to the success of any strategy implementation: 1) Defining roles and responsibilities for the implementation of the Strategy, 2) Cascading the strategy and setting Performance Targets, and 3) Strategy Monitoring.

Roles and responsibilities with regards to strategy implementation



PSFU will rally the support of all stakeholders through structured and purposed interventions that promote guided, meaningful, and inclusive participation and contribution of all.

Cascading the Strategy

To support the successful implementation of the refreshed strategy, PSFU’s leadership will ensure comprehensive communication of the strategy and its implications at all levels of the organization.

At departmental level, task teams will be formed to carry out activities in alignment with the Strategic Initiatives and the outputs of these activities will be measured through key performance indicators developed at departmental and individual level. Setting performance indicators/ targets at both departmental and individual level will ensure that staff understand what is expected of them over the strategy period.

The strategic plan contains performance targets at corporate level as well as the specific initiatives that PSFU will undertake to attain the strategic objectives over the strategy term. The Chief Executive Officer, who is the owner of the corporate strategy, will be responsible for cascading the corporate strategy to Department Heads who are charged with developing departmental strategies aligned to the overall corporate strategy. The Department Heads will report directly to the Chief Executive Officer and provide periodic strategy-implementation status reports at a department level. The Department Heads will own the targets set at both corporate and departmental level and will ensure that the targets are cascaded to all staff, defining individual targets linked to departmental targets. The achievement of individual targets will be tracked through a performance measurement system.

Strategy Monitoring

As monitoring is key, it is advisable that PSFU establishes a strategy committee or assigns a resource charged with monitoring and reporting on the progress of the refreshed strategy at key leadership platforms (like senior management meetings and Board meetings, among others). The strategy will be monitored as follows.

PSFU Department Heads will own the targets set at both Corporate and Departmental Level and will ensure that the same is cascaded to all staff.

Table 3: Organizational Levels of Strategy Monitoring

Organizational level	Monitoring and evaluation actions
Corporate Level	PSFU’s overall strategy performance will be evaluated quarterly using input from departmental level and the results will be communicated to all staff.
Departmental Level	Departmental performance will be monitored and evaluated monthly. Each department will assess its performance against set goals. Results of the performance review will be discussed during designated review meetings.
Individual Level	Individual performance will be monitored through a performance management system. Individuals and their respective supervisors will assess the extent to which individuals have attained the set goals and define the support needed to ensure that they achieve their individual goals on an annual basis, at minimum.

Financing Framework

Costing for implementation of the refreshed strategy

Table 4: Costing for implementation of the Refreshed Strategy

	Strategic Objective
1.	To be Uganda’s undisputed policy influencing body with a focus on members and the wider private sector.
2.	To be the “go to” strategic partner for the wider private sector by government, donors, regional and international organizations for effective linkages, synergies, and development
3.	To review and advocate for regulatory framework to support business survival and growth from micro-SME-middle-large for business formalization.
4.	To deliver services directly through selected member organizations.
5.	To become a financially resilient organization that is self-sustainable.
6.	To accelerate PSFU’s wealth creation.
7.	To become a \$1 billion Foundation by 2028.
8.	To strengthen management systems
9.	To attract, improve and retain the best and skilled talent.
10.	To build an engaged workforce hinged on a high- performance culture.
11.	To leverage business trends and future proof against economic shocks.
12.	To be the “go to” strategic partner for the wider private sector by government, donors, regional and international organizations for effective linkages, synergies, and development.
13.	To review and advocate for regulatory framework to support business survival and growth from micro-SME-middle-large for business formalization.
	TOTAL

Appendix 1: Balanced Scorecard Framework

Below is the balanced scorecard framework indicating the strategic objectives, Strategic Initiatives, and activities that are key to implementing the strategy.

Table 5: showing the Balanced Scorecard

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
Member	Strategic Objective 1: To be Uganda's undisputed policy influencing body with a focus on members and the wider private sector.	Develop Effective Policy research and advocacy teams to support delivery of evidence-based economic policy advocacy and lobbying.	<ol style="list-style-type: none"> Number of consolidated sector policy positions, briefs, and papers communicated to stakeholders including media. Percentage of positions influenced in the National Budget. Number of member issues identified and resolved through lobbying. 	23	23	23	<ol style="list-style-type: none"> Memberships/ engagements/ consultative meetings. Field research studies. Desktop research. Hold regional stakeholder engagement meetings. Conduct Advocacy meetings with public sector actors-national and district level. Onboard a consultant to define and investigate pertinent issues. 	Director Policy and Business Development.	<ul style="list-style-type: none"> Chief Membership Officer. Director Human Resources and Results. CEO CPPO All heads of Projects

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
			Number of engagements held with stakeholders.	12: Once per quarter per sector.	12: Once per quarter per sector.	12: Once per quarter per sector.	1. Hold different engagements including B2Gs.2. A minimum of one stakeholder meeting per sector per quarter.	Chief Membership Officer.	PR Manager.
			3. Number of new technical staff employed.	2	5	8	Develop a phased recruitment plan in line with approved organogram and policy strategy.	Director Policy and Advocacy	Director of Human Resources and Results.
		Strategic engagements with PSFU members, regional bodies/peers and private sector bodies.	Number of engagements held with stakeholders.	12: Once per quarter per sector	12: Once per quarter per sector	12: Once per quarter per sector	1. Hold different engagements including B2Gs. 2. A minimum of one stakeholder meeting per sector per quarter.	Chief Membership Officer.	PR Manager.
		Digitalization of membership for generation of insights and enhanced engagement.	Frequency of information uploaded to the member portal and website.	Monthly Updates	Monthly Updates	Monthly Updates	1. Create a micro-site for members on the PSFU website.	Chief Membership Officer.	- Head of IT - Director Policy and Business Development

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
			Usability of the member portal (number of visits and downloads).	Grow baseline by 20%	20% of PY	20% of PY	2. Promote PSFU social media platforms. 3. Operationalize the CRM module in the SAP ERP system. 4. Explore digitization partnerships for businesses.	- PR Manager - ICT Manager - Project Manager - CMO	
			Customer Relationship Management (CRM) system operational.	50% operational	70%	100%			
		Institutionalize Research-based policy advocacy and lobbying.	1. Number of Private Sector consolidated position papers and briefs communicated to the government and other stakeholders.	24	24	24	1. Develop a research framework for the organization 2. Establish a research function. 3. Recruitment of staff for the research function. 4. Conduct regular rigorous research	- Chief Membership Officer - Director Human Resources and Results - PR Manager	

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
			2. Number of public-private sector dialogues conducted.	12	12	12	Publish research-based transformation sector issues to be tabled for dialogues.	Director Policy and Business Development	- Chief Membership Officer - Director Human Resources and Results - PR Manager
		Develop a knowledge management platform.	Frequency of evidence-based research uploaded on the knowledge management platform.	12	12	12	1. Develop an institutional framework for knowledge management. 2. Establish an online resource center. 3. Share and charge for research across various communication platforms.	Director Policy and Business Development	- Chief Operations Officer - Director Human Resources and Results
			Usability of the online resource center by internal and external stakeholders (hits and downloads).	20%	50%	70%		Chief Operations Officer	- Director Policy and Business Development - Director Human Resources and Results - PR Manager
		Update, develop and implement key services for members.	Members benefiting from programs, services, policies and BDS.	26%	35%	60%	Conduct a barometer survey quarterly engagement of members during project design.	Chief Membership Officer	- Chief Programs and Projects Officer - PR Manager

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
			PSFU Development Strategy developed.	Jun-23				<ul style="list-style-type: none"> Chief Membership Officer PR Manager 	
		Conduct Trade fairs, exhibitions at regional at national level to showcase proudly Ugandan products, SME event and road shows. (Indaba's, Katala exhibitions, expos).	Number of Trade fairs, exhibitions.	4	4	4	Organize Revenue Generating Trade fairs and exhibitions regionally	<ul style="list-style-type: none"> PR Manager Chief Membership Officer COO 	
		Enhance communications and brand visibility.	Reposition and grow PSFU's brand equity to grow brand love, relevance, and respect for the organization nationally.	Grow base by 5%	Grow PY by 10%	Grow PY 15%	<ul style="list-style-type: none"> A survey to determine PSFU brand credentials to use as a base for growth. Articulation of PSFU's purpose and brand positioning. 	<ul style="list-style-type: none"> Chief Operations Officer PR and Communications Manager 	

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
			Grow reach of PSFU content.	Base by 5%	PY by 10%	PY by 15%	1. Conduct an awareness campaign to tell PSFU's success story.	Chief Operations Officer	PR and Communications Manager
			Number of newsletters published.	4	4	4	2. Deploy digital communication channels.		All communication resources, IT Managers
			Number of articles in digital and print media.	24	48	96	3. Conduct corporate social responsibility.		All Project Managers
			Thought leadership published.	4	4	4	4. Hire a Public Relations (PR) firm for strategic marketing purposes.		Head of Procurement
			Brand mentions	30%	50%	80%	5 Website redesign.		
			Branded search	30%	50%	80%	6 Communications Strategy.		
			Referral traffic	45%	60%	80%			
			Earned media	4	8	12			
	Strategic Objective 2: To be the “go to” strategic partner for the wider private sector by government, donors, regional and international organizations for effective linkages, synergies and development.	Enhance public private sector dialogue with partners.	Number of sector-led stakeholder engagements.	4 per year	4 per year	4 per year	Quarterly dialogues with Min of finance, Min of trade, Min of East Africa Community Affairs (MEACA) and URA, UNBS.	Director Policy and Business Development	- Chief Membership Officer - PR Manager
			Policy briefs for sector-based stakeholder engagements.	4 per quarter	4 per quarter	4 per quarter	1. Develop a framework for partnerships. 2. Updates to stake holders during Board meetings and Exco meetings.	Director Policy and Business Development	- Chief Programs and Projects Officer - Chief Membership Officer

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
							3. Follow up on the previous summaries (develop a tracker to monitor follow through of interventions and opportunities).	<ul style="list-style-type: none"> - PR Manager - Trade development resources 	
			Report on new partnerships that generate income.	Quarterly	Quarterly	Quarterly		<ul style="list-style-type: none"> - Director Policy and Business Development - Chief Membership Officer - PR Manager - Trade development resources 	
			Report on new partnerships that enhance PSFU's credibility, market position and visibility.	Quarterly	Quarterly	Quarterly		<ul style="list-style-type: none"> - Director Policy and Business Development - Chief Membership Officer - PR Manager - Trade development resources 	

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
		Business submits to enhance market access.	Report on business submits indicating number of business deals signed and policy interventions realized.	Quarterly	Quarterly	Quarterly		Chief Membership Officer	<ul style="list-style-type: none"> - Director Policy and Business Development - Chief Projects and Programs Officer - PR Manager - Trade development resources
	Strategic Objective 3: To review and advocate for regulatory framework to support business survival and growth from micro-SME-middle-large for business formalization.	Strategic B2B and B2G engagements with MDAs (especially URA).	Number of Policy briefs developed and disseminated.	6	6	6	Conduct rigorous research on formalization Vs Compliance Vs Income generation.	Director Policy and Business Development	<ul style="list-style-type: none"> - Chief Projects and Programs Officer - Chief Membership Officer - PR Manager - Trade development resources
		Support to formalization by advocating to lower the cost of compliance.	Dialogues and position papers.	2 per year	2 per year	2 per year	Conduct a pulse check to determine base and set the target through the barometer survey.	- Director Policy and Business Development	<ul style="list-style-type: none"> - Chief Membership Officer - PR Manager - Chief Projects and Programs Officer

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
			Media presence and publications.	Quarterly	Quarterly	Quarterly	Quarterly tracking of performance against agreed annual media KPIs.	<ul style="list-style-type: none"> - Chief Operations Officer - Trade development resources 	
		Design and implement a membership recruitment and retention strategy.	<ol style="list-style-type: none"> 1. Number of formalized business establishments and growth rate of formalization. 2. Number of new members recruited. 	300	500	1000	<ol style="list-style-type: none"> 1. Proactively encourage registration of unregistered businesses that apply for grants. (GROW, INVITE). 2. Hold public dialogues about formalization of businesses. 3. Membership recruitment drive through trainings, exhibitions, service delivery. 4. Create a database of 5,000 rolling business prospects. 5. Revision of member benefits. 	<ul style="list-style-type: none"> - Chief Membership Officer - Chief Operations Officer - Chief Projects and Programs Officer - PR Manager - Trade development resources 	

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing Team)
				2023	2024	2025			
							6. Revision of categories. 7. Design and implementation of marketing actions.	CMO	
			Grow PSFU Membership beyond kampala	400	500	600	1. Activate the MOU with ICGU Training of our members on corporate governance. 2. Provide mentorship of members. 3. Corporate governance guidelines for associations.	CMO Chief Membership Officer	- PR Manager. - Chief Projects and Programs Officer.
		Strengthen corporate governance and compliance among members.	1. Reports on corporate governance engagements. 2. Every new board of PSFU member associations gets trained in governance by PSFU. 3. CEO and Chairperson are trained in governance.	20% of new board of PSFU member association trained in governance by PSFU.	25% of new board of PSFU member associations trained in governance by PSFU.	30% of new board of PSFU member associations trained in governance by PSFU.			
			Graduate Member MSMEs from one level to another.	5	15	20			
	Strategic Objective 4: Enhance satisfaction of members through providing value for money services	Deliver services directly through selected member organizations	A graduation system for member associations with clear distinguishing benefit developed.	Dec 2023			1. Develop a graduation system for member associations with clear distinguishing benefits.	Chief Executive Officer.	Chief Membership Officer.

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
			All PSFU members categorized according to the new graduation scale.	Jan 2023			2. Categorize members according to the graduation scale	CPPO and all project directors	
			No. of programs, projects and grants created to enhance inter-generation wealth management for family businesses, youth and women.	1	1	2	3. Sign MoUs to define the scope of services, responsibilities of PSFU and members.		
			Satisfaction rate for services delivered.			96%	4. Create and deliver programs to enhance intergeneration of wealth management (family business).		
			No. of Memoranda of Understanding (MOU s) signed to define the scope of services, responsibilities of PSFU and members including joint bidding, implement at ion, or subcontracting.	3	5	7	5. Programs and projects to create jobs for the youth and women.		
		Develop a service standard for BDS strategy with delivery guidelines.	Number of sectors led stakeholder engagements.	4	4	4	1. Development of BDS standards. 2. Development of BDS guidelines. 3. Mobilization of BDS providers.	Director Policy and Business Development - Chief Membership Officer - PR Manager - Chief Projects and Programs Officer - Trade	

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
								development resources	
			Number of national sector platforms created.	2	3	4	Identify and prioritize the sectors to become platforms.	Director Policy and Business Development	<ul style="list-style-type: none"> - Chief Membership Officer - PR Manager - Chief Projects and Programs Officer - Trade development resources
			Standardized BDS program set up to address sector needs.	June 2023			<ol style="list-style-type: none"> 1. PSFU led BDS standards approved by Regulatory Authorities. 2. Establish a data base of BDS providers. 3. Quarterly implementation of BDS activities by PSFU to members and the private sector. 	Chief Membership Officer	<ul style="list-style-type: none"> - Director Policy and Business Development - PR Manager - Chief Projects and Programs Officer

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
Financial Perspective	Strategic Objective 5: To become a financially resilient organization that is sustainable.	Build a PSFU Reserve Fund.	Percentage of PSFU beneficiaries that say they benefited from BDS services.	-	20%	50%	<ol style="list-style-type: none"> 1. Identify skills gaps for our members. 2. Track businesses that are benefiting from BDS services. 3. Conduct Exit interviews to report impact of BDS on their companies. 	<ul style="list-style-type: none"> - Director Policy and Business Development - PR Manager - Chief Projects and Programs Officer - Trade development resources 	
			PSFU reserve guidelines embedded into the Finance Manual.	Jan-23			<ol style="list-style-type: none"> 1. Institutionalize PSFU reserve guidelines into the finance manual. 2. Orient project teams on the guidelines. 3. Monitor implementation of guidelines. 	Chief Executive Officer	Entire C-Suite
			Percentage of Secretariat revenue is reserved from all projects.	10%	10%	10%	Put aside 10% of all revenue received upon receipt.	Chief Executive Officer	Entire C-Suite Exco Finance Director
			Interest income earned from investment vehicles.	>10%	>10%	>10%	Develop an investment plan with clear business cases.	Chief Operating Officer	Director Finance and Administration

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
		Maintain Optimal cash balances to meet operational obligations.	Average Debtor days.	60 days	60 days	60 days	Implement and enforce the 60 days.	Chief Operating Officer	All project Managers, Membership, All project directorates
			Average creditor days.	60 days	60 days	60 days	Implement and enforce the 60 days.	Finance Director	Exco Procurement, Finance Managers All Project Managers, Membership Managers, All project directorates.
	Re-activate PSFU Impact Fund to deliver commercial and shared services from projects.		% Of all projects that share common services from the Secretariat.	90%	100%	100%	1. Reflect the PSFU Impact Fund and guidelines of investment into the PSFU policy manuals. 2. Validation of Impact Fund documentation.	Director Finance and Administration	Head of Catalytic Fund
			Annual Revenue Growth in Commercial BDS.	5%	10%	15%	Develop BDS delivery guidelines	Head of Impact Fund /Head of Catalytic Fund	Head of Catalytic Fund
			Annual Revenue Growth from Catalytic Fund.	5%	10%	15%	Approved Catalytic fund.	Director Finance and Administration	Head of Catalytic Fund

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
							Implement the Catalytic Fund.		
			Annual Revenue Growth from Media company.	5%	10%	15%	Approved media Station that's fully resourced and generating revenue.	Director Finance and Administration.	Head of Impact Fund
			Annual Revenue Growth from E-commerce and logistics platform.	5%	10%	15%	Finalize and deploy the e-commerce platform.	Director Finance and Administration.	Head of Impact Fund
	Strategic Objective 6: To accelerate PSFU's wealth creation.	Expand the current PSFU home to house the Secretariat and generate real estate income from letting out rental space.	Expansion plan conceptualized and in place by 2025.			Plan in place by 2025.	1. Develop and seek approval of structural plan for PSFU new home. 2. Carry out benchmarking research on market rates and set PSFU rates. 3. Mobilize resources for the construction. 4. Set up a steering committee to oversee the work stream.	Board Chair.	Chief Executive Officer

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
	Strategic Objective 7: To become a \$1 billion Foundation by 2028.	Develop a Revenue mobilization strategy.	Revenue mobilization strategy for the entire organization developed and operationalized.	Jan-23			Review and update the resources mobilization plan with clear objectives, annualized targets, accountabilities and consolidate the components from other departments.	Chief Executive Officer	Entire C-Suite
				July- 23	July-24	July- 25	Establish performance metrics for all staff.	Chief Operating Officer	Director Human Resources and Results All heads of departments, project directors and line manager
		Generate quality fundable project proposals.	Annual hit- rate/ success rate of proposals.	30%	30%	50%	1. Resource a PDMU unit. 2. Develop and operationalize PSFU Private Sector development strategy.	Chief Programs and Projects Officer	- Chief Operating Officer - Director Finance and Administration
				US \$ 121 million	US \$ 137 million	US \$ 195 million	Amount of project revenue secured annually.	Chief Programs and Projects Officer	- Chief Operating Officer - Program Directors, managers and Business Development - Director

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
								Finance and Administration	
		Remodel subscription packages for members.	% Annual increase in member dues.	30%	35%	40%	<ol style="list-style-type: none"> 1. Introduce an upcountry membership category to initiate and grow branch-based membership. 2. Breakdown of the corporate category to increase fees. 3. Adjust member entrance fees to make them lower than annual subscription. 	Chief Membership Officer -Memberships Manager -Memberships team	
			Member categories and fees revised.	Jul-23				-Chief Memberships Officer - Director Finance and Administration	
Internal Processes	Strategic Objective 8: To strengthen governance and management systems.	Strengthen PSFU Corporate Governance.	Bi-annual Board evaluations conducted.	June 2023		June 2025	<ol style="list-style-type: none"> 1. Commence and operationalize annual Board evaluations in line with global corporate governance best practice. 2. Corporate governance training for management and the Board of Directors. 	Chief Membership Officer Chief Executive Officer Chief Operating Officer Internal Auditor Director of Finance	

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
			Number of Board training conducted annually.	2	2	2	3. Conduct Periodic Governance Audit. 4. Update the Board Manual to include resource mobilization responsibilities. 5. Annual Board Induction. 6. Regularly review and Update the Board Charter and Articles of Association. 7. Develop and implement a change management strategy. 8. Develop and implement a communication strategy with clear goals and metrics. 9. Implement all applicable modules in SAP. 10. Document SAP Standard Operating Procedures and manuals.		
			Bi-annual governance audits conducted.	June 2023		June 2025			
			Develop and implement Board induction materials.	Jan 2023					
			Regularly review and Update the Board Charter and Articles of Association.	Once every Board tenure.	Once every Board tenure.	Once every Board tenure.			
			% of initiative arising from AGM and Board meetings implemented.	60%	80%	90%			

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
		Enhance the data, information management and communication system.	Usage of SAP ERP to generate key management reports. A communication strategy developed with clear goals and metrics .	60%	70%	80%	11. Integrate SAP with other key standalone systems such as Inspiro among others.	Chief Operations Officer Exco, Heads of Departments and Line Managers	
		Improve key business processes.	Adherence to process workflows as per manuals and pre-determined turnaround times..	100%	100%	100%	<ol style="list-style-type: none"> 1. Conduct business process re-engineering. 2. Review and update all policies and procedures manuals. 3. Document key processes using process maps and communicate to employees. 4. Conduct continuous training and awareness of key processes. 5. Set pre-determined turnaround time for processes and incentivize or penalize non-adherence. 6. Conduct continuous business process improvement to optimize end to end processes. 7. Automate key business processes such as the membership application process among others. 8. Apply for ISO certification. 	Directorate Heads IT Manager	

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
		Pursue ISO 9001: 2015 Quality Management System Certification.	ISO Certification received.	June 2024			1. Procure a consultant to train and certify PSFU. 2. Conduct periodic internal audits. 3. Conduct business process reviews and mapping exercises. 4. Document manuals and policies, Standard Operating Procedures (SOPs), tools and templates. 5. Plan and resource for certification audits. 6. Support periodic surveillance audits.	Chief Operating Officer	- IT Manager - Procurement and HR. - Internal Auditor
			No. of all necessary policy and procedures manuals put in place including revisions by June 2022.	100%	75%				
			% Increase in new international partnerships generated annually.	15%	15%	15%			
			% Of certification process delivered	100%	75%	100%			
			No. of non-conformities reported in periodic internal and external audits.	<8	<12	<6			

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
		Implement a robust risk management framework.	Compliance with internal controls, policies, and procedures	100%	100%	100%	<ol style="list-style-type: none"> 1. Develop an enterprise-wide risk management framework and policy. 2. Risk register developed and annually reviewed. 3. Establish formal roles and responsibilities to manage and monitor all major risks. 4. Develop communication strategy on risks to all staff 5. Regularly communicate importance of risk management from leadership. 6. Embed risk management into all key organizational processes. 7. Hire a dedicated resource to monitor risk. 8. Implement risk and compliance Technologies. 9. Consistently share past policy breaches. 	All directorates; risk & compliance manager, Internal Auditor	Chief Operating Officer

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
Learning and growth	Strategic Objective 9: To attract, improve and retain the best and skilled talent.	Human Resource Review and Re-design.	Employee satisfaction index (twice a year).	50%	70%	80%	<ol style="list-style-type: none"> 1. Review and update job descriptions Organization redesign with clear tiering for growth and motivation. 2. Conduct a skills audit. 3. Conduct staff satisfaction dipsticks at semi-annual and pulse surveys annually. 4. Conduct a salary survey. 5. Review and implement a staff, welfare and benefits package. 6. Develop a talent retention strategy covering benefits package. 7. Develop a staff capacity building plan. 	CEO and C-Suite Members	Exco, Heads of Departments and Line Managers

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
			Staff welfare program (that caters for diversity and promotes financial wellness of employees) developed by June 2023 and rolled out annually (percentage roll-out tracked).	Established in June 2023	100%	100%	<ol style="list-style-type: none"> Maintain cost effective staff remuneration structure. Ensuring an equitable benefit structure for all staff. Conducive Industrial relations promoted throughout the organization including bereavement programs, leave management, grievances timely resolved etc. Welfare sessions conducted at least 4 in every quarter. 	Director Human Resources and Results	Exco, Heads of Departments, Line Managers

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
	Strategic Objective 10: To build an engaged workforce hinged on a high-performance culture.	Improve employee engagement.	Employee engagement index % Of employees who meet the minimum performance score.	50% 80%	70% 80%	90% 90%	<ol style="list-style-type: none"> 1. Conduct quarterly or annual employee engagement and net promoter surveys and act on the feedback. 2. Develop and implement a robust performance management system Improve the employee value proposition- the unique set of benefits an employee will receive in return for performance at work. 3. Introduce the total rewards concept for teams and individuals. 4. Develop career progression and development plans for individual employees. 	Director Human Resources and Results	Exco, Heads of Departments, Line Managers

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
		Develop and implement a Culture transformation program.	A culture change program Kicked off by June 2023, and rolled out. % Of program delivered.	Jun-23 50%	70%	100%	<ol style="list-style-type: none"> 1. Understand the current culture and define culture aspiration. 2. Define specific culture priorities to be addressed. 3. Identify the critical few behaviors that will make the biggest difference towards the culture aspiration and the context levers that will influence behavior. 4. Reward behaviors as well as outcomes. 5. Have leadership visibly champion and reward critical few behaviors observed 6. Measure progress of the culture evolution program. 7. Identify visual identifiers and symbols that will subtly communicate PSFU's culture. 8. Develop & implement a change Management Programmes. 9. Conduct Employee satisfaction surveys conducted. 	Director Human Resources and Results.	PSFU Exco, Heads of Departments and a Line Managers.

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
		Create a learning organization through targeted capacity building initiatives.	Number of trainings conducted.	7	24	24	1. Training plan & Budget developed & Implemented based on needs assessment.	Director Human Resources and Results	Exco All PSFU heads of departments and Line Managers
			Updated skills matrix	June 2023	June 2024	June 2025	2. On job training opportunities provided to promote Learning & Development culture.		
			No. of coaching activities implemented	4	4	4	3. Maintain and update all training records.		
			Number of staff promoted.	5%	5%	5%	4. Monitor knowledge management initiatives & evaluate training & development Strategies.		
							5. Ensure Continuous Professional Development for all staff through payment of CPDs & Subscriptions for all professional staff.		

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
	Strategic Objective 11: To leverage business trends and future proof against economic shocks.	Create a strategic business knowledge and innovation hub.	Develop strategy for the knowledge and innovation hub.	Jun-23			1. Set up an R&D hub. 2. Resource the hub.	Chief Projects and Programs Officer/Chief - PR Manager	- Chief Membership Officer - Director Policy and Business Development - All Functional Directors - Membership Manager - All project directors and managers
			Percentage of strategy rolled out	30%	100%		1. Develop strategy and seek approval from the Board 2. Budget for and Resource the Innovation hub 3. Implement the Strategy		
		Focus on programs and projects and services to prioritize youth, green businesses, women, and family-owned businesses.	Share of youth, refugees, green businesses, women, and family-owned businesses outcomes in impact reports.	50%	70%	80%			

Balanced Scorecard Perspective	Strategic Objective	Strategic Initiative	Key Performance Measures	Targets			Activities to effect the strategy	Accountable Key Initiative Owner	Responsible (Implementing team)
				2023	2024	2025			
		Set up a Business Accelerator Program with a focus on entrepreneur growth and transformation.	Number of successful entrepreneurs and companies growing from one level to another from the program.	5	10	15	<ol style="list-style-type: none"> 1. Conduct a mapping of business improvement programs in the market to identify gaps for PSFU to build a niche around. 		
			Year on year growth and transformation of entrepreneurs' businesses going through the program.	10%	20%	30%	<ol style="list-style-type: none"> 1. Develop an incubator program. 2. Develop a graduation system for member associations with clear distinguishing benefits by Dec 2022. 3. Track qualitative and quantitative growth and transformation of individuals and entrepreneurs. 		

Appendix 3: List of Stakeholders Interviewed

Sn	Name	Position	Organization
1	Elly Karuhanga	Board Chairman	PSFU
2	Victoria Ssekitoleko	Board vice chair	PSFU
3	Sarah Kagingo	Board member	PSFU
4	Badru Ntege	Board member	PSFU
5	Humphrey Nzeyi	Board member	PSFU
6	Angela Bageine	Board member	PSFU
7	Cyvil Tumusiime	Board member	PSFU
8	Issa Sekitto	Board member	PSFU
9	Robin Kibuuka	Advisory council	PSFU
10	Lydia Ochieng-Obbo	Advisory council	PSFU
11	Maggie Kigozi	Advisory Council	PSFU
12	Stephen Asiimwe	Chief Executive Officer	PSFU
13	Grace Nshemeire-Gwaku	Chief Operating Officer	PSFU
14	Damali Ssali	Chief Programs Officer	PSFU
15	Francis Kisirinya	Chief Membership Officer	PSFU
16	Hellen Awidi	Director Finance and Administration	PSFU
17	Ronald Kirunda	Internal Auditor	PSFU
18	Stella Kanyike	Communications Specialist CEDP	PSFU
19	Daniel Onzimai	Investment Specialist (YAW)	PSFU
20	Catherine Lindoha Musoke	PRO	PSFU
21	Daniel Kisekka	Program Manager	PSFU
22	Husnah Natukunda	Director HR and Results	PSFU
23	Allan Ssenyondwa	Project Director (CERRRP)	PSFU
24	John Marie Kyewalabye	Project Director (CEDP)	PSFU
25	Apollo Muyanja	Project Coordinator (YAW)	PSFU
26	Ruth Musoke	Project Coordinator (SG+)	PSFU
27	Annet Nabbosa	Staff	PSFU
28	Abdul Irumba	Staff	PSFU
29	Evelyn Zalwango	General Manager	American Chamber of Commerce (AmCham)
30	Johnson Omollo	Managing Director	NTV
31	Adrian Ndemere	Chairman	Uganda Associations of Private Vocational Training Institutions
32	Hez Kimoomi Alinda	Executive Director	Uganda Free Zones Authority
33	Lawrence Oketch	Director Trade and Information	Uganda Export Promotion Board
34	Bradford Ochieng	Deputy Chief Executive Officer	Uganda Tourism Board (UTB)
35	Bijoy Varghese	Chairman	Uganda Dairy Processors Association
36	Elly Twineyo Kamugisha	Executive Director	Uganda Exports Promotions Board
37	Nicholas Renardo	Country Representative	European Union
38	Steven Kasule	Senior Advisor Investment	Netherlands Embassy
39	Adrian Bukenya	Country Manager	Mastercard Foundation
40	Dickson Biryomumaisho	Executive Director	TUNADO
41	Anafrida Bwenge	Private Sector Specialist	USAID
42	Yvonne Munabi	PMS-Investment and Financial Relations	USAID
43	Christine Senteza	Project Manager- Employment for Skills Development (E4D)	GIZ
44	Ricken Konstanze	Head of Governance Programme and Country Director	GIZ

Vision:

To be the apex body championing inclusive and sustainable private sector development.

Mission:

To catalyze business growth and competitiveness for sustainable wealth creation and shared value.



Values



Integrity



Teamwork



Value our People



Customer Focus



Passion for Excellence



Do Business Sustainably.







Business growth is our business

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