



BUBU
Buy Uganda

BUY UGANDA
BUILD UGANDA
MAGAZINE
2020



Suppliers
**OF DOMESTIC &
INDUSTRIAL GAS**

6KG FULL KIT



6kg full kit 153,000
Refill 42,000

12KG FULL KIT



12kg full kit 349,000
Refill 84,000



50kg



Bulk Supply

PACK-UP YOUR FAMILY'S NUTRITION

Teju®

Juice
drink



ORDERS & DELIVERY :   @SorotiFruitsLtd

• Western Uganda: 0784537601 • Eastern Uganda: 0773194359
• Northern Uganda: 0703840557 • Central Uganda : 0702643080

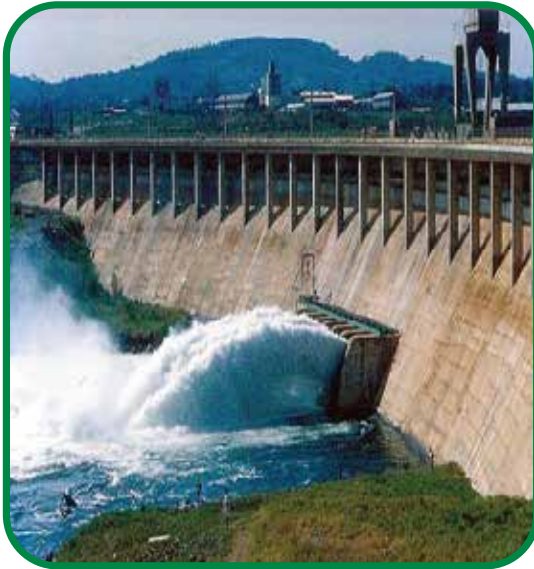




TORORO CEMENT
Build for Generations

TORORO CEMENT

Build for Generations



**From building your Houses, Bridges, Dams and super structures...
Tororo Cement has all the solutions**



PPC CEM IV
32.5 N



PPC CEM II
32.5 N



OPC CEM I
42.5 N



CEM II A(P)
42.5 N



All our products
are UNBS
Registered

An ISO 9001 - 2015 and
14001 - 2015
Certified Company

Kampala Office

KP Plaza Opposite UNRA,
6th Street, Kampala
P.O.Box 22753

tcl@tororocement.com
www.tororocement.com



TORORO CEMENT

Build for Generations

table of contents



Paul Mugabi - Editor

TEAM

Editorial:

Paul Mugabi
R
N

Marketing:

Charles Ssozi
Daniel Ntege
Jackline Ntabadde
Mebra Kaire
Stanley Mukurasi
Victor Nalubowa
Collin Katunguka
Betty Musomoka

Design/Layout: Tonnie David Ssenkaayi
0706971266 | dttonnie@gmail.com

Publisher:



Manifesto Publications Ltd.

P. O. Box 29134 Kampala, Uganda.
General Post Office Building
Tel: 0414-699710, 0756-329718,
0705-599955, 0772-536215

Stand Point Growing BUBU

BUBU is nearly four years into implementation.

As we compiled this BUBU Magazine edition, we have interacted with the entire BUBU policy implementation spectrum; at the policy, technical level at the Ministry of Trade, Industry and Cooperatives, as indeed the entrepreneurs at production floor.

We are particularly encouraged by the SMEs for rising to the occasion; their creativity, enterprise, innovation and sheer doggedness.

For their tenacious efforts, notwithstanding the irking challenges attendant to pursuing the contracts covered by the PPDA 30 per cent reservation scheme, the indigenous construction firms are particularly applauded. They feel the existing provisions are far removed from adequate.

Bona fide, legitimate BUBU stakeholders are keen to have definitive legal guidelines in place. Accordingly, they are therefore appreciative of the efforts to have in place the ongoing process of the enactment of an appropriate BUBU law.

We roundly condemn the lack of appreciation on the part of a few individuals in the public service. For reasons they know best, they at most give half hearted response to consuming Ugandan products; at worst which is often, they outrightly frustrate Uganda goods' consumption.

You cannot be Uganda and obstruct the promotion of the consumption of Ugandan products. You cannot.



Copyright © 2020

All rights reserved. No section of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means mechanical, electronic, photocopy, recording or otherwise without a written permission of the publisher and copyright owner.

MANIFESTO PUBLICATIONS LIMITED © 2020



BUBU
Buy Uganda

Minister's Statement

BUBU Campaign Makes Gains



Hon. Amelia Kyambadde at a function with President Uhuru Kenyatta (Twitter photo).



Hon. Amelia Kyambadde at a function with President Uhuru Kenyatta (Twitter photo).



Hon. Kyambadde with UNBS Executive Director at Hwang Sung

Buy Uganda Build Uganda (BUBU) campaign is a Government of Uganda initiative through the Ministry responsible for trade and industry to promote locally made quality products. The development objective is to industrialize Uganda as a way of creating a modern and prosperous nation from the current peasantry society. The country has been a "supermarket" for imported products since time immemorial which has negatively affected job creation, technological advancement, the stability of the Shilling, industrial expansion and overall livelihood of Ugandans.

The campaign has realized tremendous achievements during the three years of implementation after the Policy, Strategy and Framework were launched on 2nd March 2017 by the Rt. Hon. Prime Minister. The implementation of the Policy was boosted by the Reservation Guidelines issued in 2018 by the Ministry of Finance, Planning and Economic Development through the Public Procurement and Disposal of Public Assets Authority (PPDA) in 2018 to promote local content in public procurement. A number of products and thresholds were exclusively set aside for national and resident providers. National providers are entities incorporated in Uganda, wholly owned and controlled by Ugandans while resident providers are entities incorporated in Uganda for a minimum of two years before bidding and are not wholly owned and controlled by Ugandans.

The reservations are:

- Public contracts to local providers on procurement of supplies estimated at less than US\$1 billion;
- Road works of less than US\$45 billion;
- Public works estimated at US\$10 billion;
- Consultancy services of US\$1 billion and less;
- Non-consultancy services at US\$200 million and less;
- Subcontracts of 30 per cent of the value of works to local (national and resident) providers for contracts above US\$45 billion won by foreign companies;
- Textiles, medicine and cables are all meant to be supplied by local providers.

Accordingly, several contracts have been awarded to local companies:

- NYTIL was contracted to supply US\$8 billion worth of uniforms and clothing materials in 2017/18, more than triple (US\$2.6 billion) in the previous year.
- Between 2017 and 2019, Uganda National Roads Authority contracts to local providers increased by 26 per cent on average; US\$874 billion in 2017/18 and US\$736.9 billion in 2018/19.
- Kampala Capital City Authority, contracts to local companies constituted 52 per cent (US\$212 billion) of US\$406 billion for road construction and upgrading.
- National Medical Stores (NMS) procured medicine and medical supplies worth US\$63 billion from local manufacturers in 2018/19 compared to US\$156 billion in 2017/18. The delivery times were reduced while space utilization increased as there was no need for the storage of supplies for long as it was when NMS used to import.
- By March 2019, Uganda Electricity Distribution Company Limited and Uganda Electricity Transmission Company Limited had each awarded US\$1.1 billion worth contracts to national

providers.

I am grateful to Government Ministries Departments and Agencies and the private sector fraternity which have supported the BUBU campaign to-date.

As a result of increased domestic market opportunities, the BUBU campaign has attracted more investments to the industrial sector. These include but are not limited to the following; 82 more bottled water industries, 2 new steel rolling mills, 209 sanitizer factories, with an estimated combined capacity of 140,000 litres/day, 29 face masks factories and other protective wear with 1,270,940 face masks per day, two new salt factories (Kampala Salt Industry and Infrastructure Development Limited and Kampala Herbal Salt Limited), 3 tiles making factory and 3 cement

factories (Simba cement, Kampala Cement Limited and Metro Cement Limited).

The campaign has also stimulated the enhancement of local capacity. For instance, the capacity of steel rolling mills increased from 886,000 metric tonnes to 1.7million metric tonnes per year.



The campaign has realized tremendous achievements during the three years of implementation after the Policy, Strategy and Framework were launched on 2nd March 2017 by the Rt. Hon. Prime Minister.

For more than 15 years, Uganda's trade balance has consistently been negative. However, BUBU has contributed to the reduction of the trade deficit for some products, notably tiles. The tiles import bill has reduced by US\$28.5million while exports earnings increased by US\$3.05million. Local supermarkets shelf space has increased from 20 per cent to 40 per cent for dry goods, and



Hon. Amelia Kyambadde promoting Ugandan Coffee



30 per cent to 70 per cent for fresh goods.

Key activities implemented by the ministry

To benefit from Government procurement opportunities, the Ministry of Trade, Industry and Cooperatives has co-ordinated the awareness creation trainings on procurement processes and requirements for 520 local suppliers.

The Ministry has also developed and registered the BUBU logo; a unique way of branding and recognizing quality Ugandan products. The President of Uganda, Yoweri Kaguta Museveni launched the BUBU Logo at the BUBU Expo 2019 held at the Kololo Ceremonial Grounds. Local

companies interested in benefiting from reservation and preference schemes need to have the BUBU logo, as confirmation of their products and services' certification.

In order to differentiate genuine quality Ugandan products from counterfeits and substandard products, the Ministry is in advanced stages of building a national bar code system.

The Ministry has supported online marketing and sales companies that promote local products. The online marketing platforms include Soko Uganda, BUBU Online Shop and ZOCTU. On these platforms you can order and have products (goods and services) delivered to your premises.

Still in the line of marketing Ugandan originating quality products, the

Ministry organized the BUBU Expo 2019 to showcase the various products by local enterprises. I highly appreciate the hundreds of exhibitors, hundreds of thousands of show-goers, the media and our partners in organizing such a successful event. We are now going to explore possibilities of an online Expo.

Although the BUBU campaign has made great achievements, a few challenges especially poor perception towards local products still exist. To this end, the Ministry will implement the BUBU communication plan with a view to creating a positive mindset towards Ugandan quality products.

For God and My Country

**Hon. Amelia Kyambadde
Minister of Trade, Industry and Cooperatives**



Minister of Trade Amelia Kyambadde at NYTIL



Hon. Amelia Kyambadde at Hwang Sung



THE GOVERNMENT OF UGANDA AGRICULTURAL CREDIT FACILITY

1.0 BACKGROUND

The Agricultural Credit Facility (ACF) is now in its eleventh year of operation since it was established in 2009 with the key objective of commercializing agriculture focusing on value addition, modernization and mechanization of the sector. The Scheme is intended to bridge the financing gap in agricultural lending and improve on the production capacity of farmers and agro processors in the country.

The ACF is a Risk Sharing Public-Private Partnership between the Government of Uganda (GoU) and the Participating Financial Institutions (PFIs) that include Commercial Banks, Micro Deposit Taking Institutions, Credit Institutions and the Uganda Development Bank Ltd. The Bank of Uganda (BoU) is the Fund administrator on behalf of Government. ACF operations are governed by the Memorandum of Agreement (MoA) 2018 signed by all Stakeholders in the partnership.

The Scheme provides medium and long term financing to projects engaged in agriculture, agro processing and the grain trade at more concessionary terms than what is usually offered in the financial sector.

ACF finances projects along the Agricultural Value Chains with emphasis on all categories of beneficiaries including Micro, Small, Medium enterprises (MSMEs) and Large Scale aggregators that have benefited thousands of small holder farmers. Several MSMEs have accessed the ACF loans mainly through Block allocations and Off-taker arrangements. The introduction of *Block allocation* under the current MoA, allows the PFIs to consider extending loans of up to **UGX 20 million** to farmers; under alternative collateral arrangements such as chattel mortgages, character based loans, cash flow based financing, among others. This is intended to unlock credit to the micro and smallholder farmers who are unable to access funding due to the stringent traditional loan collateral required by financial institutions.

The eligible projects include acquisition of agricultural machinery and equipment, post-harvest handling equipment, agro processing, aquaculture (including fishing), modern storage facilities, agricultural inputs such as pesticides and fertilizers, irrigation facilities, purchase of biological assets and other activities involved in primary agricultural production. The projects that are not eligible for ACF financing include purchase of land, forestry, trading in agricultural commodities (except for grain) and refinancing existing loan facilities.

2.0 CONCESSIONARY TERMS FOR LOANS UNDER ACF

	OTHER AGRIC VALUE CHAINS & [Capital Expenditure]	GRAIN FACILITY [Working Capital]
Max. loan amount	UGX 2.1 billion*	UGX 10 billion*
Max. loan period	8 years	2 years
Max. Grace period	3 years	0
Min. loan period	6 months	0
Max. Interest rate	12%	15%
Facilities fees	0.5%	0.5%
Interest to BoU	0	0
GoU Contribution	**50%/70%	50%

* However this can be increased on a case- by- case basis considering the economic benefits.

** 50% for Commercial banks and UDBL, 70% for MDIs and Credit Institutions

3.0 PERFORMANCE

As at June 30, 2020, the ACF had registered cumulative disbursements amounting to **UGX 520.42 billion** extended to **772 eligible projects** across the country.

Inspite of the COVID 19 pandemic, the Scheme has continued to extend loans to viable projects and the portfolio grew by **UGX 65.16 billion** or **14.32 percent** from **UGX 455.24 billion** in quarter ended March 31, 2020 to **UGX 520.42 billion** for the quarter ended June 30, 2020. Non-performing loans [NPLs] stood at **2.2 percent** of the total refinance from GoU contribution.

4.0 KEY ACHIEVEMENTS OF ACF TO THE ECONOMY

- The Scheme has maintained its prominence as a recognized distribution channel in partnership with Participating Financial Institutions; well positioned to supply medium to long term financing to value chains in the agricultural sector at more affordable terms.
- ACF has enhanced farmers, agro processors and grain traders' access to agricultural credit at more concessionary terms via PFIs.
- It has promoted commercialization, mechanization,

modernization and value addition of the agricultural sector.

- iv. ACF has instilled a level of confidence in agricultural lending by the financial institutions which has resulted in their willingness to lend to the agricultural sector, even without the Government guarantee.
- v. It has improved agricultural productivity thus contributing to increased national food security.
- vi. Increased value to agricultural projects resulting into import substitution of produce that attract better prices locally thus increasing farmers' income. This is demonstrated in the increased Ugandan made agro-processed product range especially in the Dairy Sector that currently produce packed milk, skimmed milk, yoghurt, ghee, cheese; the Tea Sector that produces processed tea, packed tea bags, spiced tea bags; among others. These and other sectors such as the Grain milling, have boosted export promotion.
- vii. There has been increase in employment levels considering that more people are employed in commercial farms and other funded projects.
- viii. As a result of the above, Development partners have come on board with guarantee packages and agricultural insurance to support financial institutions on-lend to high risk areas in the agricultural ecosystem.
- ix. Enhancement in operational efficiency and the increasing absorption capacity has attracted a rating of **85.23 percent** for ACF from the Budget Monitoring and Accountability Unit (BMAU) of the MoFPED in their FY 2019/2020 Agriculture Sector Semi-Annual Budget Monitoring Report on GoU funded programmes.

5.0 SOME OF THE ACF FUNDED PROJECTS IN PICTURES:

Figure 1: Women Farmers in the Tea Sector – Kabarole District



Figure 2: Modern Warehouses – Several across the Country



Source: Bank of Uganda

Figure 3: Promoting Horticulture in Uganda – Mpigi District



Source: Bank of Uganda

Figure 4: Promoting Commercial Poultry Farming in Mbale District



Source: Bank of Uganda

Figure 5: Grain Processing Plant in Rugendabara, Kasese District



Source: Bank of Uganda



Pride Microfinance Limited (MDI)

Pride Save for a Target

Achieve your dreams with ease



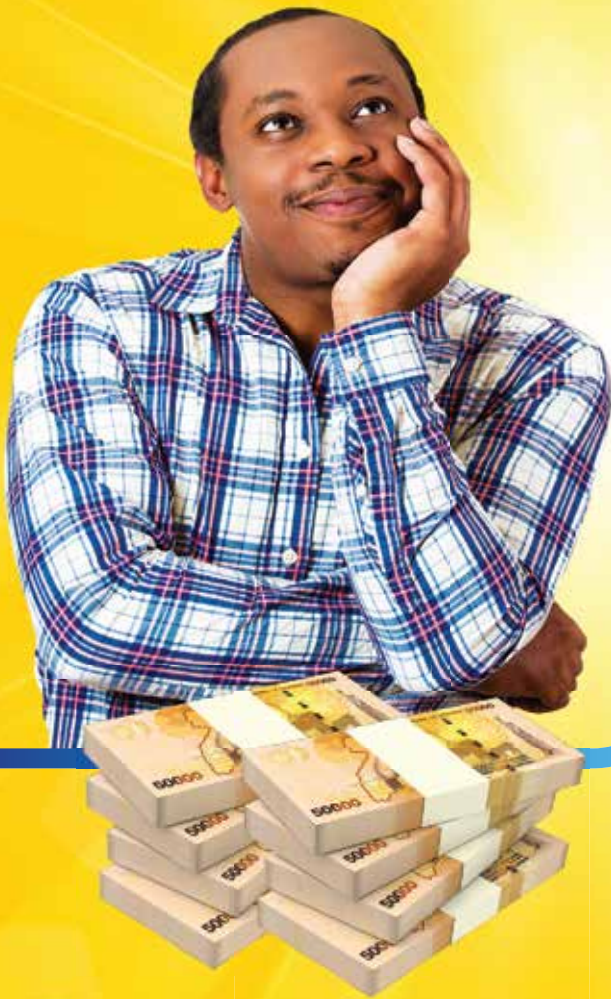
Victoria Office Park, Block B, Plot 6-9, Ben Kiwanuka Okot Close Bukoto, P.O. Box 7566 Kampala- UGANDA
Tel: +256 414346297 / 346930 / 258150 Fax: +256 414 346 147, Email: pml@pridemicrofinance.co.ug, Website: www.pridemicrofinance.co.ug

[facebook.com/prideug](https://www.facebook.com/prideug) twitter.com/prideug [prideug mci](#) +256-702096300

'Your Growth is Our Pride'

Need some cash Quiiickly?

**Our Unsecured Salary Overdraft
is your best option**



Up to **UGX 10M**

Repayable
in up to **03 Months**

**at competitive
interest rates**

Processed
in only **24 Hours**



comes with insurance cover in case
of death or permanent disability.

For details, call us on **0417 803 000**
or visit your nearest branch today.



**Housing
Finance
Bank**

 **0417 803 000**  [housingfinancebank](https://www.facebook.com/housingfinancebank)  [housingfinanceU](https://twitter.com/housingfinanceU)  **0790 542262**  www.housingfinance.co.ug

Housing Finance Bank is regulated by Bank of Uganda. Customer deposits are protected by the Deposit Protection Fund.



PRIME

CONCEPTS

packaging

Manufacturer Of Corrugated Carton Boxes, Printed Boxes, Corrugated Rolls, Egg Trays, Food Packaging Boxes, Archive Boxes & Vegetable Export Cartons.



**Located in Bbuto - Bweyogerere, Kampala Uganda.
Call Us On : +256 393 517 036 / +256 787 021 110 / +256 774 913 943**

**For More Information Visit Our Website Below
www.pc-packaging.com**



Free up your business with our DTB Classic Current account.

Benefits:

- » i24/7-Internet Banking.
- » Interest applied on daily cleared balance.
- » Platinum Mastercard Credit Card - Online enabled and globally accepted.
- » Free salary processing.
- » No minimum balance required.
- » Credit Facilities Available at affordable Rates.

DTB Trade Finance Services offered include:

- » Letters of credit.
- » Bank Guarantees.
- » Invoice Discounting.
- » Cheque Discounting.
- » Documentary Collections.



DTBUganda



@dtb_uganda



DTBuganda

Call 0800 242 242 (toll free) or email: info@dtbuganda.co.ug

* Terms and conditions apply.

DTB is regulated by Bank of Uganda.

Deposits are protected by Deposit Protection Fund of Uganda.



BUBU Crusade

President Museveni Leads for

The President is also aware of the challenges facing the manufacturing sector and investors in general. He is particularly concerned about the cost of electricity; in October 2016, he vowed to lower electricity tariffs from US\$0.11 to US\$0.05.

By Kabona Esiara

President Yoweri Museveni is Buy Uganda Build Uganda (BUBU) trade policy chief campaigner, "I am always fighting people who waste Uganda's money making purchases abroad, rather than buy from here?"

The president reiterated this conviction at the commissioning of a Health Care Division of Southern Range Nyanza Limited (NYTIL) factory in Jinja on August 16, 2020.

BUBU policy positions Uganda to boost domestic production and reduce pressure on her foreign reserves, as evidenced by Bank of Uganda's report in December 2019 that the country's overall balance of payments position had weakened in the 12 months leading to October 2019.

"Uganda's account deficit increased by 45.1 per cent to US\$3,290.2million, largely driven by higher private sector imports that grew by US\$801.9million during the year," according to the central bank.



I am always fighting people who waste Uganda's money making purchases abroad, rather than buy from here.

President Yoweri Museveni



Uganda trade deficit rose by 21.7 per cent to US\$2,783.9million, largely on account of the US\$850.2 million increase in the import bill that surpassed the US\$352.9million growth in export receipts.

The President is also aware of the challenges facing the manufacturing sector and investors in general. He is particularly concerned about the cost of electricity; in October 2016, he vowed to lower electricity tariffs from US\$0.11 to US\$0.05.

Uganda Manufacturers Association

(UMA), Private Sector Foundation Uganda and Kampala City Traders Association (KACITA) cite high costs of doing business in Uganda, which translate into uncompetitive pricing.

Manufacturers find the high operational costs culpable for their enterprises' difficulties and frustration of their efforts to tap into the opportunities the BUBU trade policy presents. In force since 2017, the policy encourages the consumption of locally produced goods and services, especially where productive capacity exists.

Indeed, the consumption of local goods and services' many advantages include job creation for Uganda which is grappling with high unemployment rates. Reports indicate that the country's annual job needs will be in the region of 650,000 (about 1,780 jobs each day) annually between 2015 and 2030, to absorb the new labour market entrants.

Shrinking Regional market

The non-tariff barriers inhibiting Uganda's dairy products, processed sugar and sugarcane access to the



President Museveni Leads for BUBU crusade

Kenya and Rwanda markets, have driven home Uganda's commercial activity's frustrations that place the economy in a precarious position.

Kenya habitually imposes prohibitive taxes on Uganda's poultry and other fresh farm produce, a protectionist stance in response to her national farmers' demands to bar Ugandan products from their market.

However, a Senior Private Sector Development Officer at Private Sector Foundation of Uganda (PSFU), Mr. Eric Sempambo's view impression is that the situation is reversible, if Kenya and Uganda concentrate their efforts on economic areas in which they have the competitive advantage.

He contends that it costs US\$25 (US\$.006) to produce one litre of raw milk in Kenya, a cost which is passed on to the final consumer, in contrast to Uganda's expenditure of Shs10 (\$0.002) only to produce the same amount of milk.

Logically, Uganda's milk offers more returns, thus our dairy products are quite competitive in Kenya. When a 400gms Lato Full Cream Milk is delivered in Nairobi, it costs about US\$4.7 while a 500gms Kenya Highland Full cream milk costs (US\$6.8). The difference gives Uganda milk a competitive advantage in pricing over the Kenyan milk.

Kenya's milk price is high, largely on account of the intensive zero grazing methods the country's farmers have adopted, in contrast to Uganda's free range system.

Mindset

Ugandans' love for everything imported also adds to the challenges the private sector's quest to tap into the BUBU policy benefits; "The Ugandans mindset that all that is imported is superior, suppresses BUBU's potential to transform Uganda's economy," says Mohammad Mabarrah Muzamil, the Assistant Manager for Policy and Advocacy at Uganda Manufacturers Association (UMA).

High cost of capital

Although the high commercial loans interest rates of up to 25 per cent have eased a little after Bank of Uganda intervention, they have also been cited as a constraint to Uganda's businesses operations' growth.

This is not helped by the many firms' cash flow challenges, especially when



To reduce the cost of capital in Uganda, UMA advises the government to set up a fund for the commercial banks and development finance institutions' borrowing at low interest rates, for onward lending to the business community.

they have to supply the government. The government has been known to pay suppliers after months or years following of fulfilling their contractual obligations. This exacerbates the challenges in borrowing for productive investment that is critical for high rates of economic growth.

To reduce the cost of capital in Uganda, UMA advises the government to set up a fund for the commercial banks and development finance institutions' borrowing at low interest rates, for onward lending to the business community.

Whereas Uganda Development Bank (UDB), a government-owned bank, has the mandate to support commercially viable investments with a longer-term horizon which commercial banks are reluctant to shoulder, it is also constrained.

While UDB plans to lend at 12.5 per cent interest rate, business lobbyists find this high, compared to their Kenyan counterparts' borrowing at a single digit interest rate.

The bank's priority investment sectors for development are agriculture, tourism, manufacturing, infrastructure, human capital development and extractives. UDB offers finance in various forms: loans, trade financing, equity investment and bank guarantees.

UDB's gross loan portfolio increased from US\$83billion (US\$49 million) in 2016 to US\$309 billion (US\$83 million) in 2018. Given the favourable conditions offered, UDB loans are on high demand, and hence a backlog of approved projects for approval.

President Yoweri Museveni unveils the memorial plaque after commissioning Teso Fruits Factory.



UGANDA
DEVELOPMENT
CORPORATION
Driving Industrial Growth

UDC industrialisation effort needs a domestic market because its projects related to local production and local markets, while they may produce for the export market. UDC basic principles are utilisation of local materials, employment of Ugandans, and playing a positive role in the trade balance space either by promoting exports or reducing imports to create a near positive trade balance situation.

UDC Calls Strengthen Commercial Diplomacy

The most important reason for introducing BUBU policy and legal framework is to support local manufacturers and provide working space for local production rather than import even what Ugandans have capacity to

produce. Uganda has at one point imported tooth picks.

"The local producers' creation of a platform and market access facilitates the engagement of local manufacturers to offer employment,

and efficiently utilise local raw materials. On the other hand, the protection of local industries enables local consumption at a slightly higher cost," Uganda Development Corporation (UDC) Executive Director, Dr. Patrick Birungi says.

UDC is the local producers' space, illustrating the need for local markets, considering that its projects relate to local production and local markets. It also produces for export although much of its effort is towards local production.

UDC utilises local materials, employs Ugandans, and plays a positive role in the trade balance space by promoting exports or reducing imports to create a near positive trade balance situation.



Architect's impression of Moroto Ateker Cement plant.



 **Dr. Patrick Birungi**
Executive Director
UDC

Impressions of BUBU

BUBU is among the best things to happen to Uganda's private sector. The manufacturing capacity increased from 40 per cent to about 65 per cent with many positive implications on production, employment and utilisation of local materials among others.

Nonetheless, the buyers' mind-set change on BUBU isn't moving in tandem, even in government circles. The poor products' quality is also

a challenge, caused by inadequate resources, and lack of the means for better quality production.

The strengthening of UNBS would ensure quality improvement to acceptable levels, setting the country for change. The Covid-19 lock-down has taught Uganda to look inwards; reliance on domestic production and local capacity enhancement, and local production protective policies' implementation.

Thus, BUBU as a learning platform has



The local producers' creation of a platform and market access facilitates the engagement of local manufacturers to offer employment, and efficiently utilise local raw materials. On the other hand, the protection of local industries enables local consumption at a slightly higher cost.

Uganda Development Corporation (UDC) Executive Director, Dr. Patrick Birungi says.





Sparkling new Teso Fruit Factory.

demonstrated that today's poor quality products could be improved into the next day's export quality. It is a strong base for export growth; substituting imported goods, and producing for the export.

Large Scale Production

Large scale production can be achieved by systematically growing the capacity to sustain the demand or invite a foreign investor to produce from Uganda, much as the nationals' participation would be very small.

In the case of the fertiliser investment at Sukulu in Tororo, while Ugandans need to get jobs and learn fertiliser production, while the local content may not benefit the local population, the biggest interest is the growth of sustainable capacity, ensuring production growth.

International Market Potential

The state needs to support the institutions that promote the exports. Uganda's diplomatic missions across the world should be promoting our products, which is commercial diplomacy, contrary to conventional board room diplomacy.

Ambassadors designated to Uganda regularly seek President Museveni's audience, pursuing deal of interest to companies from their countries, because their view of diplomacy is commercially inspired. This is what Uganda needs to do to promote the marketing of our products.

Whereas Uganda's manufacturing upstarts are largely in the primary value addition, this space needs to be fully utilised. Ugandans mill maize grain into maize meal and stop at that.

The tendency is to export the rest of the maize grain to Kenya and import cornflakes from that country. That is an industrial space that we haven't utilised fully.

We therefore need to plan for the secondary and tertiary industries that will also transform matooke bunches into the biscuits and rather than move a matooke from Fort portal to Kampala, process them at source into long shelf products.

Plug the gap

The government can only plug the gap by defining the value chain and playing a critical role in the different spaces; UDC has a fruit factory in Soroti and Yumbe, yet does not control the fruits farms, the input into the fruit factories. While farmers contend with pests and

diseases, it is not UDC's / government concern until the supplies are affected by a pests or disease.

This means the government has to fill this value chain using other government agencies like the Ministry of Agriculture and NAADS, while UDC fills the value addition space like processing the fruits, tea, and cocoa. However, when UDC establishes itself in the value chain, whether primary or secondary, it must ensure that the producer is fully supported.

Pests and aflatoxins

Farmers need various forms of support including knowledge extension and hence the extension officers. Farmers need the post-harvest handling knowledge to avoid the inadvertent instruction to challenges by spreading farm produce on the ground to dry.

They need post-harvest handling equipment, tarpaulins, and storage facilities for their produce. The strengthening of cooperatives through which they can be supported is critical as the cooperatives would work on behalf of the government, ensuring the production that the industrial sector needs.

UDC production facilities

UDC is operating Kayonza Tea factory in Kanungu district, much like Kabale and Kisoro whose processing facilities, together with Kigezi highland tea are running. However, getting enough green leaves is an existing challenge in respect to Kigezi and Kisoro. This can be addressed by improving the poor road network that hinders the movement of green leaf to the factory. The alternative is to plant more tea by the private sector and government agencies to ensure that the factories have work.

UDC has revamped Mabaale Tea Factory in Kyenjonjo and will carry out a feasibility study for setting up a tea factory in Zombo; it will also help revive Mpanga tea factory in Fort portal. UDC will also cater for a proposed tea factory in Kyarusozzi in Kyenjonjo district; while Kenya has 50, we have less than 15 tea factories and yet our production potential is much bigger.

UDC has also collaborated with the National Planning Authority on



The Minister of Trade, Industry and Cooperatives appreciates the quality of tea leaves at Kigezi Tea Plantation.



Government has to fill the value chain by using other government agencies like the Ministry of Agriculture and NAADS, while UDC fills the value addition space like processing the fruits, tea, and cocoa.

a feasibility study on the Iron and Steel reserves in Muko - Kabale, Jinja, Kampala and Tororo and secured financing for the geological drilling to establish the quantities and quality.

For Katwe Salt Factory, UDC is working with a private sector investor who has a license so as to establish its feasibility, whereas setting up a sheet glass project in Masaka is still under study.

In respect of the juice factory in Soroti, the processing has commenced; we have the juice. The fruit processing facility established in Yumbe is expected to be launched in December, whereas UDC has invested in Atiak Sugar in Amuru district, as plans are in place to co-invest in Nwoya to process a fruit factory with the Nwoya community.

National Development Plan III

NDP III has been structured around the industrialisation agenda as the key driver, inclusive of the tea/cocoa manufacturing facility in Bundibugyo and beef processing across the country. Other programmes relate to cement production, say in Moroto district. According to NDP III, the government will have to participate in these undertakings to create a bigger impact.

The most important reason for BUBU introduction at policy and legal framework levels is to provide a working space for local production and support local manufacturers, contrary to importing what can be produced locally.



↗ Eng. Douglas Ndawula Kakyukyu, the author is SOFTE Chief Executive Officer

↘ Fruits are cleaned before they are processed into juice.



Soroti Fruits Ltd

SOFTE processes 6,000Kg of fruits per hour for the Orange and Lemon fruits; 2,000Kg per day for mango, and 2,000Kg to 4,000Kg for fruits like watermelon, passion fruits and pineapple.

Boosting Eastern, Northern Uganda Farmers Incomes

Soroti Fruits Limited (SOFTE) is Uganda government investment promotion initiative, supporting value addition in fruit processing. It promotes industrial growth, income diversification and household incomes enhancement in Teso sub region and the country at large. SOFTE is a subsidiary of Uganda Development Corporation.

The Company was incorporated under the Companies Act in 2011 as a limited liability company with 80 per cent shares belonging to Uganda government through Uganda Development Corporation (UDC); 20 per cent of the shares belong to Teso Tropical Fruits Cooperative Union (TEFCU). Teso Tropical Fruits Cooperative Union (TEFCU) is a leading citrus fruits farmers' cooperative union in the sub region.

Uganda Development Corporation Act 2016 established UDC by an ACT of Parliament. The primary objective is to promote and facilitate Uganda's

industrial and economic development. This objective is met through: establishing subsidiary and associated companies.

Operating through Uganda economy's strategic sectors' subsidiaries, UDC set up a subsidiary, Soroti Fruits Limited (SOFTE) that owns and operates the Soroti fruit factory located at the Soroti Industrial and Business Park in Soroti district.

Soroti Fruits Limited (SOFTE) was commissioned by the President of the Republic of Uganda, H.E. Gen. Yoweri Kaguta Museveni on April 13, 2019. It commenced commercial production and operations on October 18, 2019.

By making profits, it is designed to spear-head the enhancement of the communities' household incomes in the sub region and neighbouring districts. Notwithstanding operating in a highly volatile and competitive Soft Drinks industry, SOFTE is competitive.

Its main products are Juice Concentrates (Mango, Orange and Lemon), and Ready to Drink Juice (Mango and Orange) which must the required standards; domestically, regional and internationally. The plant has capacity to process a variety of other fruits like Passion Fruits, Watermelon, Pineapple, etc.

Orange Varieties Processed

The following locally available Mango and Orange Varieties are processed at Soroti Fruits Limited.

- Valencia
- Washington Naval
- Hamline

Soroti Fruits Limited buys and processes Lemon fruits to tap into the available Lemon Fruit Concentrate Market and increasing demand. The Company does not buy and therefore does not process American Tangerine because of its unique flavor which renders its volumes commercially unviable.

Mango Fruit Varieties Processed

Whereas the Company is for the time being unable to process Sena Mango Variety, studies are ongoing to have it processed in the near future.

“ One hundred and nine (109) Farmer Groups are registered; Teso Tropical Fruits Cooperative Union is the main Farmer Group. Another set of about 116 Farmer Groups are on the waiting list and have not yet supplied directly to the factory. However, 92 per cent of the fruits supplied have all originated from Teso Sub Region while 8 per cent originated from Busoga, Lango, Acholi and West Nile.

The varieties processed;

- Boribo
- Kakule
- Tommy Atkins
- Zillet
- Apple Mango
- Kent
- Keitt
- Haden and
- All Improved Mango Varieties.

Fruit Sourcing

Since the commencement of commercial production and operations on October 18, 2019, Soroti Fruits Limited has purchased and processed 2,500,000Kg of Oranges, Lemons and Mangoes.

One hundred and nine (109) Farmer Groups are registered; Teso Tropical Fruits Cooperative Union is the main Farmer Group. Another set of about 116 Farmer Groups are on the waiting list and have not yet supplied directly to the factory. However, 92 per cent of the fruits supplied have all originated from Teso Sub Region while 8 per cent originated from Busoga, Lango, Acholi and West Nile.

The project attracts farmers from 39 districts of Uganda; Soroti, Kumi, Serere, Katakwi, Jinja, Iganga, Kamuli, Amuria, Kapelebyong, Kaberemaido, Ngora, Busolwe, Budaka, Mbale, Busembatya, Lira, Bukedea, Kibuku, Pallisa, Tororo, Dokolo, Amudat, Butaleja, Mayuge, Kayunga, Kaliro, etc.

Uganda Government has invested in the strategic sectors where the private sector has predominately not ventured. Whereas NAADS, NARO, and OWC have issued farmers with seeds and seedlings, farmers have a zealous and proven commercial capacity to supply many agricultural products.

They include milk, coffee, cotton, cassava, vanilla, sugar cane, maize, mangoes, lemons, oranges, rice, etc.

Accordingly, the government has taken entrepreneurial risks and invested in values addition to such produce. The onus is thus on the market, the population to support BUBU by buying the finished products.

The government has initially invested more than 50billion shillings in Soroti Fruits Limited factory and plans to inject more funding into this enterprise for its self sustenance, which is a critical intervention.

The 39 districts with fruits farmers, who supply SOFTE, underline the Company's significance and implicitly call for the improvement of the plant's technology and equipment upgrade for increased capacity. It also calls for full funding of the factory for at least four years, to its stabilisation, and critically increased Teju natural products local consumption.

Soroti Fruits Limited has five product variants; ready to drink mango juice, orange juice, lemon concentrate, orange concentrate, and mango pulp, whereas Uganda annually imports more than ugx.6.54billion worth of ready to drink juices and in excess of ugx33.79billion worth of concentrates and pulp.

At Policy level, much needs to be done to support BUBU; restrictions on importation of concentrates and pulp so that local juice processors buy local pulp and concentrates to help the factory procure more fruits from Ugandan farmers, precipitating increased production and enhance household incomes, which is government's main objective.

Lastly, there is no longer need to import Pulp and Concentrates as these can sufficiently be delivered to your door steps by Soroti Fruits Limited. Supporting a local product means supporting your own in the rural areas of the country.

H.E Gen Yoweri Kaguta Museveni Commissions Soroti Fruits Limited.



Truck Loads of Fruits supplied by Farmer Groups



Received Fruits in Ripening Shades ready for sorting



Hamlin Orange Processing at the factory



Orange Fruit Solid Waste generated by the Factory



Teju Distribution Truck in the field distributing Juice



TEJU BRAND PRODUCTS

- Teju Ready to Drink Orange Juice.
- Teju Ready to Drink Mango Juice.
- Teju Orange Concentrate.
- Teju Mango Pulp.
- Teju Lemon Concentrate.

Juice Concentrate Processed from Orange and Mango Varieties Stored in Cooling Rooms.





MAGANJO GRAIN MILLERS LTD.



Plot 1073, Block 203, 10km Bombo Road
P. O. Box 6738
Kampala - Uganda
Tel: +256 414 567935
Email: maganjograinmillers2@gmail.com




 **TOOKE**
 **@tookeonline**
 **www.tookeonline.com**

PIBID

Innovation Drives Banana Industrialisation

By Kabona Esiara




Dr Florence Isabirye Muranga
Director General
PIBID

Ugandans need to invest in innovation to raise their compatriots' living standards and reduce trade balance which is haemorrhaging the economy of the hard-earned foreign currency reserves.

Researchers at the Presidential Initiative on Banana Industrialisation Development (PIBID) have proved that challenges encourage creativity for their solutions. Banana farmers had for long been subjected to uneconomic productivity of their plantations.

PIBID experts estimate that due to the plantations' low productivity, each

matooke hectare produced 7tonnes of bananas per year, inflicting financial a loss of Shs2.2million annually to traditional banana farmers.

The low yield per hectare translates into low earnings for smallholder farmers, but with PIBID, the prospects of banana growing in Uganda have become bright.

PIBID boosts production

To boost production, PIBID scientists encourage banana farmers to apply appropriate fertilizers and irrigate their plantations, which is certain to gradually boost productivity to 100tonnes per hectare.

"PIBID's economic relevance has especially been demonstrated at the



peak of the harvest season, when almost 50 per cent of the banana harvest fails to reach the market. The farmers' socio-economic situation can never be bettered if their banana produce does not reach the market," the Director General at the Presidential Initiative on Banana Industrial Development (PIBID), Dr Florence Isabirye Muranga says.

Whereas PIBID formally employs 150 people and over 300 informally, and more jobs are being created, the Initiative is negotiating contracts to supply the police and army with its Tooke products.

"We have had an interface saying look, do not go to South Africa or the UK for fast foods; we can produce the products you have been importing. You can then save the money and also give it to the farmers," Dr. Muranga says.

The unique Tooke brand selling proposition, which has been tested against international quality standards in Germany and France is that it is devoid of health risks. The flour is used in the baking of bread, cakes, biscuits and other processed products, including baby food.

"Tooke is a healthy food with a longer shelf life than wheat," says Muranga. Health experts say wheat contains gluten which causes celiac disease by damaging the small intestine and impairing its nutrients' absorption capacity.

According to Muranga, her team at PIBID also promotes the production of ethanol to further reduce its importation, and supply the burgeoning global sanitizer industry, particularly in the wake of COVID 19 pandemic, "The money we are putting into importing simple commodities should instead be invested in science and technology development."

Muranga's innovative drive germinated in her youth during President Iddi Amin's era 1971 to 1979, when all consumer goods were very scarce on account of the mismanagement of the departed Asians' businesses by inexperienced handpicked unfocussed Ugandans.

"I keep telling people that I am one of the plus people who stayed around during Amin's regime. We could not have bread; we did not have wheat," Muranga explains.

Lending proof to the ism that necessity is the mother of invention, the Professor says, "I said I would not stop eating bread and I started innovating, by experimenting with alternative flours to bake bread. That is where my passion for playing with flours started."

She was taking a leaf from Uganda's innovative grandparents who would make cloth from tree backs, forge spears from crude iron ore, bows from tree stems, arrows and used animal hides for various applications including clothing.

"We need to rekindle our grandfathers' principle of producing to meet our needs by ourselves. The whites

(colonialists) discovered that we were not among the native people they found in naked when they came to our country," she says.

Opportunities open

It is in support of the BUBU implementation that the government hiked the taxes on the imports the country could produce, so as to protect the domestic industries and businesses, "...because of BUBU, we now have the muscle; we have got to the frontlines of government where we think our products can make an impact," Dr. Muranga says.

Prof. Muranga further explains that investors now feel more secure and encouraged to have a stake in Uganda's economy, because BUBU is set to rid the economy of fake products. Further, the playing field for producers has been leveled; the regulations, standards and quality assurance systems are uniform.

Imported raw materials and inputs used in manufacturing have been zero rated, rendering competitive, the country's goods and services pricing.

John Rujoki Musinguzi, the Commissioner General at Uganda Revenue Authority says tax amendments have been made to boost industrialization and import substitution. In return, they boost local production and create employment.

He says, "The government will ensure that manufacturers cheaply acquire raw materials, lowering the costs of production thereby making domestic products more affordable to Ugandans."



High
Quality
Home Baking Flour



The finest, for best



Milled & Packed By Ntake Bakery & Co. Ltd

P.O. Box 15207, Kampala Plot 26-30, Ring Road - Nalukolongo

FLOUR MILL Tel: +256 414 274 005 | +256 756 500 501 | E-mail:sales@ntakegroup.co.ug



ARISE AND SHINE MAIZE MILLERS LIMITED

Quality Maize Flour & Maize Bran

P.O. Box 22385, Kampala, Plot 1669, Kawempe-Bombo Rd Kulukadde

Email: ariseandshinemaizemillersltd@yahoo.com

Arise And Shine Maize Millers Ltd is Uganda's leading provider of Maize flour and Maize Bran, with over 20 years of trading history in Uganda and an elaborate national network of branches and distribution centres.

We have links with maize farmers in Oyam, Kiryandongo and Masindi district through Cooperative Enterprises (ACEs) since 2016, to tap into the existing organizations and memberships that generate the grain in commercial quantities.

We work with over 10,000 farmers through contract farming, and Long Term Assurances that support sustainable maize production and trade, to change the rural farmers' economics whilst encouraging commercial farming.



HEAD OFFICE / FACTORY:

Plot 1669 Kawempe – Bombo Road
Kulukande

P. O. Box 22385 Kampala

Tel: 0788 670116,
0788 670133,
0752 376845

Email: Info@ariseandshinemillers.co.ug

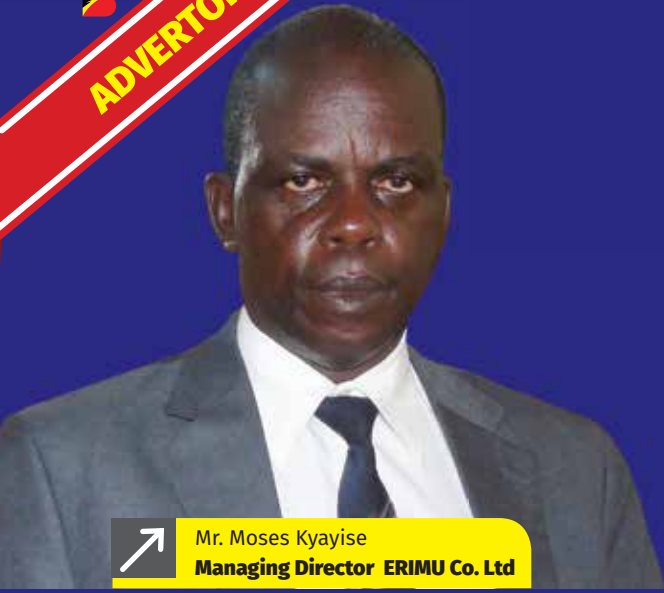
Website: www.ariseandshinemillers.co.ug



Manufactured by:

JASSANI FOOD INDUSTRIES LTD

PLOT NO. 16, BLOCK NO. 226, KYADONDO COUNTY, MENGO DISTRICT.
NAMANVE INDUSTRIAL PARK P.O BOX 28149 KAMPALA, UGANDA.



Mr. Moses Kyayise
Managing Director ERIMU Co. Ltd

ERIMU Co. Ltd.

Quality Import Substitution

When customers appreciate the quality of the Ugandan furniture industry products, they will effectively compete with the imports and BUBU will be better off; in this regard, BUBU secretariat needs to organise and sweet talk the government into especially supporting the growth of the small and medium size companies.

E RIMU Company Ltd is a family business, created to fight and eradicate poverty, unite and develop the lineage of Eridadi Mukasa spiritually and socially. Initially employing about 80 of Eridadi Mukasa's lineage, the number grew to 300 including non Eridadi Mukasa lineage members. Its business objective is competitive quality production to pursue import substitution. ERIMU has been in this business since the year 1992.

Along with wooden furniture production, ERIMU is involved in lumbering (harvesting forest timber), wood working machinery services, timber sales of all types, steel and aluminium fabrication, MDF furniture and upholstery. Erimu has imported and employed the USA technology by acquiring wood misers for lumbering and wood working machinery from Italy. It also commercially cures timber from the Company's kilns; a service offered to others at a low price and is proud of its products quality.

ERIMU is an acronym of Eridadi Mukasa, the family's maternal grandfather. ERIMU Company Ltd has five outlets and workshops in the City; Namagoma, Ntinda, Kisasi, Kansanga and a showroom on Jinja Road opposite NEMA house.

Moses Kyayise the founder and Chief Executive Officer says it is driven by a passion for quality and import substitution, and hence the importation of state-of-the art Italian technology to facilitate the production. It was sourced with the support of the United Nations Development Program and Uganda Investment Authority.

The choice of the equipment was made in the aftermath of due diligence with the manufacturers, based on the need for ideal technology in quality

production and hence effective imports substitution.

While conceding that the management of the type of Company that ERIMU Company Ltd is, which is for and by relatives, is a peculiarity and daunting. It started without a graduate in the family and hence no graduate employee. Several are now on the payroll, while many others' ambition has moved them to start own enterprises. To date, the company has a good number of graduates in various fields, on the company payroll. Fortunate enough, we have a new arrival of a BSc. Electrical and Electronics Engineering graduate.

"We subscribe to the Seventh Day Adventist Movement where most of us are church leaders. We believe the Company is a God given opportunity for the family to work together and succeed," Kyayise observes.

Timber is a natural resource that ERIMU sources locally; eucalyptus and pine are supplied by planters while some indigenous timber is sourced from Ugandan natural forests, and the Congo. This supply combination assures prompt and abundant timber supply, guaranteed by planters. Thus, ERIMU's value adding business to timber thrives, while tree plantations for timber supplies also thrive.

The locally established Kansai Plascon Ltd supplies vanishes whereas other hardware needs are met by local traders on the open market.

Among the contracts the Company has executed are Uganda State House furniture, doors, door frames and windows supplies, Mengo government and the ministry of education and sports furniture requirements. It has also supplied education institutions and individuals, along with Churches of

various religious denominations.

BUBU implementation will lead to enhanced improved quality delivery. It calls for use of the right chemical quality for finishes applications; with the right material as well, the products will be excellent and competitive.

Considering that the public is still doubtful of Ugandan products quality, Kyayise says the local furniture industry need development finance to enable the acquisition of machinery and skills, import technology and access skills competency through training by the technology suppliers. This is how to produce the right quality at the right time and satisfy the customers' taste and stay in production.

A number of factors militate against quality furniture production by indigenous Ugandans, frustrating life of the BUBU philosophy; Uganda's commercial loans are exploitative and unaffordable, tax assessments are merciless; the ideal/right technology is very expensive. The land on which to build furniture factories is also difficult to acquire.

BUBU policy has been impressive and welcome and I wish all of you could see it the way we see it at ERIMU. If we produced and had the market here, the success is as good as obvious if we had the market. The introduction of cottage industries in the country, using simple machines for the upstarts and facilitating local supply of raw materials would be developmental.

Further, multinational companies established in Uganda should be obliged to create business linkages with the Ugandan SMEs to source raw materials, which is helpful in the development of local raw material supply base.



ERIMU COMPANY LIMITED

ESTABLISHED IN 1992 AS A BUSINESS VENTURE TO EXPLOIT THE POSSIBILITY OF PROCESSING AND MANUFACTURE OF HIGH QUALITY WOOD PRODUCTS.

WE ARE FURNITURE EXPERTS IN FOR:

OFFICES



DOORS

KITCHENS



DININGS



LIVING ROOMS & BEDROOMS



**And many more
Visit us at
our show rooms**

ADDRESS

Namagoma- Nabbingo, Masaka Road
P. O. Box 27527, Kampala (U)
Tel: +256-414234880
+256-701222247
+256-701222201
+256-70035552

Show Rooms:

- ★ Plot 20/3, Jinja Road, Opp NEMA
- ★ Kansanga-Gabba Road
- ★ Ntinda Trading Center
- ★ Kiwanuka Road.

UShs 673 billion



BUBU
Buy Uganda

The contribution of the Industry sector to the GDP slowed down to 26.0 percent in 2019/20 from 26.4 percent in 2018/19. The Services sector continued to be the biggest contributor, representing 43.6 percent in 2019/2020 from 43.0 percent in 2018/19.

Finance ministry boosts BUBU with liquidity

“To expedite the payment of arrears owed by Government to private sector firms and thus address liquidity constraints faced by suppliers of Government commencing July 2020, I have provided Shs673 billion. Small and Medium Enterprises, cooperative societies and contractors are the priority,” Hon. Matia Kasajja has recently told the nation.

The Minister of Finance Planning and Economic Development acknowledges the arrears as a challenge to the SMEs service providers. He noted in the 2020/21 Budget, that the backbone of Uganda's economy; Micro, Small and Medium Enterprises (MSMEs) in the private sector employ 85 percent of the working force.

The Minister says his ministry has supported BUBU policy implementation through the revised Public Procurement and Disposal of Public Assets Guidelines 2018. The revision caters for the reservations of public contracts by threshold to national and resident providers, applicable to procurements of supplies estimated to cost Shs1billion and below.

It also caters for the procurement of road works with estimated cost of Shs45billion and below, procurement of services estimated cost below Shs1billion and below, as well as the procurement for non-consultancy services whose estimated cost is Shs200million and below.

Others are the reservation of at least 30

per cent of the value of works through subcontracting of sub-works and supply of materials, equipment and services to national and resident providers.

Hon. Kasajja explains that this reservation compels foreign bidders to demonstrate the form and scope of the subcontracting in its bid, values of the sub works, supplies and services to the subcontracted, and the profiles of the proposed national and resident providers indicating their capacity to undertake the sub works, supplies or services.

Reservation for procurement of uniforms and related clothing materials to providers that have manufacturing facilities in Uganda, using locally grown cotton, among other conditions, reservations for procurement of electric cables, conductors and bundle cables to providers that manufacture from Uganda.

Reservation for the procurement of National Drug Authority (NDA) certified and registered Ugandan manufactured medicines and medical supplies, and other conditions.

However, the accumulation of government expenditure arrears is a challenge to public financial management (PFM), and affects the private sector service providers to the government.

Many SMEs in the country are challenged in sustaining their enterprises owing to government

delays in paying for the goods and services supplied to various government institutions.

Some of the enterprises providing goods and services have closed as a consequence of government's failure to meet its financial obligations by the due dates.

Government policy to pay for goods and services by the private sector is always in the form of commitments to pay the service providers. The Commitments are explicit or implicit agreements to make payments to another party in exchange for supplying goods and services or fulfilling other conditions.

Commitments can be for specific goods and services and may arise when formal action is taken by a government entity, for example, issuance of a purchase order or signing of a contract. Commitments can also be of a continuing nature, requiring a series of payments.

Government has a strong interest in fostering a business environment that enables the private sector to flourish. Besides formal businesses, individuals and households, the wealthy and the poor, operate as private economic

actors when they consume goods and services, sell their labour, farm or produce goods and services.

The National Private Sector Strategy Development by the Ministry of Finance, Planning and Economic Development titled Boosting Investor Confidence for enterprise development and industrialization 2017/2018 -2021/2022 shows that Profile and Structure of the Private Sector in Uganda Uganda's Private Sector.

It is dominated by Micro, Small and Medium Enterprises (MSMEs) comprising approximately 1,100,000 enterprises and employing approximately 2.5 million people equivalent to 90 per cent of total non-farm private sector workers.

The 2012 Uganda business registry indicates that the majority of enterprises were operating on a micro to small scale with more than 93 percent of the enterprises categorised as micro enterprises and employing less than 5 persons each

For the last three years, the Permanent Secretary/Secretary to the treasury, Keith Muhakanizi has advocated against government accounting officers' accumulation of arrears, "The failure

of the service providers leads to their collapse. This is not good for the country because the companies are critical to the country's economic development."

The promoting of a dynamic and vibrant private sector is central to renewed efforts to reduce poverty in the country and achieve the UN Sustainable Development Goals (SDGs), which are 17 in number.

The BUBU policy encourages the local entrepreneurs to be proactive in all sectors of the economy because it leads to increased economic activities that translate into higher economic growth.

Uganda Bureau of Statistics Executive Director, Dr Chris N. Mukiza says during the financial year 2019/20, the gross value added for Agriculture, Forestry and Fishing activities grew by 4.2 percent compared to 2018/19 when the growth registered was 5.3 percent.

"In terms of sector contribution to overall GDP, the Agriculture sector contributed 23.7 percent in 2019/20 compared to 23.1 percent in the FY 2018/19, which is a 0.6 percentage point increase in the share to GDP.



osho[®]
Your care is our concern... We grow with you!

PRODUCTS ARE AVAILABLE COUNTRY WIDE WITH THE STOCKISTS

OSHO CHEMICAL INDUSTRIES LTD. (Uganda)
P.O. BOX #12627, 'JAJA' PLOT #37, 38, 41 & 43, WING 'K' 5TH FLOOR, MULWANA ROAD, AQUVA INTERNATIONAL LTD. BUILDING, (OPP. UGANDA BAATI) INDUSTRIAL AREA, KAMPALA, UGANDA. TEL.: (+256) 0414 231 385, FAX.: (+256) 0414 231 386
MOB.: (+256) 0752 766 762, E.MAIL: oshouganda@oshochem.com

Kampala Shop: B02, Dream Plaza, Next to Global Vet, Near Equity Bank, Container Village, Kampala. Ph- 0702 458 073, 0752 743 215

Mbale Shop: Mbale Taxi Park, Shop no. 18A Ph- 0702 129 000

Mbarara: Access Agro Vet – Mbarara Shopping Market, Opposite to Easyview, Room No. 56 Ph- 0756 616 993

royalseed[®]
Africa's leading supplier of open pollinated and hybrid seeds providing local solutions to a global market

osho[®]
CHEMICAL INDUSTRIES LTD.

UGANDA PRISONS SERVICE



Acting on His Excellency the President's Directive, Uganda Prisons Service has undertaken multiplication of Seed Maize and Cotton Production. The aim is to address the challenges of inadequate supply and limited access to quality maize seed as well as reviving Industrial Production. Currently, UPS is multiplying three maize varieties; Open Pollinated Variety (Longe 5D) which is drought tolerant Hybrid UH 5051 and Three way hybrid UH5355 which is high yielding (between 25-30 bags per Acre).



THE CHARACTERISTICS OF UGANDA PRISONS SEED MAIZE VARIETIES

	VARIETY	LONGE5D	UH 5051	UH 5355	REMARKS
1	TYPE	OPV	HYBRID	Medium duration (100-120 days)	Suitable for all regions of Uganda
2	Maturity Period	110 days	120 days	7.5MT/ Acre	Average for these types
3	Average yield	1.5MT/Acre Or 3.7/Ha	2.50MT/Acre 6.25MT/Ha	Stress tolerant	High yielding varieties
4	Tolerant to Drought	Tolerant	Tolerant	3 Way hybrid	DTMAS tolerant (Drought maize for African series)
5	Tolerance to disease	Tolerant to Maize streak virus (MSV)	Tolerant to Maize streak virus (MSV)	High ratio Milling	Both seeds have good tolerance to MSV
6	Nutritional Value & other Value	QPM (Quality protein Maize with essential amino acids)	High ratio Milling	High ratio Milling	Good for children with little access to alternative protein source
7	Spacing	75x60cm (2 plant/hill)	75x30cm (1 plant/hill)	75x30cm (at 1 plant/hill)	Thin to 1 plant or Plants 2 per hill.



OPV **HYBRID**
LONG 5D **MAIZE UH5355**
MAIZE UH5051
INCREASED YIELDS



GAVIC INDUSTRIES LIMITED
 AUTHORISED PROCESSOR AND DISTRIBUTOR FOR
 SEEDS, FOODS AND CHEMICALS

Processed and packaged by: **GAVIC INDUSTRIES LIMITED**

UGANDA PRISONS SERVICE

PRISONS INDUSTRIES

Uganda Prisons Service is also mandated to carry out rehabilitation of Prisoners by training them to acquire skills in various trades such as Carpentry & Joinery, Tailoring, Metal Fabrication, Leather works, Handcraft, Screen printing and Weaving.

Products of Prisons Industries:

- Office and Home furniture

Screen printed products:

- All types of flags *i.e*
- National, Presidential
- Ministerial, East Africa
- Table flags
- Banners
- Bantings & badges



FOR FURTHER INQUIRY PLEASE CONTACT:

Prison Headquarters, Parliamentary Avenue

P. O. Box 7182- Kampala

MOB: 0772480297/ 0706491212

Website: www.prisons.go.ug



UGANDA CARGO CONSOLIDATORS ASSOCIATION (UCCA)

OFFICE LOCATION: Mabirizi Complex Building

Level 6 Room AP 10, Kampala Road opposite city square

Tel: +256(0)414673282, +256(0)700470095 | P. O. BOX 10201 KAMPALA -UGANDA

Email: Ugandaconsolidators@gmail.com | info@ucca.org.ug | **Website:** www. ucca.org.ug

This is an association of Non Vessel Operating Common Carriers /cargo consolidators, registered with Uganda Registration Service Bureau.

We are operators using the carrier as a vehicle, group goods from a range of importers and exporters, to fill the minimum order quantity of shipping lines, either a 20 or 40 containers.

Founded in 2019, UCCA is an organized corporate body bringing together consolidated cargo import and export companies in Uganda to solve the logistics challenges of small and medium sized traders.

Over the years we have been piloting the logistics industry majorly on consolidation and deconsolidation of cargo in Uganda.

We have seen measurable success and look forward to expanding our association programs to the rest of the freight forwarding industry.



OUR VISION

To regulate local cargo consolidators, enhancing the current consolidation concepts and bridging the gap between traders, consolidators and various authorities.



OUR MISSION

To operate a stream lined efficient and effective cargo consolidation process.



OUR CORE VALUES

Efficiency, Reliability, Integrity

RESPONSIBILITIES TOWARDS CONSOLIDATORS

1. Commitment of all members to respect the rules of economic competition and customs business.
Competition among ourselves shall be done in an honorable and honest way.
2. We are obliged to respect and observe the laws, rules and regulations of the governments of the countries we deal in and tax governing bodies, stake holders, i.e. shipping companies and port authorities among others.
3. Abstinance from involvement in unlawful cartels, agreements and trade practices in the objective of monopolization and gaining unwarranted advantage.
4. Risk alerts and important trade information sharing to towards the association members.
5. We shall observe the internal regulations, timely payments of membership fees, and participation in the association activities, i.e. attending meetings, responding to surveys and communications.
6. To follow and respect the codes of conduct of the association, and where breach is proved enforcements measures shall be accepted at industrial level.

RESPONSIBILITIES TOWARDS THE IMPORTERS

1. To provide a trade environment that is favourable to small and medium sized importers and exporters.
2. Respect the confidentiality of our clients' information given or obtained in the course of our businesses.
3. To advise importers and exporters on their obligations during our trade process such as taxes and standards.
4. To negotiate better freight rates and insurance rates on behalf of all importers and exporters.
5. Preparing of proper customs purpose documentations in the export and import countries.
6. Proper and timely consolidation and deconsolidation of cargo at origin and at destination.
7. Follow up and arbitration of any issues that may arise during the course of shipment or after.

ACHIEVEMENTS

1. We have registered 30 member companies and in the process of creating data base for importers.
2. So far 60% our client members have individualised TIN numbers
3. We are pushing against contrabands and PVOC certificates in order to streamline trade legalities and framework.
4. We have reached out to export promotions board and the possible exporters in order to consolidate export media campaigns
5. We have established the warehouse location and seeking responsible authority in order to advocate for a consolidators warehouse.

MEMBERS

1. Maria Import & Export Co- SMC Ltd
2. All Ways Import & Export Group (U) Ltd - Awie Ug
3. Marine Time Cargo / Silent Ocean U Ltd
4. Laiken Consult U Ltd - Bin Thani Express Cargo
5. Lyon Shipping & Freight Co (U) Ltd
6. Rapid Shipping & Freight (U) Ltd
7. Chain Link Group Ltd
8. Continental Shipping & Logistics
9. Freight Reach Services Ltd
10. Jaguar Carriers Junior Ltd -JACAJU
11. Choice International Forwarding (U) Company Ltd
12. Sino Lead Logistics Limited
13. Simba Land Cargo
14. Judy Cargo Agency Co. Ltd
15. Raz Cargo Limited
16. GNM Cargo Ltd
17. Fast Cfs Cargo Services
18. Gulf First Shipping & Logistics Company Uganda
19. Kala Fast Moving Company Limited
20. Success Import And Export Company
21. Allia International Limited
22. Sino Equator Imports And Exports Company
23. Safeline Cargo Services (U) Ltd
24. Animsure Import And Export Co Ltd
25. Freight Systems Africa (Uganda) Limited
26. GTC International Freight Forwarding Company Ltd
27. Huaye International Logistics
28. Futian Company Limited Uganda



Bring your home to life

Whatever your aspirations, whatever you want to achieve, whatever defines who you are is your true colour. Paint it with the high quality and long lasting Peacock Paints. Get your paint products from the nearest distributor.

For more information call: 0414-231-721, 0414-256-518 or visit www.peacock.co.ug



Hon. Evelyn Anite

BUBU Policy is on course



Uganda government passed the BUBU policy in response to the Private Sector's pleas for policy decisions and promotion of practices that encourage the consumption of locally-produced goods, increase the local content in government procurement and create jobs for Ugandans.

By Amos Ngwomoya

Buy Uganda Build Uganda (BUBU) policy is doing very well. I am happy that President Yoweri Museveni thought about this policy because it has led to increased production of goods locally and bolstered national economic growth," says the State Minister of Finance for Investment and Privatisation Ms. Evelyn Anite.

The Minister says there has been a steady growth of investment ventures into the country with many investors starting up manufacturing industries especially in the industrial area of Namanve.

Thus Judging by the increased production of local consumer goods, the BUBU policy which government launched three years ago is taking shape. Investment growth will increase the production of goods for the local market in order to reduce importation of goods which she says is costly for the country.

She cites the establishment of an ICT related Manufacturing and assembling factory which produces mobile phones; the first batch of ENGO Holdings Uganda Limited, Ugandan produced phones has been exported to Morocco this May.

Uganda government passed the BUBU policy in response to the Private Sector's pleas for policy decisions and promotion of practices that encourage the consumption of locally-produced goods, increase the local content in government procurement and create jobs for Ugandans.

The policy has breathed life into the operations of local manufacturers who had for a very long time decried the low consumption of their products by Ugandans.

According to the National Trade Policy (NTP) of 2007, government's role is to encourage the consumption of locally-produced goods and services while promoting the use of local materials in the production process with a view of stimulating the growth of the local economy.

On the other hand, the National Industrial Policy (NIP) of 2008 emphasises the need to develop domestic resource-based industries and thus the promotion of competitive industries that use locally-produced raw materials.

It further encourages the existing industries and new investors to utilize the services of local technologies and consultants as a means of developing and enhancing national technological capabilities.

Without giving figures of BUBU's contribution to the Gross Domestic Product (GDP), Ms Anite says the micro, small and medium enterprises





Uganda government passed the BUBU policy in response to the Private Sector's pleas for policy decisions and promotion of practices that encourage the consumption of locally-produced goods, increase the local content in government procurement and create jobs for Ugandans.

under which the policy falls, provides employment to approximately 2.5m people, and contributes at least 75 per cent of the GDP.

This, the minister says is a clear indicator that BUBU policy role is critical in enhancing the country's economic growth. She says when all manufactures and consumers embrace the policy, the country's GDP will significantly rise.

Ms Anite also says that the policy has greatly contributed to employment of Ugandans. She notes that when the gazetted industrial areas become fully functional, the employment levels are likely to rise.

"So far the impression is so good that I can assure Ugandan nationals of the investors' pledge to facilitate them with employment. This will also contribute to economic growth. We need to support these investors to ensure that the BUBU policy becomes a resounding

success," she stressed.

Elaborating, the minister points out that the policy gives room for growth for industrialisation because many investors have expressed interest in production because they have the assurance of the local market.

The government has already committed itself to fully partnering with the private sector and support them where necessary to have "a level" ground for production. This is an assurance to investors that the business environment is accommodative to everyone who wants to invest in the country.

Nonetheless, the Minister observes that while Uganda's Investment laws facilitate foreign participation in any industrial venture, it doesn't entertain the investments with a potential for compromising the security of the country.

Further she points out that one of the

major challenges affecting investment in Uganda is corruption; most investors who would have been attracted to Uganda have decried the high corruption levels especially among government technocrats.

The vice is scary to potential bona fide investors who abhor the corruption initiated by some public officials. Ultimately, the country loses revenue, production and jobs. For the government to address this problem, mechanisms, which she could not share with the public so as not to alert the culprits involved in the dubious act, have been developed.

In the course of the year 2019, Hon. Evelyn Anite raised eye brows when she publicly announced that the mafia in government were intent on killing her in relation to the running battles at the time, with technocrats at Uganda Telecom Limited (UTL) over management.

The need to salvage the telecom company put her at loggerheads with many government officials with some allegedly threatening to end her life. She says such threats tend to scare some government officials who would have exposed corruption.

The minister advises and urges civil servants to be transparent and honest to ensure a smooth running of government programs which will later attract investors to come and create economic opportunities for Ugandans.

Lifts · Escalators · Travelators

- Safety Features
- Energy Saving

- High Durability
- Hallway Ambiance



Located at Banda, Kireka - Kampala

**Fabrication
systems** (U) Ltd

☎ 0753 750 640
 ☎ 0753 636 329, 0779 727 369
 ✉ info@fabricationsystems.co.ug

OTIS
 Exclusive Distributors of
 Lifts & Escalators



SAACHI MANUFACTURERS (U) LTD

THE DIRECTOR, MANAGEMENT AND STAFF OF SAACHI ELECTRONICS (U) LTD, HEARTILY CONGRATULATE HIS EXCELLENCY THE PRESIDENT OF THE REPUBLIC OF UGANDA, GEN. YOWERI KAGUTA MUSEVENI, THE RT. HON. PRIME MINISTER, DR. RUHAKANA RUGUNDA, CABINET MINISTERS, MPs, AND ALL UGANDANS UPON THE LAUNCH AND OPERATIONALISATION OF BUBU POLICY.

SAACHI MANUFACTURERS (U) LTD IS A RESIDENT COMPANY IN UGANDA SINCE THE YEAR 2003. EMPLOYING 35 UGANDANS, THE COMPANY STRIVES TO CONTINUE FOSTERING UGANDA'S ECONOMIC DEVELOPMENT.



PRESIDENT COMMISSIONS SAACHI HOME APPLIANCES PLANT

On August 30, 2018, President Yoweri Museveni officially commissioned the Company's electronics manufacturing factory.

On that occasion, President Yoweri Museveni said Uganda would witness an industrial explosion, which he attributed to the National Resistance Movement Government's clarity of economic development vision. "There is an explosion of factories because of the increase in the supply of electricity," the President said, adding that Saachi Manufacturers (U) Ltd was the fourth factory he

commissioned in that one week.

Saachi's Ntinda based facility assembles home electric appliances. Prior to setting up the assembly plant, Saachi had been importing home electric appliances for the Uganda market since 2004. It now assembles and produces LED television sets, speakers, DVDs and electric irons among others.

President Yoweri Museveni assured the Saachi group of government's support to enable the exploitation of their full potential. The Company's

Director in Uganda, Mr. Anand Nainani informed the president of the Company's products' high quality and affordability.

He saluted President Yoweri Museveni for his support to Saachi Manufacturers' Ltd and the country's conducive investment climate.

Mr. Anand Nainani said the Company's products' assembly is in support of Uganda government's initiative of skilling Ugandans and creating employment opportunities in the country as well as exploiting the internal and regional markets.



SAACHI products are UNBS Certified

SAACHI MANUFACTURERS (U) LTD.



Henley Business Park,
Plot M424, Warehouse No.1
Ntinda Industrial Area
P. O. Box 26569, Kampala, Uganda



+256 414 698 123



+256 772 711000



dan@saachi.co.ug

SCC

STANDARD CABLE CORPORATION

Connecting Your World



PROUDLY
UGANDAN



SINGLE
CABLE



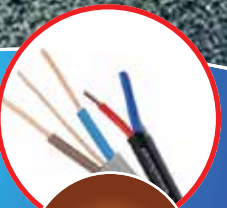
FLEXIBLE
CABLE



NETWORK
CABLES



UNDERGROUND
CABLES



TWIN
CABLE

UGANDA'S LEADING MANUFACTURER OF ELECTRIC CABLES



6th Street
Industrial Area



0393-130-666
0392-266-552
0757-570-888



sales@sccuganda.com



www.sccuganda.com



Standard Cable Corporation Uganda



GIANT UGANDA CO. LIMITED

No.1 Manufacturer of Aluminium Profiles in East Africa

- CURTAIN WALLS
- SLIDING DOORS & WINDOWS
- OFFICE PARTITION & SHOP FRONTS

+256 200 905 484 | 0754 999 299



SLIDING DOORS & WINDOWS

OFFICE PARTITION & SHOPS FRONTS

CURTAIN WALLS

“LOWEST PRICE & BEST QUALITY IN EAST AFRICA”

Plot 91,93 6th Street Industrial Area Kampala Uganda

giant.uganda@gmail.com
www.giantuganda.co.ug



Cable Corporation Limited

Bringing life to light

We manufacture : All Domestic Wires, Flexible Cables, Welding Cables, XLPE/PVC, Insulated, Armoured & Unarmoured Cables up to 4 Core 300 Sq. mm, AAC, ACSR, AAAC Conductors & Aerial Bundled Cables (ABC)

CABLE CORPORATION HOLDS THE FOLLOWING CERTIFICATES FROM UNBS

US 601:1995 - Underground Cables

US 602:1995 - Domestic and Building Cables

US 605:1995 - Flexible Cables

US 611:1995 - Aluminium Stranded Conductors

CABLE CORPORATION IS CERTIFIED TO

ISO 9001:2015 - Quality Management Systems

ISO 14001:2015
Environmental Management Systems

OHSAS 18001:2007
Occupational Health and Safety Management Systems



Solidal Cable with four Communication Wires



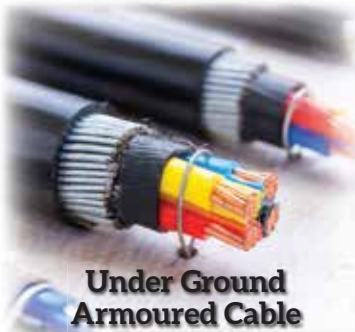
Solar Solutions



Aerial Bundle Cables (ABC)



Sugar Mill Roller



Under Ground Armoured Cable



Heavy Duty Manhole Cover



Sugar Mill Roller



Bare Copper Conductor



All Aluminium Conductor (AAAC) / Aluminium Conductor Steel Reinforced (ASCR)



High Manganese Jaw Plate for Quarry



Aluminium Spools



Single Core Wires

P.O. Box 1185, Plot 133 - 135,
Mehta Building,
Opp. City Tyres, 6th Street,
Industrial Area,
Kampala.

saleskampala@cablecorp.co.ug
salesfactory@cablecorp.co.ug
sbhide@mehtagroup.com
makawungu@mehtagroup.com
nitin@mehtagroup.com,

+256 700 100 016 | +256 701 696 962
+256 701 696 967 | +256 702 999 931
+256 707 724 413



www.cableuganda.com



UGANDA PRINTING AND PUBLISHING CORPORATION

PPDA Procurement

UPPC's BUBU Compliance

Uganda Printing and Publishing Corporation (UPPC), which was established in 1992 has evolved from Uganda Government Printers that the British Colonial government set up on the door steps of Entebbe Government House in 1902.

The Corporation, the sole publisher of the country's weekly authoritative publication, The Uganda Gazette, was the first and is the only facility with the kind of clout it possesses. An Act of Parliament, the UPPC Act, Cap. 330 Laws of Uganda, reinforces the establishment of this government security printer and publisher in form and practice, a 100 per cent Government Para state organ.

Section 2(2) of the UPPC Act provides that the Corporation shall be a body corporate with perpetual succession and a common seal and may sue or be sued in its corporate name.

At independence in 1962, then a Department, Government Printers was under the Office of the President, funded by public funds under the Government Printer Vote. Its role was to supply stationery and provide printing and publishing facilities to all Government Ministries and Departments.

Cognisant of the Corporation's critical role in the printing of all Bills, Statutes and Official Gazette, it is Cabinet-classified under Class I among the public bodies whose ownership the Government must retain.

The Corporation has positioned itself to revive and fulfill its statutory requirement; the enhancement of

Uganda's culture, welfare and unity.

Steering this historic institution, is recently appointed Prof. Tom Davis Wasswa, a Fellow at the Chartered Institute of Marketing. He was a General Manager at UPPC from 2006 to early 2008, where he has returned to realign the production and management systems.

The Plans

1. Commercial Orientation at all levels with a total paradigm shift towards the customer, conforming to the right quality and time lines as determined by the customer and responding in time.
2. Improving UPPC Corporate image through positive positioning and image building by taking up corporate governance values at all levels.
3. Aggressive marketing and bidding for jobs as any other private commercial entity.
4. Recruitment of the right personnel at all levels and monitoring productivity for more efficiency and ensuring motivation for all staff.
5. Improving the printing machines through acquisition of a five color machine and state of the art digital machine in order to improve the efficiency and compete favourably in the market.
6. Ensuring that standard operating procedures and systems are practiced at the Corporation,
7. Adopting the online marketing strategy and also easing accessibility of our products online.

Joint Venture

UPPC has a Joint venture with M/s Veridos GmbH/GIESECKE & DEVRIENT GmbH, a German top security printing company through an incorporated company, Uganda Security Printing Company. The synergy will enhance the competitiveness of the joint venture in this futuristic technology driven sector.

The joint venture is on the basis of UPPC's strong legacy that puts it at an advantage in furthering the improvement of the security printing capacity in Uganda and the east African region.

A factory will be built on the historic Government Printers grounds at Entebbe for the printing facility for all Government Security printable works including passports, driving permits, paper money et al.

UPPC Growth

UPPC Board and Management together with the Joint venture are dedicated to growing the Corporation and ensuring its sustainability; 100 per cent of printable work will be executed in Uganda under the new law supporting the local content.

The Corporation has set up checks and balances to rid itself of manifestations of corruption and mismanagement, which in the past tainted its image and eroded stakeholder confidence. With the improvements in the internal operating systems and rebranding, UPPC is set to regain public confidence and enhance the BUBU policy implementation.

Notwithstanding, UPPC's Capitalization requirement per the 1992 UPPC Act, government is yet to provide annual subvention for its (UPPC's) operations. The most pressing challenge is reflected in the printing relics (old and outdated inefficient) machinery.

It inhibits the corporation's competitive capacity to cope with modern dynamic technological expectations. UPPC is keen to reverse this state of affairs and reassert itself in the latest printing and publishing technological arena that is determined by efficiency, effectiveness and profitability.

The Corporation has plans to procure new machinery in the financial year 2021-2022 to facilitate a full transformation of its operations, which also enhances Buy Uganda Build Uganda initiative, at the same time reducing the Government's printing budget.

The Corporation will also be in position to effectively compete for the market and more so, gain the monopoly over the printing of security documents, particularly those of governments in the eastern Africa region, Uganda in particular.

Being a government entity, UPPC is expected to strictly adhere to the Public Procurement and Disposal of Public Assets Act, 2003 (PPDA). The Corporation must bid for all the works through a competitive process, which puts it at a disadvantage. The associated delays in the inevitable bureaucratic processes make the Corporation less competitive relative to the commercial printers.

Business procurement though bidding is in addition to Government ministries, departments and agencies' (MDAs) failure to respect His Excellency President Yoweri Kaguta Museveni's directive which requires them to assign at least 40 per cent of their printable to UPPC.

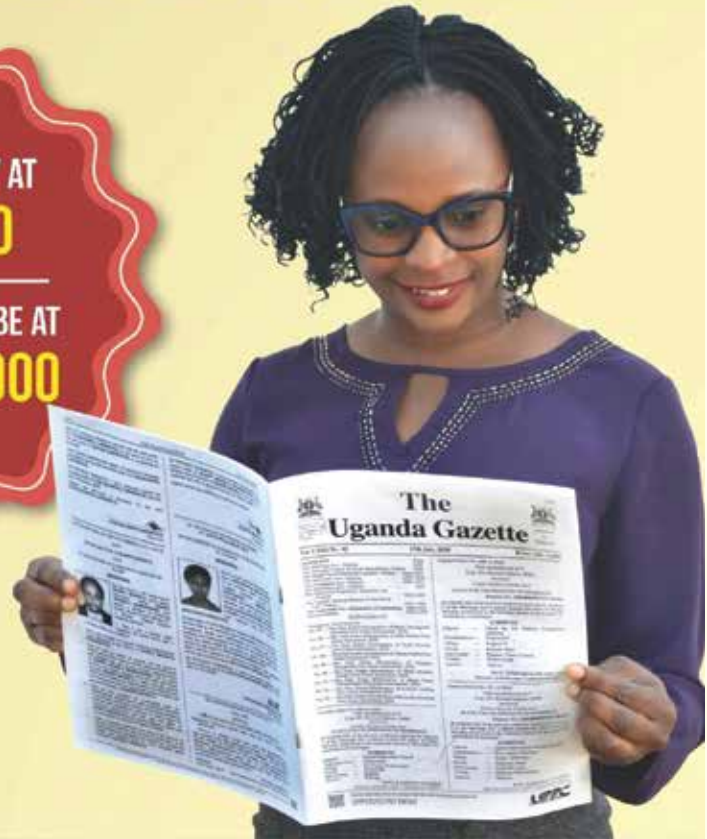
THE UGANDA GAZETTE

Are you updated with the law?

The Uganda Gazette is a weekly publication by the Uganda Printing and Publishing Corporation (UPPC) authorised to publish Public Notices, Legal Notices and Laws of Uganda.

GET
YOURSELF A COPY AT
UGX 5,000

ANNUALLY SUBSCRIBE AT
UGX 1,400,000



YOU CAN PAY THROUGH AIRTEL MONEY TO	MERCHANT CODE
Uganda Printing and Publishing Corporation	1165413
Uganda Printing and Publishing Corporation - URSB	1165444
Uganda Printing and Publishing Corporation - Kampala	1165448



HEAD OFFICE	KAMPALA OFFICE
Plot 8-12, Airport Road, P. O Box 33, Entebbe, Uganda Telephones 04 14-320839/320720 Fax: 0414-320530	Plot 6 Kimathi Avenue, Airways House, Ground Floor Kimathi Ave, Kampala P.O.Box 33, Entebbe Telephone: 04 14-233614 / 639
✉ info@uppc.co.ug uppcentebbe@gmail.com	🌐 www.uppc.co.ug



THE UGANDA SCOUTS ASSOCIATION



Baden Powell House, Buganda Road
P. O. Box 1294, Kampala, Uganda
Tel/Fax: +256414236087/0777340464 Email: scouts@ugandascouts.org
Website: www.ugandascouts.org

Uganda Scout Association set up the Scouts tailoring unit to take care of its tailoring needs; corporate uniforms, school uniforms and embroidery, thus promoting Buy Uganda Build Uganda (BUBU) policy.

Uganda Scouts Association will be producing uniforms and corporate uniforms to meet the demand for schools and corporate organisations around the country.

Members of the National Scouts Tailoring Unit



Manager National Scout Tailoring Unit-Margret Sowobi Mwanja



APRONS



JUNIOR SCOUTS UNIFORMS



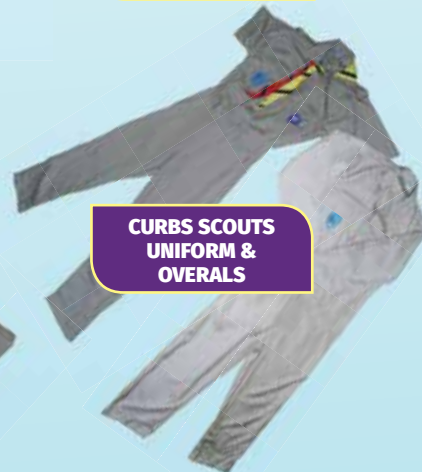
SCOUTS COMMISSIONERS UNIFORMS



SCOUTS SCARFS AND CAPS



GIRL SCOUT UNIFORMS



CURBS SCOUTS UNIFORM & OVERALS



STANDARD MASKS





**UGANDA NATIONAL BUREAU OF
STANDARDS - UNBS**



HEADQUARTERS

Plot 2 – 12, Bypass Link, Bweyogerere Industrial & Business Park, Kyaliwajala Road, P. O. Box 6329 Kampala, Uganda Telephone: 0417 – 333 250, 0417 – 333 251, 0417 – 333 252,

REGIONAL OFFICES

KATWE

Plot 64/65, 3rd Floor Quality Chemicals Building Tel: +256 417333500

JINJA

Trans Africa City Plaza Plot 51-53 Iganga Road & Lubas Road Tel: +256 417333620

MBALE

Plot 53 B, Naboa Road P. O. Box 358, Mbale Tel: +256 417333650

LIRA

Plot 26/28 Olwol Road P. O. Box 804, Lira Tel: +256 417333750

MBARARA

Plot 31, Constantine Lobo Road P. O. Box 276 Mbarara Tel: +256417333720

GULU

Plot 3B, Ogwok Ayaru Road Tel: 0417333250

Toll-Free: 0800 133 133

WhatsApp: 0713 227 580

Website: www.unbs.go.ug

Facebook: @UNBSug

LinkedIn: unbsug

Email: info@unbs.go.ug

Twitter: @UNBSug

UNBS delivers

Standardisation & Quality

With the emergence of COVID - 19 pandemic and the adopted coping mechanisms, Buy Uganda Build Uganda (BUBU) implementation needs to be scaled up, to invigorate imports substitution. The response to the COVID-19 related social economic fallout, demands minimum quality standards for Ugandans to have some decent living.

More goods need to be on the market to cope with the type of the lock-down environment experienced in the recent past. While import substitution is highlighted, scaling up BUBU is critical for the production of quality standard consumer goods, which is contributory to the country's development.

Government's initiated procurement process prefers BUBU goods and services, which industry needs to scale up for import substitution, and drive ultimately the industrialisation agenda.

These initiatives need to be bolstered with investment, rather than lip service as the private sector grapples with building the economy in the hope that their investment will suffice. The government needs to identify the investment gaps and plug them.

FOODSTUFF STANDARDISATION

Uganda National Bureau of Standards (UNBS)'s is determined that safe food is a right for all to adhere to. With the COVID-19 lock down, the government undertook to supply food to the people; prompting business people make supply offers. However, as long as most got money from the government, supplying good quality and safe food was not important to them.

Food, food products and beverages' standardisation stands out among UNBS' priorities considering the universality of their effects on people's health and safety.

Dr. Ben Manyindo is the UNBS Executive Director. He says the standards body's performance in respect to the standardisation of Ugandan processed foods and food products is encouraging. "We have standards for virtually most of the products we eat in Uganda, although there is room for improvement. It is critical that food suppliers implement the standards developed and get certified. Thus the consumers will relax, in the knowledge that the food they eat is safe," he says.



UNBS
Executive
Director Eng. Dr. Ben Manyindo with the Hon. Minister for Trade, Industry and Cooperatives **Hon. Amelia Kyambadde** inspects COVID 19 relief foods at the OPM stores.

CERTIFICATION

The COVID-19 food supply needs revealed that only two companies were certified whereas those with the biggest tender offers were not on the certification list. UNBS has since recommended to the Office of the Prime Minister that foodstuff suppliers need to be certified.

Conscious that it did

not have standards for COVID - 19, UNBS quickly developed standards for sanitisers; and face masks among others. The

prompt marshalling of resources delivered the appropriate standards and the business community responded.



While import substitution is highlighted in NDP III, scaling up BUBU is critical for the production of quality standard consumer goods, which is contributory to the country's development.

The requirement for face masks also called for masks standards. UNBS formulated Uganda's standards for medical and non-medical face masks, using its links with standards bureaux in Europe, setting off the production process for 40million masks.

What remains is standards implementation and enforcement. This is as Micro small and medium enterprises (MSMEs) dominate

food processing in Uganda, yet most are yet to understand the standards they have to implement; a document outlining the standard for a particular product could be ten pages or more, couched in technical scientific expressions.

Standards comprehension, internalisation and therefore implementation, is challenging. UNBS has therefore simplified and hence translated them into the most widely spoken Ugandan languages; Luganda, Luo, Ateso, Lunyoro-Kitara and others is ongoing to enable their easy understanding and implementation.

UNBS will then have them enforced with nobody having any excuse for pleading ignorance, but they could still ask for advice on how to fully comply.

Three years into the implementation of this initiative for local producers to sell certified goods to the government, the biggest buyer of products through procurement, whatever is produced must meet the set standards.

When BUBU was initiated, UNBS set the standards, especially for textiles and furniture, increasing the standards numbers. The need now is to improve the goods' quality, to ensure they meet the required standards. UNBS has worked with the industries to increase the scope of the standards and ensure their certification that is necessary if they are to supply government.

METAL AND AFLATOXINS

UNBS continue to engage maize flour processors to have them certified, which requires certain factors to be in place. The operations environment must be orderly, clean and compliant with good hygienic practices.

These include the limiting of access to the processing facility only to operators, which is consistent with good manufacturing practices'

observance. They are critical for the products' safety.

In addition, the entrepreneurs need to acquire stainless steel grinding mills technology which tends to be extremely expensive and calls for investment support. It does not introduce metal flecks into the flour, paste or juice, unlike the available iron and steel, which must never have been used in food processing.

Government support could be through cooperatives, women and youth groups. It needs to be extended to those supplying schools, hospitals and the army with maize flour. The alternative is to have a magnetic device on the production removing iron and steel flecks from processed food.

However, mould resulting from poor drying, and storage is the most menacing challenge. Poor drying process handling exposes food to moisture and heat, enabling mould to grow and when milled, the potentially poisonous aflatoxins could ultimately be lethal.

The aflatoxin contamination level in the COVID-19 relief food was very high, constituting the biggest issue UNBS had to contend with. However, through certification, dangers of this nature are picked out ensuring that the maize flour on the market meets the required standards and safety requirements set by UNBS.

UNBS' FUNDING NEMESIS

Yet UNBS budget shortfalls, much like all government institutions, is a menacing challenge, as the critical aspect of its work is unique; safeguarding peoples' lives.

UNBS' services are paid for, through a Uganda Revenue Authority (URA) platform and the money is transmitted to government's consolidated fund. When clients demand for the service paid-for, they discover that UNBS does not have the money to facilitate that service.



Talks are ongoing to resolve this anomaly that is ruining the standards body reputation; payments are made for services that cannot be delivered; the inability to deliver services.

QUALITY, VIS-À-VIS STANDARDS

Standard "omutindo" is technically the minimum requirement. Much like a pass-mark in an examination, it could be 35, 40 or 50 per cent, which is taken into



A
UNBS Official
testing the quality
of products in the UNBS
internationally accredited
laboratories in Bweyogerere

consideration with a number of things.

It considers that the food must be safe when eaten or when a product is used, would never harm nor kill the consumer; it is a safety requirement as there must be minimum safety requirement.

It must also have minimum performance for an intended purpose and it is the basis for building quality.

QUALITY

Quality is the essence of standards minimum performance. Quality is determined by the buyer / consumer. In respect of hotels, they are star-ranked; one star, two stars, three stars et al, but must all meet the basic standards.

They all provide food and accommodation, in the form of shelter and a bed; single or double or whether bathroom has a shower or a bath tub. The

quality is client-determined.

The same applies to buying beans, either at St. Balikuddembe, Nakasero Market or Shoprite, it is all beans; the choice is in the individual's choice of where to buy from. Standards define the minimum requirements under which quality should be built.

Quality is underpinned by standards, the minimum requirements for a particular product or goods and services.



A UNBS Official explains the quality requirements for Non Medical facemasks during UNBS engagement with manufacturers of facemasks recently.

UNBS COVID 19 INTERVENTIONS BOOST LOCAL INDUSTRY

Late 2019, the world was hit by a pandemic of the Coronavirus Disease (COVID-19).

The disease spreads so fast through droplet infection that can be transferred from one person to another through sneezing, coughing, human to human contact and contact with contaminated surfaces. This called for stringent measures in the world, to curb the spread of COVID-19.

The government of Uganda put in place a number of measures to curb the spread of the COVID 19; social distancing is exercised at all times, washing of hands with sanitizers or soap and water, wearing of facemasks by all people above the age of 6 years while in public among others.

As Uganda National Bureau of Standards (UNBS), we are proud to have played a role in curbing the spread of COVID 19 to date as explained below;

UNBS offering technical assistance, sanitizers, disinfectants and non-medical facemasks standards free of charge

One of the measures to curb the spread of COVID-19 was to always wash hands with an alcohol-based

sanitizer and disinfecting surfaces as often as possible. However, Uganda had 11 companies as at 1st April 2020, yet the demand for sanitizers and disinfectants grew exponentially, in a very short period.

It is here that the Uganda National Bureau of Standards (UNBS) intervened and offered technical guidance and standards of sanitisers, disinfectants and Non-medical face masks **FREE OF CHARGE** to manufacturers majority of them MSMEs to assist them in the production of safe and good quality products.

Local manufacturers get UNBS certification

Due to the coronavirus outbreak, there is a huge demand for facemasks, sanitizers and disinfectants. It is important to ensure that appropriate facemasks and sanitisers provide adequate protection and are swiftly made available to those who need them.

As of **October 2020**, UNBS had certified **156 companies producing 213 brands of sanitizers and fifty seven (57) companies producing non-medical facemasks** making it able to meet the demand of certified sanitizers, disinfectants and facemasks to curb the spread of the COVID-19 pandemic.

This is in line with the UNBS mandate of consumer protection, aimed at protecting Ugandans from buying substandard non-medical facemasks which could be harmful to their health, in the wake of COVID-19.

Special Technical support to MSMEs:

To contribute to the implementation of the Buy Uganda Build Uganda (BUBU) Policy, UNBS is working closely with Micro, Small and medium Enterprises (MSMEs) to improve their products and systems that impact the environment and enable them acquire certification. We continue to witness an exponential increase in the number of Micro, Small and Medium Scale Enterprises (MSMEs) seeking certification with over **1168 MSMEs** registered and **304 MSMEs** visited for on-site technical assistance and gap analysis in the financial year 2019/20.

How manufacturers can get UNBS Certification

Manufacturers are encouraged to seek certification from UNBS to ensure that their products meet the relevant Uganda standards. The procedure for certification is described below;

1. Application

Open a user account on <https://cims.unbs.go.ug/> or via the UNBS website at www.unbs.go.ug

You will need to have at least the following:

1. A valid email address and
2. A Tax Identification Number (TIN)
3. Product labels/markings
4. Certificate of Business Registration
5. Production process Flow chart or production process description

2. Application Review

The information submitted to UNBS is evaluated for completeness and adequacy.

Any concerns with the application are resolved at this stage before proceeding with the process.

3. Payment

The company is then billed for audit and testing fees and the payment notice generated and sent through the e-system to the client via the email provided;

Audit fees - 250,000/= (irrespective of location in Uganda) and Testing fees; 95,000/= for medical masks and 150,000/= for non-medical masks.

Any delays in payment implies delayed scheduling of the on-site audit.

4. Audit

UNBS auditors visit the applicant's facility for the on-site evaluation to assess the production and quality assurance processes.

An audit plan will be shared with the applicant before the on-site audit to indicate how the process will be conducted.

If agreeable, the audit plan must be confirmed by the client through the online system.

5. Product Evaluation

The auditors obtain samples from the facility at the time of the audit and submit to the UNBS laboratory for testing.

6. Closure of Non-conformances

Where issues are raised during the audit or where product failures have been identified, the company is given time (within 30 days) to close out the identified non-conformances.

7. Review

If the company has fulfilled the requirements of the relevant standards as confirmed by the audit report and test results, the company file is forwarded to the Certification Review Committee (CRC) for consideration of grant of permit.

8. Certification Decision/Approval

- If satisfied, the CRC recommends to the Executive Director to approve grant of permit to use the Distinctive Mark on products of the applicant.

9. Certification Fees

Applicant is issued an e-permit valid for 1 year upon payment of applicable certification fees. Permit fees are:

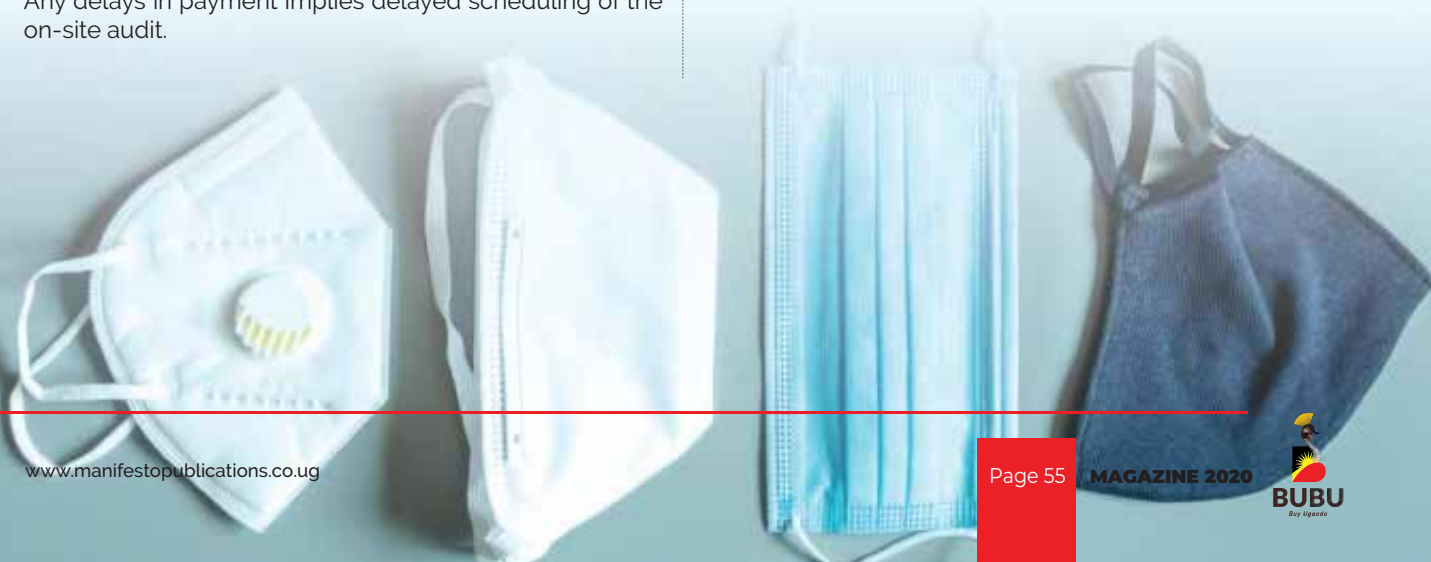
Micro and Small Enterprises- 350,000/=

Medium and Large Enterprises- 800,000/=

For any inquiries, call the UNBS toll free line on 0800133133 or send a message via WhatsApp on 0713227580. You can also reach us on our social media pages on Twitter and Facebook.

About UNBS

The Uganda National Bureau of Standards (UNBS) is a statutory body responsible for developing, promoting and enforcing standards in protection of public health and safety, and the environment against dangerous and sub-standard products.





Your partner in growth....



KCL BINDING WIRE



KCL HOOP IRON



KCL RING WIRE



KCL TWISTED ROOFING NAIL



KCL ORDINARY NAILS



KCL WIRE MESH



MACHINE USED TO ROLL PRODUCTS



KCL WELDING ROD



METAL AND WOOD INDUSTRIES LTD.

Plot 2661 Luzira | Hajji Ddungu Hamisi Close - Port Bell Road
P. O. Box 36413 Kampala | TEL: +256753517517 | Email:info@kclgroup.net



An AquasanTec Group Company

CRESTANKS

Innovative solutions for water, sanitation and food security
AN ISO 9001:2015 & OHSAS 18001:2007 CERTIFIED COMPANY



UGANDA'S NO 1 WATER TANK

- * Water Tanks
- * HDPE Pipes
- * Septic Tanks
- * Q-desk
- * Sanitary Bins
- * Mobile Toilets
- * Bluffame BioSlurry Biogas
- * Rain water harvesting Gutter

COVID - 19 PRODUCTS

- * Automatic Sanitizer Dispenser
- * Sanizer Tunnel
- * Hands Free Hand Wash Station



For more Info.

Call : 0750748770

Email : cso@crestanks.co.ug

Bweyogerere - Namanve, Jinja Road
Kampala, Uganda





Indigenous Steel, International Quality

100% VALUE ADDED COMPANY

ISO 9001 - 2008 Certified Company



**THE PEARL OF AFRICA
HAS MUCH TO OFFER**



- ★ Uganda's first 100% integrated steel company using **DIRECT REDUCED IRON ORE** as Raw Material.
- ★ Emphasizing **BUBU**, we **BUILD - IN UGANDA** with 100% value addition in all manufactured goods

We Supply UNBS Certified Products



UGANDA NATIONAL BUREAU OF STANDARDS

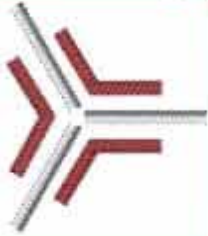


People of Uganda choose TEMBO STEELS as their First Choice in Metallic Products.



**People's Choice
Award Winner 2018, 2019**

WWW.TEMBOSTEELS.CO.UG | INFO@TEMBOSTEELS.CO.UG | +256 414 500 086 /87, +256 703 600 208/216/194



YOGI STEELS LTD

Leading Manufacturer of All Steel Products.



TMT IRON BARS



Z ANGLES



FLAT BARS



ANGLE LINES



BINDING WIRES



T ANGLES



ROUND BARS



Made in Uganda



Water Tanks



TMT IRON BARS



VN P.L. Victoria Nile Plastics Limited

- U.V. Stabilized
- Food Grade
- Recyclable
- Linear low density Polyethylene
- Long Lasting Colors
- Multi Layer Design
- Sunlight & Impact resistant
- Threaded Lid



Drums & Barrels



JERRYCANS



DPC POLYTHENE ROLL



WHEEL BARRROWS

Plot No. 270, Njeru Kayunga Road, Malindi

P. O. Box 2207, Jinja - Uganda

+256 758 123 131, +256 752 289841 Toll Free: 0-800-312-345

Email: admin@yogisteels.com / sales@yogisteels.com

Plot No. 18-22, OPP. FOOTBALL STADIUM, NJERU - KAYUNGA ROAD

P. O. Box 2207, Jinja - UGANDA

Tel: +256 758 069 954

Email: admin@victorianileplastics.co.ug



DIRECTORATE OF INDUSTRIAL TRAINING

MINISTRY OF EDUCATION AND SPORTS

P. O. Box 20050 Kampala Uganda | Plot 97/99 3rd Street Industrial Area
Tel:+256-414251256, +256414259412 | Website: www.dituganda.org | Email: info@dituganda.org

The Directorate of Industrial Training is a quality assurance body in the Business, Technical, Vocational, Education (BTVET) and Training sub-Sector under the Ministry of Education and Sports.

OUR VISION:

To be a Technical and Skills quality assurance body of international repute.

OUR MISSION:

To promote quality assurance interventions in Business, Technical, Vocational Education and Training for the Public and private sector labour market needs to accelerate national development.

OUR MANDATE:

The Directorate of Industrial Training is mandated to develop occupational Standards, regulate work based training schemes, apply and expand the Uganda Vocational Qualifications Framework, Accredite assessment Centers, Assess and Award Uganda Vocational Qualifications as provided for in the BTVET Act of 2008.

The Directorate of Industry Training is directly responsible for assessment and certification of skills competences of trainees/ candidates as per the provision of the BTVET Act 2008. In line with this, DIT registers candidates and assesses the individual's skills competences in various occupations such as Tailor, Baker, Knitter, Leather Designer, Welder and many other standardized occupations.

Learners who acquire employable skills apply to DIT for assessment and Certification of their Competences irrespective of where they train from. The assessment follows the principal of Competence Based Education and Training (CBET)

The strategic option to address unemployment in the country is to focus on vocational skills training, assessment and certification of all skills and competencies for the world of work. There is need to skill, re-skill and up-skill the citizenry for income generation and rapid economic development.



Pupils of Mbarara Municipal School undergoing competence based Assessment by DIT in the occupation of Tailor.



Pupils of Mbarara Municipal School Display products after occupational competence based assessment by DIT.



Domestic Electrician practitioners (Kamwufu) undergoing occupational competence based assessment by DIT under the worker's PAS program for recognition of prior learning.



Skilled workers who were assessed and certified by DIT under the workers'PAS program.

Ugandans are for BUBU because of its benefits in the form of otherwise expensive imported goods and the exposure of quality locally made products which have become familiar to the vast majority of the population.



Mr. Suleiman Bukenya
Managing Director
MAVID Pharmaceuticals Ltd

MAVID Pharmaceuticals Ltd

Pharmaceutical industry's big growth potential

To most people, business is all about amassing money, the bottom line for any investment, yet at Mavid Pharmaceuticals the drive is production of the highest quality and most efficacious medical products.

We aim to better the health of our customers and never under any circumstances do we prioritize profits over our clients' well-being. This sets Mavid apart in the conviction to propelling us to greater heights in the provision of quality and cost effective drugs in Uganda and across East Africa.

We take pride in the over 20 products, our entire range of locally manufactured and high quality products that are featured on the company's website, www.mavidgroup.co.ug.

In light of the COVID-19 pandemic, we are especially proud to have been part of the solution with Mavid Pharmaceuticals hand sanitizer under

the brand name SANVID, packed in 50ml, 500ml, 1 litre, 5litre and 20 litre. Our Methylated Spirit, under the brand name MAVIDSPIRIT, with 70 per cent alcohol content has also been distributed around the country in a quest to prevent the spread of the corona virus!

The Buy Uganda Build Uganda policy is a marvelous innovation that fosters Ugandan entrepreneurs' growth and boosts the economy. The policy has prompted Ugandans to think outside the box and produced high quality products that would otherwise be imported at high costs.

The ministry of Trade, Industry and Cooperatives needs to closely work with the government bodies that relate to BUBU, especially Uganda Revenue Authority (URA) and the National Drug Authority and support the sector for improved services to the people of Uganda.

Such a scenario is when the National

Drug Authority approves an exemption of taxes on raw materials and equipment for drugs manufacturing, yet URA ignores that exemption. This frustrates drugs production and service delivery to the Ugandan population.

Uganda's pharmaceutical industry is in its infancy but has demonstrated great potential, especially post COVID-19 which has opened the population's perception to its relevance; governments around the world were only concerned for their citizens, ignoring their regular pharmaceutical importing companies.

The lesson is that continued dependence on foreign countries for health supplies is risky. We need to grow and support our own to supply our nation, being conscious that a healthy population is the backbone of every nation.

The author, Mr. Suleiman Bukenya is Mavid Pharmaceuticals Managing Director.



MAVID PHARMACEUTICALS LTD

FOR QUALITY, COST EFFECTIVE AND PROMPT SERVICE



MAVID PHARMACEUTICALS LIMITED is a Ugandan based manufacturer, wholesaler and retailer of quality and cost effective drugs. Our plant is located in Biringo and our distribution outlet is on Mackay shopping centre!

We aim to be the leading manufacturers and distributors of quality and pocket friendly medicines throughout East Africa!

Our current product basket includes a formulation for peptic ulcers and other gastrointestinal disorders as well as products for external use and hygiene such as Kevlon and surgical as well as methylated spirit and the list goes on. With the recent COVID 19 pandemic, we developed a powerful sanitiser of the brand Mavid's Sanvid that has played a big role in keeping the community safe. We look forward to serving you and growing together as a healthy community!

P. O. Box 33118 Kampala, (U)

Tel: 0414 254036 | Email: info@mavidgroup.co.ug

UGANDA NATIONAL FARMERS FEDERATION

Farming is Honourable and Dignifying



Uganda National Farmers Federation (UNFFE) is a fully registered largest Farmers Organization. It is the National Farmers Apex body, bringing together over 116 farmers' organizations with a registered membership of over 3 million Individual farmers under 450,000 rural households of whom about 40% are women.

UNFFE is mandated to constitute a National Farmers voice to influence Policy through Lobby & Advocacy, build and develop capacity of farmer organizations to render effective services and promote commercialization and agro-industrialization through strategic linkages & technology access.

UNFFE executes its mandate through a robust mechanism where we mobilize, organize, and coordinate all services that facilitate empowerment of farmers. Farmers are connected to inputs, affordable finance, markets and forward and backward linkages along different value chains.

The UNFFE elaborate leadership structure begins with the National Executive Committee/ Board at the secretariat, the District Farmer Associations (DFAs) at District level, the Sub-County Executive Committee at Sub county level, the Parish Executive Committee at Parish level, the Village Executive Committee formed by farmers at village level and lastly the Extension link farmers who are the units of village transformation. In addition to the DFAs, we have Commodity Specific Entities, Agro Supply companies, & Agribusiness Service related organizations. This strong network of farmers at different levels ensures that projects and program activities at the grassroots are effectively implemented to produce desired results and impact.

Uganda National Farmers Federation envisions: "Empowered farmers for sustainable development." The federation's mission is "to organize, advocate for favorable policies and transform farmers into prosperous communities."

Our overall goal is "to contribute to improved farmers' livelihoods and general agricultural development in Uganda."

The key challenge faced by the Federation during implementation of Strategic Plan 2018-2022 is inadequate financial resources however, we have developed a resource mobilization strategy which will guide us improve our ability to



capitalize on our internally generated resources, but also position ourselves for external resources.

UNFFE has a strategic Memorandum of Understanding with Ministry of Agriculture, Animal Industry and Fisheries, and also works with all line ministries to implement its mandate, the Federation is a member of Private Sector Foundation Uganda (PSFU) and a member of major consortiums, Regional, National and international boards and NGOs that relate, support and have interests that lead to development of the farming community and the Agricultural sector. Examples include; National Agricultural Advisory Services (NAADS), Uganda Farmers Common Voice Platform, World Farmers Organization (WFO), Eastern African Farmers Federation (EAFF), Uganda Forum for Agricultural Advisory Services (UFAAS) among others.

Following our mandate, UNFFE focuses on establishment of a consultative mechanism for determining the key policy and advocacy needs of the members and the other stakeholders and undertake research and policy analysis, influence policy and communicate the results to members and the other stakeholders periodically.



Plot 27, Nakasero Rd, Kampala
P.O. Box 6213, Kampala - Uganda

0414 230 705,
info@unffe.org.ug

Facebook: unffe
Twitter: @unffe
Instagram: UNFFE

www.unffe.org.ug

BUBU is natural, digitalise information transmission

Uganda National Farmers Federation (UNFFE) started as Uganda National Farmers' Association in 1992 as a farmers' voice but morphed into a federation to get on board the agencies that were not necessarily farmer associations. It is a member-based organization whose core mandate is to lobby and advocate for the voice of farmers.

Mr. Kenneth Katungisa is UNFFE's Chief Executive Officer. He says the biggest category of the members is District Farmer Association (DFA); they have structures from the parish through the sub-county, to form the federation. They are the core members of the organization.

Others are commodity-based organizations; coffee, cotton, palm oil et al, in all 120 members. The supreme decision making body is the farmers' Council.



Mr. Kenneth Katungisa
Chief Executive Officer, UNFFE

Relevance to the farmer

A critical function of the federation is advocacy. Their voice has recently given the farmers a perspective to the Coffee Bill to ensure that the policies are friendly and made an input on almost all the agriculture related Bills.

The federation also connects its members to government programs and financial institutions; financial institutions always prefer to deal with organized farmers. The linkage aspect is part of the federation's role, but also looks for their products market.

BUBU and the farmers

Ugandans are renowned for excellent policies versus poor implementation. While BUBU is a good philosophy for farmers as the expectation is that Butaleja rice and Maganjo maize meal would be boosted to ensure their global competitiveness.

However, there is more Pakistani and Indian rice on Ugandan supermarkets shelves than Ugandan rice, while the economy is largely agriculture dependent. To tackle rural masses' development, the farmers who are the majority of Ugandans, you have to boost Agriculture.

For BUBU to make sense, it will target Agriculture; for instance make Ugandan rice more marketable and make Ugandan products marketable in East Africa. The government needs to ensure that our products are competitive in standard and quality.

Ugandans are renowned for excellent policies versus poor implementation. While BUBU is a good philosophy for farmers as the expectation is that Butaleja rice and Maganjo maize meal would be boosted to ensure their global competitiveness.

There is need for Ugandan farmers to know and understand, for instance, the quality of millet needed on the Kenyan market--understand the market demand, the standard required so that they produce for a specific market. That's the only BUBU that will make sense; you are helping 68.9 per cent of Ugandans to improve their products, then they will be building Uganda.

Farmers' feel of BUBU

Ugandan farmers produce if they have the information and are certain of the market. Unfortunately, they produce then look for the market, which is a wrong approach. They should look for a market and then produce.

The federation has reached out to farmers in over 36 districts where UNFFE projects have resources to facilitate the reach out, as this work is aligned to the national development agenda of which BUBU is critical.

The standards

General standards are available on paper but every buyer has own standards; size, percentage of external content and some opt for only organic products. Recently, a buyer from Dubai who wanted purely organic simsim was taken to Northern Uganda where they inspected the crop before confirming the purchase order.

Farmers need to know what the specific demands of the market they produce for, which will ease the marketing of their produce. It is therefore important that the Farmers' federation, Ministry of Trade and Export promotion board work together to ensure that before the start of a season, farmers are sensitized to the available market and the standards required for those markets.

The structure of the federation allows the last mile farmer to be reached. The government should use the already existing farmers' groups instead of developing new groups to implement policies and mobilise farmers.

Federation's Strategic Plan

The federation's five-year strategic plan has five strategic observations; lobby and advocacy for an enabling environment, enhancing institutional and financial ability of the federation,

promoting agricultural value chains through improved production post-harvest management and market linkages.

Market linkages are important for the farmers, so is stakeholder management improvement, the focus of the federation for the next three years. The promotion of the agricultural value chain is also important, and hence the need for deliberate effort to ensure a value-based chain approach by training members and building their capacity.

The federation always ensures that every program that is implemented takes care of gender and climate change.

However, climate change is probably one of the biggest hindrances to the development, a situation Covid-19 has worsened when it disrupted the farmers' timely access to seeds.

Climate change too, is really a serious issue and hence the sensitization of the farmers accordingly, and training on how they can overcome climate change.

However, the country needs sustainable weather forecasts to guide the farmers; they need automated weather forecast machines, which the government needs to take care of before foreign funders comes in.

Other critical issues

It is important for farmers to embrace digitalization; if one needs information on Kapchorwa maize, it can be found by searching on a smart phone. The government and the farmers need to figure out how to digitalise the agriculture sector, ensuring that ICT serves the farmers.

The federation is building a consulting technology company with UCC to bring on board the smallholder farmers' digitalisation. It will also help in marketing abroad by detailing the amounts and quality of available produce---the statistics.

It is also scandalous to pledge to an international forum a delivery of 10,000 goats every month when your capacity is 400 goats in a year! Digitalization is therefore critical; it reduces person-to person contact while enabling fast information transmission.



It is important for farmers to embrace digitalization; if one needs information on Kapchorwa maize, it can be found by searching on a smart phone. The government and the farmers need to figure out how to digitalise the agriculture sector, ensuring that ICT serves the farmers.

Mr. Kenneth Katungisa
UNFFE's Chief Executive Officer.



THE LEADING

IMPORTER & DISTRIBUTOR

OF **CROP PROTECTION**
PRODUCTS IN UGANDA



HERBICIDES, PESTICIDES, INSECTICIDES, FERTILIZERS, EQUIPMENT & MORE

BRANCHES :

Container Village

Busega

Mbarara-Ankole Mall

Kafumbe Mukasa-MPK Plaza

www.bukoolachemicals.com

TOLL FREE:

0800 300 803



bukoolachemicals



The New Forests Company

BUBU – A unique opportunity to promote sustainably sourced timber products

Sustainable forest management can play a vital role in lifting millions out of poverty, and in building resilient economies and societies that can withstand pandemics like COVID-19, climate change and other global challenges. This perfectly aligns with the Governments Buy Uganda, Build Uganda (BUBU) policy promoting consumption and procurement of goods and services produced locally by entities such as The New Forests Company (NFC).

Through its US\$57m investment and the creation of over 500 jobs over the last 15 years in Uganda, NFC is honored to be part of BUBU through the

process, still in its infancy, of helping to create a sustainable timber resource in East Africa for East Africa. This sustainable timber resource includes building a sufficient supply of locally grown and processed, high-quality, sustainable timber products including processed utility poles and round logs producing pallets and sawn timber annually. While growing the industrial base of the Forestry plantation, NFC remains committed to improving the environment and currently reserves 1/3 of the forest for conservation, sequestering an average ~260,000 tonnes CO₂e on per year.

Commitment to our forest adjacent neighbour communities is reflected in our unwavering support towards the Forests for Prosperity approach as part of NFC's shared value strategy. We consciously align NFC's interests with those of the adjacent neighbour communities represented in 23 community associations and 16 smallholder outgrower associations, building agency and positively impacting over half a million people in its footprint through a landscape restoration approach. NFC has over the last 15 years invested US\$5m into community infrastructure projects, outgrowers and the forests for prosperity programs, and now manages its community development initiatives through The New Forests Foundation (NFF) in partnership with Local Government Authorities.

Like other businesses NFC has been tested beyond any previous challenge to maintain business momentum through the global COVID-19 pandemic. Central to the survival of the nascent forestry industry is the need to place *sustainably sourced timber products on the priority list of goods promoted by BUBU.*

We remain determined to shape the future as we serve the business we are responsible for, in the industry that we love, in service to our country Uganda and the EAC Region.



Through its US\$57m investment and the creation of over 500 jobs over the last 15 years in Uganda, NFC is honored to be part of BUBU through the process, still in its infancy, of helping to create a sustainable timber resource in East Africa for East Africa.







Police is BUBU



By April, 2020, every police officer was equipped with two masks. This was a result of the police's implementation of the Buy Uganda Build Uganda (BUBU) policy which has been in place since 2014. It was passed by the Cabinet and launched by President Yoweri Museveni in 2017.

Uganda Police Ugandanises

Our Reporter

When the Corona virus disease hit the world, governments ordered their countries to lock-down as a measure of containing its spread. Economic production facilities were closed, precipitating a ripple effect of short supplies as exports ceased, with the suspension of air services and airports closure.

In response to hitherto non-existent massive demand for mouth and nose masks, Uganda Police Force seized the opening and set its garment factory to expeditiously produce

over 100,000 of them for its officers, considering their necessity at the COVID-19 frontline.

By April, 2020, every police officer was equipped with two masks. This was a result of the police's implementation of the Buy Uganda Build Uganda (BUBU) policy which has been in place since 2014.

It was passed by the Cabinet and launched by President Yoweri Museveni in 2017, to ensure the promotion of local manufacturing, consumption of locally produced goods and services and use of local skills and human resource.



*Uganda
Police Garments
Workshop*

Indeed, President Museveni directed government institutions to buy locally made products. The police garment factory produces police uniforms for its officers and men, thus eliminating the need for their purchase abroad and the associated suppliers' delays. Uniforms production has been scaled up to a level enabling Uganda Police Force to exporting garment to neighbouring South Sudan.

This follows the signing of a memorandum of understanding signed in 2018, by Uganda's Inspector General of Police, John Martins Okoth Ochola with his South Sudan counterpart, providing for the deal.

Uganda Police Force Directorate of Logistics and Engineering's statistics indicate that garments' production can reach 500 sets per a day. The factory employs 100 workers, most of them police men's spouses, thus reducing unemployment in the country.



*Garments
production
at the Police force
garments unit.*

Education

Uganda Police Force has also built capacity to locally provide advanced senior command courses which were until recently only sourced from abroad as it did not have the necessary capacity inclusive of infrastructure.

The force's Senior Command and Staff College at Bwebajja in Wakiso District, which is affiliated to United Nation University of Peace based in Costa Rica, saves the Police the resources it would have on training abroad. The affordable local cost of the senior officers' education has enabled many of them to progress to advanced education like post graduate degrees. The college is also offering education to senior officers of the Uganda Peoples Defence Forces, Uganda Wildlife Authority and Prisons Services in investigation, management and leadership. All of the lecturers at the college are Ugandan.

Canine Unit

The force is also BUBU policy compliant in its canine unit, having set up a dog breeding centre at Nagalama in Mukono District. The increase in the demand for canine police response in the country has turned the importation of police dogs financially challenging.

In the year 2019 the tracking event involving the canines were 7,573, in contrast to the 8,619 conducted in 2018. In the same period, the canine interventions led to 3,510 arrests and recovery of 1,469 exhibits, yet only a few of the police units offer canine services.

The police have accordingly determined that all police units need to have resident canine services. The Nagalama breeding centre is expected to enable the fast expansion of services in most parts of the country, by posting the canine service at each police station.

Construction Services

Uganda Police Force construction unit has been employed to build accommodation for its officers; the construction of 1,000 housing units at Naguru Barracks is nearly complete.

According to Assistant Inspector General of Police Edward Ochom has said the units would accommodate over 1,020 lower rank personnel. "One block containing 60 housing



Canine officers showcasing some breeds they train.



units at Naguru has been completed, while six others (360) are at roofing level. The apartments are meant for 1020 personnel of Police Constable to Inspector of Police deployed in Kampala," AIGP Ochom wrote to the Ministry of Internal Affairs.

Upcountry, the police use hydraform brick making technology and its human resource to construct police stations. The technology is fast and cost effective as it helps to reduce the cost by 30 per cent.

Uganda Police Force would have spent Shs500 million and waited a minimum of four years to complete, had they sought a contractor to build a police station and barracks at Panyandoli in Kiryandongo District. Instead, the hydraform brick making technology and police's human resource have set up a police station and barracks in nine months and saved Shs120m. The police have 21 hydraform machines they are using especially in rural northern Uganda.



Police Construction Unit

BUBU 100% Compliance

A few metres from the police headquarters at Naguru in Kampala City lies huge structures that are in the last phase of completion. The structures are 1000 housing units the Police Construction Unit is building for the accommodation of police officers in the city centre.

Assistant Inspector General of Police Edward Ochom, in a communication to the National Resistance Movement Manifesto commitment 2016-21, said Uganda Police Force is constructing housing units at Naguru that will accommodate over 1,020 personnel especially those of lower ranks.

"Uganda Police Force has completed the construction of one block of 60 housing units at Naguru. Six other blocks (360) are at roofing levels. These new accommodation apartments are meant to accommodate 1020 personnel of the rank of Police Constable to Inspector of Police deployed in Kampala." AIGP Ochom wrote to the Ministry of Internal Affairs.

It is one of the more than 90 construction projects that the police have completed using local services or their own equipment and human resources.

The Director of Engineering and Logistics Senior Commissioner of Police Richard Edyegu said since President Museveni's order on Buy

Uganda Build Uganda policy, the construction unit was localised.

"It is entirely BUBU. We don't import anything for construction. All the things we use are made in Uganda. The cement is from here, the steel and roofs are also made by our factories here. Even the furniture is made by us from local wood," SCP Edyegu said.

SCP Edyegu said the BUBU policy, which banned government institutions from importing furniture, has enabled the police to be creative.

"We have started our own carpentry workshop and we buy all our wood locally. If we need foam for cushion, we get it from Ugandan manufacturers," he said. Now the police no longer imports furniture.

Upcountry, the police is using hydra form brick making technology and its human resource to construct police stations.

The new technology has helped the police to reduce the cost of construction by 30 per cent.

For instance, if the Uganda Police Force had sought for a contractor to build a police station and barracks at Panyandoli in Kiryandongo District, they would have spent Shs500 million and waited a minimum of four years to complete.

But with the use of the new hydra form brick making technology and its own

human resource, the construction of both the police station and barracks has taken only nine months and saved the police a whopping Shs120m.

The police have 21 hydra form machines to construct police structures in the rural areas especially in northern Uganda. With this technology, they have constructed stations in districts of Maracha, Bulambuli, Bundibugyo and Rakai.

SCP Edyegu said all the construction units they have built by themselves, they have seen improvement in supervision of the site and work has been completed on time.

In cases, where the police have to contract construction companies, the priority is given to local firms that have the capacity to do quality work.

"We are very sure that taxes that are got from these construction firms or our own unit are paid to our government and in turn the funds are used to develop the country," he said.

The construction of these mega structures enable the police management to create space for police officers to operate in.

For instance, the Traffic and Road Safety Directorate headquarters, which used to be at Kampala Metropolitan Police head office, shifted to Nateete Police Complex, which allowed the Central Police Station team to have enough space to execute their duties.



Bubuing Police Education

Since its inception, 500 senior police officers have trained in leadership masters' degrees courses; enhancing Uganda Police Force officers' capabilities garnered over the more than six years of advanced training.

The perception the mention of Buy Uganda and Build Uganda (BUBU) policy conjures in the ordinary Ugandan's imagination is the production and consumption of tangible consumer goods.

Yet for Uganda security agencies, it stretches to services Ugandanisation, and saving the tax payer the colossal sums of money customarily spent abroad, in particular on higher education. Such is the case with Uganda Police Force resources expenditure on its senior officers' training in advanced courses, which called for urgent intervention.

Assistant Superintendent of Police and higher ranking officers would only access leadership and management training from Uganda Management Institute and Makerere University, or Kenya, Egypt, United Kingdom, Turkey, India and Israel Police Colleges.

This has however been turned on its head by the Police Policy and Advisory Committee that

determined on April 29, 2015 that the force would hence have an own Senior Command and Staff College.

The college, whose physical structures dominate Wakiso District's Bwebajja Hill, is affiliated to the Costa Rica-based United Nations University of Peace, and has engaged Uganda National Council for Higher Education for the accreditation of its courses.

The college offers courses to Uganda Peoples Defence Forces, Uganda Wildlife Authority and Prisons senior officers in investigations, management and leadership.

Uganda Police Force also trains its officers in specialisations like Counter Terrorism and VIP protection, the leading courses in resource draining abroad as the external training modules made them costly.

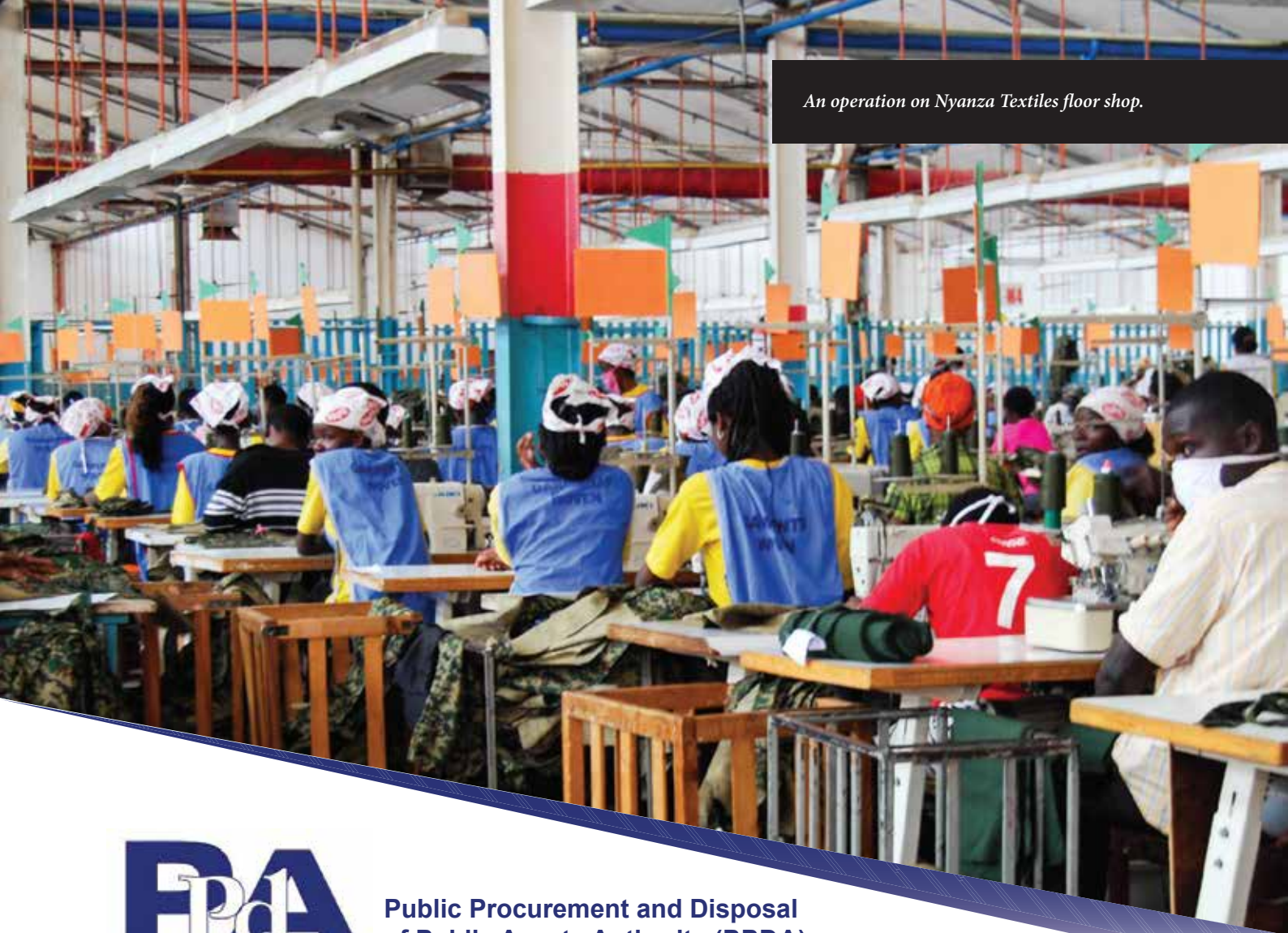
In enhancing its internal high end training capacity, Uganda Police Force has set up an own Counter Terrorism School at Olilim in Katakwi District; the instructors

train officers in Very Important Persons (VIPs) and high value government installations protection. It is the officers that protect the tourism industry facilities, the country's major foreign exchange earner.

Uganda Police Force has also established an Information and Communications Technology (ICT) hub, ICT Research and Innovation Centre at Kikandwa, Wakiso District. From this facility, software, programs and other ICT tools will be developed for sharing with the other security agencies and government ministries.

According to Police Inspector General, Mr. Martins Okoth Ochola, the centre will be used to develop and analyse electronic systems. The ICT Research and Innovation centre will be a hub of ICT innovations for security agencies. All software will be in house developed and deployed using the software Ugandan police officers will develop.

The centre has created 250 jobs for ICT skilled diploma holders.



Public Procurement and Disposal
of Public Assets Authority (PPDA)

The failure on the part of local suppliers to partake of big government contracts which are largely won by foreign firms is to say the least frustrating. BUBU Magazine sounded out the Acting Executive Director for the Public Procurement & Disposal of Public Assets Authority (PPDA), Mr Benson Turamy, about this and other related public procurement issues.

PPDA to local suppliers

Improve your capacity, win big contracts



 Mr. Benson-Turamy
Executive Director - PPDA

The PPDA Act as it exists

The 2014 amended PPDA Act provides for locally produced goods; Section 50 (2) aims to promote particular sectors within specified geographic areas; specified public procurement contracts or parts of a contract shall be subject to reservation schemes.

Section 59 (a) is about performance schemes. A performance scheme is an arrangement where advantage is given to local bidders when procuring works, goods and services in a public procurement process.

The scheme is applied in circumstances where both local and foreign bidders submit

bids or proposals and the purpose of the scheme is to give local bidders a competitive edge over foreign bidders. Preference scheme is used in the following circumstances:

- Where the open domestic or open international bidding methods are used; and
- In respect of consultancy services, where proposals are invited from both national and foreign consultants and the quality and cost based selection method of the least cost selection methods are used.

Another area is reservation scheme, which serves to exclude potential bidders from participating in a particular procurement by "revising" the procurement for specified bidders.

PPDA in consultation with a competent authority and relevant stakeholders, is mandated to specify the public procurement contracts to be subject to a reservation scheme and PPDA shall designate the particular sectors, within a specified geographical area, that are eligible to participate in the reservation scheme.

A reservation shall apply to procurements for supplies, works and services by threshold and to benefit local providers. The target group for the reservation are all procuring and disposing entities in Uganda.

What was the original PPDA Act provisions regarding the Ugandan firms?

In the 2003 PPDA Act, specifically about preference and reservation, subject to the economic and social policies of government and the international obligations of government, preference shall be given to domestically manufactured goods, Ugandan contractors and consultants in order to promote their development by giving them a competitive advantage when competing for public procurement contracts with foreign manufactured goods, contractors or consultants.

In accordance with Sections 50 (2) of the PPDA, 2003 and Regulation 53 of the Local Governments (PPDA, 2006, and to implement the National Development Plan II (NDP II) 2015/16-2019/2020 and the Buy Uganda Build Uganda policy, 2014 that provide for the need to support locally manufactured products, knowledge transfer, and human capital development, the authority has issued guidelines on reservation schemes to enhance local content in public

procurement.

This is to provide for mechanisms of increasing the input of local labour, goods and services in the procurement of public sector works, goods and services within the country. In the revised guideline, the local provider was changed to the national provider.

National provider means a provider registered in Uganda and wholly owned and controlled by Ugandans. Provider means a natural person, a company or a partnership. The provider may also take the form of a joint venture, partnership, association or consortium.

Local suppliers complain of 'discrimination' on account of their limited resources and others for their quasi foreign partnerships. What do the new guidelines entail, in respect of the two law-abiding taxpayers?

We realised that big contracts were being won by international firms at the expenses of local providers. We had to issue guidelines last year to all accounting officers in all government ministries, departments and agencies to give contracts to Ugandan companies under the reservation scheme.

PPDA Act currently provides for implementation of preference and reservation schemes according to Section 50 of the PPDA Act 2003. The implementation of preference schemes is intended to increase the participation of local providers in public procurement. In the Financial Year 2015/16, about 58 per cent (in terms of value) contracts were awarded to local firms compared to 42 per cent awarded to foreign firms.

The objective of the guidelines is to provide mechanisms of increasing the input of local labour, goods and



services in the procurement of public sector projects, goods and service within the county.

How is the ‘reservation’ applied?

Reservation shall apply to procurements for supplies, works and services by threshold and to benefit local providers. The target group for the reservation are all procuring and disposing entities in Uganda.

The following thresholds shall be applicable for this reservation: procurement for supplies whose estimated cost is Shs1billion and below, procurements for road works whose estimated cost is Shs45 billion and below, and other public works whose estimated cost is Shs10 billion and below, procurements for consultancy services whose estimated cost is Shs1 billion and below, and procurements for consultancy services whose estimated

The Buy Uganda Build Uganda policy, 2014 that provide for the need to support locally manufactured products, knowledge transfer, and human capital development, the authority has issued guidelines on reservation schemes to enhance local content in public procurement.

cost is Shs200m and below.

Reservation of at least 30 per cent of the value of works through subcontracting to local providers shall apply to procurements of works above Shs45 billion where the bidder is not a local provider. The target group for the reservation are: Ministry of Works and Transport, Ministry of Water and Environment, Ministry of Local Government, Ministry of Health, Ministry of Defence, Uganda National Roads Authority, and Kampala Capital City



Authority.

The reservations apply to procurements funded by the government and those funded by development partners except where the conditions of funding limit the application of reservations.

Local manufacturers argue that they have been denied supplying big projects; Kampala-Entebbe Expressway, the New Nile Bridge, Karuma Hydro-power project and Isimba Hydro power project. What is your position?

Some of the big projects are funded through loans and therefore cannot be handled as procurement. Those big projects come as bi-lateral agreements and are not subjected to PPDA.

It looks like the PPDA Act is yet to be internalized by many of the people who, through it should be relating to the government; what is the way forward?

Compliance has been a challenge. But every government ministry, department and agency has a procurement unit for checks and balances. The Act also gives leeway to any aggrieved bidder to complain first with the accounting officer. If not satisfied, one can complain to the regulator and finally to the PPDA tribunal appeals. Last year, the regulator (PPDA) handled 28 complaints.

What else would you like to enlighten the public in respect of BUBU policy?

In the monitoring, we have come up with a framework to see how different entities are implementing the policy guidelines. The capacity of local suppliers has to be enhanced in terms of human resource and capital so that they can compete favourably for big government construction projects in the country.

Limited capital affects local suppliers’ competitiveness, which also affects the quality of goods and services offered. They also need to observe set standards to offer high quality products.

Some of the big projects are funded through loans and therefore cannot be handled as procurement. Those big projects come as bi-lateral agreements and are not subjected to PPDA.

(Photo of the Aerial View of the 400kV Karuma -Olwiyo transmission towers)



APPLICATION TO THE NATIONAL OIL AND GAS TALENT REGISTER

BACKGROUND

The Petroleum Authority of Uganda (PAU) exists to contribute to Uganda's socio-economic transformation through efficient and sustainable petroleum resource management. Our vision is to be a Leading Petroleum Regulatory Agency. Our Mission is to regulate and monitor the petroleum sector in order to create lasting value for society and contribute to Uganda being a sound investment destination.

Regulating and monitoring of the Upstream and Midstream National Content requirements, as a statutory requirement, is at the center of our focus.

Among the key National Content areas spelt out in the Regulatory framework is employment of Ugandans. Specifically, Regulation 31(1-2) of the Petroleum (EDP) (National Content) Regulation 2016, requiring the Authority to put in place a National Human Capacity Register to aid in the human capacity monitoring.

The PAU has designed an e-government monitoring system called the National Oil and Gas Talent Register (NOGTR) where all Talent in the oil and gas sector is encouraged to register.

The NOGTR is classified into the demand side users consisting of the International Oil Companies, skills development providers, manpower recruiting agencies and Government entities while the supply side users entail registrants/individuals who meet the eligibility requirements for the workforce demands of the oil and gas.

The PAU therefore invites applications from all stakeholders for registration and qualification to the NOGTR in order to capture demand and supply of Ugandan manpower in the oil and gas sector.

APPLICATION PROCEDURE

The NOGTR can be accessed via the PAU website: www.pau.go.ug, under National Content.

Alternatively, use the link nogtr.pau.go.ug to directly access the NOGTR. Find the registration guidelines in the Help Centre field on the NOGTR home page.

All applications to be considered on the NOGTR must be submitted following the online application procedures. All supporting documents should be made in the given size of uploads. All supporting academic documents must be certified by the awarding entities.

Please read the submission guidelines carefully before registering. Failure to submit the application in the required format and supporting documents may lead to delays in processing the application.

Only applicants who have qualified will be considered on the NOGTR. Any inquiries regarding this registration can be sent to;

The Petroleum Authority of Uganda

Plot 34 – 36 Lugard Avenue

P. O. BOX 833 Entebbe, Uganda

Tel: +256 414 320423/4

Fax: +256 414 320459

Email: nogtr@pau.go.ug

Website: www.pau.go.ug

Twitter: @PAU_Uganda

Facebook, YouTube Channel, LinkedIn: Petroleum Authority of Uganda

Disclaimer: The NOGTR will be used as a talent pool register where Ugandan nationals will have an opportunity to be recruited in the oil and gas sector. However, the Authority does not guarantee automatic recruitment.

Executive Director

Petroleum Authority of Uganda

APPLICATION TO THE NATIONAL SUPPLIER DATABASE 2020 FOR UGANDA'S OIL AND GAS SECTOR

BACKGROUND

The Petroleum Authority of Uganda (PAU) is established under the Petroleum Exploration Development and Production Act of 2013 to monitor and regulate oil and gas activities in the country. The PAU is required to, among other things, establish and annually publish a central database of persons and entities involved in petroleum activities in Uganda. The PAU prohibits any entity from providing goods, works or services for oil and gas activities unless they are registered on the database.

The PAU has undertaken this registration process since 2017, and the process has developed from a manual to a web-based application system where applicants are required to visit the PAU website and upload the information required for registration.

The PAU works with the Uganda Revenue Authority (URA), Uganda Registration Services Bureau (URSB) and National Social Security Fund (NSSF) in the verification of entities and persons to be registered on the National Supplier Database (NSD) and with the Ministry of Foreign Affairs in the verification of the foreign entities and persons.

The PAU now invites applications from persons and entities for qualification and registration to the NSD 2020. Entities which were registered on the NSD 2017 and NSD 2018 can be accessed on <https://www.pau.go.ug>. The companies which submitted their applications in 2019 do not need to apply.

APPLICATION AND REGISTRATION

Application to the NSD 2020 opened 1st January 2020 to 31st December 2020. ONLY online applications submitted through the website: www.pau.go.ug will be considered. Interested persons and entities are invited to visit the website and follow the link under NATIONAL SUPPLIER DATABASE to access the guidelines on how to apply and register.

The Authority shall publish the list of persons and entities registered on the NSD 2020 by 31st December 2020.

For any person or entity to appear on the list to be announced on 31st December 2020 and any subsequent updates, the entity or person should apply at least two months before the date of publication.

NOTE:

- a) ONLY ONLINE applications will be considered.
- b) Applicants are required to upload copies in PDF of the following documents:
 - i) Certificate of Incorporation or registration
 - ii) Tax clearance certificate for companies registered or

incorporated in Uganda issued by Uganda Revenue Authority.

- iii) Tax clearance certificate or its equivalent for companies registered or incorporated outside Uganda.
 - iv) National Social Security clearance certificate for companies registered or incorporated in Uganda issued by National Social Security Fund (NSSF).
 - v) Proof of compliance with Social Security requirements in the country of incorporation for companies registered or incorporated outside Uganda.
 - vi) Bank's reference letter.
 - vii) A valid national identification card or bio page of a valid passport for Ugandan citizens applying as individual consultants.
 - viii) A valid alien identification card or a bio page of a valid passport for non-ugandans applying as individual consultants
 - ix) An updated curriculum vitae highlighting the experience and similar assignments undertaken by the individual consultant.
- c) Only applicants who will have qualified will be registered and published in the National Supplier Database for 2020.
 - d) Registration on the NSD 2020 does not waive the requirements for the qualified entity or person to participate in the tendering processes for the provision of goods, works and services in the oil and gas industry and is not a guarantee for award of any contract.
 - e) Registration on the NSD is free of charge
 - f) The official contact on matters of the NSD for the PAU is:

Petroleum Authority of Uganda
Plot 34-36 Lugard Avenue
P. O. BOX 833, Entebbe, Uganda
Tel: +256 414 320423/4
Fax: +256 414 320459
Email: nsd@pau.go.ug
Website: <https://www.pau.go.ug>
Twitter: @PAU_Uganda
Facebook, YouTube Channel
LinkedIn: Petroleum Authority of Uganda

Anyone who deals with issues of the NSD outside this contact address does so at their own risk

Executive Director
Petroleum Authority of Uganda

2nd NATIONAL CONTENT CONFERENCE



(L-R) Mr. Lyazi Vivian - Ag. Commissioner Tourism (MoTWA), Dr. Fred Kabagambe Kaliisa-Senior Presidential Adviser on Oil and Gas, Ms. Lilly Ajarova CEO -UTB, Mr. Amos Wekesa-CEO Great Lakes Safari during the 2nd National Content Conference on Sectoral Linkages held in March 2020.

Petroleum Authority of Uganda; promoting National Content

The PAU reviews the proposed annual organisation structures of the companies and provides approval before deployment. This process supports identification of positions that can be ably occupied by Ugandans.

Please talk of Buy Uganda Build Uganda (BUBU) in the context of the Petroleum Authority of Uganda and the development of Uganda's Petroleum Industry.

The PAU exists to regulate and monitor the petroleum sector in order to create lasting value for society and contribute to Uganda being a sound investment destination. According to Uganda's Vision 2040, development of the country's oil and gas resources is deemed crucial to spur economic growth and development. Therefore, one of the ways this is being achieved is by ensuring the employment and training of Ugandan citizens,

technological transfer, enterprise development and the use of locally manufactured/available goods and services in the various oil and gas activities.

Experience has shown that development of the oil and gas industry tends to create an enclave economy. Ensuring strong linkages between the oil and gas sector and other sectors of the economy is therefore key for broad based economic growth and development. The PAU coordinates the definition of the linkages between the oil and gas and other sectors of the economy namely; Agriculture, Health, Tourism, Education, Works and Transport.

The concept of National Content (local content) has a legal basis in the (Exploration, Development and Production) Act, 2013 and the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act, 2013; please share with our readers what is in these laws for the Ugandan professional, the middle cadre managers, the artisans and indeed the common man.

The PAU monitors annual National Content programs undertaken by the licenced oil companies . The National Content plans provide proposals covering the areas listed below:

- a) The employment and training of Ugandans;
- b) The required quality, health, safety and environment standards for goods and services to be procured;
- c) The transfer of technology, knowledge and skills to Ugandan companies, Ugandan citizens and registered entities;
- d) Research and development in Uganda;
- e) The procurement of goods and services obtainable in Uganda;
- f) Local supplier development programs;
- g) Partnership with Ugandan companies, Ugandan citizens and registered entities;
- h) The succession of expatriates by Ugandan citizens;
- i) Support to local education institutions;
- j) Support to partnerships and collaborations;
- k) Services to be provided by Ugandan companies, Ugandan citizens and registered entities

The PAU ensures that the companies are on track with the government's target of achieving optimum National Content in the oil and gas sector. This is in line with ensuring that Ugandan citizens are given priority for employment in any petroleum activity executed by any licensee and consideration of participation of specific groups including women, persons with disabilities and persons from the areas where the oil and activities were discovered and the ten districts crossed by the East African Crude Export Pipeline.



A PAU staff during an exhibition to sensitize the public about the NSD and NOGTR

Talk of the safeguards inherent in these laws for the inclusion and benefit of Ugandans.

- i. The laws present three layers that support the participation of Ugandan entities and individuals in the oil and gas activities. These include
 - a) Priority for supply of goods and services should be given to Ugandan services.
 - b) In case such services cannot be supplied by Ugandan companies due to technical and financial capacity limitations among others, the companies are required to solicit for a joint venture between a Ugandan Company and an experienced international company.
 - c) Where Ugandan suppliers are completely unavailable, the licensees are required to seek approval from the PAU to source for an international company. This notwithstanding, the international companies are further required to subcontract Ugandan Companies to deliver some of the small packages of the service provided.
- ii. Goods and services to be provided by Ugandan companies, Ugandan citizens and registered entities has been ringfenced. The details are listed below:
 - a) Transportation.
 - b) Security.
 - c) Foods and beverages.

- d) Hotel accommodation and catering.
- e) Human resource management.
- f) Office supplies.
- g) Fuel supply.
- h) Land surveying.
- i) Clearing and forwarding.
- j) Crane hire.
- k) Locally available construction materials.
- l) Civil works.
- m) Supply of locally available drilling and production materials.
- n) Environment studies and impact assessment.
- o) Communications and information technology services.
- p) Waste management, where possible.
- iii. The law also provides for National Content to form part of the bid evaluation criteria and in all circumstances, National Content shall be allocated at least 10% of the total evaluation score.
- iv. The law also requires that at financial evaluation, if two bids are within 5% cost difference, the bid containing the highest National Content allocation should be awarded the contracts.
- v. Other enablers in the law include;
 - The requirement to break down the work scopes into small packages to enable Ugandan Companies to participate.
 - Facilitating quarterly supplier development engagements to

support an appreciation of the industry needs but also provide feedback on the gaps identified during the tendering process.

- Set up of tender information offices to provide clarity on the requirements of the International Oil Companies.

Talk of the embedded skilling requirement and the reality of its application; talk of the impediments therein and how they are resolved.

The PAU monitors the implementation of the recruitment and training of Ugandan citizens in petroleum activities as stipulated in the law. The licensed companies develop plans to include the following:

- a) Hiring and training needs of the licensee and the licensee's major contractors with a breakdown of the skills required;
- b) The activity-specific training requirements; and
- c) The anticipated expenditure to be made directly by the licensee in implementing the employment and training plan;
- d) A time frame for employment opportunities for Ugandan citizens for each phase of the petroleum activity; and
- e) Any other relevant information that the Authority may require.

It is a requirement for the licensed companies to ensure that the annual recruitment and training plan takes into consideration the following targets:

- a) At least, 30% of the management staff shall be Ugandan citizens from the start of petroleum activities and the percentage shall increase to at least 70% within five (05) years after the start of the petroleum activities;
- b) At least 40% of the technical staff shall be Ugandan citizens at the start of the petroleum activities, and the percentage shall increase to at least 60% within five (05) years after the start of the petroleum activities and 95% within ten (10) years from the start of petroleum activities; and
- c) For other staff, at least 95% of support staff and middle level staff shall be Ugandan citizens from the start of petroleum activities.

In terms of applicability of these requirements, the PAU reviews the proposed annual Organisation



Panels at the PAU second National Content Conference held in March 2020.

structures of the companies and provides approval before deployment. This process supports the identification of positions that can be ably occupied by Ugandans. In addition, annual training plans are submitted to the PAU for review and endorsement, this further supports capacity building of the enterprises.

The key challenge experienced so far is the limited availability of skilled Ugandans to ably take up the high-level positions in the companies, this is however expected given the technical nature of the industry. It is important to note that various programs are being undertaken to address this challenge. Some of these include;

- a) The support to international accreditation of Vocational Training institutions, this is being spearheaded by the Ministry of Education and Sports. To date four (04) Vocational Training institutions have acquired international accreditation offered by City and Guilds, these include; Uganda Petroleum Institute Kigumba, Kilyandongo Technical Institute, Iganga Technical Institute, and Nawanyago Technical Institute. This will support production of industry ready graduates with the industry required certification.

In addition, quarterly skills development engagements are undertaken to ensure proper coordination and progress registered as well as control the quality

of the training offered. These dialogues culminated into the formation of The Oil and Gas Trainers Association of Uganda.

There are several development agencies that have provided support to skills development, these include GIZ/SOGA projects that provide support to training of craftsmen required during the construction phase, the World Bank through the Skills Development Facility spear headed by the Private Sector Foundation of Uganda and the Albertine Graben Bursary Scheme.

Please educate our readers on any aspect of PAU that you would like our readers to know of.

All eligible companies and individuals should register on the databases in place to monitor absorption of National Content in the oil and gas sector. The two (02) databases are the National Supplier Database (NSD) where companies interested in supplying goods and services in the sector are required to register. The other is the National Oil and Gas Talent Register (NOGTR) where potential talent and employers should register.

We also encourage Ugandans to continuously visit the PAU Website www.pau.go.ug where information regarding the upcoming procurements in the sector is often uploaded.

Bid Qualifications

Supplying goods, services to Gov't



BUBU
Buy Uganda

Environment protection is at the forefront of business. The adherence to sustainable procurement practices is thus critical and hence evidence of environmental impact assessments and use clean technologies in previous work is of benefit to the bidding companies.



Women in business are challenged lack of knowledge on public procurement and awareness.



Ms. Beatrice Alyanata, Executive Director of Uganda Chamber of Commerce SMEs discusses procurement issues.

By Daniel Ntege

Public procurement is therefore procurement using public funds or procurement by public bodies. The Public Procurement and Disposal of Public Assets Act 1 of 2003, deems 'Procurement' as the acquisition by purchase, rental, lease, hire purchase, license, tenancy, franchise, or any type of works, services or supplies or any combination of the three.

Public procurement procedures are designed to generate maximum competition, which explains the preference for open tendering in most national and international procurement systems. This preference is subject to the need for eliminating competitors who are not qualified, and thus keep the procurement process efficient by adapting the procedures to the size and complexity of the contract.

Eligibility

To participate in public procurement, a bidder and all parties constituting the bidder must have the legal capacity to enter into a contract; the applicant not be insolvent, in receivership, bankrupt, or being wound up.

The applicant's business activities must not be under suspension, they must not be the subject of legal proceedings, and must have fulfilled their taxes and social security contributions obligations.

Bidders Financial Status

The financial status of bidding companies must also be presented; the audited books of accounts, including the Statements of Comprehensive Income, statements of changes in Equity, and Balance Sheets for the last three years. The bidder must not be too indebted if they are to bid for government jobs.

The company must have the financial



capability to execute the contract, thus submit their bankers' letter of recommendation, performance guarantees and Real Time Gross Settlements evidence from previous contracts.

Bidders Experience

The bidder's experience is also important in suppliers' prequalification; the period of experience in the provision of the works, services or supplies under reference, a list the present key personnel and management staff, their qualifications, and their experience in the kind of work bid for.

Others is evidence of performance of similar contracts either in the form of reference letters from the clients (this is applicable for both completed and current similar assignments), plus information about the current relevant contracts being executed, giving names of employers, description of contracts, contract prices, and value of completed and certified works.

Conflict of Interest

Bidders and Applicants are not expected to have a conflict of interest, lest they are disqualified. Conflict of interest is construed by:

- o Have controlling shareholders in common; or
- o Receive or have received any direct or indirect subsidy from any of them; or
- o Have the same legal representative for purposes of this application; or
- o Have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about or influence on the application of another Applicant, or influence the decision of the Procuring and Disposing Entity regarding this short listing process; or
- o Have already participated as a consultant in the preparation of the design or technical specifications of the works, services or supplies that are the subject of this short listing. Applicants or bidders are therefore supposed to declare and conflict of interest when bidding for government work.

Tax Clearance Status Report

Documents relating to the supplier's tax returns must be filled with the PDE and attached to the bid. A company is not shortlisted to supply goods and works to government when they have not filed their tax returns or paid the due taxes. Joint Ventures need to include a

copy of the Bidder's Trading license or equivalent, a copy of the Bidder's Certificate of Registration or its equivalent, a copy of the Bidder's income tax clearance certificate or equivalent, and a copy of the Bidders VAT registration or its equivalent.

Status of Bidding firm (Suspension)

A bidding firm that is under a declaration of suspension by the Authority (PPDA) at the date of submission of the application or thereafter, is ineligible to bid for new work.

Type of firm (Consideration of Government-owned entities)

State owned enterprises in Uganda can only be eligible if they establish their legal and financial autonomy, operate under commercial law, and they are independent of the Procuring and Disposing Entity.

For instance, the National Planning Authority cannot bid to supply consultancy services to the Bank of Uganda, as the former depends on the latter for finances.

Cost of Applying

Applicant bear all costs associated with the preparation and submission of its application. The Procuring and Disposing Entity is in no way responsible or liable for those costs, regardless of the conduct or outcome of the short listing process.

Bid Communications

The communication is in writing unless otherwise specified SBD. The bid and all correspondence relating to be bid exchanged by the bidder and the procuring and disposing entity is written in English unless otherwise specified. Supporting documents and printed literature that are provided in another language as part of the bid, must be accompanied by accurate translation of the relevant passages in English.

Audited books of accounts

This is an independent examination of books of accounts, statutory records, documents and vouchers of an organization to ascertain their true and fair representation of the financial statements and non-financial disclosures. It also attempts to ensure that the books of accounts are maintained as required by the law. Most PDEs request for the audited books of accounts for most previous three years, audited by certified accountants.

Nationality

The country of origin of the bidding company is very important in qualifying bidders in Ugandan Public Procurement. In Ugandan public procurement, all countries are eligible except countries subject to provisions like:

- o as a matter of law or official regulation, the Government of Uganda prohibits commercial relations with that country, provided that the Government of Uganda is satisfied that such exclusion does not preclude effective competition for the provision of supplies or related services required; or
 - o by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Government of Uganda prohibits any import of Supplies from that country or any payments to persons or entities in that country".
- Bidders from other countries apart from Uganda, for example in Open International Bidding must pay close attention to these clauses, to qualify for procurement bidding in Uganda's public sector.

The Applicant / bidder should provide documentary evidence of the Applicant's legal status, financial, technical and production capability to provide the services if a contract is awarded in the format provided in the Application Submission Sheet (Forms A1 – A7). Failure leads to disqualification.

Sustainable Procurement Practices

The drive to protect the environment is at the forefront of business nowadays. Therefore, adherence to sustainable procurement practices is critical and hence evidence of environmental impact assessments and use clean technologies in previous work is of benefit to the bidding companies. For construction works, the protection of natural habitats and use of safe and healthy building material and technologies will assist the bidding firm to win government contracts.

Joint Venture Agreement

This is legally binding on all the partners, showing that all partners shall jointly and severally be liable and one of the partners will be nominated as in charge, and authorized to incur liabilities and receive instructions for and on behalf of any and all the partners of the joint ventures

Ugandan ZOCTU storms the market

E-commerce platform



ZOCTU proprietors with Hon Amelia Kyambadde at the launch of their enterprise in May 2020.



Amelia Kyambadde (HiPipo photo)

Hon. Amelia Kyambadde has re stated Buy Uganda Build Uganda (BUBU)'s critical role in economic development, considering that it's applicability to goods and services.

The Minister of Trade, Industry and Cooperatives was on May 21, 2020; presiding over the launch of ZOCTU, an indigenous e-commerce digital platform. She commended the innovation that produced ZOCTU, "Applications of this kind are the way to

go as e-commerce is the new normal.

The need for innovation is immense and more partners and initiatives like ZOCTU will assist in the mitigation of the significant disruption in trade supply chains, which the COVID-19 lock down demonstrated."

Hon. Kyambadde re echoed government's commitment to e-commerce and pledged to have e-commerce strategy fast tracked a process she said was already underway.

Noting the National Backbone Infrastructure expansion into rural Uganda, she was of the view that it would provide affordable and reliable broadband Internet to the population, and hence assist in the operationalisation of e-facilities like ZOCTU.

Observing that training dedicated to digital business entrepreneurship would continue at the Management Training and Advisory Centre (MTAC) and other institutions, the minister said her ministry is developing an internationally recognized product bar code program to enhance Uganda's market development strategies, particularly for e-commerce.

It will ensure the traceability of the products, inventory/ stock management, enhanced efficiencies along the supply chain and increased acceptability in international and regional markets. Through Uganda National Bureau of Standards, the ministry will continue to enforce standards for goods and services including those traded online.

(Story Courtesy of Ministry of Trade, Industry and Cooperatives)

EXECUTIVE SUMMARY

The ZOCTU Platform provides E-Jobs / E-Services, E-Commerce and E-transportation solutions that are premised on what we term as the "Sharing Economy". We focus on connecting and matching service providers and consumers by providing them tools that foster trust, promote formal / electronic transactions and related efficiency payment systems. By balancing demand and supply using platform driven metrics, the consumer market is able to achieve lower costs across the board, while the service / product providers enjoy increased revenues.

All services and products are rated at completion using a simple streamlined workflow. Our Customers have access to greater savings through the aggregation of collective and targeted spend / buying power on services and products, while also attaining value far beyond lower prices. This is achieved via analytics and access to a vast verified pool of rated service and product providers, thereby leading to increased productivity, time savings and convenience. We facilitate our service providers to reach a growing user group that translates into greater and quicker access to the market, thereby translating into increased earnings.

Our on-Demand services have over 800 professional job types that can be performed nationwide, while the other 10 modules on the platform provide auxiliary services. We also prioritize guarding against all of the risk factors that can impact our users / customers. Generally, common risk factors can greatly impact the desirability of using our platform, and may include but not limited to untrained and unqualified service provider base, sudden demand shocks without an available fulfillment strategy, regulatory constraints, poor growth strategy and more. We work with support partners across the board to mitigate the risks as much as possible, always keeping in mind the total and complete satisfaction of our customers.

The influx of internet enabled devices (mobile) has revolutionized the Service Provider / User landscape, and savvy service providers will continue tapping our multi-channel network to sell their services / products. This growing level of technological advancement and usage ensures that future procurement and fulfillment of services will not be bound by physical locations, but available everywhere, easily accessible through a multitude of electronic channels, and ZOCTU is adequately positioned to be the proffered technology partner of choice, by providing the support structures needed to drive growth and efficiencies for our users in a transparent, visible and accountable manner while also optimizing human resources, processes and technology within our systems to deliver the greatest value via information aggregation, consolidation and dispersal to our service providers,

SERVICES



ON - DEMAND SERVICES

The module allows Users from both the General Public and Organizations to get on-Demand / Ad-hoc services from over 800 Professional Types



FOOD DELIVERY

Our Food Delivery module primarily deals with the Tourism / Hotels industry to create an alt. revenue stream from the Restaurants business, Users are able to Order-for-Delivery



CAR RIDE

Users are able to use this module for their transportation needs nationwide. We provide access to vehicle types as specified by the User e.g. Standard, Double Cabin, SUV etc



SUPERMARKET (DELIVERY)

This module provides a convenience for Shoppers, more especially in the Urban areas, whereby they can Shop and the items are Delivered through our Delivery network.



CAR POOL (PRIVATE & PUBLIC)

Our Car Pool module allows for Public Pooling primarily undertaken by Public Transporters & Private Pooling carried out by Private vehicle Drivers within / to other towns.



ALCOHOL & SOFT DRINKS (DELIVERY)

This module is used by the General Public, Retailers and other specialty Users to shop for Drinks and Beverages to be Delivered to the Customer.



CAR RENTAL

Public Transporters & Private Vehicle Owners use this module to rent their vehicles to the General public / Organisations. We believe the Tourism sector will benefit greatly from this.



HARDWARE (DELIVERY)

Users can Shop for hardware suppliers from Neighborhood Hardware Stores or directly from the distributors, and the supplies Delivery is done through our Delivery system.



BODA RIDE / RENTAL

The General Public uses our Bodas ferry passengers and goods to different points. Our relationships with the various Boda associations ensure the Public is protected.



DISTRIBUTORS (DELIVERY)

Users and Retailers are able to Shop from the ZOCTU App for bulk fulfillment from Wholesalers and Distributors. The Delivery is done by the Drivers on the Platform.



DELIVERY (SINGLE & MULTIPLE STOPS)

Our Delivery module allows both Public and Commercial users to access trucks to move goods / products to a single and multiple drop-off points.



EQUIPMENT RENTAL

Users and Organisations are able to Rent Equipment across multiple categories from Various Service Providers on the ZOCTU Platform.

GOALS & OBJECTIVES

ZOCTU's main goal is to help address unemployment, primarily in the urban areas by providing ad-hoc employment. This will be achieved by increasing the size of the ZOCTU Service Provider Network (thereby increasing fulfillment diversity), Increase the number of strategic and synergy partners using various channels and offerings while also increasing the User base.



BELLA



Savor the taste



- ★ **BEST SMALL SCALE INDUSTRIES - UMA (2015)**
- ★ **BEST WINE - PEOPLE'S CHOICE QUALITY AWARDS (2015)**
- ★ **WOMAN ENTREPRENEUR OF THE YEAR - UWEAL T. MBIIRE AWARD**
- ★ **BEST PRODUCT-CONSUMER AWARD OF WINE MANUFACTURING - EA RESPONSIBLE BUSINESS AWARDS (2015)**
- ★ **BEST OUTSTANDING FEMALE ENTREPRENEUR - EA RESPONSIBLE BUSINESS AWARDS (2015)**
- ★ **WINNER OF THE WOMAN ENTREPRENEUR OF THE YEAR - PILOT INTERNATIONAL (2010)**

Produced and bottled by K-Roma LTD
 in collaboration with Uganda Industrial Research Institute
 Located at Moil Building between Wandegaya Police and YMCA
 P. O. Box 9500 Kampala, Uganda
 Tel: +256.312 103 453, +256.772 506 155, +256.704 161 398
 e : prudenceukkonika@yahoo.co.uk
 www.bellawine.co.ug

Enjoy Responsibly,





Ms. Susana Muhwezi (R), the senior Presidential Adviser on Trade appreciates a Ugandan made garment.

AGOA is for Quality & Good organisation

Foreign investors must enter joint ventures with the Uganda nationals. What Ugandans lack, the investor has; the knowledge of the market and financial capital. Ugandans have the land and knowledge of their country. This kind of partnership is mutually beneficial.

Amos Ngwomoya

The COVID-19 induced economic lockdown is proof that reliance on Chinese and British imports rather than domestic production is unsustainable and unreliable, reinforcing the argument for reinforcing Buy Uganda Build Uganda.

African Growth and Opportunity Act (AGOA) has been fully embraced, and offers opportunities to 40 Sub-Saharan countries to export to the United States, duty free and quarter free. BUBU feeds into AGOA, which Uganda is yet to fully utilise, the way we should. This is due to a variety of challenges and impediments, whereas BUBU is a good concept, enshrined in value addition to produce like cotton, coffee for export.

It's a good thing that Uganda starts to produce for the domestic and the East African market, considering that if the western market can't buy a product, it definitely can't compete elsewhere internationally.

COMESA is also huge enough that only considerable concerted efforts

will satisfy have it satisfied; a product of competitive quality and produced in big enough quantities, could then be accepted on the international market.

While BUBU has the potential for success, the Ugandans who are venturing into production need financing, usually from commercial banks, yet the unaffordable interest rates frustrate the value addition quest.

Thus, the funding level needs to be improved by building the capacity of the farmers and manufacturers, and establishing the produce processing facilities. The market for sesame seed in the past prompted a proposal that since much of it is grown in Northern Uganda, a factory could be set up there.

This necessitates funding and the building of synergies between government agencies and ministries. There is a tendency for attaching value to funding, in isolation of organisation, yet BUBU implementation is synonymous with better organisation, and focus on selected products in the agricultural sector.

In the case of the textile industry, raw cotton production and spinning, needs to be consciously attuned to the end product; whether it is for the domestic or international market, and hence appropriate organisation and capacity building.

International Market

One can only access the American market by following the regulations and standards in place. It involves a lot of costs like Sseko, a company that designs and exports leather shoes and handbags has to contend with, considering that it imports the leather from Kenya.

The entire value chain from production, transport costs, marketing and pricing renders the products uncompetitive. Sseko is unable to compete with an Ethiopian, whose national airline has scheduled flights into New York.

Uganda's manufacturing upstart SMEs are largely in value addition to agricultural and veterinary produce. This calls for enlightenment in technology, the market and capacity for capital mobilisation.

To enhance their business sustenance capacity, the government deliberately encourages foreign direct partnerships investments. Foreign investors will have to jointly invest with Ugandans for the benefit of our country.

Therefore the state, especially Uganda Investment Authority needs to uplift the people from poverty, a breakthrough that is encouraged by partnerships; notwithstanding that Uganda is a free market.

Commercial agriculture

While the government recognises commercial agriculture's potential for youth employment; parts of the country grow grain (sorghum, millet, rice). However, affordable drying technology that would avoid aflatoxins is lacking. Consequently, produce quality is poor with little or no profit margin and a potential poison.

With AGOA, there are ventures into the export of dried jacana fruits to the United States, which has been boosted by a sensitisation programmes in Northern and Western Uganda, strengthening the people's attempt to break into the American market. It is appreciable that dried fruits export need drying machines, and hence access to money through Uganda Development Bank under the agricultural scheme.

Whereas the bank has been recapitalised for this purpose under

President Yoweri Museveni's guidance, it is critical that the bureaucracy and red-tape associated with accessing the funds is addressed. This has been to be bolstered by agricultural production zoning; producers need to know the crops with the best potential for growth by each region.

If its Sesame seed, supply it to farmers and provide all the necessary technical support and set up a factory; ensure that funds are channelled to the production areas. This is not to forget that the farmers need a good price and the necessary support to produce on a commercial.

AGOA's BUBU vision

Besides China, AGOA is the largest market in the world, yet in respect to Uganda, there is a huge gap between providing a market, product development and marketing. BUBU is an opportunity for Ugandans to produce for their market whilst developing internationally competitive quality products.


To produce for the United States market, the seasons need to be considered; summer, winter and spring, to which BUBU has to be responsive if it is to feed into seasons' driven markets.

The gaps

Ugandans will of necessity have to add to their produce; it is only quality goods, produced in export viable quantities that the AGOA market will appreciate. Indeed, a product which Ugandans will not buy domestically cannot possibly be palatable on the international market; we need to build the capacity for value addition on our products.

We shall also need to be patriotic and consume Ugandan made products. If it is coffee, should Ugandans still find Nescafe more palatable than Rugasira Coffee, BUBU would still be struggling.

Our country is naturally endowed, and has intelligent people most of them youth. When facilitated, they are entrepreneurial and will create their own jobs.



Ms. Susan Muhwezi, Senior Presidential Advisor on AGOA and Trade related matters.

BUSINESS/PARTNERS

It is not uncommon that entrepreneurs, especially the fledgling ones are challenged by the finance capital accessing mechanisms and the high cost of the loans, compounded by their management inexperience and often poor finance literacy.

However, as Ugandans increasingly start up own employments, Business Partners International East Africa (BPI EA) has come in handy with appropriate packages for Small and Medium Enterprises, to meet the needs of those with difficulties in accessing

commercial loans.

This Magazine engaged Mr. Vincent Kiyingi, the BPI EA Country Manager to elaborate on the opportunities on offer to Ugandans through his Company.

The excerpts:

Q: Business Partners International East Africa (BPI EA) is apparently targeting SME's and upcoming entrepreneurs for their credit needs, rather than the established big enterprises. What are your key drivers?

At BUSINESS/PARTNERS, we pride in over 30+years' experience of offering financial solutions to Small and Medium Enterprises (SMEs). We understand the traditional financiers refrain from lending to this target market because of the perceived risk associated with SMEs. Traditional financiers also prefer not to deal with the complexities of doing business with family management teams, in preference for board members. This however, is the area in which BPI specialises, and the exact service on offer that we are working to extend to entrepreneurs across Africa.

Q: You have been in the Uganda market for more than a year now. What is your assessment of the SME's demand for the type of loans you offer?

There is a high demand for financing by SMEs but again many SMEs fail to access



 Vincent Kiyingi
Country Manager,
BUSINESS/PARTNERS

the desired financing from different financiers due to unacceptable form of collateral, and the perceived business risk because of the start-up nature of the businesses among other challenges.

Q: SME's and small entrepreneurs' access to finance is a challenge in Uganda and across the African continent. How are you addressing this challenge?

We are a specialist risk finance company for family-owned companies and those enterprises whose businesses are doing well but cannot attract the full commercial lending support that they need from the traditional banks.

Our Financing structure is flexible and incorporates a moratorium period to allow the business to generate cashflow to start repaying the loan. Our pricing is in line with the market and we also offer value-add services that include interest free funds through our Technical Assistance (T/A) programme to assist with the mentorship of the entrepreneurs and address the soft challenges in the business.

- Vicent Kiyingi

That means we are willing to take on more risk based on the skills and dedication of the entrepreneur, the viability of their business and the integrity of the entrepreneur. We are therefore extending funding to an entrepreneur with the above attributes but lack the adequate security to their borrowings.

Similarly, our due diligence process is thorough, tried and tested, and therefore providing an insight into the extent of the inherent risk in each investment.

Q: What sets you apart from the commercial banks, in terms of the loans structure and interest rates on offer to the SME's?

Our Financing structure is flexible and incorporates a moratorium period to allow the business to generate cashflow to start repaying the loan.

Our pricing is in line with the market and we also offer value-add services that include interest free funds through our Technical Assistance (T/A) programme to assist with the mentorship of the entrepreneurs and address the soft challenges in the business.

Q: What are the criteria for an SME to access loans from BPI EA?

It is a simple process; the entrepreneur is required to submit a business plan after which they meet our investment officer for a free initial discussion. Each application is assessed on the basis of the viability of the business, and the integrity and experience of the entrepreneur. We develop customised investment and added value solutions for the applicant business.

Capital and security are not necessarily required for an application to be accepted, as each investment is individually structured according to the customer's needs.

Q: What other services do you offer to your customers besides the loans?

We offer a Technical Assistance Programme which provides value-added services for the entrepreneur (business owner) ranging from accounting support, marketing plans and mentorship programmes to support the business to transcend its frontiers.

Q: Please talk of your footprint as Business Partners International East Africa (BPI EA) in Uganda and the continent?

BPI was established in 2004 as a subsidiary of Business Partners Limited, to apply the investment model refined in South Africa to other African countries. Funds have been established in Kenya, Malawi, Namibia, Rwanda, Zambia and Uganda.

The management of the Funds is organised to implement the principles that Business Partners has developed to manage investments in SMEs in Africa over the last 30+ years.

Q: Please talk of some of the challenges, that Business Partners International East Africa (BPI EA) face in its daily operations?

At BUSINESS/PARTNERS, we note that many SMEs operate informally with no proper record keeping. They lack the formal structures in their businesses and therefore pose a risk in the 'key man' where, if the unfortunate entrepreneur is no more, their businesses cannot survive.

Q: What is the future outlook for BPI EA in Uganda and the region?

The outlook for BPI EA is positive on the basis of the fact that the East African region and the respective countries economy is growing, while the SMEs in this region highly contribute to the forecasted GDPs growth.

BUSINESS/PARTNERS will therefore continue to support these SMEs in the region with the desired financing and mentorship services through our value add Technical Assistance programme.



At BUSINESS/PARTNERS, we pride in over 30+years' experience of offering financial solutions to Small and Medium Enterprises (SMEs). We understand the traditional financiers refrain from lending to this target market because of the perceived risk associated with SMEs. Traditional financiers also prefer not to deal with the complexities of doing business with family management teams, in preference for board members.

- Vicent Kiyingi



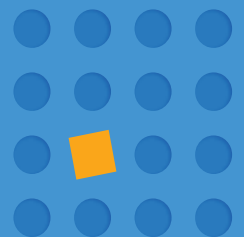
YOU ARE NOT A LOAN

**You are not a business plan. Not an interest rate.
Not an application number.**

Not to us. You are an entrepreneur – a visionary, a nation builder. You're looking to take your business to the next level. At Business Partners International Uganda, your success is our success, which is why we offer up to US\$ 1 million* in tailor-made business finance solutions. You are not a loan. And with our extensive experience in exclusively supporting and financing SMEs, **you're not alone either.** Connect with us today. You have so much to gain.

0414 505 236
enquiries@businesspartners.co.ug
www.businesspartners.co.ug

**Paid out in local currency*



BUSINESS/PARTNERS
Investing in entrepreneurs

SMEs

BUBU Policy Expectation



Martin Luther Oketch

Buy Uganda Build Uganda, better known by the acronym BUBU aspires to develop a vibrant dynamic and competitive private sector. This transforms local products through the value chain to meet the required standards. Its policy Mission Statement is to support the production, purchase, supply, and consumption of local goods and services.

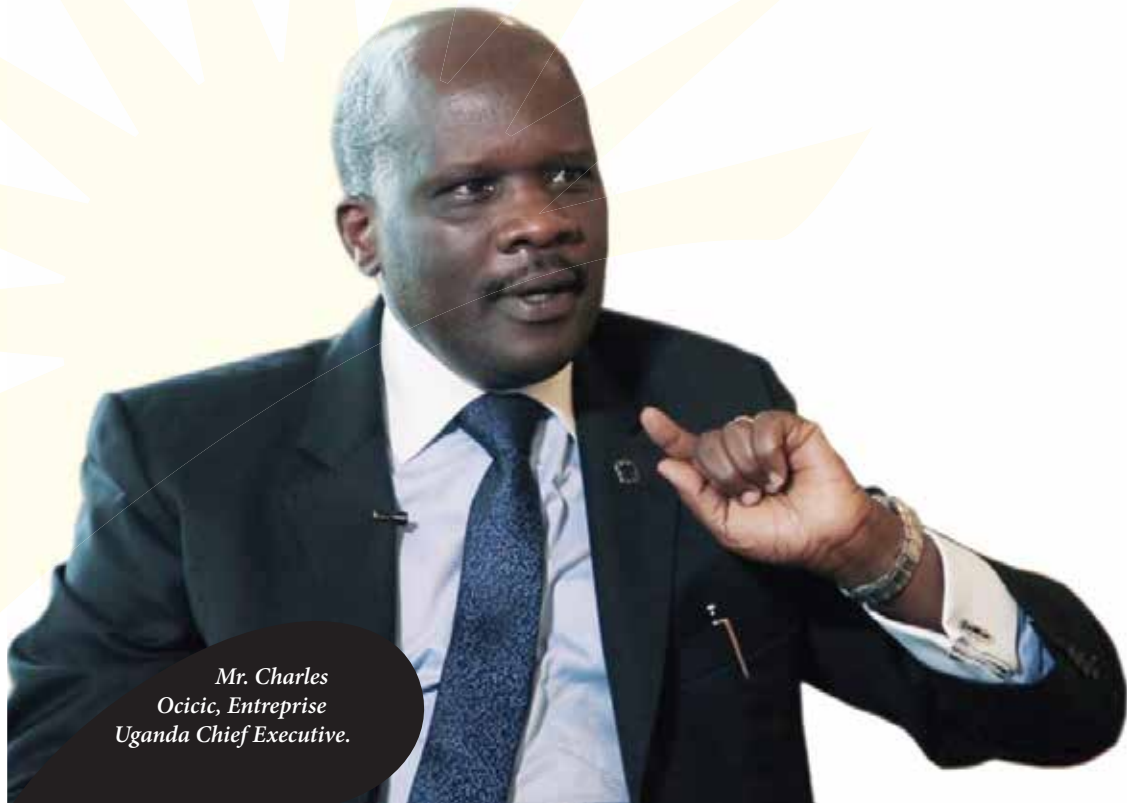
Ideally, BUBU Policy promotes local goods and services consumption, the use and conformity to standards

and hence guarantees quality goods and services. It provides capacity building programs to local suppliers of goods and services.

To attain the objectives set out in this policy, the policy has set strategic aims by the end of the five year period hence 2016. It seeks to realise that 20 percent of Government procurement by value is of local products and services. It aims that 50 per cent of shelf space in supermarkets is occupied quality local products.

All Ministries Departments and Agencies (MDAs) strictly abide by PPDA Amendment Act during procurement processes, 50 per cent of local products conform to national standards, 50 percent local resources and raw materials utilized in production.

Notwithstanding, the SMEs strides are yet to be big enough to take full advantage of the BUBU policy nearly five years on. Experts in different institutions believe more needs to be done to bolster the private sector (SMEs) capacity. They need training if they are to acquire the necessary technical capacity for the production of the local market requirements.



*Mr. Charles
Ocicic, Entrepreneur
Uganda Chief Executive.*



Government technocrats argue for the government's constant monitoring and evaluation of the BUBU Policy, if it is to register remarkable and sustainable progress.

Charles Ocici is the Enterprise Uganda executive director. He has told this Magazine of his view of the BUBU Policy intention to, "Reduce Uganda's needs for foreign exchange by reducing foreign exchange outflow through the importation of goods and services. It calls for jobs creation by

the local industries, enhance the SMEs capacity to effectively participate under BUBU policy, which has been very weak and characterized by the lack of skills and finance among the local enterprises."

Ocici says, "Local entrepreneurs need to train in business and management skills, to produce to the consumers (high-quality goods) expectations, inclusive of timeliness." This is as consumers still regard the SMEs products in this country as inferior.

His view is that the SMEs businesses need to be run cost-effectively; their services and goods provision has to be consistent in quality and quantity to meet the market's expectations.

He applauds Jesa Farm Dairy Limited for its high quality products that that even when its prices are higher than the competition; they are still the consumers' first choice. Likewise, Maganjo Grain Millers Ltd has excelled in the maize meal arena. The country needs many more of such companies, which also comes with costs.

Ocici says while the government's BUBU Policy is a positive development, its continued publicity and effective education of the SMEs on technical skills is critical to its success, "The government needs to deliberately build the local citizens competency to produce and stay in the market. Government needs to provide market intelligence services, find out the type of products the market needs vis-à-vis the similar imports."

A tracking mechanism on BUBU is



The SMEs should be in position to deliver high-quality services and the best products on the market, whether they are commodities or other goods, while offering more agribusinesses and agro-based industries. Most of the existing SMEs in the production and supply chains in the country still struggle to do what is expected of them.

BLOWPLAST
UGANDA

MAKE LIFE EASIER
with the highest quality household plastic and packaging materials

Contact us:

PHONE:
+256 702 601 054 / +256 784 323 785

EMAIL:
sales@blowplastuganda.com

ADDRESS:
BLOWPLAST UGANDA LIMITED
PO BOX: 50023 Plot 27- 31 Second Ring Rd,
African Shan Dong Industrial Park
Luzira, Kampala, Uganda



necessary to establish the policy's performance and the SMEs progress in the production value chain, "the government needs to monitor and evaluate BUBU policy, follow up on implementations. Whatever is not monitored always has flaws," he says.

He also urges the government needs to put money in the institutions that will lend to those engaged in BUBU activities, such as the agro-businesses. He suggests that a BUBU House be set with an annual budget allocation from the treasury for its activities. "As it exists now, BUBU is much of a policy with slow actions from the government and the private sector."

SMEs often lack capabilities and infrastructure to make the most of their human capabilities –consequently, they tend to have lower levels of training and skills development.

The executive director of Uganda Development Corporation (UDC), Dr Patrick Birungi says SMEs need to be supported to be strong participants in BUBU.

"Training the SMEs to have technical competency in their operations is necessary because if they are to fully benefit from BUBU. Their inadequate capacity inhibits appropriate adjustment to markets demands. They also need a good financial mechanism and technical skills to meet the expectations of the BUBU policy," he says.

The SMEs should be in position to deliver high-quality services and the best products on the market, whether they are commodities or other goods, while offering more agro-businesses and agro-based industries. Most of the existing SMEs in the production and supply chains in the country still struggle to do what is expected of them.

The executive director of Private Sector Foundation Uganda (PSFU) is Mr. Gideon Badagawa. His view is that for the SMEs to be effective, necessary capacity in volume and quality needs to be built. Whereas BUBU is about local content in production of goods and provision of services, Ugandan firms need to rise and sustain themselves by producing the quality and quantity that the market expects.

Uganda National Bureau of Standard (UNBS) capacity needs to be strengthened, to set the products quality standards. Every Ugandan

SMEs needs to have UNBS mark on their products to authenticate their verification and certification.

The Local Content Bill which has been passed by the parliament needs to be assented to be lawfully operationalized in the country, which would go a long way in strengthening SMEs and BUBU policy on the whole.

While presenting the budget for the fiscal year 2020/21, the minister of Finance, Planning and Economic Development, Matia Kasajja said, "modest adjustments to tax rates include the excise duty rate on fuel; and adjustments to improve competitiveness in the region, support compliance, remove ambiguities in the legislations and close loopholes that could lead to revenue leakage."

To promote import substitution and the development of local industries, import duties on goods that are produced or can be produced locally have been increased. The import duty on agricultural products has been increased to 60 percent and other products to 35 percent.

Agreement has been agreed with sugar manufacturers to produce refined industrial sugar locally; they will be protected from imports. To support agriculture, VAT on the supply of agricultural equipment has been exempted.

Processed milk supply will also be VAT exempt to enhance Uganda produced milk price competitiveness. To effectively respond to the covid-19 pandemic economic effects, taxes on supplies for diagnosis, prevention, treatment, and management of the epidemics, pandemics and health hazards, has been exempted from customs duties.

To improve the availability of investment finance and the cash-flows of Micro, Small and Medium Enterprises and other manufacturing firms, the government is providing credit through SACCOs and Micro Finance Institutions to support micro and small-scale enterprises; an allocation of Shs94 billion for FY2020/21.

It also increased access to credit at Uganda Development Bank to offer low interest financing to manufacturing, agribusiness and other private sector firms, for which Shs1.045 trillion over the medium term. It also increased funding to Uganda Development



To improve the availability of investment finance and the cash-flows of Micro, Small and Medium Enterprises and other manufacturing firms, the government is providing credit through SACCOs and Micro Finance Institutions to support micro and small-scale enterprises; an allocation of Shs94 billion for FY2020/21.

Corporation for public-private partnership investments to facilitate the import substitution and export promotion strategy, for which Shs138 billion was provided.

The interventions that will be implemented to enhance economic infrastructure include the following:- Undertaking emergency maintenance across the country of Roads and Bridges infrastructure following the destruction caused by floods

Warehousing capacity at the community, district and regional hubs across the country will be developed to restoring supply chains and promote exports.

The other interventions are the expedition of the construction of priority industrial parks and special economic zones; the rehabilitation of the One Meter Gauge Railway.

Other interventions are the improvement of water transport safety by installing navigation aids and development of air cargo infrastructure, including the completion of the new cargo facility at the Entebbe International Airport.

Feeder and national road network will be expanded, and so will power, and Information and Communication Technology (ICT) infrastructure.



Coastal Innovations

Automatic Sanitization Walk through Tunnel. Fight against Covid-19 Coronavirus

- Smart motion detectors with automatic time cut off system
- Automatic body temperature thermometer
- Automatic dispenser at the entry
- High pressure fogging nozzles.
- Works in all weather conditions
- Plug & play unit

Suitable for

- Hospitals @Clinics
- Government & Corporate offices
- Schools, Colleges & Universities
- Hotels, Resorts & Malls
- Airport & Railways
- Industries & NGO
- Supermarket & Construction site
- Banks

Other entrances of public gathering

For Booking Call us On
+256 751604480, +256 777256102



eurofoam

Sleep Better

WeKyaginge!

**Sleep on eurofoam mattress
and wake up recharged**



Call Now Toll free: 0800 386 000
Whatsapp:  0707 600 567

www.eurofoam.co.ug



Creativity need

Enterprises; make competitive products



By Amos Ngwomoya

Uganda Industrial Research Institute (UIRI) is an industry incubation agency, purposed to make industry happen. UIRI is a major innovation in its own right; it as innovation constitutes doing things in a new way or new things in a new way. That is, the status quo is responsible for innovation.

A Professional Industrial Engineer, Professor Charles Kwesiga is the UIRI Executive Director. He says whereas there are many forms of innovations, the UIRI Namanve project is a significant one as UIRI's essence are the innovated products and processes.

BUBU Can Succeed

Ugandans need to create enterprises for competitive products, to break the temptation of consuming imports that can be Ugandan substituted; without making world standard products, customers will not rush to consume your products.

We need to utilise locally available raw materials; do not export cotton and then import textile fabric... improve on our cotton's quality. Ugandans need to take advantage of Uganda's natural endowments and make truly Ugandan competitive quality products, and then nothing will stop us from out competing similar products when we export.

"For speedy industrialisation, we are addressing Uganda's long stuck economic development. Yet it's not enough that we make innovations; we also need to design the means for their production in large quantities if they are to make an impact,' Prof. Kwesiga says.

Uganda needs practical implementation of strategies, rather than political sloganeering to back the much publicised Buy Uganda Build Uganda (BUBU) policy implementation; there is much hype about the country's plans but lack of implementing action.



Prof. Kwesiga shares a point.



He says making parts of machinery or equipment would reduce on the country's import bill; making spare parts for a tractor would evolve into producing the parts that make up a tractor, and hence the possibility of assembling a tractor.

If tractor assembling is perfected, then there could be talk of a tractor factory and mass production to enhance our levels of Agricultural mechanisation.

That is the deliberate movement sequence; make parts in large quantities to reduce the import bill, make implements so that we can mechanise Agriculture and make more machines.

Socio-economic development

Essentially, UIRI creates wealth and minimises the country's foreign expense haemorrhage. Wealth creation has a direct link to improving the social services and social life because the more you industrialise, the more you impact the areas of healthcare, infrastructure development and hence standard of living enhancement.

Human Resources Skilling

UIRI has focused on training competent engineers and technicians. However, training is a docket of the ministry of



Education; it has vocational institutions and Universities that train Engineers.

UIRI rather targets the skills that are specific to the enterprises like incubation. For instance as the petroleum sector evolves, some of the people trained have ended up there.

Some trainees have returned to UIRI as part of their industrial training as the institute compliments the Universities. While the institute does not have structure of programmes, the training is tailored to specific needs.

Minimising harvest losses

Whereas the red-billed quelea birds are efficient in destroying ripe rice, millet and sorghum in parts of the country, Prof Kwesiga says, "If government or farmers approached

UIRI to make an innovation for scaring birds from the grain fields, we would take it up. We have not yet been approached by either on that issue. We are demand-driven and if individual farmers or officials from the Ministry of Agriculture seek our support we can then entertain them."

However, there are rudimentary methods; in America scarecrows are still used. However, I would have to study which technology is most effective for scaring birds from the grain fields without using pesticides.

We need to develop local capacity for the development of that technology because UIRI's focus is on Buy Uganda Build Uganda. We need to be sure we are weaned from importing technologies.



**STRUCTURAL
STEEL
FABRICATION
& ERECTION**



Located at Banda, Kireka - Kampala

☎ 0753 750 640 📞 0753 636 329, 0779 727 369

✉ info@fabricationsystems.co.ug





Enterprises; make competitive products

Drying grain, avoiding aflatoxins

Most Uganda staple foods are aflatoxin-prone; they reduce the nutritional and economic value of agricultural foods. Aflatoxins in Uganda are produced by *Aspergillus flavus* and *A. parasiticus* and have been reported in maize, sorghum, sesame, beans, sunflower, millet, peanuts, and cassava. They **originate from mould** and a result of poor pre-, peri-, and postharvest activities.

Prof Kwesiga says, "UIRI has developed a prototype aflatoxin sensor, mostly for grain storage, in response to a need. However, when prototypes are developed, resolving the next hurdle of commercialisation becomes tenuous."

There are prototypes without any prospect for commercialisation because it calls for money and

partnerships where the private sector has the right attitude. The prospects for commercialisation are very remote due to limited capital; scientists have innovation ideas but do not have money to acquire machines for the start-up.

International validation

Scientists can gauge the efficacy and attributes of what they have produced; the UIRI prototypes are commercialisation-ready. However, UIRI has to depend on Uganda National Bureau of Standards for approval, yet they may not be having the capacity or competence to determine the efficacy or set standards for these products.

UIRI has developed an instrumentation unit which develops biomedical engineering devices, like a contraption

which controls, monitors and regulates intravenous medication; this gadget immediately improves the dosage dispensation once a patient is put someone on drip.

You do not depend on a trained nurse to administer the dosage, but the device which can raise an alarm at a malfunction, like a blood drawback.

UIRI's ultimate validation of that innovation was the winning of the first prize in California in an international competition; the world over, the practice was to depend on dosage estimates of the blood entering a patient's body.

"When you're validated at that level, UIRI does not have to worry too much of who has approved its innovations," Kwesiga avows.

INKEXPRESS



INDUSTRIAL PRINTING INK & COATINGS FOR PACKING INDUSTRY

Tel: 0701 000 095/6 | Plot 587, Kampala Business Park, Namanve, Uganda.
P.O Box 12627, Kampala, Uganda  info@inkxpressug.com



Westnile Distilling
Company Limited

ADRIKOS Hunters Gin

P. O. Box 6402 • KAMPALA • TELEPHONE: 0414 251600 • Web: www.adriko.com • E-mail: westniledistilling@adriko.com



Nature Of Purity



*Not for Sale to person's under 18 years of age.
Excessive consumption of alcohol is harmful to your health*

Leading Brands

Adrikos Hunters Gin
Adrikos Hunters Rum
Adrikos Hunter's Special Whisky

Packaging

Adaptable
200ml, 250ml, 750ml

Experience

Distilling since 1972

West Nile Distilling Co. Ltd

By Anguyo Denis -Gm

West Nile Distilling Company was conceived in 1972 to provide spirits of the highest quality in Uganda. The construction work started in Arua in 1978 at a fast pace. Unfortunately, due to the political instability of the country in 1978, all work was halted because of the wars and the exile of the Company's founders. When the country regained peace and stability in 1989, construction work was resumed and finished. Production at the factory started and the products enjoyed a huge success among all different types of people.

During this time, the spirits and gins produced by the Company were popular in Uganda. The factory was a poster-child for early development in Uganda and a sign of better times after the terrible season of war. The factory was a popular destination for ministers and East African presidents.

However, the Company was struck by another devastating blow in 2005 when arsonists struck and completely burnt down the factory in Arua. This destroyed manufacturing lines and products worth millions.

This did not destroy the Company's desire to fulfill its mission. On the contrary, the resolve to continue was strengthened. From the ashes a few years later, a new factory was born and relocated to Kosovo, Lungujja. The production process and machinery unique within East and Central Africa produce some of the best spirits in the region. The Company now boasts of four top-of-the-range products produced by a process and machinery that is not found anywhere else in East and Central Africa. Click on any of the products on the right to view more information about each product.

West Nile has since grown and stood a test of tough times through its consistent growth and sustainability strategy of creating company depots in different geographical towns of Uganda.

Ministry of Trade support

On 9th March, 2019 we were recognized by the Ministry of Trade during the first ever BUBU exhibition in Kololo airstrip as Indigenous manufacturers in the field of spirits and thus our 1st certificate as support to the cause was attained.

We are proud of our association with the Ministry under the BUBU project. However we still appeal for more support from UIA in the field of land allocation, machinery support and other available business Exemptions.

The products

We manufacture a range of products under the unique brand name "adrikos", these include; Adrikos Hunters Gin-Blue Label

Bottled in 200ml Plastic Bottled in 250ml glass; 7 Hills Vodka-Red Label Bottled in 200ml Plastic Bottled in 250ml glass.

We are proud to introduce to you Sunshine Natural Water which is harvested from our aquifers 60m under the ground at Lungujja; Sunshine Natural Mineral Water Bottled in 500ml Plastic.

All our products bear UNBS Q-Mark and DTS stickers under normal circumstances as a going concern entity; we aspire to increase capacity to unknown limits. However; this will entirely depend on the business factors in play.

Targeted market

Our priority obviously is the local market in compliance with the BUBU project. However; we have since grown capacity and are ready to export to international markets as may be demanded.

Partnering with Ministry

We closely work with the Ministry of Trade and Other Regulatory agencies directly or indirectly through the Alcohol Association and Uganda Manufacturers Association to ensure that we build capacity and improve on our quality to reliably serve the local market.

We have complied with the ban on Kavera (polythene sachets) and most recently the DTS, stick to the finest all time quality as our weapon to maintain a loyal and niche market and also procured additional first choice high speed German machine to boost our capacity to efficiently serve both the local and international markets. Let alone; we pray for the Ministry to lobby and push for a better business environment for the local manufactures under the BUBU project.

Currently we have created over 100

direct jobs and indirectly. All our Workers are protected under Uganda labor law. We are open to working with trade unions and other workers associations in Uganda

Challenges

The company has gone through many challenges over the 40 years in existence BUT forged away out steadily. However, FY 2020 has presented a unique challenge catalyzed by covid-19 crisis which has seen business costs unbearably high (To mention; operational costs, cost of production, government taxes among others); and yet our customers have dwindled disposable income.

The Presidential lockdown directives on bars, clubs, and parties continue to bite our market. Worst of all is the instant introduction and implementation of the DTS by URA not long from the ban on alcohol packaged in Kavera that has since left us in hands of the informal illicit sector.

Despite the challenges above, we have chosen to comply with the regulations imposed by the government and stick to our vision of producing alcohol with the finest quality that meets the standard and the demands of our market. Our prayer through the Alcohol Association of Uganda and Uganda Manufacturing Association is that the government listens to our cry for help and intervenes to save this particular sector.

Assistance

We appeal to the President to lift the lockdown/ban on bars, clubs and other social gatherings (parties) so as to boost trade particularly in our sector, reduce taxes on spirit or introduce exemptions/tax incentives for local manufacturers, reduce the current high cost of purchasing the DTS and also bring the informal alcohol sector on board to pay taxes so as to level the ground

We are Otherwise, proud to be part of this interview and thank you for your time. Furthermore we can't forget our valued consumers of Adrikos Hunters Gin, we are because of you, thank you very much for your support. We also pray for and thank our directors, Leaders of this country and Stakeholders.

For God and My Country.



Uganda Revenue Authority

DEVELOPING UGANDA TOGETHER

KAKASA SOLUTION REJUVENATING BUSINESSES IN UGANDA

URA is implementing a campaign dubbed KAKASA which is a set of government world-class certified smart business solutions that increases business efficiency and eases business transactions in Uganda. The Kakasa solutions enable compliance and ultimately portray Uganda as an ideal investment destination.

When we talk about Kakasa Solutions we mean the Digital Tracking Solution (DTS) and the Electronic Fiscal Receipting and Invoicing Solution, which are some of the smart strategies under government's Domestic Revenue Mobilisation Strategy.

As of 30th June 2020, a total of 105 out of 115 targeted local manufacturers of the gazette products were DTS enabled representing 91% completion, while 19 out of 51 targeted importers of the gazette products were registered and active on DTS representing 37.2% completion.

Of the registered manufacturers, 25 have fully automated production lines while 80 have semi-automated or manual production lines, majority of which are SMEs. DTS equipment has been installed in all the 25 Companies with automated lines (56 Production lines).

The operationalisation of DTS will be enhanced by a DTS Kakasa APP, which is under final testing, but will be downloadable from App Store and Google Play Store. However, validation can also occur on the URA portal via the e-Invoicing link. It will empower taxpayers and consumers to ascertain the authenticity of the products they consume and the electronic receipt/invoice they receive.

The Electronic Fiscal Receipting and Invoicing Solution (EFRIS), specifically the e-invoicing component of the solution, was rolled out in July this year after a successful pilot in May with 3 taxpayers; Africell Uganda Limited, Geroma Limited

and Kampala Capital City Authority.

Currently, 54 taxpayers have registered with 5 already issuing invoices using the URA web portal option. Offline mode has been enhanced to support taxpayers like National Water and Sewerage Corporation (NWSC) who operate offline while in the field. Of the 54, 12 pilot taxpayers have already started on the integration process to use the system to system option to generate and issue invoices.

A phased scheduled training is on-going to sensitise taxpayers on processes and how to use the system. So far VAT taxpayers and some members under UMA have been reached out to.

All VAT registered taxpayers are required to take up this system by 30th September 2020. URA has given a grace period of July to September 2020, to accept current invoices when claiming VAT. Thereafter, only e-invoice and e-receipts shall be recognised for VAT claims.

These Kakasa solutions enable digital pre-filing of tax returns in the future. The key features are track and trace capabilities, real-time exchange of production and transaction data, simplified book keeping to enhance business monitoring, quick processing of refunds and access to information for eons at a click of a button and a comprehensive view of the business. These are all efforts towards curbing illicit trade, eliminating uneven play field for taxpayers, inadequate information on rights, roles and obligations of taxpayers, as well as reducing on the carbon print from having to print documents for storage over long periods.

Taxpayers are encouraged to go smart and adopt the KAKASA solutions. For more information email services@ura.go.ug or call our toll free numbers on 0800 117000 or 0800 217000

Esteemed Taxpayer,

Uganda Revenue Authority is pleased to welcome you to a new way of doing business dubbed "Kakasa - You're in control". A set of government certified world-class smart business solutions guaranteed to increase your business efficiency, further ease compliance and also improve Uganda's profile as a global investment destination.

The two solutions in KAKASA are the Digital Tracking Solution and the Electronic Invoicing Solution.

The Digital Tracking Solution consists of tamper-proof physical paper or numerical markings with security features and codes that are affixed onto goods or their packaging to prevent counterfeiting. 6 products namely soda, mineral water, beer, wines, spirits and cigarettes were gazetted for initial implementation of this solution.



The Electronic Invoicing (e-Invoicing) Solution on the other hand consists of sending, receiving and formatting of transactional details into fiscal data and fiscal documents (e-invoices and e-receipts), storing of fiscal information and generating fiscal documents in an electronic format printable on a need basis.

This e-Invoicing solution is enabled by a software intermediary (API) to interact with a taxpayers system, an application installed on a taxpayer's computer or mobile phone, the URA web portal or by way of a mobile sms using a USSD code.

In the KAKASA package lies the opportunity to rid the market of illegitimate traders to enable fair competition, to ease tax compliance through auto-filled return filing, to improve business operational efficiency, to speed up tax dispute settlement and refund, to simplify the process of tax declaration, to provide a platform for proper business records keeping and to ultimately bring costs of compliance to an all-time low.



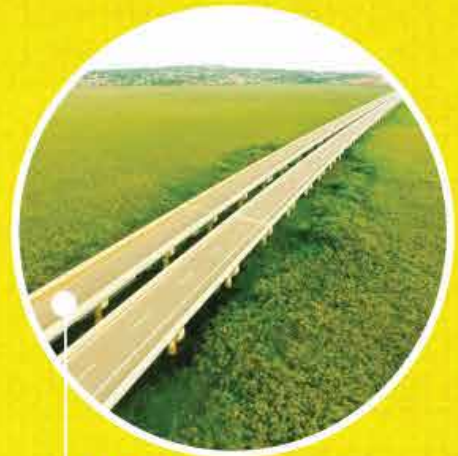
URA shall be conducting sensitisation and training on how to optimally use the e-Invoicing technology first in a virtual environment due to the need to uphold social distancing guidelines and later physically in order to enable you be ready for roll out of the e-Invoicing Solution effective Financial Year 2020/2021. Welcome to the future of business excellence.

For more information, please contact us by email via kakasa@ura.go.ug or via our toll free telephone number 0800117000 or via our non-toll free number 0323444621.

Because of *you*



Millions of children have access to free Education.



We have more miles with smiles.

We reach our destinations in record time.



Uganda Airlines is back!



Mothers have better maternal healthcare at the Mulago Specialised Women & Neonatal Hospital.



Uganda is ranked as one of the world's best tourist destinations.



Uganda Revenue Authority
DEVELOPING UGANDA FORWARD

Get your free TIN on **www.ura.go.ug**

For more information call: 0800117000, 0800217000 (Toll free)
Email: services@ura.go.ug | www.ura.go.ug

BUBU Policy Perspective

Ugandan Contractors in Public Procurement



BUBU
Buy Uganda

Notwithstanding, the SMEs strides are yet to be big enough to take full advantage of the BUBU policy nearly five years on. Experts in different institutions believe more needs to be done to bolster the private sector (SMEs) capacity. They need training if they are to acquire the necessary technical capacity for the production of the local market requirements.

By Elizabeth Muhebwa

The Public Procurement and Disposal of Public Assets Act (PPDA) guidelines on reservation schemes, meant to promote local content in public procurement were first issued in March 2017. They were then amended in February 2018 before their implementation.

The provisions include, but are not limited to reservation on procurement for public works whose estimate is UGX 45bn and below for road works, and UGX 10bn for other works reservation of at least 30 per cent of the value of works through subcontracting.

The law governing the implementation of local content in Uganda, is contained in the Public Procurement and Disposal of Public Assets Act, 2003, the Petroleum (Exploration, Development and Production) Act, 2013, and the Petroleum (Exploration, Development And Production) (National Content) Regulations 2016. It is also in the Guidelines on Reservation Schemes To Promote Local Content, March 2018 and the "Buy Uganda Build Uganda (BUBU) Policy, 2014.

These instruments prioritise the employment of Ugandans, utilisation of Ugandan and resident Companies in public procurement and use of local goods in all undertakings where public funds are used.

However, Uganda National Association of Building and Civil Engineering Contractors, (UNABCEC) has reservations about the effectiveness of the

entire local content concept in its existing form. Notwithstanding government's desire to boost domestic private sector participation in public procurement through such initiatives, recounting the policy's intended success is a challenge four (4) years since its inception.

A number of factors have kept the local participation in public procurement at undesirable levels and far from being realised:

Lack of robust guidelines

The existing guidelines are not adequately robust to effectively direct its implementation and evaluation.

The guideline on reservation and preference schemes passed in March 2017, introduced a mandatory subcontracting requirement on all public works to national providers. With its amendment in February 2018 that introduced a Resident Provider- a foreign firm incorporated in Uganda for a period of two (2) years, the effort of the local content policy was effectively watered-down.

With the amended guideline in place, national contractors are left to compete with Resident Providers which are advantaged by high financial strength and technical capabilities owing to the support from their countries of origin governments.

The reservation guideline on 30 per cent subcontracting has room for interpretation by different Procurement and Disposal Entities (PDEs) and lacks the necessary frameworks for monitoring its implementation. There is no clear guideline note in the standard bidding documents under the Employer's requirements on works to be executed by subcontractors and there is no clear guideline on the subcontractors' selection criteria.

Thus, the construction industry is heavily polarized as all development projects gravitate to the foreign providers leaving inconsequential assignments to the national providers. This has significant and far reaching implications to the country's retention capacity which remains low.



Unrealistic bid qualification requirements

Construction Contractors, in particular the national providers are in a dilemma in respect of complying with the bid requirements; the annual turnover and works of similar nature that is twice/ or thrice the works being procured which is demanded by most Procuring and Disposal Entities.

The first guideline issued by PPDA in March 2017 set a threshold on road works of below 45 billion and 10 billion for other works to be reserved for national providers. However, the PDE's align the qualifications requirements for the works below this set threshold to favour foreign/ or indigenized providers.

Such a scenario retards the development of national providers and only promotes foreign and/or "Indigenized Foreign Firms", briefcase companies and forgeries in the construction industry.

High cost on financing

Credit lines for national contractors are expensive due to the high interest rates on borrowing. The cost of financing capital currently is over 20 per cent. This is neither affordable nor sustainable for local content policy.

The national service providers accessing financing at such a cost cannot compete with foreign providers who access similar financing at a low cost from their countries of origin.

Consequently, the country is unable to develop a minimum threshold of competent national expertise for construction, operation and maintenance of the national infrastructure.

Contractor's development

Comprehensive programs and tools to assist in contractors' development in terms of trainings, mentoring and assessments are lacking. This has been worsened by the reluctance of procuring entities to package their procurement requirements to match the available capacities of domestic contractors.

This renders the application of margin of preference for domestic contractors as per recent amendments to the Procurement law redundant and unexploited.



UNABSEC Executive Director, Ms. Elizabeth Muhebwa.



Ugandan Contractors in Public Procurement

It's therefore important that government urgently addresses the shortcomings in order to introduce and run effective domestic contractor development programs that promote a sustainable construction industry.

UNABCEC Proposes

Establish a Construction Industry Development Fund at Uganda Development Bank. Establish a Construction Industry Development Fund in Uganda Development Bank that would offer fair and affordable financing at interest rate of not more than 5 per cent per annum.

The fund should be dedicated to the development of the local construction industry and support the economic empowerment of national contractors undertaking government projects.

The Government should develop a specific national provider development plan to improve the national provider performance in the identified development areas which allocates resources and monitors progress in relation to improved performance.

For instance, initiation of a 10-year strategic programme with total of 1,850km as an Affirmative Road Development Pilot Projects to deliberately address the critical need for national paved roads construction providers.

This would stimulate further investment in equipment and human resource assets for national contractors. Alternatively initiate four batches of roads totalling 600km to execute by using the concept of technology transfer by management contracting Ugandan citizen companies as they build their capacities.

The Procurement and Disposal of Public Assets Authority (PPDA) should issue guidelines to all procuring entities, including a fair determination of bid qualification requirements.

UNABCEC proposal is that the average turnover requirement should be at minimum 0.5 (half) and at maximum not more than the estimated value of the works being procured.

Streamline 30 per cent mandatory subcontracting guideline to close up the existing gaps and foster its implementation. A guiding note should be included in the standard bidding document on works to be executed by subcontractors and fair determination of applicable rates.

Clarity

There is need for a clearly defined "National Provider & Resident Provider." A National Provider should mean a provider/ company wholly owned by Ugandan Citizen(s). A resident provider should mean a provider owned or controlled by non-citizens of Uganda

with resident status in Uganda with prerequisite permission to work in Uganda.

A resident provider may be a company, joint venture, partnership, association or consortium not wholly-owned by Ugandan citizens but incorporated in Uganda and operational in Uganda for at least ten (10) years at the time of submission of a bid.

It needs to have demonstrable evidence of doing business and complying with relevant statutory obligations including taxes, NSSF, licencing and compliance with standards.

The private sector, particularly Ugandan engineering contractors would do much more than the country can imagine if government supported them in building their capacities.

UNABCEC's agitation for more private participation in public procurement processes is in the belief that it will significantly ensure the potential turnaround of the Uganda's economy through employment creation and foreign exchange retention.

The author is the Executive Director Uganda National Association of Building and Civil Engineering Contractors, (UNABCEC).

**Fabrication
Systems** (U) Ltd

HEAVY DUTY INDUSTRIAL PALLETIZED STORAGE RACKING SOLUTION

DESIGNED AND MANUFACTURED IN UGANDA

Located at Banda, Kireka - Kampala



☎ 0753 750 640 📞 0753 636 329, 0779 727 369
✉ info@fabricationsystems.co.ug



Industrial Parks

Uganda's Economy Turns Around



BUBU
Buy Uganda



We believe that the creation of more industrial parks will increase production and bolster economic growth through revenue collection and exports. It is also response to President Yoweri Museveni's call for the creation of jobs, especially for the youth.

Hon Judith Nabakooba



Hon. Judith Nabakooba at a telephone manufacturing facility in Kampala. The phones have capability to monitor body temperature.

By Amos Ngwomoya

Uganda Vision 2040 and the Second National Development Plan 2015/16-2019/20 (NDP II), target industrialisation as one of the means to transforming Uganda's into a middle-income economy.

The draft strategic direction for the NDP III (2015/16-2025) aims at enhancing household incomes and improving the quality of life of the population by holistically focusing on resource-led industrialisation for export-led growth.

The target is to increase the industrial sector's contribution to Gross Domestic Product to GDP to 31 percent, the share of labour force in industry to 26 percent, and manufactured exports as a percentage of total exports to 50 percent by 2040.

According to available information from UIA, at least 100 projects have been set up in

the gazetted parks, covering approximately 14,000 acres of land.

To promote local production, the government is seeing to the setting up of Industrial Parks in the four regions in the country. The plan also aims to curtailing imports in favour of industrialisation and hence local production.

Uganda Investment Authority (UIA) was tasked to develop 22 Industrial and Business Parks around the country. They would contribute to jobs creation, ease accessibility of land for investments, introduce new research, technologies and skills and boost Uganda's exports portfolio and hence expand Uganda's revenue base.

In 2017, the UIA Board approved an additional one Industrial park in Buliisa and four regional science and technology industrial parks, bringing the number of Industrial Parks to 27 in total.

Government's expectation is that the



Industrial Parks; Uganda's Economy Turns Around

industrial parks will contribute to enhanced value addition to locally produced and available raw materials thus boosting the agricultural and mineral sectors.

Within the Kampala-Mukono are three government-owned Industrial Parks; Kampala Industrial and Business Park (KIBP), Namanve, Luzira and Bweyogerere.

They cater for manufacturing, dairy products processing, beef and leather industry, banana processing, textiles, steel rolling, grain milling, fruit processing and cement production.

The Minister for ICT and National guidance Ms. Judith Nabakooba says by establishing industrial parks in the four regions of the country, the government seeks to promote local production and reduce exportation of raw material.

"This is one of the major economic areas where the government is putting a lot of emphasis. We believe that the creation of more industrial parks will increase production and bolster economic growth through revenue collection and exports. It is also response to President Yoweri Museveni's call for the creation of jobs, especially for the youth," She says.

The already established Parks are in Namanve, Luzira, Bweyogerere, Jinja, Kasese, Soroti, Mbale, Karamoja and Mbarara.

In January, Parliament approved a loan of Euros162 million from the Industrial and Commercial Bank of China (IBC) to facilitate the Industrial Parks' connection to grid power. The Minister of State for Finance for Planning told Parliament that the objective was to boost private entrepreneurs to set up factories, which is one of the key targets of Uganda's National Development Plan III.

Hon. David Bahati noted that, "Kapeeka, Mbale and Sukulu Industrial Parks are ready but they need power to industrialise our country." He said the funding would enable the government to establish substations to supply already gazetted Industrial Parks of Kapeeka, Wobulenzi and Kaweweta in Luwero District, Sukulu in Tororo District, Nakasongola and Mbale Districts."

President Museveni has in the recent past commissioned operations of both Industrial Parks and small medium manufacturing plants operating in the already established Parks.

At the commissioning of seven



Ugandan bulb manufacture at Sino-Uganda industrial park (UG SUPPORT photo).

medium manufacturing and assembly plants at Namanve Industrial Park in July, President Yoweri Museveni noted that the factories are already providing over 2000 jobs to Ugandans and manufacturing a wide range of consumer products including radios, TVs and refrigerators.

Manufacturing and assembly plants are a result of the deliberate measures taken to make Uganda a desirable investment destination. Rather than focus on direct taxes, job creation has been stressed, improving the ordinary people's incomes and purchasing power.

Besides Uganda's local and regional markets, there are existing international agreements such as AGOA, and concessions on over 400 products to the Chinese market, on a non-tariff, non-quota basis. Further, Ugandans are employed in the factories, manning points of production and assembly lines. They earn some money and get skills.

In the 2019 State-of-the-Nation address, President Yoweri Museveni described the country's economic growth and development outlook as positive, with the economy projected

to grow by at least 7 per cent in the medium term. However, the 7 per cent growth trajectory could even be higher, given that 'we have now sorted out the key constraints to growth'.

The Government is prioritising the investment in industrial parks to support industrialisation and create jobs. Uganda's exports revenue accruing from goods and services grew by 8.2 per cent in 2018/19, to US\$7.012b (US\$3.8b earnings from trade in goods, US\$1.89b from services and US\$1.312b from remittances).

According to the President, the total import bill for goods and services was US\$8.8b, creating a trade deficit of US\$1.86b. Light industrial goods exports fetched the country US\$382m, while tourism revenues amounted to US\$1b in the same year.

President Museveni is keenly aware of the, "remarkable progress made in Kapeeka industrial park, where tiles and other products' manufacturing is ongoing, and Kampala Industrial and Business Park, Namanve, where construction and provision of various utilities will soon start."



In January, Parliament approved a loan of Euros162 million from the Industrial and Commercial Bank of China (IBC) to facilitate the Industrial Parks' connection to grid power. The Minister of State for Finance for Planning told Parliament that the objective was to boost private entrepreneurs to set up factories, which is one of the key targets of Uganda's National Development Plan III.

BURHANI



**ENGINEERING & CYLINDER
MANUFACTURING INDUSTRY (U) LTD.**

**We are pioneers of LPG
manufacturing in Uganda.**

Our exports have been enjoyed in Rwanda and
DRC. Our LPG Cylinders range from 3Kgs to
50Kgs.



Other Services

- ✓ We revalidate LPG Cylinders
- ✓ We offer all Mechanical Engineering Works
- ✓ We instal LPG tanks and do all the required piping
- ✓ We carry out precision engineering.

What we do

We are the first operational
manufacturer of LPG Cylinders
in Uganda.

We refurbish and re-certify LPG
cylinders according to local and
international standards as we are both
ISO and UNBS certified.

We supply all accessories (e.g. tanks,
regulators, rubbers, valves of all sizes etc)
to support your LPG business.

LOCATION:

Plot 929, Block 113 | P. O. Box 75564 | Namanve Industrial Park

Tel: 0755 925252 / 0781 452798 | **Email:** info@burhani.ug | **Website:** www.burhani.ug

Providing quality & environmentally friendly packaging solutions

In 1997, QPL started its activities at a 100 sq meter rented facility with an installed capacity of 10 mtons/month. QPL's work ethics, diligence, commitment and sincerity enabled it to meet its customers' needs and excel their expectations. This enabled numerous expansions of its business activities and these expansions are still on going. Presently QPL operates at a 5-acre custom-built facility situated in Mukono with an installed capacity of 600 mtons/month.

QPL is engaged in flexible plastic packaging of both, extruded and co-extruded, and manufactures mono and multilayer films, DPC sheetings, tubings and plant bags for seedlings and packaging for pharmaceutical, food and beverage industries to name a few. It also removes from circulation and recycles a large quantity of waste plastic

We believe in ethical growth and quality performance



Manufacturers of: Industrial Packaging, DPC Sheeting, Shrink Wrap, Plant Bags, LD Pain bags
ID Printed Bags, Multi Layer Films, Stretch Wrap, PET Preforms



QUALITY PLASTICS (U) LTD



Mr. Shamsher Ali
(General Manager)
Quality Plastics (U) Ltd
Plot No. 283
Kyaggwe, Block 198
Nangwa - Mukono

P O Box 24573 , Kampala, Uganda

T: 00256 393 348 946
www.qualityuganda.com

Consumption

Promoting Uganda's Dairy Products



BUBU
Buy Uganda

Uganda dairy industry needs more investment in the development of the infrastructure for milk transportation, bulking and processing, marketing and market promotion. The industry's needs certainty of its inputs supply, provision of advisory and business development services; animal health, breeding, farmer training and financial services. To enhance livestock health and the associated challenges, the country needs a veterinary research and vaccines development facility, and thus funding input.

Nelson Mandela

The history of Uganda government, the private sector and development partners' participation in the development of the dairy industry is as old as Uganda's independence.

In the 1960s, well-funded and coordinated government schemes translated into an emergence of a viable and profitable livestock sector. Under Hon. John Babiha, the Minister of Animal Resources from 1967-1971, the Government invested in the establishment of infrastructure; dams, valley tanks, boreholes, dip tanks, quarantine stations, livestock markets, stock routes and holding grounds and stock farms and ranches.

The private sector established over 3000 commercial dairy farms. However, in the late 1970s and early 1980s there was a specter of political instability and civil war and hence such a drastic decline in livestock numbers to a near collapse of the livestock industry.

In more modern times, GDP from Uganda's Agriculture increased to 6619.97 UGX Billion in the second quarter of 2020 from 6015.08 UGX Billion of the first quarter, according to statistics by trading economics.

The dairy industry contributed more than 50 per cent of the output from the livestock sub-sector. The dairy industry's employment is in the various economic activities along the dairy value chain; milk production, collection, bulking and transportation, processing, distribution and marketing, in addition to the provision of inputs and support services.

The industry has grown at an average rate



*Dr. Micheal
Kansime the
Executive Director of Dairy
Development Authority (DDA)*



of 5-7 per cent per annum on account of the existing favorable macroeconomic environment, policy and institutional reforms and numerous targeted interventions. Thus the government and the private sector have promoted and developed the industry, notwithstanding the existing challenges; low milk consumption and the non-tariff barriers imposed on Uganda's milk products in the East African market, particularly Kenya.

With the private sector as the key player in development of Uganda's dairy industry, the non-tariff barriers on dairy products discourage production, value addition, and enhanced mechanization of the production processes to facilitate credible exports to other countries, traders and manufacturers

Yet if UNBS and ISO have certified the product for consumption in Uganda, why would Kenya, Uganda's trade partners bar our products is answered, whereas the businesses in the sector incur high costs.

Dr. Michael Kansime is the Dairy Development Authority Executive Director. His view is that whereas Uganda desires to market her dairy products abroad, the diet of Ugandan children in excess of 2.5million is devoid of protein; they are stunted.

Dr. Kansime says children of up to five years risk having stunted brains and hence milk should be among the most consumed national products, which is not the case, notwithstanding the Buy Uganda Build Uganda (BUBU) clarion call.

In Kenya, milk consumption is about 130litres per person per year; Uganda's is at 62litres, the lowest in the region. We could consume our own milk, rather than spend on other countries buying soft drinks concentrates; Uganda would need 8bnlitres of milk, according to Dr. Kansime.

According to the Agriculture Sector Strategic Plan 2015/16 - 2019/20, the target for priority and strategic agricultural commodities' production was 3.3bnlitres of milk in 2020. However, the Economic Research Policy Centre (EPRC) and Ministry of Finance a report indicates that Uganda produced 1.6bnlitres of milk in 2016, hence a deficit of 1.7bnlitres by 2020. Milk output has nonetheless increased from 1.4bnlitres in 2002 to 1.6bnlitres in 2016.

This is as Kenya has grown its consumption to about 2.7bnlitres annually. It's not uncommon for



Kenyans to serve fresh milk at weddings, rather than water and soda, considerably enhancing the milk consuming culture. Consequently, Kenyans are healthier, brighter and better managers as evidenced by the developments in most of the businesses they run.

We only need to increase our dairy products consumption and we will have nothing to do with the non-tariff trade barriers on our dairy products by our East African comrades. The issue of non-tariff trade barriers is minimal because countries are protecting their farmers and their market which anyone would do. If we were consuming the products ourselves, the prices would increase thus better earnings and increased contribution to the national Gross Domestic Product.

The non-tariff barriers issue is a function of the lack of trust and hence it is political one, at regional governance level. Countries protect themselves, despite violating the existing protocols so that their industry survives.

Ugandans produce milk for two reasons; nutritional security and income, yet we still have about 2.5million stunted children, implying that milk production for nutritional security is inadequate.

President Yoweri Museveni has recently informed Mbarara farmers of a market in China for their milk, although it could be a while before it can be shipped, "We have to better organize ourselves and churn out high-quality dairy products to access the international markets."

According to the Economic Policy Research Centre (EPRC), Uganda's diverse dairy products are produced by nearly 100 dairy farms, of which only nine are large scale entities of 65,000 to 800,000litres per day installed capacity.

Of the medium scale firms, 13 have installed capacities of 3,000litres to 24,000litres a day, although the utilization is at 3500litres; there is room to absorb more farmers' milk and hence more high value dairy products, especially powdered milk.



Dr. Kansime says children of up to five years risk having stunted brains and hence milk should be among the most consumed national products, which is not the case, notwithstanding the Buy Uganda Build Uganda (BUBU) clarion call.



Women in West Nile have been given creative skills through the WID project and can sustain themselves.

With support of Women's Bank-Finland and Finn Church Aid, UCAA implements a Women in Development Project in West Nile - Yumbe and Arua Districts. Women have been supported in several capacity building areas and able to utilise the skills and earn a living to sustain their families.

UCAA empowers local Communities with life skills

Uganda Change Agent Association (UCAA), a local civil society organization is implementing several projects benefiting thousands of vulnerable communities in the country. According to the Executive Director, Ms Lucy Akello Ayena, this collaboration with sister non-governmental organizations, government of Uganda, donors and other stakeholders is determined to meet their target. UCAA aims at alleviating poverty and empowering the people at the grassroots to analyse their situation and find own solutions to their challenges. "Our focus is sustainable

livelihoods, child protection, human rights, familyplanning, humanitarian aid, institutional development, education and skill development among others. We are implementing six projects in Kampala, Wakiso, Karamoja, Acholi, West Nile and other regions of Uganda," she told **BUBU Magazine**.

She explained that, In West Nile, UCAA with support from Women's bank Finland through the Finn Church AID has been implementing a project since 2018 in Yumbe and Arua districts of West Nile. The project contributes to socioeconomic empowerment for poor women in refugee host communities of the two

↓ District and Sub county leaders in Yumbe District Launch the Enhancement for Youth Employment Project implemented by UCAA in West Nile with support from European Union.



↗ Amadeawa Youth Group members in Moyo Town Council ready to begin Village Saving and Loan Association (VSLA) after a training by UCAA.

districts through village savings and loans associations' methodology.

Implemented in the sub counties of Romogi, Odravo, Kei, Ariwa of Yumbe district and Odupi in Arua district, the project targets 1620 women, addressing refugee host communities' households limited socio-economic empowerment among the women.

According to Lucy, "The women's awareness of their rights and ability to become active members of their communities is low, whereas the access to affordable and locally accessible microfinance services is limited. The project works with duty bearers including elected chairpersons and councillors at village, parish, sub-county and district levels, members of parliament and civil society organizations;

The Chief Administrative Officer, Yumbe District Mr. Lubuuka David, noted the biggest challenge as the community's negative mind-set and poor attitudes to development.

The Children At Risk Project

With Kerk in Actie of Netherlands support, UCAA has partnered with Dwelling Places (DP) and Cooperation and Development (C&D) to implement another intervention; "Children at Risk" Project in Napak and Kampala districts. The objective is to achieve sustainable resettlement of the children and their families living on the streets back home through an empowered community which can demand for their rights and access social services.

NGOs have rescued, rehabilitated and resettled in Karamoja, more than 1,500 children Kampala streets and other major towns since 2016; they have access to livelihood empowerment support for self-reliance through UCAA.

Rhona Akankunda, UCAA's Monitoring

“

Achievements, progress and the impact are a collective effort with Uganda government and all our partners. We are particularly grateful to Finn church Aid, ICCO cooperation, KinderNoteHilfe, European Union, Media Focus On Africa, Dan Church Aid, Womens' Bank-Finland, Kerk in Actie, UN Women and the government of Uganda through its respective line ministries for the positive collaboration and guidance in planning and implementation of UCAA activities.

and Evaluation Officer, supporting the resettlement of children in Karamoja is one strategy addressing some of the underlying drivers of unsafe migration of children from Karamoja region to the streets of Kampala and other towns.

This is by reducing the community's vulnerability by self-reliant participatory development approach. It is the empowerment of the members' self-help groups to actively participate in their own development processes. Membership to a savings and loans group, for example, offers more capacities to deal with unexpected shocks and enables investment in better household health and livelihoods protection unlike one who is not part of any group.

The first cycle 2016 - 2018 has been completed with the resettling 120 street children between 2019 - 2012, designing and sustaining an interception mechanism to reduce child-out migration from their homes, established a child-focused and family rescue system and fostered harmony among victims and partners.

Child-friendly and community-based rehabilitation opportunities for children who are out-of-homes have been initiated and sustained through a model of resettlement and reconciliation package. An integrated child-centered economic empowerment system, village saving

groups food security and agri-business to curb poverty within households and communities has been established.

The children who have been rescued from Kampala streets have embarked on farming after being reunited with their families. "We have also reached out to 600 families; each Karamojong family has about 8 children and started on the third resettlement phase which will involve similar numbers," Ms Ankunda says.

A child rescued from Kampala streets says, "I manage a retail shop and provide for myself and my siblings." Another girl, says she regrets living on Kampala Streets as she marvels at what she has benefitted from growing vegetables and her expectation of graduating into a model farmer. notes many children living on the streets suffer from preventable diseases because of poor conditions of living.

UCAA Programme Officer, Mr. Imuko Julius attributes Kampala streets children return home success to joint NGOs efforts, supported by Napak district leaders, Kampala Capital City Authority and the Ministry of Gender Labour and Social Development.

Enhancement for Youth Employment and Agency Project in West Nile (EYEAP)

With funding from European Union since

this March, UCAA is also implementing a project for enhancing youth employment. The target is 24,000 youth of 15 to 35 years among refugees and their host communities. The project is in 30 sub counties in Yumbe, Moyo and Adjumani districts, West Nile region for the next three years."The project aligns the urban and rural youth in a community setting, to integrate refugees and the host communities. The UCAA intervention is part of the interventions supporting over 1.4 million refugees in Uganda, most of them originating from South Soudan and Democratic Republic of Congo.

The Self Help Group Approach (SHG)

UCAA is also implementing the self-help group approach for empowering communities through women groups in Agago District, in Adilang Sub county supported by Kindernothilfe. Given the multi-dimensional nature of poverty, however, the approach puts equal emphasis on the goals of economic, social and political empowerment. In order to achieve these goals, it offers a framework and guidance for establishing a 'people's institution' which provide an environment of trust and cooperation in which people come to realise they are able to help themselves to achieve the economic, social and political goals that they themselves define.

"Our experience has shown that the approach is ideal in situations where: people are living in a state of despair or without any hope under destructive living conditions; communities are in disorder because of war or long lasting conflicts; economic empowerment alone is not introducing or improving the basic rights of children; and prevailing conditions do not allow the poor to participate and to develop," Ayena further explains said.



One of the beneficiaries of UCAA training in Karamoja inspecting her garden.

Acting Against Disaster Risk

With support from European Union UCAA is in yet another programme, the Disaster Risk Reduction (DRR). The NGO hosts EU Volunteers who support UCAA to mainstream DRR and emergency preparedness and response plan.

UCAA has its members country wide and have been given training manual that the EU volunteers established. UCAA became a member of the EU Aid Volunteers ACTing against disaster risks (EUAVACT) Consortium in 2016, a coalition of 20 ACT Alliance members and affiliates in five different countries aiming to contribute to more effective humanitarian response, Disaster Risk Reduction and resilience through strengthening local NGOs and vulnerable and disaster prone communities members. Within the framework of the EU Aid Volunteers Initiative, UCAA has been recognised as a hosting organisation and have been hosting volunteers from the European Union sent to us by our partners Dan Church Aid and Finn Church Aid who are supporting us in our efforts on disaster risk reduction.

Rights Enhancement and Advocacy for Change Project (REACH)

UCAA also received funding from UN Women and is implementing a women project in Kitgum and Kaabong Districts. We are in a consortium with Kaabong People Living with HIV/AIDS. Gender Based Violence (GBV) has been associated with serious adverse

medical, psychological, economic, and social outcomes for survivors, their families and communities. Government of Uganda and development partners are becoming increasingly aware of the challenges that gender based violence and gender inequality present on individual, community and national development. Therefore, there is urgent need to address socio-cultural risks that threaten to undermine development if meaningful and inclusive development is to be realized.

UCAA was founded in 1992 by 75 Ugandans (change agents, development workers) who had undergone the Change Agent Training conducted by Quaker Service Norway (QSN). It has a membership of over 4,000 trained Change Agents, organized into 230 branches throughout Uganda. They work voluntarily with over 5,000 self-help development groups (SHDGs) with a membership of over 69,000 rural men and women.

Ms. Ayena stresses that, "Achievements, progress and the impact are a collective effort with Uganda government and all our partners. We are particularly grateful to Finn church Aid, ICCO cooperation, KinderNoteHilfe, European Union, Media Focus On Africa, Dan Church Aid, Womens' Bank-Finland, Kerk in Actie, UN Women and the government of Uganda through its respective line ministries for the positive collaboration and guidance in planning and implementation of UCAA activities."



The project aligns the urban and rural youth in a community setting, to integrate refugees and the host communities. The UCAA intervention is part of the interventions supporting over 1.4 million refugees in Uganda, most of them originating from South Soudan and Democratic Republic of Congo.

Corporate Governance Vs COVID-19

Consume Ugandan- made, Survive, Grow



BUBU
Buy Uganda

Government institutions in charge of certifications, copyrights, trademarks and such trade facilitating endeavors should now change their modus operandi to make their services user-friendly, easy to access and affordable.

We are in times where the business and trade worlds have to demonstrate high levels of innovation, resilience and adaptation to new ways of operating.

To date, the novel Corona Virus (COVID-19) has disrupted the entire world business order and presented unique and very profound challenges as much as new opportunities.

Charged with overseeing the short- and long-term health of corporations and their business prospects – Company Directors and Boards must have sentient consideration on a range of issues, given these unprecedented circumstances caused by the corona virus (COVID-19) pandemic. To survive, recover and grow, directors must

make concerted efforts to put in place reasonable board-level systems to assess risks, make sound decisions to mitigate them, monitor and direct new pathways for their companies. For Ugandans, it is the time to ring-fence to give preferential treatment to embrace and implement the “**Buy Uganda, Build Uganda**” policy in our Board rooms.

The novel Corona Virus has directly affected ways in which Boards and management will hold meetings, reach out to suppliers, pay creditors, access banks, do last mile distribution and even market products. The abrupt shift and lockdown on businesses has exerted pressure on business equity, dividends, shares, and future business decisions among others. In Uganda many organizations have hit a jack pot and others suffered severely due to the pandemic.

In my assessment, the **Buy Uganda, Build Uganda (BUBU)** strategy appears to be taking advantage and deriving benefits from the measures taken



ICGU Chief Executive Officer, Mr. Dison Bosco Okumu.



Consume Ugandan-made, Survive, Grow

by Government to curb the spread of COVID-19. The shutdown of airports and borders has demonstrated that Ugandans can actually buy Ugandan products to satisfy their basic needs. Ugandan producers and manufacturers have also hyped their production lines to satisfactorily meet the demand of the market during the lockdown.

We have not heard of specific "shortages of essential commodities, hoarding or smuggling" a characteristic of the 1970's and thereabouts. This clearly demonstrates that somehow, the demand-supply equations were balancing during the lockdowns. It is therefore reasonable to deduce that the BUBU strategy has directly or indirectly been helped by the pandemic to flourish. It is now time for its deepening and entrenchment in the market.

One thing that we need to impress on our producers and consumers is to embrace the brand "Made in Uganda". Producers and consumers alike should start being proud of that label.

Secondly, Government institutions in charge of certifications, copyrights, trademarks and such trade facilitating endeavors should now change their



The shutdown of airports and borders has demonstrated that Ugandans can actually buy Ugandan products to satisfy their basic needs. Ugandan producers and manufacturers have also hyped their production lines to satisfactorily meet the demand of the market during the lockdown.

modus operandi to make their services user-friendly, easy to access and affordable. During the lockdown, I assisted a cousin who decided to go into liquid soap manufacturing. She is picking up well but now she needs facilitation to copyright and get certification of her product to enable her sell to Supermarkets with clear labels of **Made in Uganda**.

The third aspect to entrench BUBU would be from the marketing perspective. Concerned institutions should make use

of modern communication channels such as FM radio stations and social media to massively market BUBU in the local market. COVID-19 has actually awakened our people that not all things foreign are the best. We can survive and grow using our home-made things.

I contend that law enforcers of standards and tax managers should change their ways from coercive to persuasive means to encourage local micro and small-scale entrepreneurs survive, recover and grow post-Covid-19 pandemic era.

BUBU
BUY UGANDA
BUILD UGANDA



PRAYOSHA
ENTERPRISES LTD.

"MASTER BUILDERS IN Aluminium"

We make your imagination a reality

+256 (0) 414 273 461
+256 (0) 759 667 241
info@prayoshaent.com
prayoshaent.com

TEMPERED/TOUGHENED GLASS NOW AVAILABLE IN UGANDA

OUR PRODUCTS

- Sliding doors and windows
- Top and side hung windows
- Aluminium composite panel cladding
- Suspended ceilings
- Shop front and entrance doors
- Office partitions
- Curtain walling and Structural glazing
- Open office partition systems
- Shower cubicles
- Vertical and horizontal blinds
- Roller shutters (see through and solid)
- Wrought iron grill gates and burglars
- Double glass unit (for sound proofing)
- Cradle system (facade cleaning system)

OUR SERVICES

- Anodizing
- Powder coating
- Tempered glass

- SHOWER CUBICLES
- SS RAILINGS
- SKYLIGHTS

APPLICATION OF TOUGHENED GLASS



Framless shower Cubicles



Stainless Steel Railings



Glass Canopy and Skylights



Frameless Glass Doors

UGANDA:

Plot No. 642, Block 33,
Nalukolongo Industrial Area
P.O. Box 12452,
Kampala - Uganda

KENYA:

+254 (0) 731 191 444
+254 (0) 780 767 294
info@prayoshaent.com

RWANDA:

+250 (0) 737 001 231
+250 (0) 786 932 673
inforw@prayoshaent.com





From the Corporate Governance perspective, I would like to look at a number of salient issues for Company Directors to observe during COVID-19 while upholding and applying the BUBU strategy.

Financial and Business Impacts

Critically examining the short and long-term impacts of COVID-19 on a Company's business, including financial stability, the health and safety of employees and stakeholders and the environment are crucial. The Board must take holistic views of the prevailing environmental and social governance arena while executing their duties.

For example, while making procurement decisions to curb the spread of COVID-19 in the workplace, cognizance must be made of the fact that most of the materials (like Alcohol-based sanitizers, facemasks, face shields, soap) that are required to protect our clients, employees and ourselves are available

in the local market. They should be procured from local manufacturers.

Financial incentives and other corporate social responsibility actions should be extended to local investors and academic institutions to roll out their innovations in manufacturing of gadgets such as Ventilators and Temperature monitoring machines.

Board Engagement

Governing bodies (Boards) of all corporations, companies and institutions ought to take tough decisions to invest in modern ways of conducting meetings, facilitating remote working and e-commerce (e-procurement) and supply-chain management. While taking such decisions, their eyes must be fixed on the BUBU strategy.

National Vision

The goal of the Third National Development Plan (NDP 11) focuses on Industrialization and improving the

quality of life in Uganda through the promotion of Buy Uganda Build Uganda under the Comprehensive National Development Planning Framework (CNDPF) that articulates the national vision - **Vision 2040**.

The business world has to play its part in achieving this vision by ensuring that all their strategic and business plans are aligned to the CNDPF. Company Directors need to learn, absorb and adhere to Corporate Governance principles and practices that will eventually propel their businesses to survive, recover and thrive during and in the coming post COVID-19 era.

*Dison Okumu
Chief Executive Officer
Institute of Corporate Governance of Uganda (ICGU)
dison.okumu@icgu.org*



Knowledge is Power
SHREEJI STATIONERS 2009 (U) LTD
Manufacturer Of Exercise Books & All Types Of Stationery

BUBU
BUY UGANDA
BUILD UGANDA

OUR PRODUCTS



Box & Spring Files



Casio Calculators



Counters



Copiers

PRINTING SERVICES

A7 105 x 148 mm	A6 105 x 148 mm	A5 148 x 210 mm	A3 297 x 420 mm
A4 210 x 297 mm	A2 420 x 594 mm		
A1 594 x 841 mm			

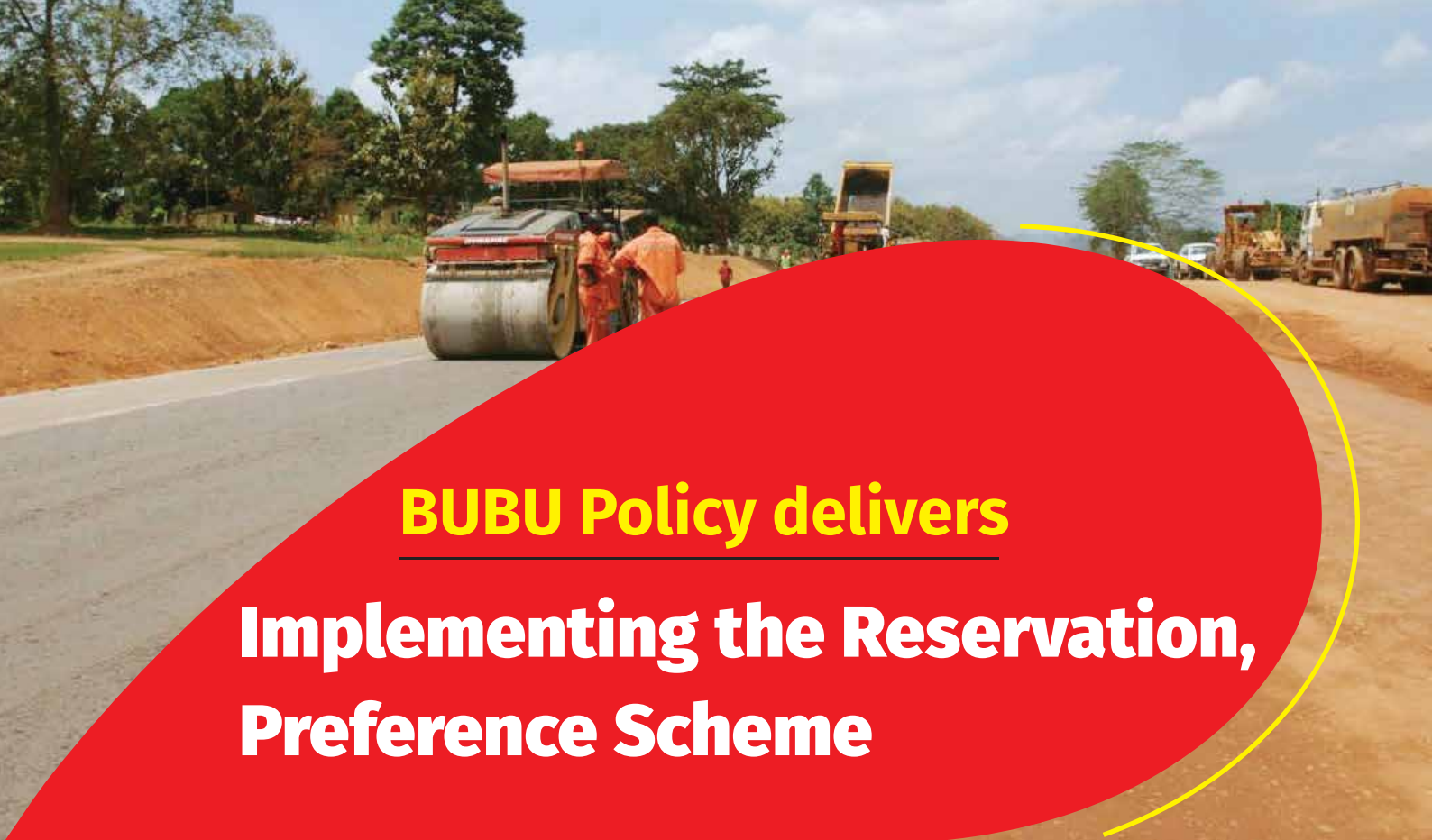


Exercise Books

PRODUCT LIST

1. Pens
2. Pensil
3. Erasers/ Shapeners
4. Stapler machines/ stapler punchers
5. Stranded envelopes
6. Spring files
7. Plastic file folder
8. Clear PVC pouch (any personal bag)
9. Office trays
10. Markers / highlighters
11. Desk organizers
12. Binoler
13. Office glue / glue sticks
14. Sheet protectors
15. Carbon papers
16. Scissors
17. Rubber bands
18. Visitor books
19. CD / DVD
20. Stationery in different sizes
21. File folders
22. Clip boards
23. File dividers
24. Post-it pads
25. Lamination Pouches
26. Laminating machines
27. Correction pens
28. Masking tape
29. Suspension files
30. Key holders
31. Flip chart / flip chart stands
32. Binding spirals / covers
33. Binding machines
34. Paper outbox
35. White boards - all sizes/ stands
36. White board clusters

Plot-2 Swaminarayan Close,
Wankulukuku Road, Nalukolongo Industrial Area.
Tel.: +256 414 343891/2 +256 707223333
Email: info@shreejistationers.com Web: www.shreejistationers.com



BUBU Policy delivers

Implementing the Reservation, Preference Scheme



BUBU
Buy Uganda

The BUBU policy encourages local entrepreneurs to be proactive in all sectors of the economy because it leads to increased economic activities that translate into higher economic growth.

The Government has made several interventions to curb corruption in Buy Uganda Build Uganda (BUBU) implementation. They include the Laws and supportive policy/legal frameworks that support contractors and service providers in the implementation of the BUBU policy.

The minister of Trade, Industry and Cooperatives, Ms. Ameila Kyambadde is unequivocal that BUBU implementation is fostering Uganda's private sector development, besides the National Trade in Services Policy, PPDA Reservation scheme guidelines and the PPDA Amendment Bill.

They are complementary to the institutions the Government has set up to curb corruption; the IGG, Commercial court, Health Monitoring Unit, Land Commission of Enquiry and Anti-Corruption Unit. The PPDA implements the Reservation and Preference Scheme under Section 50 and 59 A.

Prominent among the outcomes is Uganda National Roads Authority (UNRA) Shs3.7trillion worth of contracts awarded in the financial year 2017/2018. Contracts worth Shs450 billion (12 per cent) were reserved for local services providers by threshold and Shs423 billion (11 per cent) was awarded to local providers through mandatory sub-contracting by foreign providers.

Thus 23 per cent of the total value of contracts was awarded to local providers, representing Shs890 billion of the UNRA budget (Shs3.7 trillion). Over the same period, National Medical Stores procured medical supplies worth Shs156 Billion from Local Manufacturers.

For its part, **Uganda Electricity Distribution Company Ltd (UEDCL) awarded Shs1.1 billion worth of contracts to National Companies, while Uganda Electricity Transmission Company awarded contracts to National Companies worth Shs11.5 billion.**

The minister says, "BUBU was introduced to promote the consumption of local goods and services, promote the use and conformity to standards and provide capacity building programs to local suppliers of goods and services.

Further the Ministry of Trade, Industry and Cooperatives commissioned the National policy on Services Trade in 2017 to provide strategic direction and enhance the participation of local stakeholders in the Services Sector.

Kyambadde says as a result of BUBU implementation policy as of March 2019, over 500 services suppliers have been identified under the BUBU Policy. They are producers of construction services, consultancy, insurance, legal education services, accounting and auditing, education services printing textiles, leather and footwear, furniture, stationery, pharmaceuticals, foods and beverages and cement.

The minister notes that the supermarkets shelf space for local goods in the supermarkets has grown from 25 to 40 per cent for dry goods and from 30 to 70 percent for fresh goods.

Over 500 local suppliers have benefitted from the training to take advantage of the existing opportunities and procurement supply.



BUY UGANDA BUILD UGANDA

Bubu online shopping App is a new E-Market business that intends to bring together all local manufacturers in Uganda on to one platform with an aim of promoting Ugandan made products locally, to the East African community and to the rest of the world, hence widening the market base.

↓ Download the App

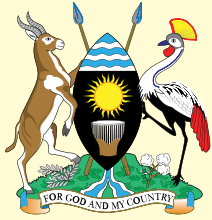


www.bubuonlineshopping.com

Plot 58/59 Hancock Road, Ntinda | P.O. Box 2458, Kampala Uganda.

Contacts: +256 704 266 268 / +256 784 256 870, +256 702 972 780

Email: sales@bubuonlineshopping.com | **Website:** www.bubuonlineshopping.com



MINISTRY OF DEFENCE & VETERAN AFFAIRS

Uganda’s strategic Defence posture is premised on having a strong Pan-Africanist UPDF that is able to preserve, defend and protect the sovereignty of Uganda, contribute to regional stability, and support international peace efforts.



H.E. GENERAL YOWERI KAGUTA MUSEVENI
President of the Republic of Uganda
Commander-in-Chief of the UPDF



Hon Adolf Mwesige
Minister of Defence and
Veteran Affairs



**Hon Col (Rtd) Charles Okello
Engola: Minister of State for
Defence-General Duties**



Hon. Christopher T M Kibanzanga
Kibanzanga: Minister of
State for Veteran Affairs



Mrs Rosette Byengoma
Permanent Secretary
MoDVA



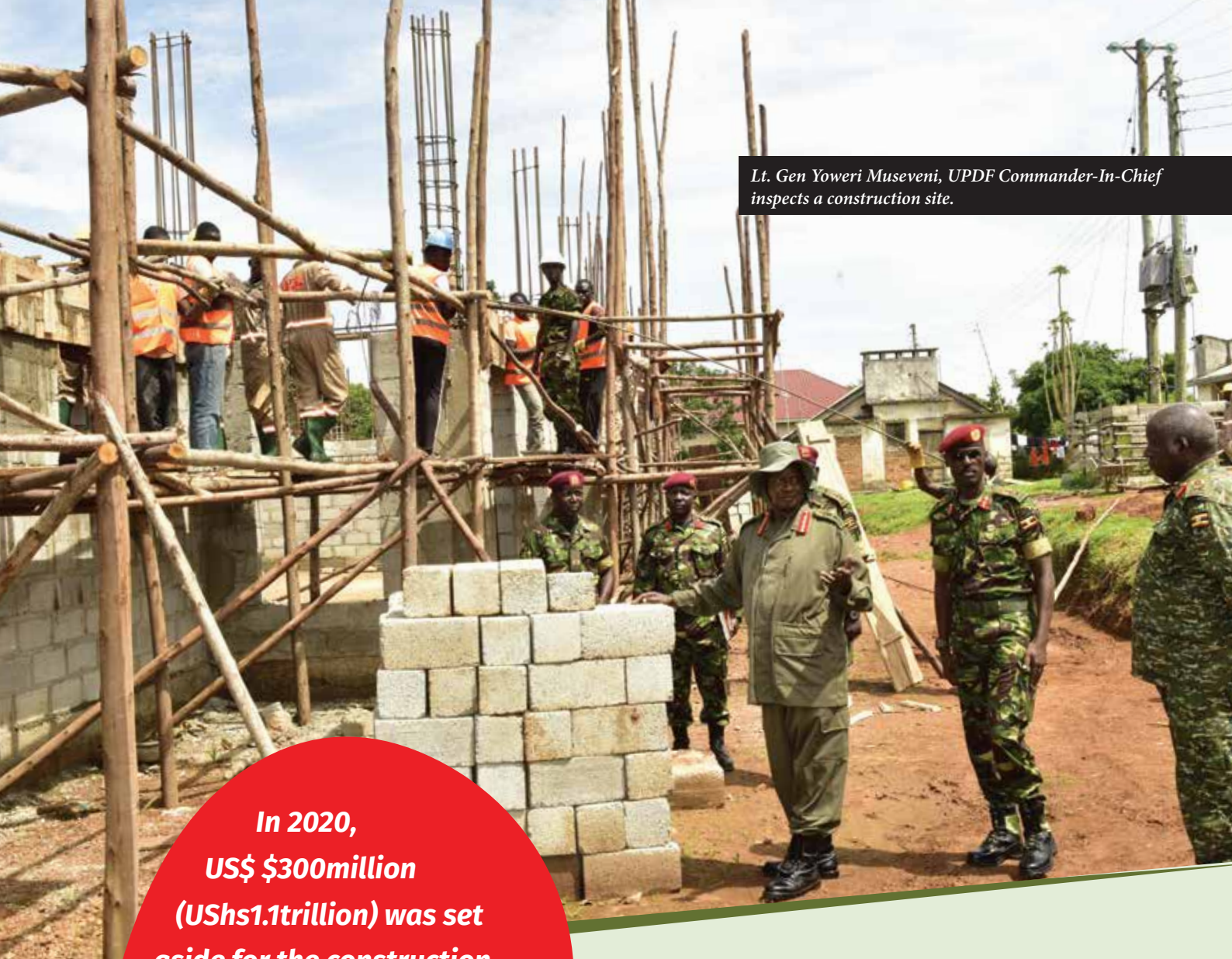
Gen David Muhoozi
Chief of Defence Forces

VISION

The vision of the UPDF is to transform into a modern, professional, efficient and accountable force, anchored on a strong civil-military partnership, and capable of effectively and efficiently undertaking its missions.

MISSION

The UPDF’s overarching mission is to defend and protect the people and their property; the sovereignty and territorial integrity of Uganda; and to ensure the inviolability of people’s rights, rule of law, and good governance in order to facilitate prosperity.



Lt. Gen Yoweri Museveni, UPDF Commander-In-Chief inspects a construction site.

In 2020, US\$ \$300million (US\$1.1trillion) was set aside for the construction of 30,000 housing units for soldiers. The project was implemented by the UPDF's Engineering Brigade together with Medallion Engineering Limited from China.

UPDF nurtures BUBU policy

By Our Reporter

Uganda People's Defense Forces, like other government institutions is Buy Uganda Build Uganda (BUBU) policy compliant. The army has practiced self-reliance and patriotism since its inception in the 1970s and 1980s, by virtue of its principles.

Through dynamic and competitive value addition to local raw materials to attain world-class competitiveness

BUBU is largely private sector driven. However, it is prudent that the public sector; the UPDF, ministries, agencies and local governments similarly espouse the BUBU philosophy.

National Economy Support

Courtesy of the BUBU policy implementation, the UPDF, like Uganda Police Force and Uganda Prisons Service procure their official garments from local textile manufacturers, some of them government owned. The UPDF

too, produces many of its supplies; food items, furniture, ammunition, buildings construction, maintenance and refurbishments.

In 2016, President Yoweri Museveni directed the creation of income-generating projects for soldiers' spouses. Agricultural and cottage industries were established for their benefit; soap, apiary, ground nuts paste, sweaters weaving, bakeries, and coffee and tree nurseries management, among others.

Their savings and loan associations in the barracks boost their financial standing, and the Ministry of Defense and Veterans Affairs' aided skills-development boosts their incomes and savings and self-reliance capacity improve.

UPDF Engineering Brigade and the commercial and production arm, National Enterprise Corporation (NEC) responds to emergencies and

disasters. They have removed floating islands from Lakes Victoria and Kyoga, and built resettlement villages in Bulambuli district in Mt. Elgon region.

The UPDF's recent response to the locust invasion has saved Uganda much forex, contrary to the initial wisdom of hiring airplanes to spray the insects. The army is also involved in railway line rehabilitation, besides the construction of several government installations; Kololo Ceremonial Grounds pavilion and Kiira Motors Vehicle Plant in Jinja. UPDF engineers work with Kiira Motors Corporation to assemble Kayola solar-electric buses from Luwero Industries workshop at Nakasongola.

The army boosts agriculture and household income generation. It is at the spearhead of Operation Wealth Creation (OWC) which has streamlined the National Agricultural Advisory Services (NAADS) inputs distribution.

Rehabilitation, production, skills development

At the end of the five-year liberation war in January 1986, the National Resistance Army and the government set up a rehabilitation centre to address various issues of veterans and serving soldiers.

It is established in Mubende district where the war had started in 1981. It caters for the injured or disabled combatants and activists integration into civilian society with dignity. It offers physical and psychological rehabilitation and rearmament which are useful for facing the future.

The Chieftaincy of Mubende Rehabilitation Centre (CMRC) provides physical and psychological rehabilitation and material support to more than 1,000 disabled combatants and their families. It has branches in Ntungamo and Kyankwanzi districts.

Supporting Civilians

There is polytechnic skilling in motor vehicle mechanics, metalwork and fabrication, carpentry and joinery, computer science, plumbing and welding, among others. The excelling



UPDF builds Nyoka, Uganda's car.

students easily get posted to different military institutions or installations and are hence guaranteed employment.

Some of the polytechnic's learners sit for exams prepared at the polytechnic while some sit for exams set by Ministry of Education and Sports' Directorate of Industrial Training (DIT).

The CMRC also runs a guesthouse, which is accessible by civilians, as an income-generating activity. Neighboring communities' civilians get free medical treatment at the institution's health centre.

Rehabilitation

Commonly referred to the "lively

home away from home," the CMRC offers physical and psycho-social rehabilitation. The centre's state-of-the-art fully-fledged orthopedic workshop makes artificial limbs, boots and other provisions on the basis of the need; limbs disability with physiotherapy and orthopedic processes (prosthetics, corsets, orthotics and orthopedic boots).

It also offers movement assistive devices; the crutches and wheelchairs, which the soldiers get at no cost; the repairs too are free. A limb fixed above the knee costs US\$8m to Shs20m

depending on the materials used while those below the knee cost Shs2m to Shs5m.

Initially managed under a contract by Africa Medical Alliance, a South African company, the high-quality limbs produced are much superior to most on the Ugandan market. Worn-out limbs are also repaired and maintained.

Uganda government took over the workshop when the contract expired in 2015, effectively boosting BUBU policy.

The centre skills people with impaired hearing and vision with training in Braille and sign language at Kyambogo University. They also get assistive devices; the white cane for the totally blind, hearing aids for the deaf and spectacles for the visually impaired.

Operation Wealth Creation

Operation Wealth Creation is UPDF spearheaded government programme, which was initiated across the country in 2014. It was prompted by President Museveni's realization that more than 60 percent of the funds channeled through NAADS were not benefitting the majority of targeted recipients, the subsistence farmers.

It was launched in July 2013, targeting the operational zones in the triangle that had supported the military/ political struggles of the 1970s and 1980s.

National Enterprise Corporation

The National Enterprise Corporation (NEC), a production and commercial arm of the UPDF, implements BUBU ideals and principles. It was established by an Act of parliament in 1989 to produce goods and services for to the defense forces, army veterans and the general public.

NEC has set up five subsidiary companies and three joint ventures, all dedicated to utilizing local resources, imparting skills and saving the country's valuable foreign exchange.

In May 2020, NEC engineers participated in the evacuation of floating islands and vegetation mats from Uganda's several water bodies, especially threatening electric power generation and the fisheries industry. It is also cleaning and rehabilitating the country's railway lines.

NEC produces goods and services

Government has a strong interest in fostering a business environment that enables the private sector to flourish. Besides formal businesses, individuals and households, the wealthy and the poor, operate as private economic actors when they consume goods and services, sell their labour, farm or produce goods and services.



Kiira Motors Corporation EV Factory takes shape in Jinja by NEC.

that are consumed in the Great Lakes region, thus contributing to the country's defense and security's self-reliance and sustenance and consolidating Uganda's self determination.

NEC SUBSIDIARY COMPANIES

Luwero Industries Ltd.

Commissioned by President Yoweri Museveni in 1994, this subsidiary is designed to meet the need for a national ordinance and strategic military capacity. It's aimed to reduce foreign dependence for military equipment and supplies. NEC was conceived at the onset of fundamental change in Uganda in 1986.

Main activities

- o Rifles repair
- o Armored vehicles repair
- o Ammunition manufacture
- o Various military equipment spare parts manufacture
- o Metal fabrications
- o Electronics workshop and radio communication workshop.

- o Primary agricultural processing equipment; maize mills and coffee hullers.
- o Carpentry workshop; office and domestic furniture

NEC Construction, Works & Engineering Ltd.

Incorporated on October 18, 1991, it utilizes the UPDF's extensive manpower resource to produce goods and services, contributing to national growth and development.

Managed by professional engineers, it undertakes construction and engineering works for the defense forces, government ministries, agencies, and the private sector. It offers architectural services, civil engineering expertise, structural engineering, renovation and estate maintenance.

The company is designed to impart technical, managerial and service skills to armed forces personnel, to improve their welfare; provide quality construction services through mutual trust and respect using its capabilities,

talents, and experience. It skills defense forces members for gainful retirement.

The most recent completed projects:

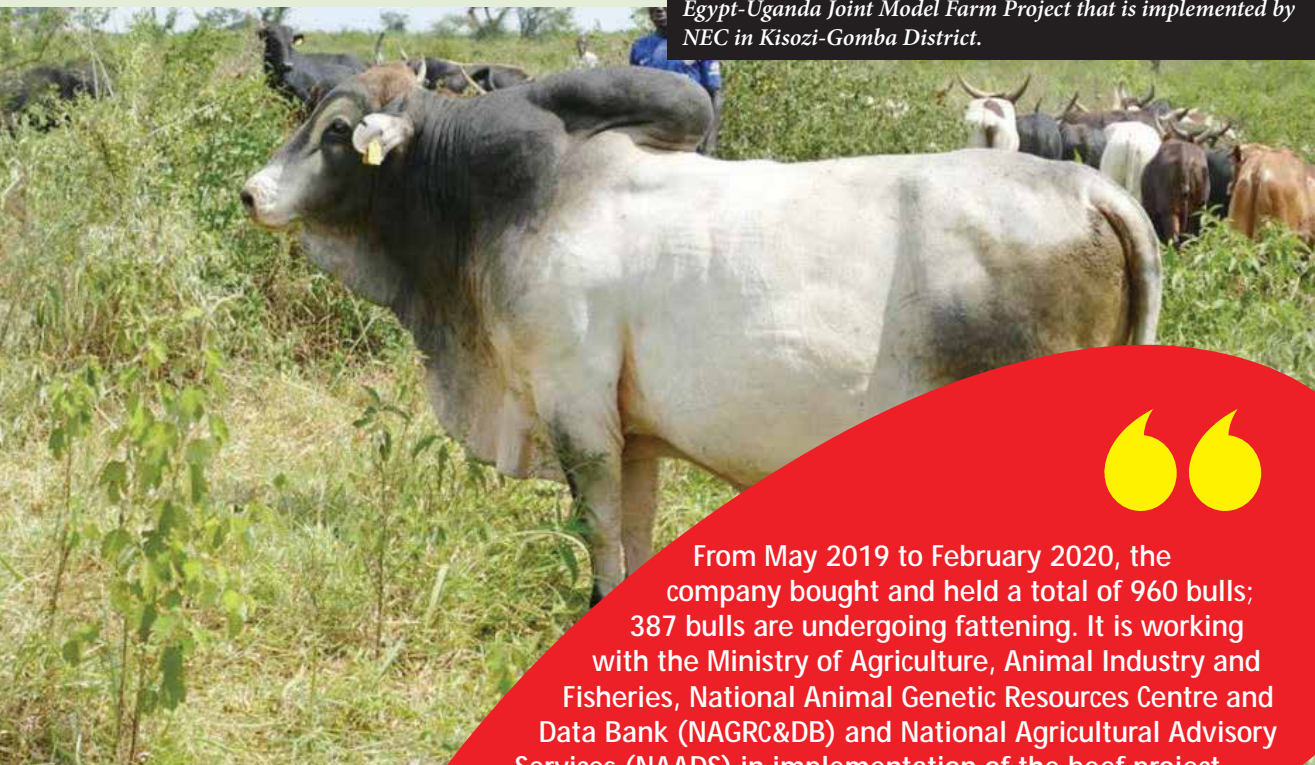
- o Infrastructure works at NALI Kyankwanzi contracted by Ministry of Agriculture, Animal Industry and Fisheries.
- o External works at the Chieftaincy of Military Intelligence, contracted by Ministry of Defence and Veterans Affairs.
- o Electric and Electronic Waste Collection and Management Centre on 6th Street Industrial Area (Luwero Industries Limited and National Environment Management Authority).

Ongoing works

1. Kiira Vehicle Plant Facilities in Jinja district
2. Vebba factory at Nakasongola.

NEC Farm Katonga Ltd.

NEC Farm-Katonga Ltd manages a ranch in Kisozi, Gomba district, earmarked by Government to spearhead a cattle-fattening programme for 'export-grade' beef to



Egypt-Uganda Joint Model Farm Project that is implemented by NEC in Kisozi-Gomba District.



From May 2019 to February 2020, the company bought and held a total of 960 bulls; 387 bulls are undergoing fattening. It is working with the Ministry of Agriculture, Animal Industry and Fisheries, National Animal Genetic Resources Centre and Data Bank (NAGRC&DB) and National Agricultural Advisory Services (NAADS) in implementation of the beef project.

the world market.

The project started with 2,800 carefully selected high-quality breeds of bullocks. Local farmers benefit from the project when they are involved in the supply chain. The project directly and indirectly employs provided over 1,000 people in construction, bush clearing, fencing and other related services. NEC Farm-Katonga will also provide quality animal breeds to farmers.

From May 2019 to February 2020, the company bought and held a total of 960 bulls; 387 bulls are undergoing fattening. It is working with the Ministry of Agriculture, Animal Industry and Fisheries, National Animal Genetic Resources Centre and Data Bank (NAGRC&DB) and National Agricultural Advisory Services (NAADS) in implementation of the beef project.

It signed a memorandum of understanding with NAGRC&BD as the priority buyer of bulls produced in government ranches of Nshaara, Ruhengyere, Sanga, Aswa, Maruzi, Rusenke and Rubona, among others. Under the MOU, the company shall purchase 2,000 bulls and more from government ranches annually.

The company is also networking with the major sector players to establish partnerships to sustain adequate cattle supplies for export and enhance the best practices and thus contribute to the prosperity of our country.

Its engagement in crop production generates food for the workers, cuts and diversifies the sources of cheap cattle feed. Sixty acres of maize have been planted, expected to yield 20 tonnes of grain. The company is considering large-scale crop production to increase its revenue generation base.

NEC Agro SMC Ltd.

A merger of NEC Tractor Project Ltd. and NEC Tractor Hire Scheme Ltd is involved in agriculture business besides and general merchandise, majoring in agricultural machinery and technology, agricultural produce and supplies, dairy products, and wholesale and retail domestic and export market poultry farming. NEC Agro deals in tractors and supplies food to the UPDF.

NEC Agro operational areas:

- o Agro machinery
- o Food supply
- o Manufacture, sale and distribution of fertilizers and other agricultural inputs; and

- o Commodity export

In 2005, Government of Uganda directed NEC to work as off-takers and distributors of fertilizers and steel manufactured by Guangzhou Dongsong Energy Group (U) Co. Ltd. NEC Agro executes this mandate on behalf of NEC.

NEC Agro caters for several large-scale farmers; Uganda Prison Services, Kakira Sugar Works limited, Sugar Corporation of Uganda Limited, and Kinyara Sugar Works Ltd. On January 10, 2020, President Yoweri Museveni officially launched Sukulu Fertilisers, marking the end of Africa Kwetu Great Trek at Birembo sub-county, Kakumiro district.

NEC is the sole distributor of Sukulu fertilisers, on the basis of its agreement with Guangzhou Dongsong Energy Group, to spearhead the product's distribution. So far, 5000 tonnes of all types of fertilisers have been sold.

The fertiliser plant has a production capacity of 300,000tonnes, against Uganda's average consumption of less than 100,000tonnes, thus the need for a regional marketing strategy. Through its subsidiary, NEC Agro SMC Ltd, the products are distributed and the farmers are trained on the usage of the fertilisers.

NEC Uzima Ltd.

To contribute to income generation and the feeding of the forces, NEC Uzima Ltd produces natural mineral water, one of the operational rations. This conforms to the constitutional expectation of UPDF's mandate to be

productive and contribute to national economic development.

Uzima Water, its flagship brand is produced at a Kakiri barracks factory in Wakiso district. It was launched by President Museveni on February 6, 2016. On June 19, 2020, NEC Managing Director Lt. Gen. Mugira laid a project stone on the new Uzima factory and inspected the progress of the ongoing construction works of a second modern fully automated mineral water production plant.

The new water factory, expected to be commissioned this year, will greatly increase the production capacity of Uzima natural mineral water.

NEC JOINT VENTURES

Kyoga Dynamics Ltd.

This is a joint venture project of Luwero Industries Limited, Ministry of Defence and Veterans Affairs and China Wanbao Engineering Company, a subsidiary company under China North Industries Group Corporation (NORINCO). It produces emulsion explosives and ammonium nitrate fuel oils.

It deals in the manufacture, storage, blasting and sale of civil commercial explosives used in mining and infrastructure development; i.e. roads, dams, railway, etc.

The explosives production line at Nakasongola is the first emulsion explosive production line in the



UPDF packaging Uzima mineral water at the factory in Kakiri Barracks.

East Africa region and third on the continent. This serves an expanded regional market, especially in Kenya, earning Uganda some forex through exports.

Pro Heli International Services Ltd

This a joint venture for Luwero Industires Limited, Ministry of Defense and Veterans Affairs and Bosasy (U) Ltd. It maintains, repairs and overhauls (MRO) of Mi series helicopters. This will improve the UPDF's capabilities, reduce the overall Mi-17/24 helicopters maintenance costs and achieve a local industrial base and self-sustenance.

The civil works for the workshops/hangers and offices have been completed, awaiting the installation of equipment to enable the Centre commence the maintenance, repair and overhaul (MRO) of Mi series helicopters.

Egypt-Uganda Joint Model Farm

On December 4, 2019 the first phase of the Egypt-Uganda Joint Model Farm was commissioned at NEC Farm Katonga by Hon. Hon. Christopher Kibanzanga. The Farm is managed by National Enterprise Corporation (NEC).

The Egypt-Uganda Joint Model Farm project produces variety of crops including; wheat, maize (for silage to fatten animals), sesame (simsim), soya bean (for oil cake to fatten animals), sunflower and Egyptian beans.

National Infrastructure Growth

Much like BUBU policy calls for a conscious utilization of local natural and human resources to build a sound self-sustaining and integrated

economy, the UPDF is engaged in the growth and development of Uganda's infrastructure.

The UPDF's Engineering Brigade boasts of 2,500 personnel besides the men operating under he National Enterprise Corporation (NEC). It is implementing the Second Defense Strategic Infrastructure Investment Plan (DSIIP II), with routine renovations and construction works for improving and expanding the UPDF personnel's accommodation across the country.

This brigade has responded to emergencies and disasters around the country; the floods, landslides and earthquakes which destroy buildings, roads and bridges and burden the health system.

The UPDF robust internal capacity responds to infrastructural challenges; all dormitories, sports facilities construction in military barracks are by the UPDF without external contractors' support.

UPDF engineers have also constructed modern housing units for Karamojong communities in the wake of the recent successful disarmament in the sub-region.

The UPDF has 112 health facilities in its establishments, the majority offering services at no cost to civilians from the neighboring communities; this is the same case even in Somalia.

The UPDF has set up a railway construction training facility in Tororo to skill the soldiers ahead of Uganda's one-meter gauge railway line rehabilitation, and in anticipation of the onset of the standard gauge railway construction.

At the launch of the standard gauge railway (SGR) construction in 2015, President Museveni said he had asked Chinese engineers to train UPDF personnel in railways and other types of specialized construction. In the year 2012, he passed out 47 UPDF railway engineering graduates, from the Defense Research, Science and Technology Centre (DRSTC), Lugazi.

In 2016, Presidential Museveni directive that Uganda should strive to keep pace with trends in science, technology and innovation. Thus, DRSTC at Lugazi and the Avionics Research Centre at Nakasongola are being developed into centres of excellence for collaborative research with universities, the private sector and government agencies.



The fertiliser plant has a production capacity of 300,000tonnes, against Uganda's average consumption of less than 100,000tonnes, thus the need for a regional marketing strategy. Through its subsidiary, NEC Agro SMC Ltd, the products are distributed and the farmers are trained on the usage of the fertilisers.



UPDF Engineers Brigade experts renovating acounciling building at Kitgum main Hospital.



UPDF Engineering Brigade built Masaka flats.



BIPOUS (U) LTD

(Since 1983)

**MANUFACTURERS
OF ALL WOODWORKS**

Buy Ugandan. Build Uganda.



About Us

Biplous (U) Ltd is an indigenous company dealing in furniture, carpets, aluminum works and general home and office furnishing. The company, incorporated in 1983 was built to offer a wide range of well designed, luxury and functional furnishing products at competitive prices.

The Uganda furniture gaint has come to embody unique, customised and luxurious furniture that fits different target audiences in the Ugandan Market. Since it's founding, Biplous has transformed the way Ugandans think about how to shop for furniture. today a customer is taken on a journey that allows them to select the row materials, the design and general outlook of their dream furniture.



HOME AND OFFICE FURNITURE | INTERIOR DESIGN | ALUMINIUM STRUCTURES

KAMPALA ROAD SHOWROOM

📍 Plot 62 Kampala Road

BUKOTO SHOWROOM

📍 Plot 82 Kira Road

WORK SHOP

📍 Plot 32/33 Bombo Rd

P.O.Box 2876 Kampala - Uganda, Tel: +256 0414 223 504

✉ info@biplous.com 🌐 www.biplous.com

GLOBAL PAINTS

"A Reliable Product"



Glosses

Global Putty

Fast Dry

Silk Vinyl

Auto-Paint

Undercoats

Emulsions

Texture Paste

Weather Coat

Nitro Cellulose

A brand of Global Company (U) Ltd.
P.O. Box 14367, Mengo, Kampala Uganda

Other products:

Empty Jerricans **Size:** 4 Ltrs and 20 Ltrs.

"Quality Products at Affordable Prices"

Head Office: Plot 1097, Block 232 Banda-Kireka, Off Jinja Road,
Tel: +256 - 414-287631, +256 - 414-287433 +256-312 284826, Mob: +256-772-409887
Email: gloss@globalpaints.co.ug **Website:** globalpaints.co.ug

" Any Surface that needs paint prefers Global Paints"