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Editorial

Paul Mugabi - Editor

TEAM Editorial:

Paul Mugabi

Martin Luther Oketch Wandera Ouma Kabona Esiara

Marketing:

Charles Ssozi Daniel Ntege Jackline Ntabadde Mebra Kaire Stanley Mukurasi Collin Katunguka Betty Musomoka Magaret Namutebi

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

Publisher:

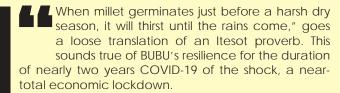


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Chamber of Commerce Wants

Afc.FTA



Sources familiar with Uganda Export Promotion Board (UEPB), intimate that Uganda's total merchandise exports in 2019 grew by Shs 400 billion to Shs 13.8 trillion as at November 2019, compared to Shs 13.4 trillion over the same period in 2018, an increase, in part attributed to BUBU.

Naturally, Uganda National Chamber of Commerce and industry keenly wants government's support, enhance its 30,000 members' products competitiveness in the African Continental Free Trade Area (AfCFTA), the world's largest free trade area.

With a combined gross domestic product (GDP) value of US\$3.4 trillion, it connects 1.3 billion people in 55 countries. It has the potential to lift 30 million people out of extreme poverty, which hinges on the institution of supportive significant policy reforms and trade facilitation measures.

Whereas, according to a World Bank report (June 8, 2021), the COVID-19 shock precipitated Uganda's sharp economic contraction to its slowest pace in three decades; the country's Gross Domestic Product contracted by 1.1 percent in 2020, it is estimated to have recovered to 3.3 percent during the 2021 fiscal year.

Manufacturing and construction recovered during the quarter ending March 2021 while the cash crop sector has sustained agricultural sector growth.

Nonetheless, Uganda National Chamber Commerce and Industry has stern advice, "If your firm is not registered, it does not pay tax, your products are not UNBS-certified, you cannot do business with the government, and neither can you export. If your business is not formalized, you are at a dead end."



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BUBU Policy

Increased Consumption of **Local Products**



he Buy Uganda Build Uganda (BUBU) policy was launched in 2017. The policy has been hailed as a good Government policy which upholds local content and promotes public patriotism.

In an interview, the Minister of State for Trade Hon. Harriet Ntabazi the BUBU policy has partly led to and boosted the purchase of locally produced products, much as some challenges still need to be addressed.

The excerpts of this interview:

THE HIGHS AND LOWS OF BUBU **POLICY IMPLEMENTATION**

As you are aware, the implementation of any policy or law always has highs and lows, and this is the case in the implementation of the BUBU policy for the last four and a half years across the policy's priority sectors.

There have been tremendous achievements most especially in

Increased Consumption of Local Products



public procurement in relation to public and road works. Common works contracts which have been awarded to national and resident companies include mechanized maintenance of selected unpaved national roads, reconstruction of washed-out and failed bridges, drainage improvement of works, routine maintenance of paved roads under Kampala Station, building maintenance works and rehabilitation works of community access roads.

SOME OF THE SUCCESSES REGISTERED INCLUDE:

 Uganda National Roads Authority (UNRA) and Kampala Capital City Authority (KCCA) have continued to increase the value of road works contracts to local contractors.

For instance, UNRA in the financial year 2017/18 awarded contracts worth UGX 270 billion (12 percent) to local contractors and has increased the allocation to UGX 897 billion (39 percent) in the financial year 2020/21.

KCCA awarded contracts worth UGX 212 billion (52 percent) in FY 2018/19 and UGX 342.8 billion in FY 2019/20 to national and resident companies. In addition, KCCA reserved the supply of construction materials for routine maintenance and improvement works to only national and resident companies through framework contracts.

- Ministry of Works and Transport awarded works contracts worth UGX 168 billion to national companies in the FY 2019/20.
- There has been increase in employment levels and company's turnover in the textile manufacturing companies. For example, the number of employees for NYTIL increased from 900 in 2016 to 3,050 in 2020, the company's turnover increased from UGX 74 billion in 2016 to UGX 108 billion in 2019.
- There has been product diversification to include medical sundries (gauze, cotton, PPEs/KN 95 and surgical masks).



Some of our local products still do not meet the required quality and standards to ably compete with imported goods. However, Government through Uganda National Bureau of Standards (UNBS) is working tirelessly to address the challenge.



BUBU



Increased Consumption of Local Products

for steel factories has increased from slightly over 40 percent to 56 percent.

- The quality of some local products has greatly improved. Such products include: furniture, iron and steel products.
- Local importers have exhibited willingness to transform into local manufacturers and finally into exporters. Local importers have presented project proposals to Government in this regard.

ADDRESSING THE CHALLENGES

Some negative mindset by some customers towards some of our local products still exists. However, Government is working towards countering those attitudes through strategic communication.

 Some of our local products still do not meet the required quality and standards to ably compete with imported goods. However, Government through Uganda National Bureau of Standards (UNBS) is working tirelessly to address the challenge.

Some of the interventions undertaken by the Bureau include; reduction of the cost of Certification Permits (Q-Mark) from UGX 800,000 to UGX 500,000 per annum for Micro, Small and Medium Enterprises (MSMEs) and from UGX 1,300,000 to UGX 1,000,000 for Medium and Large Enterprises; decentralizing of UNBS services to ease access; provision of training and advisory services to MSMEs to build their capacity to implement standards and creating partnerships with private sector associations to promote voluntary compliance for sustainable production of quality products.

 Some local products are still expensive. This is attributed to the high cost of production (electricity tariffs) and the high cost of imported raw materials. Government is strategizing on reducing the electricity tariffs and the cost of capital to reduce the cost of doing business in the country. The informality of our MSMEs procurement and stringent requirements which deprive them of public procurement opportunities. Government through Uganda Registration Services Bureau (URSB) has made business registration easier by digitalising, establishing regional offices and also working with local government commercial officers to create awareness about business registration.

Regarding the stringent procurement procedures, the Public through Government Procurement and Disposal of Public Assets Authority (PPDA) has replaced security deposits money with statutory declarations (written commitments) also introduced e-Government procurement system to ensure efficiency and transparency.

GOVERNMENT HANDLING OF BUBU IMPLEMENTATION VIS-À-VIS THE EAST AFRICAN COMMUNITY (EAC) PROTOCOLS

The Government of Uganda is compliant with its regional trade commitments and by enforcing BUBU only in public procurement. By so doing, there is no contravention of EAC protocols as there is no EAC agreement on public procurement which gives the country policy space to accord market opportunities to local manufacturers and service providers.

NON-TARIFF BARRIERS (NTBS)

Whereas Uganda religiously adheres to the relevant trade protocols, there is a practice by other common market members of imposing non-tariff barriers (NTBs) on Ugandan products. This affects the free movement of goods within the region.

However, this is mostly with agricultural-related products like milk, sugar, poultry products and maize. Nonetheless, the National and Regional NTB Monitoring and Reporting Mechanisms have been put in place to work towards eliminating NTBs posed by partner states.

WHAT DOES THE ENACTMENT OF THE BUBU LEGISLATION SEEK TO ADDRESS; WHY IS IT TAKING SO LONG TO GET DONE?

The Ministry spearheaded the consultative process for the development of the National Local Content Bill, which was passed by Parliament on May 22, 2020. However, H.E the President sent it back to Parliament with some reservations.

The Bill provides for enforcement mechanisms for the BUBU policy through penalties to those who contravene it. The Bill aims at maximizing value addition to the economy through the use of local goods, services, public finance, natural resources and selected licences.

When the Bill is enacted into law, the implementation of the BUBU policy will be more effective. However, the passing of the Bill into law awaits consideration of the President's proposals.



Regarding the stringent procurement procedures, the Government through Public Procurement and Disposal of Public Assets Authority (PPDA) has replaced security deposits money with statutory declarations (written commitments) and also introduced e-Government procurement system to ensure efficiency and transparency.





STEP INTO OUR WORLD OF WONDER

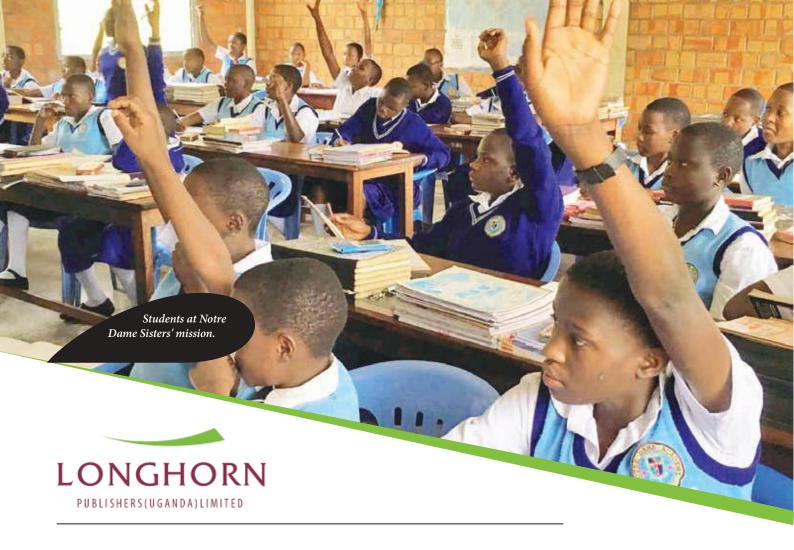












Longhorn is Competitive

onghorn Publishers Uganda Limited was incorporated in Uganda in 1995 as a company specialized in publishing school-based learning materials like charts and textbooks ranging from Nursery (ECDE), Primary, and Secondary and Tertiary levels.

The company's products range is unique, comprising dictionaries and atlases in different languages. We also offer digital content that learners can access from anywhere and at very affordable prices.

Over the last 26 years of Longhorn Publishers' existence in Uganda, we have played a big role in implementing educational programs through supplying approved books to schools. All products meet the curriculum standards set by the Ministry of Education and Sports through NCDC and other agencies.

Buy Uganda Build Uganda policy is a household guide to all manner of Ugandan producers. At Longhorn, this is reflected in the fact that the books are 100 percent locally authored, edited and designed by Ugandan teachers and other service providers and academicians to bring out the uniqueness and variety that Uganda as a country has.

The entire Longhorn staff comprises of indigenous Ugandans who happily contribute to the development of our country Uganda.

However, the Company has concerns over the perception of some Ugandans that Ugandan made products are lowly and inferior in quality to their foreign competition. This is not helped by the excessive cost of local printing in contrast to those sourced from abroad which is quite challenging.

It is our considered opinion that the government needs to institute policies that are strongly protective of local industry and offer incentives to those who are willing to invest in our economy. It should also increase the ratio of books it buys for schools which will enable the publishing companies to earn some profits, having invested so heavily in books development.

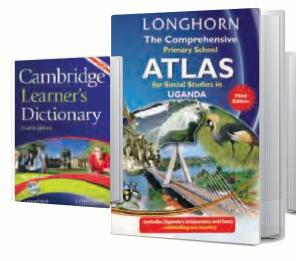
The public, the parents and learners are also encouraged to develop the habit of reading, which is eased by joining readers' clubs for the love for books is increasing in this country. Community Libraries are open around the country.

The public should also get interested in investing in the shares of Longhorn, to spread out the ownership of this company since it is now fully Ugandan in all aspects.





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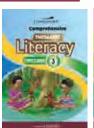
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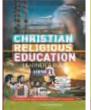


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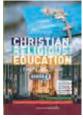
















Primare



ENGLISH













expanding minds



By Stephen Wandera

overnment needs a housing policy to regulate the housing sector and simplify the tax system to attract private sector investment in low-cost houses construction. Many Ugandans live in semi-permanent houses in slums and upcountry.

According to Uganda's Financial Sector Development Strategy (FSDS), this country has a shortfall of, with an increasing annual requirement of between 180,000 and 210,000 houses. Given rapid rates of population growth and urbanization, a widening housing need may overwhelm cities in the near future.

Uganda Revenue Authority (URA) taxes in real estate Value Added Tax (VAT) amount to 18 percent and withholding tax 6 percent of the value of the transactions. Local governments also collect property taxes that are determined by their respective local councils.

"The housing sector is not regulated, which means there are no standards for the authorities to enforce. This calls for a housing policy to be instituted," said Andrew Epenu, the Sales and Marketing Manager, Nationwide Properties Ltd.

"Anyone who borrows from lending financial institutions or takes a mortgage should get the money at affordable rates. The existing rate of 17 to 20 percent is too high. We have many taxes that should be amalgamated into one (of 10 percent) like it is in India."

Andrew said, "Nationwide Properties is exceptional on the market for its approach to building homes, which is based on a unique set of principles that ensure our status as the country's premier developer in the residential sector. You can expect the highest level of service. We build with the customer at heart, ensuring that we provide the highest quality of amenities and services. Our understanding of the customers'

needs and requirements makes the home-buying process simpler, and less stressful," he explains.

Nationwide Properties concerns come at a time when URA says its collection of revenue, including the tax from commercial properties' rentals is poor.

President Yoweri Kaguta Museveni has suggested that the Gross Domestic Product (GDP) needs to increase if the country is to get off its dependence on donor loans.

Andrew recognizes the need for tax for economic development but appeals for delayed taxation of the low-cost housing sector as the housing sector grows.

"This is one way to boost Build Uganda Buy Uganda (BUBU) that is steadily progressing. I like BUBU as a phenomenon. We used to import wine from the United Kingdom and Italy, now such goods are now locally manufactured from here." he said.



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The National Development Mandate

By Our Reporter

ganda Development
Corporation (UDC) is a
wholly owned government
investment entity
with the mandate to facilitate
Uganda's industrial and economic
development. It was instituted by the
UDC Act Chapter 326 of 1952, Laws
of Uganda.

It was revived and reconstituted by the UDC Act of 2016 to facilitate Government investment in strategic sectors of the economy for industrial and economic development, promote and facilitate the industrial and economic development of Uganda by establishing subsidiaries and associated companies, publicprivate partnerships, undertake industrial research, financing, and management of entities that promote industrial development and related matters.

UDC's mission includes investing in strategic sectors of the economy that are not attractive to the private sector due to the required high initial investment costs, low returns on investment and long break-even periods.

The Corporation is governed by the Board in line with the UDC





The National Development Mandate



for local and international markets. As part of capacity building, UDC also offers training in finance management, agronomy, value chains, cooperatives and more. Beneficiaries could include raw material suppliers and members of out-grower cooperatives.

Uganda still imports more than it exports to the rest of the world, which results in constant outflow of foreign exchange.

To save the country from the problem of outflow of foreign exchange, the government through the UDC has developed an Import Substitution Strategy.

This is because for many years, Uganda has been importing most of its locally consumed products. UDC aims to cause a reduction in the importation of products and encourage production locally. This strategy is expected to promote domestic industries and economic development.

UDC does this by promoting the local production of substitutes for the targeted imports. These are mainly foods and beverages, light manufactured goods, edible oils and fats, metal, furniture, construction materials, toiletries and more.

The recent years of high economic growth have been characterized as jobless growth, in a country with the problem of high unemployment.

The UDC says Uganda has a young population that offers an opportunity of benefiting from the 'demographic dividend' if the young people can become contributors to the economy, and not dependants. UDC's contribution is by promoting the industrial sector, especially manufacturing which is known to create many jobs. The investors in manufacturing enjoy high returns on their investments partly because of the availability of a highly educated labour force and affordable minimum wage policy.

In Uganda's economic development context, the National Development Plan (NDP II) identifies UDC as the vehicle through which key projects can be financed in line with the strategy of promoting and strengthening industrial development, to increase the local industries' competitiveness. Thus, UDC has been instrumental in supporting micro, small and medium enterprises through equity financing, ensuring that firms are able to expand and create more job opportunities and revenue.

Supporting Uganda's services sector, UDC has been instrumental in the provision of services to support the manufacturing sector. This is by setting up infrastructure facilities that the private sector is unwilling to provide yet they are essential in the manufacturing industry.

For instance, UDC has a 45.7 per cent shareholding in Kalangala Infrastructure Services on Bugala Island, which provides water and road transport between Bugala Island and the mainland. This eases transportation of people, ferrying of raw materials such as oil palm and

Act and management is headed by an Executive Director; with its investment program and operations guided by a strategic business plan. UDC has been instrumental in

UDC has been instrumental in building Uganda's economy by nurturing the industrial sector; especially manufacturing. It has built capacity, created synergies in the sector, created jobs, implemented the import substitution strategy, and provided support services to manufacturers.

UDC plays a key role in capacity building; it has enabled individuals in the industrial entities it associates with to obtain, improve, and retain the skills, knowledge, tools, equipment and other resources they need to do their jobs better.

The various capacity building initiatives are intended to ensure that manufacturing firms have well-trained staff, equipment, and other resources for the production of quality and competitive products

Dr.
Patrick Birungi,
Executive Director
of Uganda Development
Corporation.

BUBU



The National Development Mandate

fish to the processing firms.

These investments currently constitute the corporation's asset base. However, there are ongoing efforts to extend the investment portfolio further into several sectors that include, but not limited to, agromanufacturing, minerals, and other sectors, etc.

The revived corporation's current investment portfolio (as of April 2019) is spread across two (2) main sectors: Infrastructure and social services

- Kalangala Infrastructure Services

Agro-manufacturing / agro-based industrialization such as: Soroti Fruit Factory, Kigezi Highland Tea Ltd (KHTL) and Atiak Sugar Factory. Soroti Fruit factory is 80 percent owned by UDC, while shareholdings private sector Teso Tropical Fruit Cooperative Union owns 20 percent. This investment type is a subsidiary. Kigezi Highland Tea Company is based on lease financing by UDC, investment type associated company.

In respect to Horyal Investment Holding Company (HIHC)/Atiak Sugar Factory, UDC owns 40 percent shares while HIHC owns 60 percent



UDC has been instrumental in building Uganda's economy by nurturing the industrial sector; especially manufacturing. It has built capacity, created synergies in the sector, created jobs, implemented the import substitution strategy among others.

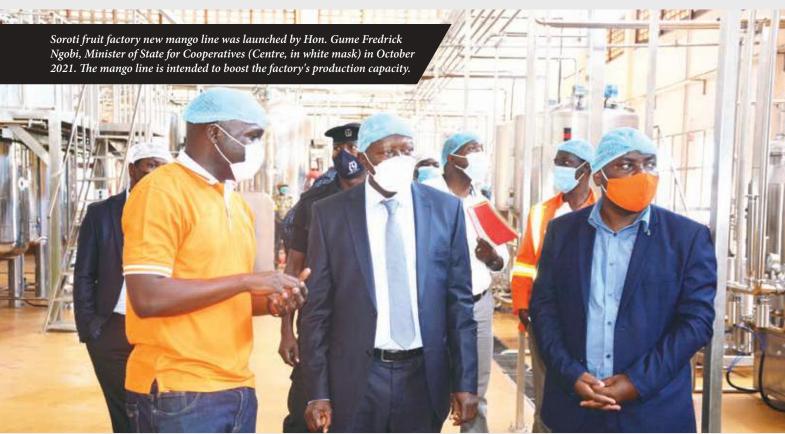
associated company. With Kalangala Infrastructure Services Ltd, UDC owns 45.7 ordinary and convertible preference shares. Infra Co owns 54.3 percent and convertible preference shares, industrial development Corporation owns 100 percent redeemable preference shares. Investment type is Associated Company.

These investments constitute the corporation's asset base, whereas efforts are underway to extend the investment portfolio further into several sectors that include, but not limited to, agro-manufacturing, minerals, and other sectors.

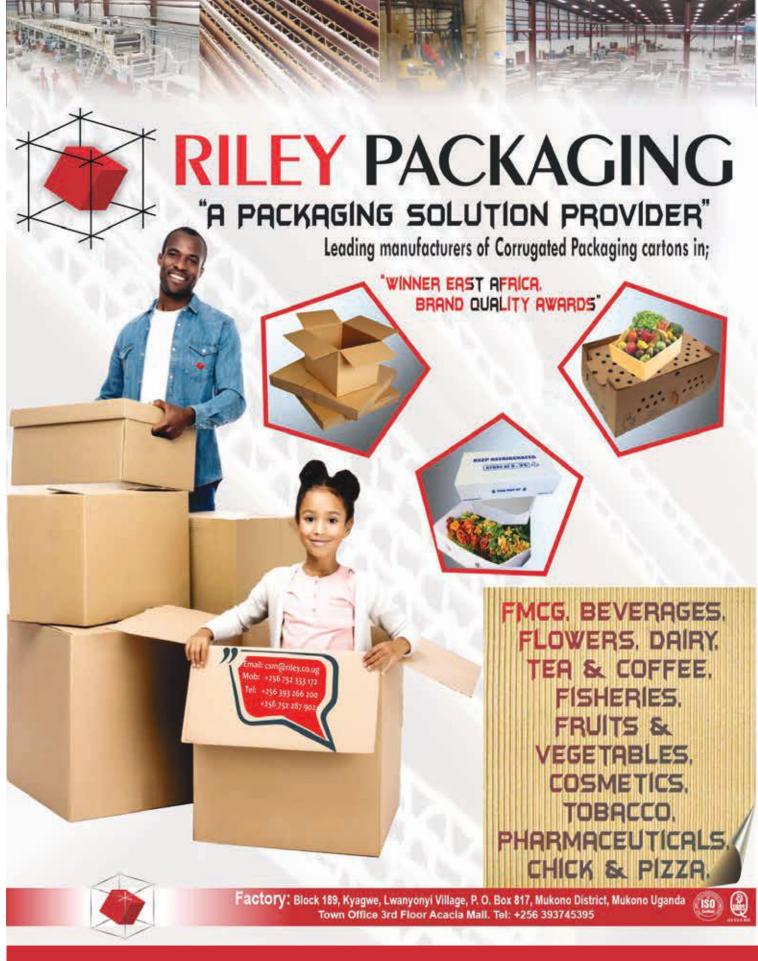
As part of UDC's mission to make long-term investments in strategic sectors of the economy, the Corporation has invested in northern Uganda in a partnership with the Horyal Investment Holdings Limited. They set up Atiak Sugar Factory in Amuru district to harness the sugar production potential of the region. It was launched by President Museveni on October 22, 2020.

On the 26th July to 2nd September 2020, UDC undertook a verification exercise for the ongoing planting of 10 million tea seedlings in the greater Kigezi sub-region with focus being on; Kisoro, Rubanda, Kabale and Rukungiri in a period of 18 months.

In 2020, the former minister of Trade, Industry and Cooperatives, Amelia Kyambade said the government would set up fruit companies in Yumbe, Nwoya and Luweero to process mixed fruit blends. This would avert the loss of foreign currency in fruits imports.







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UGANDA DRIVER LICENSING SYSTEM

Uganda Driver Licensing System(UDLS) is a project under the Ministry of Works and Transport run and operated by the Uganda Security Printing Company (USPC) that prints and issues driving licences on behalf of the Government of Uganda.

Operations on the system commenced on the 1st of March 2021 at the main branch located at URC grounds plot 57 Nasser Rd in Kampala as well as the six regional offices in Arua, Gulu, Jinja, Fort Portal, Mbale and Mbarara.

UDLS is a key project towards achieving USPC's strategic goal of growing Uganda's technological capacity to print security documents as well as contributing to the overall national goal of Buy Uganda Build Uganda.

Vision Statement:

"To use great customer service and leverage technology to print and issue world-class driving licences in a fast and efficient manner."









GUIDANCE ON CONVERSION OF EXISTING MOTOR VEHICLE GROUPS TO NEW LICENCE GROUPS.

CURRENT GROUP	NEW GROUP	GROUP ICON	CURRENT GROUP	NEW GROUP	GROUP ICON
6.	A	00	CH	CE	-
A	A1	6	DL	D1	-
	B1			DIE	000
	В	600	DM	D	THE PERSON NAMED IN
В	BE		DH	DE	-
	c	200	G	F	1
CM	C1			G	0-5
	C1E				

NEW GROUP	DESCRIPTION
A1	Motorcycle with cubic capacity not exceeding 125cc.
B1	Motorized tricycles and quadricycles.
A	Motorcycle without a sidecar, with cubic capacity exceeding 125cc.
В	 Vehicle with passenger capacity of 8 plus driver Mass not greater than 3,500kg Can tow a load not exceeding 750kg
BE	 Group B motor vehicles coupled to a trailer whose permissible maximum mass exceeds 750kg.
С	Goods vehicles with mass not greater than 3,500kg.Can tow a load not exceeding 750kg.
C1	Goods vehicles length 3.5t-7.5tCan tow a load not exceeding 750kg.
C1E	 Group C1 vehicle Coupled to a trailer whose mass exceeds 750kg Not longer than 12t
CE	 Goods vehicle, mass greater than 3,500kg With a trailer whose mass exceeds 750kg.
D1	 Passenger vehicle, sits more than 8 but less than 17 passengers Can be coupled with a trailer whose mass does not exceed 750kg.
D1E	 Group D1 vehicle Can tow a load not exceeding 750kg but not longer than 12t.
D	 Passenger vehicle sits more than 8 but not exceeding 30 passengers. Can be coupled to a trailer with a mass not exceeding 750kg.
DE	 Group D passenger vehicle Can be coupled with a trailer with mass not exceeding 750kg.
G	Agricultural tractors
F	Engineering plants

NEW DRIVING LICENCE RATES

TYPE OF LICENCE	1 YEAR (UGX)	3 YEARS (UGX)	5 YEARS (UGX)
Learner's/Provisional licences	60,000	60,000	60,000
New Full Driving Licence	135.000	230.000	330,000
Driving Licence Renewal	130.000	210.000	310,000
Duplicate Driving Licence	121,000	121.000	121,000
Class Extension @ Class	121,000	121.000	121,000
Foreign Exchange	135,000	230,000	330,000
Test Fees For @ Class	25,000	25,000	25,000

CHECKLIST

Remember this checklist of documents you need to obtain a driving licence:

- National ID /NIN number for nationals
- Passport for non-Ugandans
- A filled-out application form. Available for free from www.udis.co.ug
- Certificate of Competence (issued by the Inspectorate of Vehicles)
- Medical assessment form from a registered practitioner
- Payment Registration Number (PRN)
- Proof of Payment

Note that all payments can either be made in the Bank, PayWay, Airtel/

MTN Mobile money or Visa.

The process is quick and you don't need to pay any extra fees to brokers or any officials.

CONTACTS:

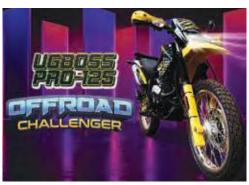
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BUBU In New York

The UN For Uganda Coffee



By Our Correspondent

The world runs on coffee, the UN needs coffee and Uganda's coffee is the best and is what we need", said Burhan Gafoor Ambassador of Singapore to the UN. "We at the UN will make sure that the policies of the UN are helping the small farmer" said Amb. Adonia Ayebare, noting that this was in line with

the 2030 Sustainable Development Goals (SDGs).

The Ugandan Coffee was curetted by staff of the American Academy of Coffee Excellence. The tasting event was the first to be hosted at Uganda House where diplomats concurrently showed a growing consumer interest in cupping, and that there is a huge potential for wider-scale cupping events in New York. They also pledged to help the supply chain actors

BUBU Eury Uganda



The UN for Uganda Coffee

to develop better longer-lasting relationships with Uganda.

The permanent mission of Uganda to the UN together with Inspire Africa Coffee held a two day coffee cupping and tasting event from the 9th to the 10th of September 2021.

The first one was hosted by the REMI43, a cafe in Manhattan New York, where different coffee flavours was served to UN diplomats and UN staff members in a bid to market Uganda's distinctive Robusta and Arabica coffees.

The second cupping and tasting event was held at the Uganda Mission in New York. This event was attended by ambassadors and senior diplomats to the UN.

One after another, members of the diplomatic corps enjoyed the different coffee flavours. The CEO of Inspire Africa Coffee, Mr Nelson Tugume narrated what inspired him to start his organization, a story that moved guests and picked the interest of many guests.







Uganda's Scientifically Proven Game Changing Coffee Farming System is Nurtured



WHAT WE BELIEVE:

We at NUCAFE believe that the future of Uganda's coffee is entwined with the future of the coffee farmers. So, we work to get our farmers a fair deal for their work and make sure everyone in the community benefits from the coffee industry.

ursuant to Mr. Joseph Nkandu, the Executive Director, NUCAFE, with the obligation to heighten productivity, the traditional three-by-three metre spacing has been modified to the three metres by one metre between the plants where rather than 450 plants, the innovative NUCAFE increased plant density system of coffee farming presents 1, 333 plants in an acre.

Land is only prepared after a soil analysis has been undertaken to establish the existing nutrients and what is lacking, informing the application of the correct nutrient amounts and only at the right time. The soils amendment is not harmful to the farm's soil and biodiversity, ensuring a micro climate necessary for the good of the crop. The

22 BUBU



Uganda's Scientifically Proven Game Changing Coffee Farming System Nurtured

good management practices also contribute to a much higher harvest than the traditional acreage output, yet the labour cost is reduced to one third, with the beauty of a finished coffee product at the end. The use of solar powered irrigation is another of the sustainable goals in respect to the conservation of the climate, whilst working in a partnership. NUCAFE has also constructively engaged the government through advocacy and hence influenced the agricultural policy and the university agriculture curriculum reform, to create socioeconomic impact on the farming communities, which are critical in unlocking and unleashing the agricultural practices potential. NUCAFE uses a satellite-based soil scanner to determine the nutrients and hence the necessity and degree of nutrient additives where appropriate.

The removal of the intermediaries has enabled the farmer to get better deal; they can be advanced a percentage of the value of their coffee according to need and the rest paid after it has been processed and sold. Coffee's impact to every Ugandan is a multifaceted; the balance of balance of payments, fuel prices, inflation and when combined with the mode of farmer ownership, its impact is huge. At least a 250% return to the farmer is guaranteed. This is recognition that a coffee-farming family is a business entity with a director and the young people the upcoming leaders to ensure continuity. Nkandu believes that NUCAFE's model is threedimensional; it got the farmers to have a sustainable belonging in the venture directly contributing to the "Buy Uganda, Build Uganda" policy.





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- Standing instruction bookings
- Future dated payments
- Credit card payments.
- Tax payment URA payments
- Cheque leaf booking

*Bank Tariff Guide applies.



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THE GOVERNMENT OF UGANDA AGRICULTURAL CREDIT FACILITY



1.0 Background

Agriculture is one of the sectors that play a vital role in Uganda's economy because it employs about 70 percent of the population. Despite the sector's role in the Uganda's economy, it is constrained by several factors including inaccessibility to affordable credit. To unlock this challenge, the Government of Uganda (GoU) established the Agricultural Credit Facility (ACF) in the year 2009 to bridge the financing gap in agricultural lending and improve on the production capacity of farmers and agro processors in the country. The key objective of the ACF is to commercialize agriculture focusing on value addition, modernization and mechanization of the sector.

The ACF is a Risk Sharing Public-Private Partnership Scheme between the GoU and the Participating Financial Institutions (PFIs) that include commercial banks, Micro Deposit taking

Institutions (MDIs), Credit Institutions and the Uganda Development Bank Ltd.

Bank of Uganda (BoU) is the Fund administrator on behalf of GoU. ACF operations are governed by the Memorandum of Agreement (MoA) 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.

2.0 Financing Small and Medium Enterprises

The Government of Uganda in January 2018, approved enhancements that were aimed at making the ACF more accessible to smallholder farmers by making it possible for them to access loans of up to UGX 20 million with alternative collateral arrangements such as chattel mortgages, cash flow-based financing, character-based loans, 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 collateral requirements by the PFIs. By June 30, 2021, the ACF had extended financing of up to UGX 4.92 billion to 314 rural farmers using non-traditional collateral under block allocation. The loans were mainly advanced through Post Bank (U) Ltd, DFCU Bank

(U) Ltd, Centenary Rural Development Bank and Pride Microfinance Ltd. Financing for farmers in this category has been extended to four main enterprises: cattle restocking for dairy and beef production, poultry farming, agricultural inputs and farm infrastructure as well as grain trade.

To date, the ACF has financed several projects including: On farm activities which address farm machinery and equipment for improved production (i.e. valley dams, hatcheries, green houses and irrigation systems, purchase of tractors etc.), and Working capital for grain trade, Livestock, Post-harvest management such as warehouses and silos, and Agro Processing. This is in line with the scheme's objective of commercialization and modernization of agriculture.



ACF Promoting Modernization of Agriculture

	OTHER AGRIC VALUE CHAINS & [Capital Expenditure	
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 c sidering the economic benefits.
- ** 50% for Commercial banks and UDBL, 70% for MDIs a Credit Institutions





3.0 Performance

By June 30, 2021, total disbursements to the ACF amounted to UGX 620.04 billion, disbursed to 1,194 eligible projects across the country. The GoU contribution amounted to UGX 314.79 billion, while that of the PFIs amounted to UGX 305.25 billion. The PFIs have since repaid a total of UGX 163.27 billion to BoU being repayments from projects financed under the Scheme by June 30, 2021.

4.0 Key Achievements of the ACF to the Economy

The key highlights of the ACF's achievements include:

- i. To date, farmers and agro processors have accessed credit worth UGX 620 billion to 1,194 clients.
- ii. Increased level of confidence in agricultural financing to PFIs resulting into increased lending to the agricultural sector:
- iii. 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 others sectors such as the grain milling have boosted export promotion.
- iv. Enhancing financial inclusion through block allocation by enabling smallholder farmers access financing of up to UGX 20 million using flexible alternative collateral arrangements.
- It has promoted commercialization, mechanization, modernization and value addition to the agricultural sector.
- vi. Increased employment levels as more people are employed in the funded projects.
- vii. It has improved agricultural productivity thus contributing to increased national food security.
- viii. Increased value to agricultural projects resulting into import substitution of produce that attract better prices locally thus increasing farmers' income.

As a result of the above, development partners have come on board with guarantee packages and agricultural insurance to support financial institutions on lending to high-risk areas in the agricultural ecosystem.

The ACF was rated 95.47 percent as one of the best performing facilities with improvement in operational efficiency and increasing absorption capacity by the Budget Monitoring and Accountability Unit (BMAU) of the MoFPED in their FY 2019/2020 Agriculture Sector Annual Budget Monitoring Report on GoU funded programmes.

Bank of Uganda acknowledges contribution of various stakeholders to the gains that the ACF has registered so far.

As Fund Administrator, BoU remains committed to the sustainability of the ACF for the benefit of Uganda's agricultural sector.

By Rosette Bamwine (Mrs)



Promoting SMEs through block allocation model

This is intended to unlock credit to the micro and smallholder farmers who are unable to access funding due to the stringent traditional collateral requirements by the PFIs. By June 30, 2021, the ACF had extended financing of up to UGX 4.92 billion to 314 rural farmers using non-traditional collateral under block allocation. The loans were mainly advanced through Post Bank (U) Ltd, DFCU Bank (U) Ltd, Centenary Rural Development Bank and Pride Microfinance Ltd.





Inquire about the Agriculture Facility Fund from your Commercial Bank or call 0414 258441/9





Full Value Chain Integrated Agribusiness Support

rainpulse Limited today is an integrated agribusiness company, a first of its kind in Uganda, producing quality crop-specific fertilizer blends for farmers while providing formal market access through offtake of farmers' outputs such as coffee, grains and pulses. Grainpulse considers itself an agro-centric company which provides full solutions to smallholder and commercial farmers.

Grainpulse's vision is to be the leading provider of food and nutrition security for every household in Africa. At the same time, its mission is to formalize and commercialize sustainable local agriculture by providing superior agronomic solutions and value chain expansion.

The company supports its stakeholders through the whole value chain. It includes crop-specific agro-inputs, agronomy support and advisory, trading and processing of grains, pulses and coffee. It also produces human nutrition products, including fortified flour and animal nutrition for poultry, dairy and beef.

The passion to provide solutions that transform Ugandan farmers' lives comes from the fact that we operate in the Ugandan market and the small holder farmer comprises close to 70 percent of the Ugandan farming community.

By supporting the smallholder farmer through the supply of high-quality crop-specific blended fertilizers, agronomy training and support and the route to market, farmers are able to transform their lives and standard of living through increased yields and subsequent increased income.

Grainpulse Ltd believes in highquality products and hence runs a number of campaigns to ensure that the farming community has access to genuine inputs, so the benefit and value of using inputs is realized.

The company's crop-specific fertilizers are produced at a blending facility in Mukono, that has the capacity to blend 300,000 metric tonnes annually. Currently Grainpulse has 10 blends, which cover 14 crops, alongside some customer-specific blends for big commercial farms that would require additional nutrients.



Agriculture still remains one of the main economic activities employing 64.3% of the working population in Uganda. (UBOS, 2020). Despite several efforts taken by government and other development partners to support the agricultural sector, the sector is still bedeviled with several challenges, among which, includes; a significant quality and low-yield challenge, largely attributed to the current post-harvesting practices used by smallholder farmers, which has equally been one of the leading factors that is causing the high aflatoxins.

The main challenge affecting Grainpulse Ltd performance is farmers' low yields and poor post harvesting practises that impact the quantity and quality of grain and pulses. Because of this challenge Grainpulse took a strategic business decision to work together with the farming community to address this challenge, and that's the HUB model. In this model, a complete processing unit is set up in the community close to the farmers, and the other is the COB model where maize is bought on the cob to ensure the integrity of the maize is maintained.



Below is the HUB model concept:

Grainpulse Hub: A sustainable agro-business close to the proximity of farming community to improve overall accessibility to agro-input material, flour and animal GRAINPULSE LTD. feed as well as a competitive route-to-market for the farmer's grain produce.





GrainpulseHub will be managed and owned by local entrepreneur and in closeproximity of c5 villages

Grainpulse Village agents will be support the hub with agro-input sales agronomy support and sourcingof maize.

We will make use of EzyAgric platform for the training and management of Village Agents.

Activities at Hub willinclude

- Sales of agro-input materials
- Buying, processing and drying of maize that will be sold to GP
- Distributor for our flour and animal feed products



JOHN LUGENDO AND COMPANY LTD.



TELEPHONE CONTACTS:

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By Our Reporter

he Public Procurement and
Disposal of Public Assets
Authority (PPDA) has said
the Public Procurement and
Disposal of Assets (Amendment) Act,
2003 has been amended.

The Public Procurement and Disposal of Public Assets Authority Act, (PPDA Act, 2003) has been amended to; provide for the functions of the Authority and the Board of Directors of the Authority; provide for electronic records and communication, provide for the aggregation of procurement requirements and provide for marginalized groups under reservation schemes.

Other amendments are: remove the authority from the administrative review process, provide for the appointment of a registrar of a tribunal, provide for the powers of the High Court in procurement proceedings and, amend the Kampala Capital City Authority Act and the Local Governments Act with respect to procurement and for related purposes.

According to the PPDA executive director, Benson Turamye on November 2, the PPDA Act 2003 is now PPDA (Amendment) Act 2021, having been amended and the amendment assented to by the president on June 2, 2021.

Following the amendments of the PPDA ACT, the authority is in position to implement and monitor the



handling procurement services in the country effectively. The PPDA now has 2018 guidelines on reservation schemes in place to promote local content in public procurement in the country.

Turamye elaborates that there is a reservation of public contract by threshold to national and resident providers, "This reservation applies to procurements for suppliers, works and services by threshold and benefits the national and resident providers; the procurement for suppliers whose estimated cost is Shs 1 billion and below, procurement roads works whose estimated cost is Shs 45 billion and below and other public works whose estimated cost is Shs 10 billion and below."

However, it is planned that the threshold will be raised to Shs 70 billion in the near future to enable the local services providers to have more work to do, "The planning and disposing function gives us more power to monitor, regulate and increase the products."



According to the PPDA executive director, Benson Turamye on November 2, the PPDA Act 2003 is now PPDA (Amendment) Act 2021, having been amended and the amendment Assented to by the President on June 2, 2021.

The procurements for non-consultancy services whose estimated cost is Shs 200 million, has a reservation of at least 30 percent of the value of works through subcontracting of the works and supply of materials, equipment and services to national and resident providers. It is applied to the procurement of roads works above Shs 45 billion and other works above Shs 10 billion where the bidder is a non-Ugandan provider.

The Buy Uganda Build Uganda Policy approved by cabinet in 2014 and its

Implementation Strategy developed in 2016. The policy, implementation strategy and framework for implementation of BUBU were launched by the Prime Minister on March 2, 2017.

The policy objectives of BUBU are: promoting the consumption and use of locally manufactured goods and services (both through public sector procurement and the ordinary channels of commerce). Promoting conformity to standards among other salient issues and providing capacity building programs for local suppliers

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Public Procurement and Disposal of Assets Act, 2021

of goods and services.

A Senior Commercial Officer Ministry of the Ministry of Trade, Industry and Cooperatives, Paul Okech has shared the BUBU implementation strategy with the local transporters and logistics providers. He said under the strategic objective one, it takes stock of local producers and improves their capacity to supply (identify them, build capacity, formalize them, improve their reliability, mandatorily apply preference schemes under PPDA Act).

He said this is intended to increase the number of local producers benefiting from Government procurement.

Under this implementation strategy, the government will provide training to the local suppliers of goods and services, and thus enable them to competitively take advantage of the existing procurement and supply opportunities. They would also need to be trained in the supply procedures, availability of technologies and link them to bigger corporate businesses.

The strategy is designed to formalize local business entities, improve the suppliers' reliability and sustainability, ensure compliance with the quality standards, brand Ugandan products and services, and ensure the availability and accessibility to information about products and services.

This strategy requires that the procurement plans be made public through coordination with the private sector to ensure transparency in procurement activities.

Initiate an online procurement

system for procurement documents, engage stockists to give local products shelf / display space, mainstream BUBU in all business transactions, develop and implement a communication strategy, coordination of BUBU policy among the MDAs and the private sector players, and establish a national BUBU Coordination committee.

In regard to BUBU implementation strategy on services, Turamye explained that the services sector contributes 54.4 percent to Uganda's economy followed by industry with 21 percent and agriculture 24.5 percent. The BUBU implementation strategy seeks to achieve the following: - Identification of locally produced services, thus for the insurance subsector the ministry will develop an inventory of all the insurance service suppliers in the country.

The BUBU implementation team will build capacity of logistics and transport service suppliers and assist them to competitively take advantage of Government procurement and supply.

They include the building of a Standard Gauge Railway, a big opportunity in terms of the construction of 1,614km railway line, worth US\$3.2 bn in materials, cement, sand, concrete, steel, etc.

Other constructions are hydro electric power dams (Karuma, USD Ayago, Nsimba, Entebbe Airport extension US\$\$200 million, education sector, health sector construction of schools, real estate sector, manufacturing agriculture and tourism.





Shs 840bn worth of Uganda National Roads Authority (UNRA) contracts were awarded to local contractors in the first half of the 2020-21 financial year.





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Uganda Insurers Association

The Launch of a Marine Portal

argo transportation harbors different kinds of risks that may include; damage and/ or total loss due to pirates. Any disruptions, including accidents, loss of cargo or financial woes, can create a supply chain disruption that damages reputations and decreases profits.

This is why risk mitigation and management are critical in improving productivity and increasing the chances of business survival. Over the years, importers have faced these challenges and hence took on insurance outside their jurisdiction, which affects them in the event of a loss. They are sometimes not sure of the Insurance provider, yet they get frustrated if they have to travel back to the country of origin of the provider of the cover.

This has impacted a multitude of businesses, ultimately affecting their local tax contribution. This is a finding of an advisory opinion poll held in 2015 in which the Inter-Governmental Standing Committe on Shipping (ISCOS) highlighted the loss of revenue to the country for the period 2009 to 2013, amounting to US\$ 3.323 billion.

This challenge prompted the minister of Finance, Planning and Economic Development in the 2017-18 National Budget speech, to direct the Insurance Regulatory Authority (IRA) to ensure that all importers have local Marine Cargo Insurance cover, effective July 2017. This regulatory requirement is designed to strike a balance between increasing insurance revenue in Uganda and easing the importers' cost of doing business.

The other potential benefits are:

a) Ease of purchase as importers as it is purchased online.

- b) Marine covers will be affordable because of the economies of scale associated with large volumes. Importers will have an opportunity to compare quotes from different companies and purchase the right cover
- c) The new requirement will make it easier for importers to lodge claims with Uganda insurers, unlike the cumbersome procedure of lodging insurance claims with foreign insurance underwriters for lost or damaged goods.

This led to a new innovation from the sector creating the Marine Platform. This new innovation was launched recently in October, 2021 by the Hon. Minister of Finance Matia Kasaija (represented by the State Minister of Finance Hon. Amos Lugoloobi) who thanked the Insurance community on achieving such a huge milestone in the sector. This answers the Presidential call on Import substitution as well as Buy Uganda Build Uganda (BUBU).

The launch was attended by a number of partners that include; Uganda Manufacturers Association (UMA), KACITA, Uganda Clearing and Forwarding Association etc. They encouraged the importers to use the system through the voluntary compliance window as they adapt to the new developments. Effective 1st January 2022, it will be mandatory to use the platform for customs clearance at Uganda Revenue Authority.

The other benefits include low premiums with a maximum payout on hazardous cargo of 0.5 percent. This means that transporters will save 1 percent which will be a surcharge to get CIF as provided by the East Africa

Customs Management Act 2004. Uganda's insurance industry is ready and has demonstrated its capacity to create and provide suitable insurance packages at premiums preferred by Ugandan importers rather than the better established marine insurance jurisdictions.

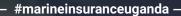
The insurance providers have also demonstrated their capacity to offer coverage similar to, or better than, the more established marine insurance jurisdictions (once factors such as the nature of the cargo, nature of freight and the geographic scope of the voyage are taken into account). This provision of insurance will be under a coinsurance arrangement where a number of insurance companies provide the cover jointly.

The Procedure

With the Marine Portal, the transporter:

- a) Logs on to the UIA website (<u>www.uia.co.ug</u>) then clicks on the portal button, which leads to the portal,
- b) Enters client details; the TIN and cargo details relating to the importation.
- Client receives a reference number by e-mail and his phone number attached to the TIN.
- d) A prompter for payment using mobile money is received and payment is concluded by filling in the pin.
- e) Once payment is complete an auto-generated message confirms the policy cover.
- f) The system notifies URA and at the point of customs clearance, one presents the Insurance reference to the customs officer for clearance.





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UGANDA CARGO CONSOLIDATORS ASSOCIATION (UCCA)

UCCA is an association of non-vessel operating common carriers/cargo consolidators. Founded in 2019, UCCA is an organised corporate body bringing together consolidated cargo import and export companies in Uganda to solve the logistics challenges of small and medium-sized traders who cannot fill the minimum order quantity of 20ft or 40ft containers. Over the years, we have been piloting the logistics industry majorly on consolidation and deconsolidaton of cargo in Uganda.

OUR VISION

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

OUR MISSION

To operate a streamlined efficient and effective cargo consolidation

OUR CORE VALUES

- Efficiency Reliability

Export growth- Our view

Uganda's principal exports are coffee, fish products, tobacco, cotton and tea. Like most developing countries, Uganda has a substantial current account deficit that continues to cause concerns about the relative trends in imports and exports. Being not the major factor in economic development, this is also a factor to cause worry. Being the backbone of trade, the freight forwarding industry in Uganda has sustained over the years through road, air water and small percentage of railway transportation. Exports are only limited to those that can afford the minimum order quantity of the shipping lines. Therefore improving transport and logistics costs is prominent in improving Uganda's export performance.

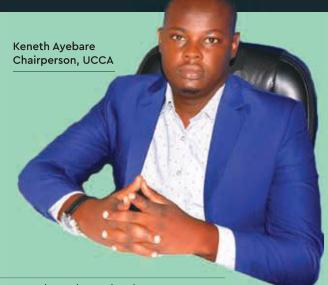
70% of the containers used for imports drive the same mileage back to the ports empty due to lack of export volumes mainly because containers are limited to only those exporters who can afford to fill them and also less coordination of export capacity. With the current increase in cottage industries, there is need to have a provision of consolidated exports just like it is the case of imports. In most countries where we import from such as Dubai, China, Turkey and Malaysia, small and medium sized enterprises can easily export through export consolidation centers. This creates opportunities for SME's to involve in exports which boosts economic arowth.

PROPOSED ONE STOP CONSOLIDATORS LOGISTICS CENTRE



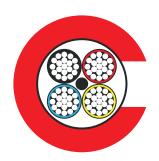
Uganda cargo consolidators association therefore came up with a plan of a One Stop Cargo Consolidation Center that will enable small and medium enterprises to engage easily in the export sectors with reduced cost in logistics.

The center will also act as a B2B hub with an online platform where buyers from different countries that are interested in Ugandan products will connect with Ugandan local suppliers and help them meet International standards and mobilise supply capacity. The one stop consolidation center will support both air and sea freight consolidation and will increase capacity of exports and promote consolidation culture thereby reducing the import-exports gap. We therefore look up to your support from all directions for the benefit of promoting exports and enhancing economic growth and development.





Location: Mabirizi Complex Building, Level 6 Room AP10, Kampala Road opposite City Square. Tel: +256(0) 414 673282, +256(0) 700 470095 P.O.Box 10201 KAMPALA-UGANDA Email: ugandaconsolidators@gmail.com, info@ucca.org.ug Website: www.ucca.org.ug



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CABLE CORPORATION IS CERTIFIED TO

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ISO 14001:2015

Environmental Management Systems

OHSAS 18001:2007

Occupational Health and Safety Management Systems





















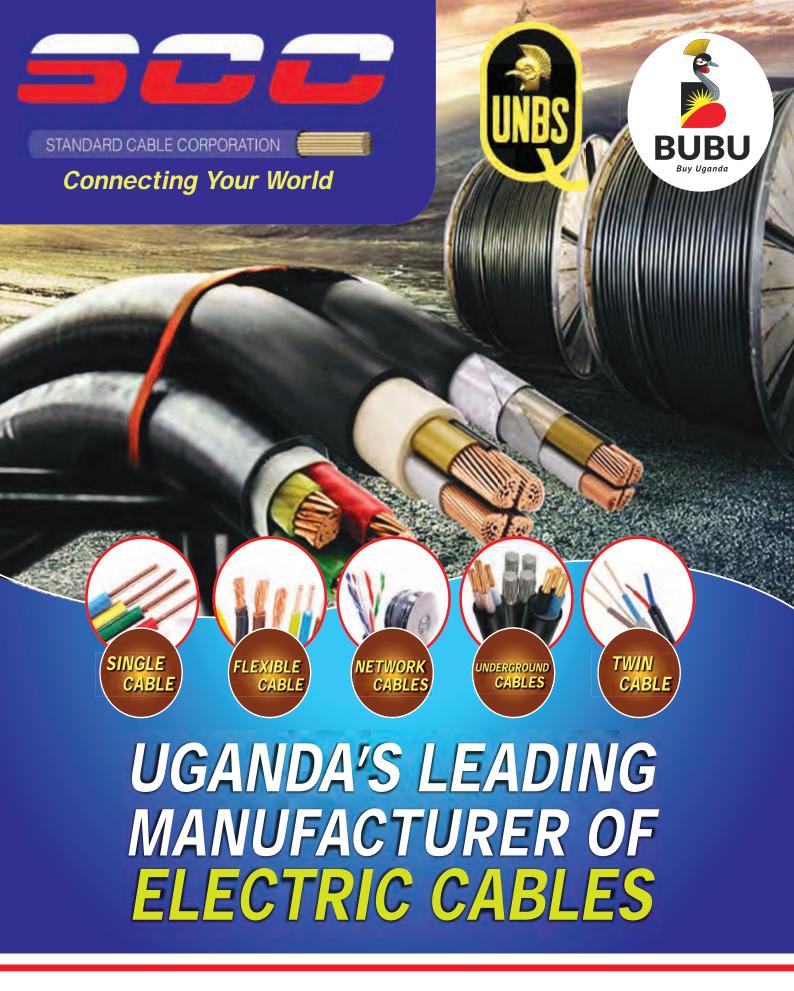




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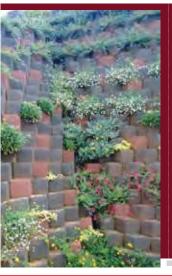


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Roma

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Orient

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Pieces/sqm: 12.5 Sizes: 200 x 200 x 400mm













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As of March 2019, as a result of BUBU policy implementation, over 500 services suppliers had been identified. They are producers of construction services, consultancy, insurance, legal education services, accounting and auditing, education services, printing and textile,s among others.

By Martin Luther Oketch

he 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 assist contractors and service providers in the implementation of the BUBU policy.

The BUBU policy implementation is fostering Uganda's private sector development, besides the National Trade in Services Policy, PPDA Reservation scheme guidelines and the PPDA Amendment Bill.

These frameworks 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 Sections 50 and 59A.

Prominent among the outcomes is Uganda National Roads Authority (UNRA) which reserves up to 40 percent contracts worth for local services providers by threshold and to local providers through mandatory subcontracting by foreign providers.

For its part, Uganda Electricity Distribution Company Ltd (UEDCL) awards substantial

contracts to National Companies, while Uganda Electricity Transmission Company awards contracts to national companies.

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.

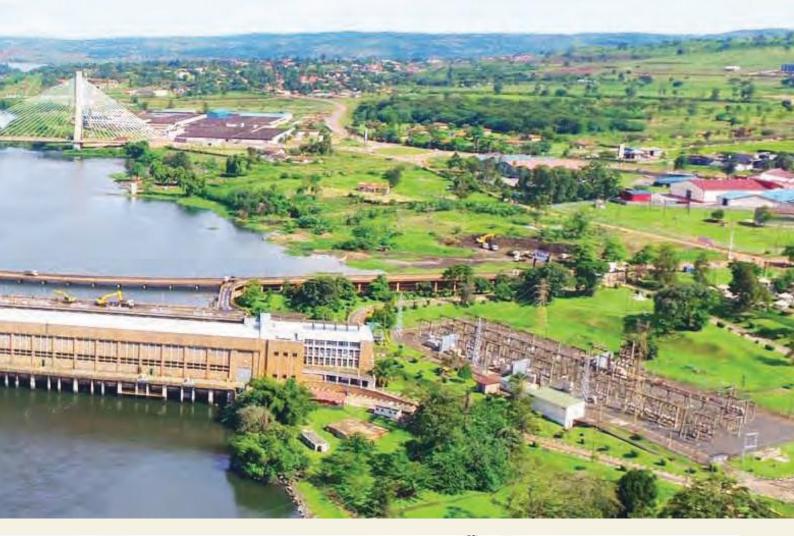
Further the Ministry of Trade, Industry and Cooperatives commissioned the National Policy on Services Trade in 2017 to provide strategic direction and enhance the participation of local stakeholders in the services sector.

As of March 2019, as a result of BUBU policy implementation, over 500 services suppliers had been identified. 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.

Supermarkets shelf space for local goods has been scaled up 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.









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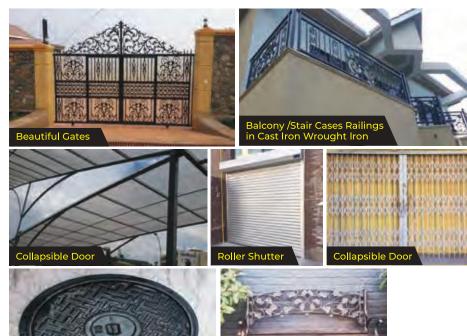
From this position we were early to recognize the usefulness of fibre sheets which the company further ventured into.

The company further went into manufacturing of domestic and building electrical cables and copper products.



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Garden Chairs





Manhole Covers





Stil's state-of-the-art steel production lines investment



teel and Tube Industries
Ltd (Stil) has closely worked
with Uganda Manufacturers'
Association and Uganda
Coordination Secretariat with an
eye to taking advantage of the
construction needs of the Standard
Gauge Railway (SGR). Thus, it
installed the US\$2 million-worth
advanced technology steel mill at
Namanve.

The mill sits on 50 acres in Namanve Industrial Park to take an advantage of the facility's economies. Stil's mill comprises European standards highly automated machine lines that churn out identical products

according to the settings for the specific standards. All the machines are automated and set with the same parameters, according to Nilax Bhatt the Executive Director.

Besides the SGR, Stil finds very attractive the prospect of supplying other high-end projects inclusive of express ways, highways and hydro power generation plants that are coming up. It has invested in and installed high-speed lines for the production of the steel to meet whatever standards and quantities the projects will need.

According to Bhatt, the company is

BUBU Buy Uganda fully Ugandan, a brain child of Joseph Yiga, an entrepreneur who initiated a retail hardware business in 1989 at Kampala's Nakasero Market Street.

Per custom, it manufactures hollow sections, tubes, nails, galvanized iron sheets, mat-tiles sheets, hollow sections, expanded metals, bottle sections, fascia boards, welded steel wire mesh and a range of other products at Namave Industrial Area, the items Yiga used to trade in.

Its galvanized wire production is largely exported to Kenya and other countries.

The billets, the raw material for steel manufacturing, are imported from Russia, Ukraine and South Africa, for reconfiguration into the various construction and other steel applications.

STIL IS ISO CERTIFIED

The company is ISO 9001:2008 certified for the quality of its management systems, which are at par with established international standards. It is compliant to clearly defined systems and structures that have assisted in value addition to its products and consequently customer satisfaction, the company's growth objectives.

The quality body controlling the certification, the International Standards Organization (ISO), formulated the management systems and carries out the certification surveillance and annual audits.

Stil is also ISO 14001:2004 compliant by adhering to Uganda's safety regulations, inclusive of those issued by NEMA, whose accredited auditors scrutinize the company's operations. NEMA's suggestions, recommendations and guidelines for the Environment Management Systems, are complied with, and hence the certification.

The company is also compliant to the Occupational Health and Safety guidelines recognized by



The mill sits on 50 acres in Namanve Industrial Park to take an advantage of the facility's economies. Stil's mill comprises European standards highly automated machine lines that churn out identical products according to the settings for the specific standards.



ISO, and 18001:2007 certified. The certification attests to the conformity to internationally acceptable occupational safety and health working environment standards; Stil employs more than 1,000 people.

The certifications, according to Bhatt, put Stil operations and products at par with similar ones where the standards his company has attained are in application. The products bear Stil stamp, and assurance that any complaints about them will be addressed. Auditors from the certifying bodies and UNBS randomly carry out surveillance in the market by picking and testing the products.

The totality of these measures gives a big strategic advantage. It has increased the credibility of the company and placed it in an attractive competitive position.

The lack of consistency in the quality and power supply for industrial applications is of grave concern, considering the high quality power requirements of the highly automated production lines to run efficiently. "Power distribution calls for more investment to ensure a high-quality constant supply capable of satisfying the high power consuming industries," Bhatt argues.

And whereas the construction and operation of a standard gauge railway will go a long way in ameliorating bulk goods transportation challenges, for the while it is not available, the raw material transportation from Mombasa by the truck is uneconomical.

He also faults the local development banks for failing in extending credit finance that is ideal for industrial development investment. Ideally, industrial expansion, the type Stil has undertaken at Namanve, needs funding that is considerate of the investment's gestation period; ten to 15 years, and hence a matching interest rate. The option, the commercial loans are characteristically fast-maturing and fraught with high interest and, therefore, strenuous to service.

Stil takes on Kyambogo University and other technical institutes' graduates for skilled manpower development under internship programmes; they are trainable and amenable for orientation to suit the technical production requirements. They are trained for three to six months depending on their academic levels and the equipment they have to operate.

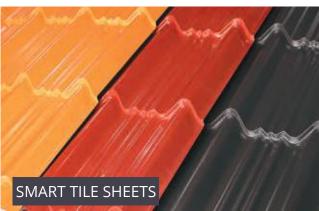
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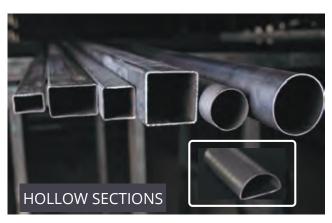
















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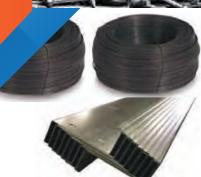
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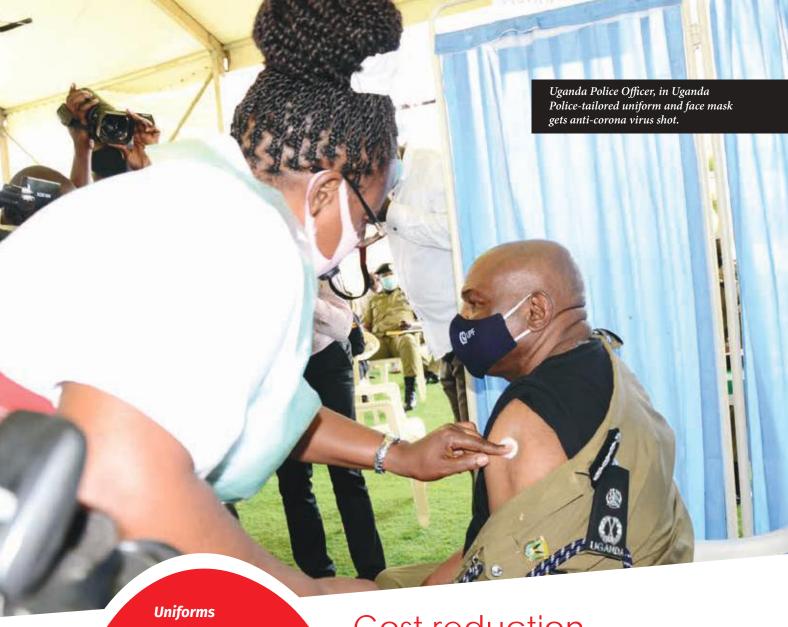
By Our Police Correspondent

ince the Buy Uganda Build Uganda policy launch in 2017, most Ministries, Departments and Agencies (MDAs) have realised that adhering to its tenets is to their benefit, if they change their mindset.

Uganda Police Force has not been left behind. It has introduced measures that

result in savings whilst improving its image as an institution with a patriotic sense of duty, and an eye at building the nation.

They are reflected in the adoption of approaches to providing the much-needed accommodation for its human resource and office operations and dressing the force's rank and file in uniforms that befit their status and duties at cost-effective prices and a ripple effect.



production has been
scaled up to a level enabling
Uganda Police Force to export
garments to neighbouring South
Sudan. This is consequent upon
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understanding in 2018 to that
effect, by Uganda's Inspector
General of Police, John
Martins Okoth Ochola
with his South Sudan
counterpart,
providing for the

Cost reduction

Delivering Police Uniforms at Cost on Time

hen President Yoweri Museveni issued a directive in 2014 to all government agencies to buy locally made furniture, to promote the government policy of Buy Uganda Build Uganda, Uganda Police Force had in place its local capacity in the garment industry.

The BUBU policy assisted the police to boost its garment factory, which produces most of their uniforms.

The outbreak of the Coronavirus disease highlighted the importance of the policy in the face of the economic lockdown, which also closed the national borders and hence cut the supply and delivery lines even for the essential products.

Whereas the garment factories around the world were significantly impacted by the economic lockdown, Uganda Police Force embarked on the production of



deal.

Uganda's much-needed facial masks for every officer.

This could have contributed to the very low COVID-19 related deaths among the police officers, whereas they were frontline workers during that health crisis. The Director of Police Logistics and Engineering, Senior Commissioner Richard Edyegu has said the force put aside all other tasks and set upon the production of face masks, three reusable masks for each police officer.

By April, 2020, Uganda Police Force produced over 100,000 of them for its officers and their families, considering that they were on the COVID-19 frontline. This was a result of the police's implementation of the Buy Uganda Build Uganda (BUBU) policy which has been in place since 2014.

The Cabinet passed the policy which President Yoweri Museveni launched in 2017, to ensure the promotion of local manufacturing, consumption of locally produced goods and services using local skills and human resource. Uganda Police Force's decision to have their own garment factory was a result of challenges it had faced in the process of importing police uniforms from the United Kingdom and India.

The bureaucracy in the procurement of uniforms for the police also made

it hard for them to get the products in time. It required officers to travel abroad to identity uniform makers then return to decide on whom to give the tender. The entire process was cumbersome and costly.

He said the police had to buy uniforms once in a year or in two years and in a huge bulk because it was expensive to buy products and transport them in small quantities. Consequently, the decision to set up a garment factory to ensure the security of their uniforms, shorten the supply time, improve the quality and retain the money in the economy was taken.

The in-charge of the garment factory, Superintendent of Police Rogers Kiiza says the management and best practices to sustain the factory were benchmarked in Italy, Iran and Algeria, We produce 400 uniforms and 15,000 mask every day. Over 240 police officers' spouses are employed by the factory.

Each employee earns more than Shs 375, 000, nearly twice what other garment factories in the country pay. All the fabric used is Ugandan manufactured, with Nyanza Textiles supplying the fabric needed.

Through the symbiotic relationship with Nyanza Textiles, the quality of the fabric they produce has improved significantly, enabling the Njeru-based firm to be consistent with the colours they produce.

Nyanza Textiles also supplies two pairs of suits for more than 4,000 police officers in the Criminal Investigations Directorate and Directorate of Crime Intelligence, whereas the police garment factory also makes uniforms for other security agencies too.

Uniforms production has been scaled up to a level enabling Uganda Police Force to export garments to neighbouring South Sudan. This is consequent upon the signing of a memorandum of understanding in 2018 to that effect, by Uganda's Inspector General of Police John Martins Okoth Ochola with his South Sudan counterpart, providing for the deal.

There was also a memorandum under the East African Police Chiefs Cooperation to allow Uganda manufacture uniforms for police officers of different countries. If it is realised, it will give the police garment factory an added advantage.

According to SCP Edyegu, plans are underway for the manufacture of boots and shoes, berets, T-shirts and belts, "using Ugandan leather. Until then, the police buys footwear for its officers from local manufacturers."





Police have
completed 90
construction projects
across the country using their
own equipment and human
resource at nearly half the
cost of the market price,
had they engaged the
commercial contractors.

Police Construction Unit

Enormous Savings by Building Own Facilities

n July 1, 2021 President Yoweri Museveni issued a directive that the military should construct schools, health facilities and some specific roads.

Directed at the Ministry of Works and Transport, Ministry of Education and Sports and the Ministry of Health, it was a pointer to other government agencies including the Uganda Police Force of the need, where possible to strengthen their construction capacity.

President Museveni was concerned that government agencies spend much more money than they should on the procurement for the construction of their facilities to foreign and private companies yet the quality of those facilities does not match the funding.

Uganda Police Force has built such capacity through the Police Construction Unit, which has built nearly all the new units countrywide



BUBU Buy Uganda for its offices and personnel accommodation. It is putting finishing touches on 1,020 housing units for the police officers in the city centre. Most of them have been completed and occupied.

Police have completed go construction projects across the country using their own equipment and human resource at nearly half the cost of the market price, had they engaged the commercial contractors.

The Inspector General of Police, Mr. Martins Okoth Ochola said using internal capacity to construct police accommodation is one of the cost-effective ways to improve the welfare of the police officers. "We have funding to initially provide 7,000 housing units to Uganda Police Force, starting with Kampala Metropolitan Area and thereafter other locations, addressing the accommodation challenges we are facing."

The acting 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 is localised.

It is entirely BUBU as we do not

import any construction material; the cement, steel and roofing material are Ugandan-made, along with the furniture made from local timber. SCP Edyegu said the BUBU policy, which discourages government importation of furniture, has enabled the police to be creative, "We buy all the timber from local sources and foam for the cushions from Ugandan manufacturers."

Upcountry, the police employ hydraform brickmaking technology and its own human resource to construct police stations. With the new technology, police has reduced by 30 per cent the cost on construction.

If Uganda Police Force had contracted the police station and barracks project at Panyandoli in Kiryandongo District, it would have cost them Shs 500 million and four years' waiting for its delivery. However, using the new hydra form brickmaking technology and police human resource, the police station and barracks construction has taken only nine months and saved the police Shs 120m.

The police have 21 hydraform machines aiding the construction

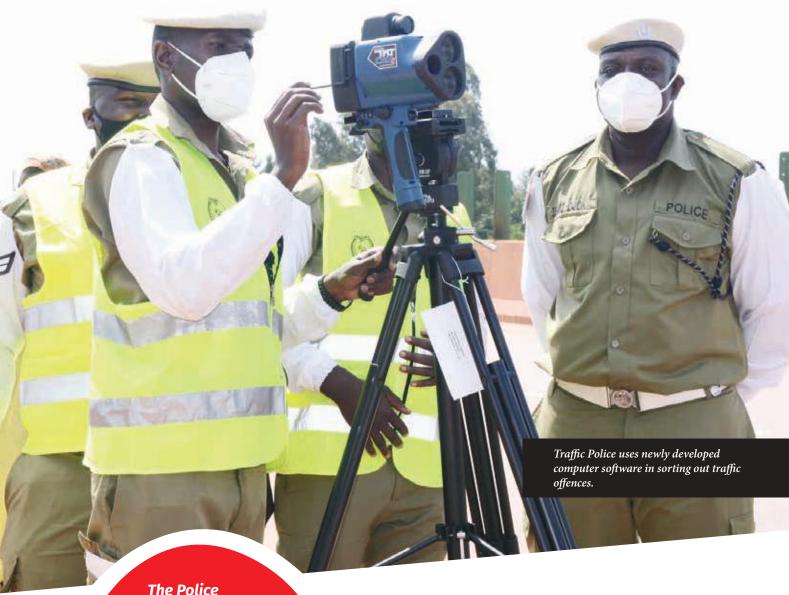
of structures for the police in the rural areas especially in the northern Uganda. They have also constructed stations in districts of Maracha, Bulambuli, Bundibugyo and Rakai.

According to SCP Edyegu, all the construction projects undertaken have been characterised by improved site supervision and scheduled work completion. Where Uganda Police Force has had to contract commercial construction companies, local construction firms with capacity to deliver quality work have been prioritised.

Elated, the officer believes, "The taxes realised from these construction firms on account of the executing the police projects are paid to our government and in turn they are used to develop the country."

The construction of these structures has created space for police officers' operations; the Traffic and Road Safety Directorate headquarters, which were initially housed at Kampala Metropolitan Police head office, have been moved to Nateete Police Complex. The Central Police Station Kampala now has adequate enough space for its other functions.





has developed an application for monitoring fuel consumption in all police motor vehicles, exhibits in their stores and back-up of criminal case files in soft copies. This will address the challenges inherent in accountability, monitoring fuel consumption, and securing the exhibits and criminal case files.



The Applications

Crime, Personnel **Digital Police** Management

s the world advances in technology, uses of software applications are critical in work execution and performance and efficiency monitoring. Uganda Police Force has not been left behind as its Directorate of ICT has developed its own software applications cheaply and tailored them to its peculiar needs.

With manpower above 50,000 personnel, Uganda Police Force needs to effectively serve the public and police its rank and file. One of the key areas that the internally developed software applications have helped is in the development and management of police human resource.

According to Assistant Superintendent of Police Allan Rugayampuzi, the spokesman of the Directorate of ICT, the Police Research, Development and Innovation Centre at Kikandwa,



Wakiso District has developed fleet management software which also manages the police officers.

"We regularly had to deal with cases of officers that missed their salaries, yet others that had retired continued getting paid. The Uganda Policedeveloped software has solved those anomalies. The same system monitors the progress and career path of each officer. It triggers an alert for the administrator in respect of an officer's need for an in-service course when due. It indicates those whose leave is due, and thus assists in effective human resource management," ASP Rugayampuzi says.

In the past, the Police had challenges with the management of Traffic Express Penalty Scheme tickets using paper receipts. Some motorists would claim that they paid the fines in the bank, but their information wasn't entered in the system.

The police's software, which also reads driving permits, has enabled quick issuance of tickets, easy payment and effective detection of defaulters; fine payments are instantly reflected on all police systems countrywide.

The police have also developed an application for monitoring fuel consumption in all police motor vehicles, exhibits in their stores and back-up of criminal case files in soft copies. This will address the challenges inherent in accountability, monitoring fuel consumption, and securing the exhibits and criminal case files.

Several Office of the Auditor General reports have questioned the police use of fuel, which they point to corruption. The police have a fleet of 9,226 vehicles, each of which requires at least 10 litres of fuel daily, which translates into Shs 133b, whereas the government can only afford Shs 46b.

"Missing police file" has been a popular feature of defeating justice which the criminals had perfected with the connivance of errant detectives within the system, affording them an advantage over the justice in the courts of law.







With manpower above 50,000 personnel,
Uganda Police Force has internally
developed software applications that have
helped it in the development and management
of police human resource.



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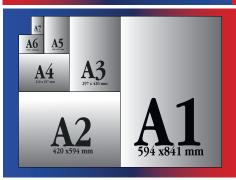
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Manufacturers Want More BUBU Incentives



By Kabona Esiara

ganda National Chamber of Commerce and Industry (UNCCI) wants the government to institute more facilitation packages for the local producers and launch a vigorous consumption campaign of local products, thereby boosting Buy Uganda Build Uganda (BUBU) policy.

The policy aims at giving prominence to goods produced locally. It also guides policymakers to ensure the promotion of the locally produced goods consumption.

Deliberate interventions have been instituted to ensure the government ministries, departments and agencies' prioritization of the procurement of locally produced goods and services when the need arises.



Manufacturers Want More BUBU Incentives

UNCCI President, Ms. Olive Zaitun Kigongo says the initiatives would assist local manufacturers to be more competitive, employ more Ugandans and generate more revenue for the national coffers.

"As is the case with the foreign investors, the local producers need land, affordable loans, tax holidays and waivers, along with low-interest loans coupled with capacity building support. These interventions will help in the production of commercially competitive goods for the local and export markets," she told *BUBU 2022 Magazine*.

In the just-concluded financial 2020/21, Uganda Revenue Authority (URA) collected net revenue of Shs 19.2 trillion, representing 14.99 per cent growth in comparison to the previous year. This is below the Shs21.6trillion target.

Mrs. Kigongo said the tax body's declining tax collections can be recovered through the prioritization of government procurement of local products, especially from the firms whose productions are Uganda National Bureau Standard (UNBS) quality certified.

"This will encourage UNCCI members to produce more, employ more Ugandans and thereby pay more taxes to URA," she observed.

The government needs to support local producers to secure the required UNBS standards, inclusive of the Quality Mark (Q-Mark), yet UNBS imposes charges for the products' inspection and laboratory testing. She charged that by the time the Q-Mark is secured, the capital investment would have been decimated; the next thing the producers realize is that they are out of the market.

Kigongo calls for the offering of the UNBS services as economy stimulating incentives, especially in support of the recovery from COVID-19 economic shut down, "The application of prohibitive requirements like the acquisition of the Q-Mark often contribute to the all-too-common firms' collapse in less than two years of their creation."

Whereas UNBS has recently reduced the cost of products' certification in the face of incessant manufacturers'





AfCFTA connects 1.3 billion people from 55 countries with a combined gross domestic product (GDP) value of US\$3.4 trillion. It has the potential to lift 30 million people out of extreme poverty, yet the achievement of its full potential hinges on the institution of significant policy reforms and trade facilitation measures.

outcry, the standards body has altogether phased out some costs, including the Initial Audit Fees of UShs 250, 000 and Surveillance Audit Fees of UShs 250,000.

Sylvia Kirabo, the Head of Public Relations at UNBS, confirmed that the said fees had been dropped, effective July 1, 2021. The Micro and Small Enterprises will now only pay certification fees of Shs 500, 000, while the Medium and Large Enterprises will pay Shs1million, to be issued with a permit to use the quality mark for one year.

UNBS has recently stepped up its demand that local manufacturers, especially in the food-processing sectors, get products' certification before they are marketed. This is aimed at ensuring food safety for local consumers and enhancing the credibility of Ugandan products for export

The UNCCI Secretary-General Ms Blessing Immaculate Owomugisha, elaborated that the UNCCI 30,000 membership keenly wants government support, if their products are to be competitive in the



KACITA Implements BUBU



African Continental Free Trade Area (AfCFTA). This is the forum that has created the largest free trade area in the world, on account of the number of countries participating.

AfCFTA connects 1.3 billion people from 55 countries with a combined gross domestic product (GDP) value of US\$3.4 trillion. It has the potential to lift 30 million people out of extreme poverty, yet the achievement of its full potential hinges on the institution of significant policy reforms and trade facilitation measures.

"Whereas we have quality locally made products on the market, to employ more people, the home population will have to consume more of our products. Our hope is that the government will intensify its encouragement of the people to consume locally made goods. We also urge the population to appreciate our products for their competitive quality, which often

surpasses that of imported goods," she said.

Local manufacturers, according to Owomugisha, always consider goods affordability when they are not packaged for different segments of the local markets, whereas neither are the standards compromised, nor are the prices inflated.

She explained Uganda's currency volatility as a function of net importation of consumer goods and hence the need to rise above the ideology of the foreign supremacy over our local products.

When this is the case, more jobs will be created, catalyzing an economic boom and enhanced revenue collection for investment in the people's socio-economic needs; portable water, roads, schools and hospitals, and other aspects of life quality improvements.

Owomugisha advises producers in the informal sector to grow their

businesses into the formal sector, to fully benefit from the BUBU policy, "If your firm is not registered, it does not pay tax, the products are not certified by UNBS, you cannot do business with the government, and neither can you export. If your business is not formalized, you cannot benefit from the several trade missions we have organized to Turkey, Egypt and Dubai among others."

UNCCI focus is on alerting its members to the existing local and international business opportunities. In existence for over the last 80 years as a nationwide umbrella organization for the private sector, it influences the decision-making that affects business at local, national, regional and international levels.

It is affiliated to the East African Business Council (EABC), the International Chamber of Commerce and Industry (ICCI), and the Islamic Chamber of Commerce and Industry (ICC), among others.





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- Cypress Oil
- 8) Lavender Oil
- 9) Ginger Oil
- 10) Cinnamon Oil
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- 12) Aloevera Oil
- 13) Turmeric Oil
- 14) Coconut Oil
- 15) Clove Oil



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with Press Pumps

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bottle with Press Pumps

1 ltr Window Cleaner Bottle with Pumps



500mls Calabash Bottle with Trigger Pumps



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By Kabona Esiara

ganda government needs to have in place strategies that will encourage the enhancement of local production so as to boost Buy Uganda Build Uganda (BUBU) and improve the competitiveness of Uganda's products on the Great Lakes regional market.

Kampala City Traders Association (KACITA) Spokesperson Mr. Issa Ssekito is of the view that while the country produces for local consumption and export, "KACITA members are supportive of BUBU; government should explore the means of exploiting Uganda's comparative advantage in the region and the world at large."

He urges the powers that be to expeditiously put in place the means for the development of the necessary skilled labour, the means for generating the requisite capital and concentration on the products this country can produce more efficiently than any other," he told *BUBU 2022 Magazine*.

Illustrating his point, Ssekitto cited Arabica coffee from the slopes of Mt. Elgon of which he is convinced has the 'best aroma in the world.' He called for an investment in specialized value addition skills, besides offering incentives to the investors who venture into the processing of such products into finished products, having an eye to being competitive on the international market."

In 2017, the government of Uganda launched the Buy Uganda Build Uganda (BUBU) policy through the Ministry of Trade, Industry, and Cooperatives (MTIC). The policy seeks to increase the local consumption of locally produced goods and services, thereby

improving Uganda's local business environment through forward and backward linkages and thus exploit local resources for export promotion.

Issa Ssekito wants the government to invest in business research, as a basis for inviting local investors and their capital, "With the research findings in place, skilled technical people would be attached to such projects, which will rebuild the economy faster, especially considering the COVID-19 slump. Unskilled university graduates are a big problem, one reason we need a strategic partnership with government agencies."

He says KACITA has promoted BUBU through several members who have ventured into manufacturing. They have raised capital by trading in Chinese products. Such are the proprietors of Mamba Industries, Steel and Tube, Samona, and Ssebagala and Sons that manufacture a variety of goods. Other KACITA members then sell the products. However, whilst some of

these manufacturing are engaged in production, they also trade in their products. This calls for a 'trade order' by which the manufactures only produce while the traders market the products.

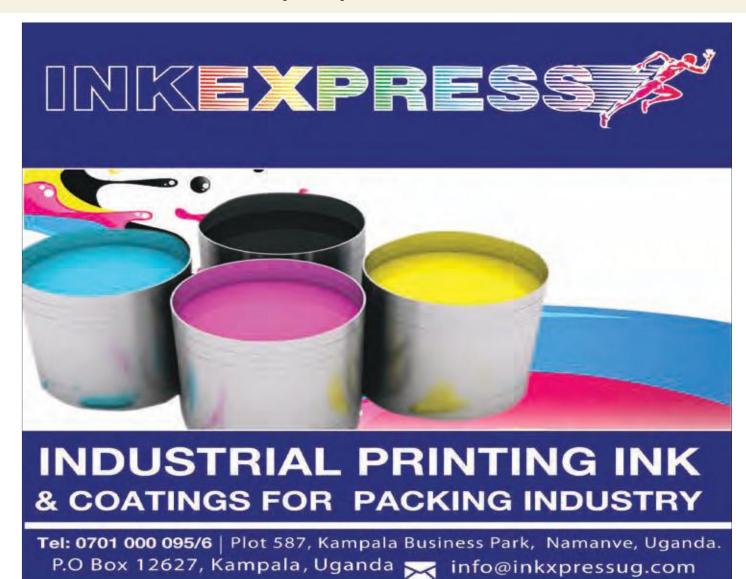
He however, admits that fully embracing BUBU is yet to become a realistic ideal, "the competing foreign-made goods are of high quality and can be available when needed. An order for 10,000 locally produced T-Shirts will take six months to be delivered, whereas the Chinese manufacturer will deliver in 30 days."

What is of concern, unlike in respect to the foreign investors, our members who have ventured into manufacturing have to buy land and pay the high taxes.

Apart from KACITA's concerns for the effective implementation of BUBU, as a landlocked country in East Africa, Uganda has some of the most expensive transportation costs in the world. In 2017, Uganda ranked 136 out of 190 countries on the World Bank's Trading Across Borders Index. One of the main pillars of the East African Community (EAC) is to facilitate trade through lowering trade costs.

Over a couple of years, the government and its regional partners have focused on reducing trade costs. These include one-stop border posts, removal of in-motion rail weighbridges, removal of police checkpoints, port upgrading, improved road surfaces, EAC Single Customs Territory including a regional bond, and interfacing of regional customs systems.

Both the costs and time to export goods have seen a rapid decline since 2009. In 2009 United States dollar terms, the cost to export has almost halved from \$5,629 in 2009 to \$3,000 in 2014. At the same time, the time to export has fallen from 32 days in 2009 to 25 days in 2014. It is important to consider the consequences of this rapid decline in trade costs on key export performance.









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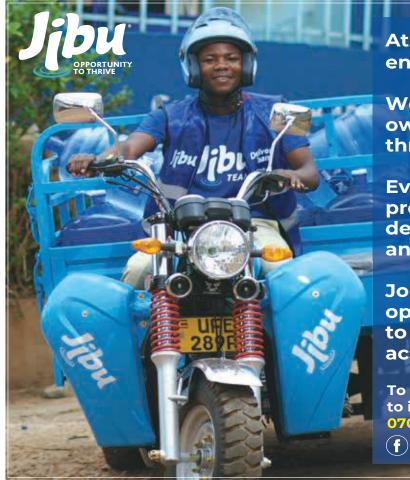
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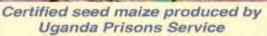


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THE CHARACTERISTICS OF UGANDA PRISONS SEED MAIZE VARIETIES

	VARIETY	UH 5355	UH 5051	LONGE 5D	REMARKS
1	TYPE	HYBRID	HYBRID	OPV	
2	Maturity Period	110 - 120 days	120 days	90 - 100 days	Average of 100 days of physiological maturity
3	Maximum yield/Acre Or per Hectare	30 bags per Acre or 7.50 MT per Acre	25 bags per Acre or 6.25 MT per Hectare	15 bags per Acre 0r 3.75MT per Hectare	UH5355 has very high yield potential with good management
4	Tolerance to Drought	Tolerant DTMAS	Tolerant DTMAS	Tolerant DTMAS	DTMAS (Drought resistantmaize of African series)
5	Resistance/Tolerance to disease and pests	Resistant to Maize streak virus (MSV)	Resistant to Maize streak virus (MSV)	Resistant to Maize streak virus (MSV)	Tolerance is improved under good weather conditions
6	Nutritional Value	Good flour taste palatable seed	Good flour taste palatable seed	QPM (Quality Protein Maize with essential amino acids)	Soft and tasty seeds when roasted or boiled
7	Spacing	75 x 60cm (2 plants per hole) 75x30cm (1 plant per hole)	75 x 60cm (2 plants per hole) 75x30cm (1 plant per hole)	75 x 60cm (2 plants per hole) 75x30cm (1 plant per hole)	May vary with soil fertility
	REMARKS	3- way hybrid high yield potential	Varietal hybrid Average yields	OPV is short to medium duration	











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The BUBU implementation strategy comprises the strategies for achieving five strategic objectives to be implemented in harmony. The strategies have been identified named, defined and the responsibilities assigned to the implementers. Activities are further grouped under strategic objectives and each strategy is accompanied by outputs, indicators, means of verifications, and time frames for implementations.

THE STRATEGIES

Lo An

Local Products and Services

An inventory of locally produced goods and services is necessary, along with the identity of the produces and supplies of the goods and services under BUBU policy. Consumers can only logically be urged to use products which are known to exist in known quantities.

2

Local Suppliers' Capacity Building

Government will provide training to the local suppliers of goods and services to enable them take advantages of existing opportunities in procurement and supply competitively. They would also need to be trained on supply procedure, availability of technologies and links to bigger corporate business.

3

Local Business Entities Formalisation

A comprehensively registration of business entities will facilitate their operation within the relevant business laws. Awareness creation and information provision about cluster hubs according to categolization of goods and services is urgent, especially in regard to the Micro, Small and Medium Entreprises (MSMEs) development and hence trade sustainability.

4

Supplies Reliability and Sustainability

There is a need to document the suppliers and the sustainability of their supplies by documenting their track record and history. The private sector needs to be vigilant by instituting self-regulation by recording suppliers' capacities and issuing certificates of good business conducts. Linkages with financial institutions can be enhanced under this strategy.

5

Standards Compliance

Suppliers are required to conform to Uganda standards as the PPDA requirements are in consonance with Uganda standards. UNBS will work with companies that do not meet the national standards to improve their performances.



Bubu Implementation Strategy



6

Brand Ugandan Products and Services

A Ugandan trademark or brand that is to be agreed upon, will need to be promoted and regularized to distinguish and market quality Ugandan products, and hence reduce their marketing costs.

7

Services Information

A procurement plan needs to be made public, in coordination with the private sector to ensure transparency in procurement activities and make public assessment an output in itself. The stakeholder institutions responsible for the implementation of this strategy are PPDA, Auditor General, IGGA, MOFPED, OPM (monitoring unit) and the MTIC.

8

Online Procurement System

This will require the intervention of the Ministry of Finance, Planning and Economic Development through information technology to design and facilitate the use of an integrated electronic system which the stakeholders will easily access at all times.

9

Timely Pay BUBU Products

Most local material suppliers are small and financially constrained. Delays in effecting their payments would lead to breach of contractual terms on their part and eventually business failure. Payments need to be sanctioned in accordance with the time specified in the PPDA Act and contract agreements.

A coordinating desk at the Ministry of Trade will monitor progress of the procurement transactions and keep the private sector operators informed of any developments.

Institutions with a role in this strategy include the Ministry of Trade, Industry and Cooperatives, Ministry of Finance, Planning and Economic Development, Office of the Prime Minister (Monitoring Unit), Ministry of Local Government, Uganda National Chamber of Commerce and Industry, Private Sector Foundation of Uganda, Uganda Manufacturers' Association and Public Procurement and Disposal of Assets Authority.

10

Local Products Shelf Space

The Ministry of Trade, Industry and Cooperatives and the private sector stakeholders will constitute a technical outreach team to create an awareness of the BUBU policy, assess the display of BUBU-listed products in the supermarkets and give special recognition awards in trade promotion galas for those markets which give BUBU products conspicuous displays.

11

Mainstream BUBU in Business

The thinking in all public institutions will be brought together in sync with the BUBU policy. There is need to build awareness and understanding of mainstreaming BUBU into Government policy in the private sector operations. Procurement units at all levels will be part of this process to detail procedures.

12

Communication Strategy

The development of a communication plan together with its publicity materials is necessary for an awareness plan to be implemented in the short to medium term period for the attainment of its sustainability.

13

BUBU Policy Coordination

A national BUBU policy coordination committee will be formed whose terms of reference will be clearly spelt out. The Office of the Prime Minister will see to the development of a monitoring and evaluation tool.

14

Preferences Margins

The PPDA Law guidelines on enforcement of existing regulations on margins of preference will be issued and legal provisions enforced.

15

National Content Monitoring

The Ministry of Trade, Industry and Cooperatives will work with the Ministry of Finance, Planning and Economic Development to identify and collaborate with relevant stakeholders to periodically define local content metrics according to various subsector developments.





FUE has translated Uganda's labour laws into the Mandarin language, organized seminars targeting Chinese employers on labour laws, employment relations, relating to unions, Ugandan culture, business and investment opportunities, work permits, and other issues enabling the Chinese relate better on issues concerning labour.

The Voice of Employers

he Federation of Uganda Employers (FUE) is the Employers' Voice on social and economic issues. It is locally and internationally recognized as Uganda's sole employers' organization.

FUE is affiliated to the International Organization of Employers (IOE), Business Africa and East African Employers Organization (EAEO). It is the officially recognized body that represents Ugandan employers at the International Labour Conference.

It was initially registered as a corporate body on August 18, 1960 under the names of Society of Employers which was changed to Federation of Uganda Employers on August 17, 1961 and registered under the Trustees Incorporation Act 1939 Cap 126 Laws of Uganda.

FUE lobbying and advocacy work is designed to cultivate a business environment for employment creation and sustainability. When the employer succeeds, we all win. "Every good employer is a member of FUE"



FUE: The Voice of Employers



FUE's lobbying and advocacy work focuses on labour and employment matters. FUE has registered the following key milestones:

- It owns a home housing the Head Office at Plot 1207 Kiwanga Road within the Namanve Industrial Park; three regional offices at Mbale to support Employers in the East, in Kasese to support employers in the West and in Lira to support the employers in the North.
- FUE is the official representative of all employers in Uganda during the annual International Labour Conference, and constitutes Uganda's Employer delegation.
- Between 2003 and 2005, FUE led and effectively spearheaded the Social Security review exercise, which produced a comprehensive Stakeholder Transition Group (STG) report with solid recommendations on the review and improvement of Uganda's social security sector. Some proposals have since been integrated in several policy proposals including the NSSF (Amendment) Bill 2019.
- FUE ably represented employers when the existing labour laws were at the Bill stage. Through its advocacy between 2004 and 2006, FUE ensured the amendment or deletion from Bills, the sections that were not in the interests of employers.
- The existing laws have now been in place close to 15 years and FUE again has had a critical participation in the review exercise by submitting proposals for amendment. They are the Employment Act 2006, the Labour Unions Act 2006, the Occupational Safety & Health Act 2006, and the Labour Disputes (Arbitration & Settlement) Act 2006.
- As part of the tripartite delegation, FUE's submission (as Employer's voice) to the US senate influenced the decision by the US government to stay the decision to strike Uganda off the AGOA beneficiary countries list. This was a consequence of trade unions' representation of the textile workers' working conditions in the





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mid-2000s as poor.

 FUE has for long lobbied for a platform for direct engagement with the President. The Presidential CEO Forum has been created with FUE as one of the Directors.

NDPII and NRM Manifesto

FUE has initiated, developed and launched several business and productivity enhancement programs to add value to the employers' various aspects of operations;

FUE Employer of the Year Award (EYA) Survey

This identifies, ranks and recognizes the employers with outstanding human resource and business best practices, to promote self-regulation and peer-to-peer benchmarking, sharing and learning. Learning from FUE, the EYA is established in other countries including Tanzania, Kenya,

Ghana, Malawi, Zambia and Canada.

United Nations Global Compact Network Uganda (UNGC)

This is the world's leading corporate sustainability initiative. It promotes the UNGC 10 principles in labour, human rights, environment and anticorruption, globally in the companies' operations, and catalyses actions that support the attainment of UN goals (the SDGs).

FUE Workplace Health Program

FUE works with several partners, and organizations to promote health programs at the workplace; staffs are productive at the workplace once employers institute programs, policies and mechanisms to fight stigma and support healthy living.

FUE's workplace health program has; One Dollar Initiative, Malaria, TB & HIV/AIDS program, diseases outbreak program and the Reproductive Health



FUE: The Voice of Employers

Program.

FUE China Africa Program

FUE joined with China Enterprise Confederation and the Confederation of Norwegian Enterprise to initiate the China Africa Program. It basically assists Chinese employers in Uganda to do business in a responsible manner.

FUE has translated Uganda's labour laws into the Mandarin language, organized seminars targeting Chinese employers on labour laws, employment relations, relating to unions, Ugandan culture, business and investment opportunities, work permits, and other issues enabling the Chinese to relate better on issues concerning labour.

Female Future Program (FFP)

To prepare women to more efficiently participate in leadership, FUE started the FFP training in Uganda in 2002.

The nine months' training has three modules:

- a) Leadership Development,
- b) Rhetoric and
- c) Board Competence.

It runs for 15 contact days; the rest of the time is for group work and assignments. The program has been rated as the best practical women leadership program in Uganda. Top CEO's have shared testimonies of how it has changed their corporate women executives.

Consequently, FUE receives requests to recommend the program ladies graduates to board positions; the International Labour Organisation recognises this programme as Africa's top women empowerment initiative. Kenya, Tanzania, Ghana and Algeria have taken the cue from FUE.

Annual Women Leadership Conference (AWLC)

The conference has grown into a top event on Uganda's corporate calendar. It is a forum for a broad spectrum of women in leadership in the economy; the corporate world, business, public entities, civil society and politics. The women learn, benchmark and share challenges and experiences on excelling in leadership. As such, it is a forum for Uganda's women to



inspire and motivate each other for leadership and success.

FUE advises and guides employers on labour law compliance, occupational safety and health (OSH) requirements, labour union engagement and relations, discipline handing and performance management, thus helping to enhance productivity at firm level. FUE has thus saved Uganda's employers billions of shillings they potentially would have parted with in the event of fouling labour regulations, lost human resource time, litigation and other legal costs and brand disrepute.

FUE has prepared a position paper on skills development to the ministry of Education and Sports. Several reforms have since been instituted; a strategy for employer-led skills development was developed and FUE has chaired the skilling Uganda task force for four years. TVET policy was approved by the cabinet and FUE is a co-chair of the TVET policy implementation Technical working group.

FUE has succeeded in lobbying for Small and Medium Entreprise development, which the government has increasingly financed through The Microfinance Support Centre. This has increased access to finance, opportunities for growth and creation of employment.

FUE engaged the Ministry of Gender, Labour and Social Development to fast-track and establish the national labour productivity centre to promote labour productivity in the country. This will enable the youth acquire employable skills for the labour market.

FUE is grateful for the Government's development of а employment strategy for Uganda.

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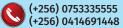


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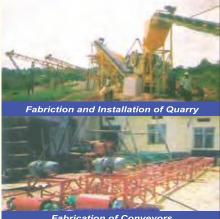


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Bolster SMEs Capacity

Local entrepreneurs need management skills



By Kabona Esiara

uy 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 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

A tracking mechanism on BUBU is 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, and follow up on implementations.

Whatever is not monitored always has flaws.





Bolster SMEs Capacity





Enterprise Uganda executive director, Charles Ocici's opinion is that, "Uganda needs to reduce foreign exchange outflow by reducing the importation of goods and services. This calls for jobs creation by the local industries, and enhanced SMEs capacity to effectively participate under BUBU policy."

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 beginning 2016. It seeks to realise that 20 percent of Government procurement by value is of local products and services. It aims to see 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 and 50 percent local resources and raw materials are utilized in production.

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

Enterprise Uganda executive director, Charles Ocici's opinion is that, "Uganda needs to reduce foreign exchange outflow by reducing the importation of goods and services. This calls for jobs creation by the local industries, and enhanced SMEs capacity to effectively participate under BUBU policy, which has been characterized by the lack of skills and finance among the local enterprises."

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. 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.

"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," Ocici says.

A tracking mechanism on BUBU is 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 and follow up on implementations. Whatever is not monitored always has flaws," he says.

He also urges the government to put money in the institutions that will lend to those engaged in BUBU activities, such as the agro-businesses. A BUBU House with an annual budget allocation from the treasury for its activities would be beneficial to the fledgling entrepreneurs.

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.

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 Standards (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 to be lawfully operationalized in the country, which would go a long way in strengthening SMEs and BUBU policy on the whole.



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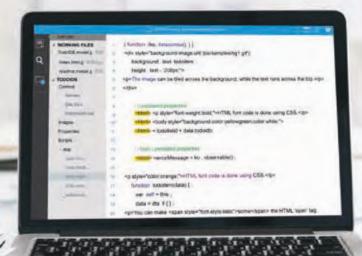


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BUBU Environment

Understanding, Establishing, Maintaining Industrial Products Quality



By our Business Correspondent

any aspiring industrialists ask consultants to advise on how to get Quality Certification for the products they plan to produce. Considering that certification is a mark of quality, the advice is always to have a product and then quality; the first element of a quality product is the product or service offered.

There are two sets of factors to quality; those which are internal to the industrialist's environment and thus within his control, and the factors outside.

The factors within the industrialist control are the design of the products and processes, machinery and technology that will be used, and the manufacturing process and its implementation within the

industrialist premises. Others are the processes and procedures leading to the management, the production and quality, along with the materials and services inputs.

In respect to the products that depend on continuous design, the design function is critical to the product quality; the designs are usually conceived and communicated by a variety of consultants.

Therefore, one of the elements of the quality ecosystem is the consultants involved in process and product design. They must be knowledgeable in the technology and the quality requirements and the effect of technology on quality. Their attitudes and quality awareness is critical to the future of the production facility and ultimately to the product quality.

Mini-steel plants, for instance either make products from scrap metal, pig iron, or directly reduced iron, which is melted, refined and cast into semisteel before it is made into the final article.

The design process will involve raw material selection, say pig iron, directly reduced iron or scrap steel and on the basis of the selection, many of the quality properties of the eventual product will be determined.

The designer will then consider the melting technology, of which the options are an arc furnace or induction furnace, each of which imposes cost and quality limitations on the eventual products. The refining technology options are then considered; either in a furnace or in the ladle, including specialized ladles with gas blankets. The casting technology options are plate or continuous casting.

Considering this simplified example, there are three possible raw material options, two melting options, and two refining options that must be considered within the context of the market costs and quality.

It is, therefore, important, when you are selecting an industrial design, to research and seek advice on how the selected process will impact quality, appropriate machinery and equipment is then selected and sourced.

The machinery and general technology chosen should meet and even exceed the quality requirements; in respect to food processing, the machinery that comes into contact with the food must meet the sanitary standards so as not to contaminate or poison food through rust. It must not also allow the ingress of pathogenic contaminants from the operators, whereas it should be easy to clean and sanitize either chemically or with light.

The third element, the quality ecosystem, is that of machinery and technology.

The next element in the ecosystem constituents is the implementation of your process, starting with staff training and hence the need for trainers to implement your process, which ordinarily is done by the machinery manufacturer.



Understanding, Establishing, Maintaining, Industrial Products Quality



However, the quality ecosystem has many independent trainers in specific and generic industrial skills. The procedures are developed, their administration defined, and the records to be kept must be known.

Modern-day manufacturing is based on norms such as the ISO9000 that require levels identification of written procedures and record-keeping, whose implementation requires an industrialist to select the consultants or in house staff to elaborate those procedures recording and reporting.

With your production system is in place and your product on the market, you periodically undergo external conformity assessments, which conform to the applicable norms or standards:

- a) The assessment body
 - Private assessment inspection bodies
 - ii) Public assessment bodies e.g. UNBS, NDA and NEMA
- b) The measurement and test tools applied by the assessment body
- c) Accreditation system individually examines each of those elements.

The assessment body checks the products systematically; all elements of the physical product packaging-visual signs of deterioration, labeling and finally testing the product. The conformity assessment brings in a number of entities with supporting roles.

d) Private conformity Inspection bodies

Local companies are most active in agricultural products assessment particularly seeds. However better known are the intern conformity assessment bodies such as SGS, Bureau VERITAS, TUV and others.

Public conformity certification bodies are many; NDA inspects drugs and medical devices, Department of Labor of Gender ministry, NEMA Ministry of Agriculture's sanitary and phytosanitary inspectors and system.

In all instances, the assessment is implemented using tools and practices. This involves physical test equipment that measure and test attributes such as color strength, length and smell. These tools are

provided by many equipment-selling companies in Uganda.

The tools are periodically calibrated by calibration companies to ensure that they give valid and correct readings. The importance of getting valid measures is best illustrated by the temperature measuring instruments at the shopping malls. It reads 32.4C (at which an individual should be dead) at one mall and 35.6C at the next.

However, the industrial practice measurements must be incapable of error. After a product's assessment, the test measurements and observations are only relevant for the tested or measured products.

To ensure that all the factory's products conform to the standards, System Certification is implemented to audit the various procedures and practices used to produce the goods or services. The existing norm is the ...ISO 9000 and related standards whereas specialized services such as the medical have their own system standards to cater for the required extra rigor.

Some international certification bodies have provided this service in Uganda, the most famous being NEMKO, KENAS, SANAS from Norway, Kenya and South Africa respectively which have a network of local trainers and consultants.

The quality architecture is hinged on system integrity implementation; the system conformity certification mentioned above must follow specific protocols implemented by certified staff. The accreditation certified body maintains a list of specialists that carry out the assessments and further maintain their record of competence.



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By Martin Luther Oketch

ganda Vision 2040 and the Second National Development Plan 2015/16-2019/20 (NDP II) target industrialisation as one of the means to transforming Uganda into a middle-income economy.

The draft strategic direction for the NDP III (2020/21-2024/25) 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 at 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 will contribute to enhanced value addition to locally produced and available raw materials thus boosting the agricultural and mineral sectors.

Within the Kampala-Mukono area 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.

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 a major economic area which the government





emphasises. The creation of industrial parks will increase production and bolster economic growth through revenue collection and exports.

The already established Parks are in Namanve, Luzira, Bweyogerere, Jinja, Kasese, Soroti, Mbale, Karamoja and Mbarara.

Parliament approved a loan of Euros 162 million from the Industrial and Commercial Bank of China (IBC) to facilitate the Industrial Parks' connection to grid power and to boost private entrepreneurs to set up factories, a key target 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 Luweero District, Sukulu

in Tororo District, Nakasongola and Mbale districts."

President Museveni has in the recent past commissioned operations of both Industrial Parks and small and medium manufacturing plants operating in the already established Parks.

At the commissioning of seven medium manufacturing and assembly plants at Namanve Industrial Park, President Yoweri Museveni was appreciative that the factories were 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 deliberate measures to make Uganda a desirable investment destination. Job creation has been stressed, improving the ordinary people's incomes and purchasing power. Ugandans are employed in the factories, manning points

of production and assembly lines, getting skilled and earning some money in the process.

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.

In one of his State-of-the-Nation address, President Yoweri Museveni described the country's economic growth and development outlook as positive. The Government has prioritised the investment in industrial parks to support industrialisation and create jobs.

According to the President, the total import bill for goods and services in the year 2019 was US\$8.8bn, creating a trade deficit of US\$1.86bn. Light industrial goods exports fetched the country US\$382m, while tourism revenues amounted to US\$1bn in the same year.

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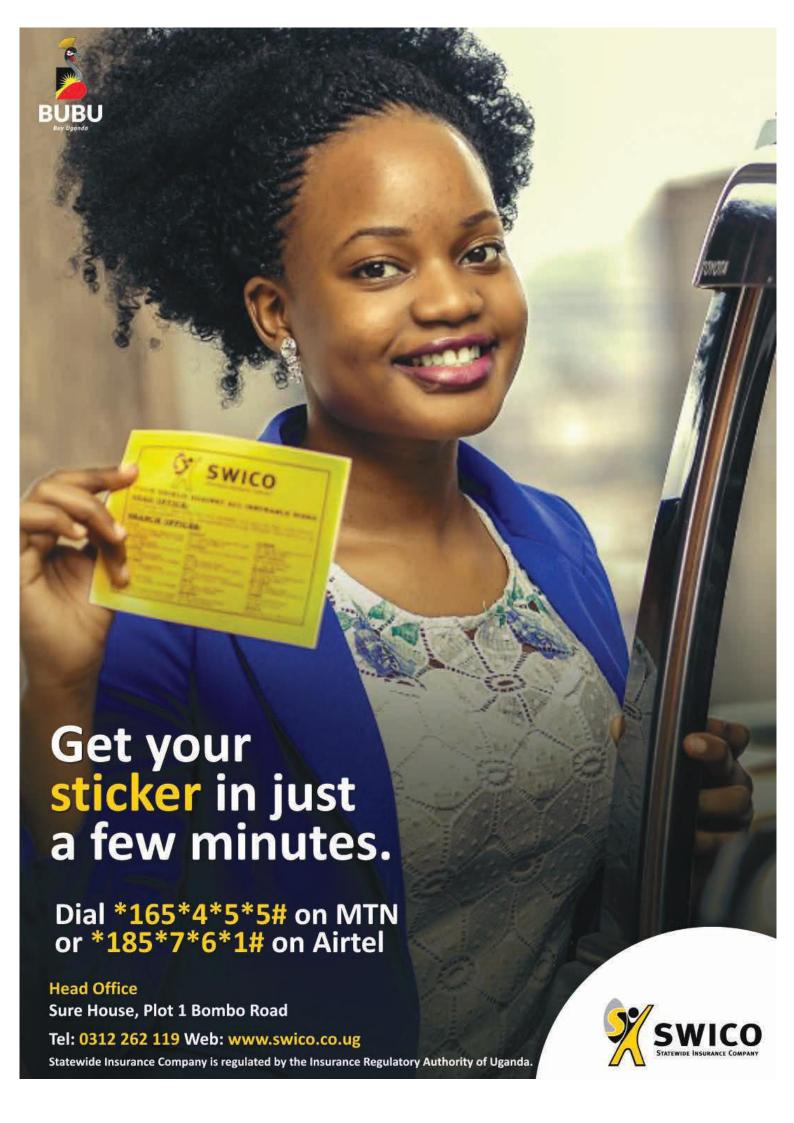
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Marketing

Brand Communication Consistency Is Critical





By Our Business Correspondent

s Buy Uganda Build Uganda promotion gains momentum, it is opportune that the fledgling Micro, Small and Medium Entreprises take note of the dictates of doing business in a competitive environment.

Notwithstanding the research, innovation and investment in the production and marketing ideas that are infused into a product, the conclusiveness of a vibrant business could be elusive if a product is not properly branded.

Rukh-Shana Namuyimba is a professional communications and events manager who advises that, "Whether you are an SME looking to build a brand or if you are consolidating an already established brand, the consistency in your marketing

communication is critical to its success."

Stressing the importance of branding as a powerful marketing tool, Namuyimba notes that the brands that are most memorable are those that have heavily invested in consistency. There is an enduring seamlessness from what they communicate that remains with the customer, through the consumer product experiences.

In effect, when customers interact with a brand's communication, they will be thinking about buying the product or signing up for the service, even without being prompted. This is particularly important with the consideration of a purchase as more of an emotional decision than a practical one. A brand that is consistent in its communication, its presentation and the experience it delivers is one that can be trusted.

When customers interact with a brand's communication, they will be thinking about buying the product or signing up for the service, even without being prompted. This is particularly important with the consideration of a purchase as more of an emotional decision than a practical one.



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Consistent brand communication cultivates trust in a consumer and hence their dependability on that particular good or service. Namuyimba elaborates, "This may explain why consumers tend to stick with particular brands; washing powder, toothpaste, yoghurt, or certain types of alcoholic beverages they perceive to be predictable and hence trustworthy."

She contends that, "When consumers are opinionated for a brand on interaction, they get comfortable and secure with it. Any deviation from the norm can result in questioning whether the brand is still reliable to deliver on its promises."

An investment in consistency across the board is important; the packaging, signage, quality of service or customer experience, and indeed your voice on social media. Customers or clients need to know that your brand is the same each time

Namuyimba notes that the brands that are most memorable are those that have heavily invested in consistency. There is an enduring seamlessness from what they communicate that remains with the customer, through the consumer product experiences.

they come across it, to trust it for its dependability.

Namuyimba further argues that when customers feel they know a brand, they can easily identify with its purpose, which should build trust leading to engagement from a purchasing perspective. When a brand invests in cultivating consistency, it does not need to try too hard to get customers to try its products or services or even recommend it to others.

"The next time you think of shaving some shillings off a marketing or communications budget, think of what it will ultimately cost your brand," she cautions.





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The Landmark Competitive Business Trigger





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The Landmark Competitive Business Trigger



By Martin Luther Oketch

ganda government has acknowledged its duty to assist the people to improve their capacity to effectively supply and sell to government. By promoting Buy Uganda Build Uganda (BUBU) strategy, it is also persuading private individuals and entities to buy locally manufactured goods and thus promote investment, national economic growth and development.

BUBU was introduced to address local business community's concerns which were prompted by government Ministries, Departments and Agencies (MDAs)' procurements heavily biased to imported goods to the exclusion of local products.

The government introduced BUBU to promote increased local products consumption through public procurement and encourage the private sector to consume locally originating products thus increasing

the participation of the locally established firms in domestic trade. A committee constituted of the permanent secretaries of the Ministries of Trade, Internal Affairs. Defense, and Finance, among others, formulated the BUBU policy upon a government recommendation. Indeed, the committee established that government departments were to a great extent buying more of imported goods than the locally manufactured ones.

To achieve the BUBU policy objectives, the government launched an implementation strategy, guiding government entities and the public to appreciate the compliance to buying locally manufactured products. It was premised on Preference Schemes Section 50 (1) of the PPDA Act under which preference and reservation schemes apply in respect to goods, works and services, under open domestic or open international bidding arrangements. Accordingly, Uganda National Bureau of Standards is tasked to

sensitise local manufacturers to appropriate standards and quality and what is expected of them if they are to sell to government.

Local producers are thus encouraged to fulfill all quality and standards requirements if they are to sell to the government and convince the individual buyers to buy local products rather than the imported ones.

The Policy's implementation is critical for Uganda's attainment of a middle-income status and hence BUBU is a landmark policy, which if successfully implemented, will change the fortunes of local producers and suppliers of domestic products.

BUBU implementation will enhance the competitiveness of local products and boost the growth of Micro, Small and Medium Entreprises (MSMEs), the 90 per cent of the Private Sector.



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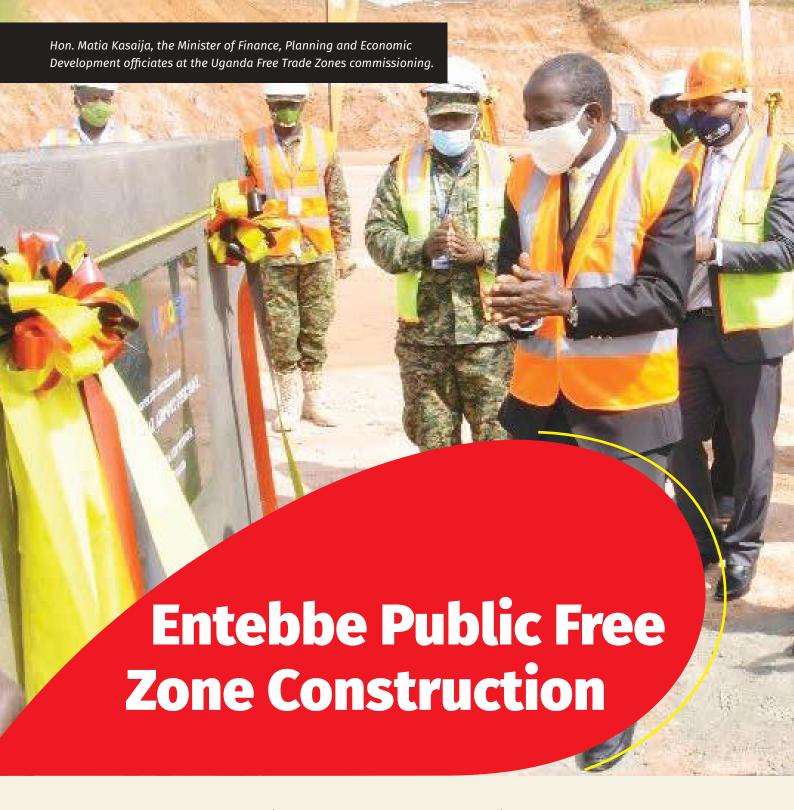
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By Kabona Esiara

he Minister of Finance,
Planning and Economic
Development Hon. Matia
Kasaija, representing
President Yoweri
Museveni on January 30, 2021,
commissioned the construction of
Uganda's first Free Port Zone (UFZA)
at Entebbe International Airport
adjacent to the Cargo Terminal.

The UGX 47 billion investment is a

flagship project which is fully funded by the Government of Uganda and complements other national projects such as; the Entebbe Express Highway, Uganda Airlines and the ongoing expansion of the Entebbe International Airport.

The project is designed to directly contribute to the achievement of NDP III, and the NRM Manifesto of 2021-2026.

On completion, the Free Port Zone will house seven production units

and a trade house that will host offices of Uganda Free Zones Authority (UFZA), URA and other Government offices to facilitate smooth flow of business in the Zone.

The facility will have firms engaged in high-value mineral processing activities, light manufacturing and agro-processing for export through Entebbe International Airport.

It is expected to:

 Generate an additional US\$13.4 million in capital investment;





- o Create over 200 direct jobs;
- o Realise export earnings of over US\$4.02 million per annum increasing the volumes of goods exported through the Entebbe International Airport; and
- Generate UGX 108.3 billion in direct revenues within 15-years of operation.

The proposed sectors for the project include: food processing (agroprocessing), mineral processing, warehousing, storage, simple

assembly, etc. All Operators in this Free Port Zone will process their products for onward export through Entebbe International Airport.

On 23rd September 2020, UFZA handed a site of five acres of land to the National Enterprise Corporation (NEC), to facilitate the initial phase of construction of the Free Zone to the supervising consultant, Oubuntu Consulting Limited in association with Kkatt Consult Limited.

The Authority is mandated to

spearhead and oversee the establishment, development, management, marketing, maintenance, supervision and control of Free Zones and other related matters.

Free Zones are customs-controlled areas where goods introduced into the designated area are generally regarded, in so far as import duties are concerned, as being outside the Customs territory. The Free Zones are schemes set up by Government to boost export-oriented investment.

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UBC was established by the Uganda Broadcasting Corporation Act of 2005 with the mandate to:

- Develop the Corporation into a Public National Broadcasting Centre of Excellence, for a purpose of providing electronic media and consultancy services that educate and guide the public.
- Achieve and sustain comprehensive national radio and television coverage.
- 3. Achieve and sustain a common carrier status.

UBC has undertaken most of the activities envisaged in the budget forecast, within its current structural arrangement and functions in an attempt to strive and attain its insightful corporate goals.

Currently, UBC is working on a number of projects including:

- 1. Finalizing different radio relocation and decongestion project to position all radio studios in the communities they serve.
- 2. Implementing Digital terrestrial television (DTT) project (phase 3) to achieve national coverage using the fibre optic backbone to reduce the cost of content distribution.
- 3. Implementing The DTT/DTH (Direct to Home) hybrid broadcast project to illuminate the off-grid areas of the country while achieving 95% signal coverage for national FTA channels.
- 4. Finalizing the radio network expansion project to replace obsolete transmission equipment and install capacity in the border and hard-to-reach areas of the country to achieve 95% national coverage

TELEVISION STATIONS

Television programmes are geared towards:

- Serving diverse audiences of the country, Uganda has a total of 52 languages and different cultural orientations and UBC has to ensure that the demographics of all its services reflect those of the country.
- 2. The programs will place audiences at the Centre of the corporation activities. This will involve finding out and giving them what they want, when they want it and where they want it.
- 3. To stand out of the clutter, the UBC aims at maintaining high-quality content distinct from commercial content: content that is educational, editorially independent, universally accessible, culturally diverse, nation-building, universal, and resonates with audiences.
- 4. Delivering credible, relevant and trustworthy content at the right time.



LOCAL CONTENT CREATION, PROGRAMMING AND INNOVATION

UBC aims at delivering high-quality programming and content, across multiple platforms to the population of Uganda. UBC envisages fierce competition from other players in the broadcasting media. To have a competitive advantage, UBC has to developed high-quality targeted programmes to meet the demand and expectations of its stakeholders.

The corporation has adopted a five-stage model for developing government communication projects. The five-stage process should help communicators across government to ensure that their communication activity is effective, efficient and evaluated, whether they are working on no-cost or low cost media, stakeholder and internal staff engagement or large-scale multimillion-shilling behavior change campaigns.



UBC network has 4 television channels and 11 radio stations that offer broadcasting services in 27 languages across most parts of the country.

In 2011, the Government approved the digital migration policy that gave rise to the creation of Signal Network limited (SIGNET) a Free-to-Air (FTA)signal distributor under UBC.











1. UBC BUTEBO FM

This covers the Eastern region with Ateso, Lumasaba, and Lusoga as the main languages sharing 45% of airtime. Other languages are Ngakarimajong – (Ng'akarimojong) 10%, Lugwere, Kupsabiny, Adhola, Lunyole, Lusamia, Lugwe, Lebthur, Kumam.

2. UBC RADIO UGANDA

This is Uganda's National Radio Broadcaster . It broadcasts in English and Kiswahili taking 65% and 10% respectively and the 25% is dedicated to programmes in northern and (parts of West Nile) West Nile languages which include Luo, Lugbara, Madi, Alur, Kinubbi and Kakwa.

Efforts are under way to discover country wide coverage.

3. UBC WEST FM

UBC West is dedicated for western and central region. The major languages of Runyankore-Rukiga and Runyoro-Rutooro take up 65%. The remaining 35% is shared by other languages which include Rukonzho and Urufumbira.

4. UBC STAR FM

Situated in Central region, Star FM is positioned as a Luganda station targeting the C1 and D social class in its programming.

5. TOTORE FM- NGINAJOK (KARAMOJA REGION)

Located in the Moroto, covering the Karamoja region on frequency 90.00. Broadcasts in Kiswahili, Karamojong, Iteso, Kupsabiny and English.

NATIONAL COVERAGE

- 1. UBC TELEVISION
- 2. UBC STAR
- 3. MAGIC 1 HD
- 4. U24

NATIONWIDE CONTENT DISTRIBUTION

SIGNAL NETWORK LIMITED (SIGNET)

Signet is a subsidiary company of UBC that was registered in 2015 to manage the DTT and its infrastructure. Its mandate is to be a common carrier for all broadcasters in the country. Its strategic objective is:

- To manage the implementation of analogue-todigital migration for terrestrial television in line with the national policy and ITU RRC-06 guidelines.
- To complete the analog-to-digital migration in terrestrial television covering the whole country.
- To develop and manage all radio and television broadcasting systems.

6. UBC WESTNILE FM

This targets the West Nile region of Uganda and it broadcasts in Kinubbi, Madi, Lugbara, Kakwa, and Alur.

7. MAGIC 100.0 FM

Magic 100 FM is uniquely positioned as a sports station. The major broadcast language is English taking 85%, and 15% Luganda.

8. MEGA FM

Located in Gulu City,Mega FM transmits on two transmitters of 2kw and 4kw. These make it possible to broadcast about 200km around Gulu City covering the districts of Gulu, Kitgum, Pader, Agago, Amuru, Nwoya, Lamwo, Omoro, Lira, Apac, Oyam, Alebtong, Amolatar, Otuke, Kole, Dokolo, Irute, Nebbi, Zombo, Adjumani, Moyo, Kiryandongo, parts of Masindi district and southern.

9. VOICE OF BUNDIBUGYO FM

Voice of Bundibugyo (VOB). A regional station in Bundibugyo broadcasting in Kiswahili, Rwamba, (taking 70%) Lubwisi, Rutuku and Lingala.

10. NGEYA FM

A regional station inKasese broadcasting in Rukonzho, (taking 60%) Kiswahili, Runyoro-Rutooro, Runyankore and Rukiga.

11. UBC BURUULI FM

Situated in Nakasongola and broadcasts in Ruruuli (65%). The 30% shared between Luganda, Runyoro, Rutooro, Runyankore, Rukiga, and Kinyarwanda.

OUR MISSION, VISION & VALUES











2022

BUSINESS DIRECTORY



Monitoring



Business Development



Marketing Strategy

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AGRICULTURE - FEEDS

Farmer's Junction

Byeyogerere Opp Africa Petrol Station

Tel: +255 701 021 3701 +256 705 188 299

Branch: City Complex Shop No L03 Natete, Kampala, Uganda Tel: +255 752 005 450 /

+255 701 021 370

Maganjo Grain Millers (U) Ltd

Plot 1073 Bombo Road Maganjo P.O. Box 6735 Kampala 0700 145 300 075 098 811

Mutima Best Quality Feeds Ltd

Nateete, Nakawuka Road Tel: 0772 472 374 / 0772 436 499 mutimabestfeeds@yahoo.corn

Royal Agrovet Ltd

Tirupati House Mawanda Road P.O. Box 33107 Kampala Tel: 0393 217 785, 0701 854 448 royal@grovet royal-farms.com www.royalagrovetitd.com

Ugachick Poultry Breeders Ltd

Plot 1 Old Kampala Chicken House P.O. Box 12337 Kampala Tel: 0414250 341/251 957 0772404 491/702 905 ugachickfarmcidnfo.co.ug www.ugachick.com

Hill Top Farm Ltd.

Plot 382 Nizam Road, Mbiko Njeru P.O. Box 372 Jinja Tel. 043-4120631, 043-4122530 Cell: 0772 550 220 htfstanlegputionline.co.ug

Biyinzika Poultry International Ltd

Plot No 77, Luthuli Ave, Bugolobi. Phone: +256 712 243632, +256 (0)414 220607/8 Email: info@biyinzika.co.ug

Bulemezi Farm Enterprises Ltd.

Bombo Road, Bwaise P. O. Box 7242 Kampala Tel: 0414567294 Fax: 04145 678 03 Email: bre@innul.com

Jays Links International

Entebbe Road KamuKamu Plaza 2nd Floor, SF 14 P.O. Box 40145 Kampala

Tel: 075-7747837, 071-37478137, 0772747837

jammila@jayslinksinternational. com, jammila-cpahotmail.com www.jaysiinksinternational.com

Malidadi Feeds

Namagoma Trading Centre Masaka

Tel: 0774 431 613 / 0704 431 613

Ugachick Poultry Feeds Ltd / **Ugachick Poultry Breeders Ltd**

Old Kampala Road Chicken House 12337, Kampala 041-4250341, 041-4251957 Tel: +256 708-646-464. +256 392 853 492 ugachickpoultry@gmail.com

Concfeed International Ltd

P.O. Box 32057 Phone: 0772959083/'0702959083 Email: info@concfeed.com

Koudijs Uganda

Our representative for poultry, piggery and dairy: Geoffrey Mukama, gmukama@koudijs.com +256 772 255458 (also whats-app) Our representative for fish: Ivan Ssabwe, issabwe@koudijs.com +256 755 255286 (also whats-app) Our location: Plot no. 1114 (Warehouse 1 & 3), Ring road, Industrial area Nalukolongo, Kampala, Uganda

Kaffiika Animal Feeds

Block 26, Plot 306, Mutesa 1 Road, Kampala.

Call us: +256-782-478743 Email: admin@kaffiikafeeds.com

Unga Millers (U) Ltd.

M229 Factory Close Ntinda Industrial Area 7795, Kampala 041-4285390, 031-2263271/2

Ngimu Animal Feeds and Supplies

Modern Zone Katikamu(Opp. Kikyuusa Rd) Next To Motor Vehicle Garage Tel: 0772 376466 Wobulenzi Uganda

Nyala Poultry Ltd.

599 Kisosonkole Road Kyambogo 30167, Kampala 078-2007669, 075-5007669

Nsava Poultry and Animal Feed

A109 Kampala-Jinja Road, Mukono, Uganda

Tel: +256 776 638526

AFRISA Secretariat

Veterinary Complex, Makerere University Main Campus. Call +256-312 514 068 / +256-414-554 685 or send an email to info@afrisa. org or dean@vetmed.mak.ac.ug

AGRICULTURE- APIARY

Bee Keeping Manufacturers and **Trainers**

Guarry Road, Kawempe P. O. Box 2061 Kampala Tel: 071 2567395. 071 2501485 jonebees@yahoo.co.uk

East African Beekeepers Equipment Ltd

Plot 24907 off Ggaba Road Kansanga next to Didi's World P.O. Box 24907 Kampala Tel: 077 246103, 077 2501485 danshae@yahoo.corn eabeltd@gmail.com

Malaika Honey

Plot 1097 Mawanda Road Mulago P.O. Box 34782 Kampala Tel: +256 782 178 097, 070 1238920 info@malaikahoney.com www.malaikahoney.com

The Uganda National Apiculture **Development Organisation** (TUNADO)

Canon Road, Off Ntinda Kiwatule Road, After Ntinda Center, Kampala-Uganda Tel: +256-414-258070 Email: info@tunadobees.org

Beef Natural Uganda Ltd

Tel: +256-414-232-679, +256 794 025 939

+256 793 605 880, +256 793 431 005 Email: info@beenaturalproducts. com

Honey Pride Arua (U) Ltd

Our offices are located in Awindiri parish within Arua district, just 1.5km along Arua-Pakwach road P.O BOX 485, Tel: + 256 392 177 472, + 256 772 451 586

Email: honeyprideug@gmail.com







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 witter.com/prideug** prideug mci **D** +256-702096300**

'Your Growth is Our Pride



AGRO-DAIRY PRODUCTS

Amos Dairies Ltd

Akageti village, along Masaka-Mbarara Highway Tel:+256 (0) 756401424 Email:amosdairieslimited@gmail. com

Brookside Dairy Uganda Ltd.

P.O. Box 36547 Kampala Tel: 0414380468, 0414380469 0414236902

Dairy Development Authority

Plot 1 Kafu Road Nakasero, Kampala P. O. Box 34006 Kampala, Uganda Tel: 0414-343 901 /3 www.dda.or.ug

Fidodido Industries Ltd

Plot 37/39, 5th Street Industrial Area, Kampala, Uganda P. O. Box 30573, Kampala Tel: +256 (414) - 344866 Mobile+256 (71)2 - 722274, (77)2 - 509646, (71)2 - 722274 Email: rpabari82@yahoo.com

GBK Corporation

Plot 70/80 Kabale Road P. O. Box 511 Mbarara Tel: 0485 421527

JESA Farm Dairy Ltd

Plot 210/212 Busunju P. O. Box 5961 Kampala, Uganda Telephone: +256 75 277 3233 Email: info@jesa.co.ug

Customer care

Telephone: +256 75 861 2811 Email: customercare@jesa.co.ug

Shumuk Dairy Products (U) Ltd

Head Office: Plot 24 Mukabya Road, Kampala

P. O. Box 6552 Kampala Tel: +256 414 286 282

Email: shumukdairy@gmail.com, krsna@africaonline.co.ug

Factory: Plot 4-8, Ntengye Rd Mbarara. Tel: +256 392 908 400,

+ 256 716 522581

Lakeside Dairy Limited Corporate Office

Plot No.4-8, Ntengye Road, PO Box: 1341, Mbarara, Uganda Phone:(+256) 756111199 Email:customercare@lakesidedairy.

Factory Outlet

Kabale Road, Ruti, Mbarara, Uganda Phone:(+256) 702922855 Email:customercare@lakesidedairy. net

Kampala Sales Office

Block 221, Plot 974 Nalya, Kampala, Uganda Phone:(+256) 758889222 Email:customercare@lakesidedairy. net

Paramount Dairies (2010) Ltd

Plot 535, Bukoto-Kisaasi rd (Kampala office), Plot 21, Ruhara road (Factory-Mbarara), Kampala, Uganda P. O. Box 1062, Mbarara, 8414, Kampala Tel:+256 (312) - 261380 (Kampala office). (392) - 250943 (Factory-

office), (392) - 250943 (Factory-Mbarara), (312) - 261379

Mobile:+256 (77)2 - 220109, (70)1 - 220108

Plot 28, Kanjokya Street, 8414, Kampala, Uganda.

+256-41-540382, +256-41-540383. +256-41-540383.

Quest Dairy Products (U) Ltd

Plot 17-32, Church Road, Kansanga, Kampala, Uganda P. O Box 1571 Kampala Tel: +256 (414) - 576952 Mobile+256 (71)2 - 666633 E-mail:questdiary@yahoo.co.in

Semliki Dairy & Beverages (U) Ltd

Plot 1, Pilkington road, 7th floor, workers house - southern wing, suite 701., Kampala, Uganda P.O. Box 1544, Kamwenge Tel:+256 (414) - 343667, (392) - 884466 Mobile:+256 (77)2 - 777266, 337228 (392) - 884466

Email: mugabimd@yahoo.com, owabride@yahoo.com

Snowmans Uganda Ltd

Snowmans Centre, Plot 89 7th Street, Industrial Area Kampala Uganda.

Tel: 0705 220 555, 0701700876 & 0782 700877

Email: admin@snowmansgroup.com

AGRICULTURE - SEEDS & INPUTS

Afri Fresh Enterprise Limited Kyambogo Road

Kyambogo Area

Kazi Food Logistic Building P. O. Box 11704 Kampala Uganda Tel: 0759008686 / 0717008686 / 0717008686 Info@afri-fresh.com

Send A Cow Uganda

Plot 1 Ssernawata Road, Ntinda P. O. Box 23627 Kampala Tel: 0414286887, 039-2700727/8 Fax: 0414286778 sendacow@sendacowuganda.org www.sendacowuganda.org

Vermipro Limited

Plot 2490 Luzira Industrial Park P. O. Box. 200125, Kampala Call: +256 393 216 399, +256 200 909 950 Emai: info@vermiproug.com

Uganda National Farmers Federation (UNFFE)

Plot 27 Nakasero Road P. O. Box 6213, Kampala. Tel: +256 414 230 705 Email: info@unffe.org.ug

East African Grain Council

Plot 958, Galukande Close Munyenga Opp. Kironde road P. O. Box 28435 Kampala, Uganda Tel: +256 393 112 854/ +256 414501903

The Grain Council of Uganda

Plot 35 Kenneth Dale-Kamwokya Tel: (+256) 393 517 499 Email: info@tgcu.org

Uganda Seed Trade Association (USTA)

Plot 27 Nakasero Road, P. O. Box 29726, Kampala,UGANDA Email: usta@usta.ug Phone: +256 702 423767, +256 782 423767

EL-Shaddai International Limited

P.O. Box 2084,Mbale Plot 1/3 BSU Building, Manafa Road, Mbale town Tel: +256772449379/702594738 Email: elshaddai@live.com

Chemiphar Laboratories Ltd

Plot 224-226, Kyeyune Road Kiggundu Zone, Kansanga P. O. Box 25525, Kampala, Uganda Tel:+256-(0)392-268.832 Mob:+256-(0)756-502.315 +256-(0)712-502.316 Email: info@chemiphar.net www.chemiphar.net





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

Uganda National AgroinputDealers Association (UNADA)

P. O. Box 7634,Kampala Plot 16A, Matrys Way, UNEB Road Ntinda +256701601803 Email: unada@unada.org, www.unada.org

Crown Seeds

P. O. Box 274, Mukono Mukono – Mpoma, Kayunga Tel:+256703606834/772047830 blessedtreeplanters@gmail.com

Equator Seeds Ltd

P. O. Box 1375, Gulu OR P. O. Box 36692, Kampala Minakulu A, Oyam District, Kampala-Gulu Highway OR Kawanda near the Research Station. Tel+256-392568937/782620830, +256-754620830 equatorseeds@yahoo.com www.equatorseeds.com

East African Seed (U) Ltd.

P. O. Box 3678, Kampala, Plot 582 Bombo Road, Kawempe Tel: +256414566585/414566584, +256779228245/70423303/7725837 83 info.ug@easeed.com

info.ug@easeed.com www.easeed.com

NASECO (1996) Ltd

P. O. Box 24137, Kampala OR P.O. Box 497, Hoima, Plot 21/23 Entebbe Road, Kampala Tel+256772-618001, +256754-618001, +256465-442070/414-236365 Email: nasecoseeds@yahoo.com, info@nasecoseeds.com www.nasecoseeds.net

FICA Seeds (U) Ltd

P. O. Box 34095, Kampala Plot 40 Bombo Road,Kawempe Tel +256414566631/70056663, +256772980233 Email: ficauganda@gmail.com www. ficaseeds.co.ug

General and Allied Ltd

P. O. Box 3383, Kampala Plot 14/18 G and B Complex, Nakivubo Tel: +256-414349301/414232368, gal@infocom.co.ug

Simlaw Seeds Company U) Ltd

P. O. Box 21303, Kampala, Plot 78-84, 6th Street Industrial Area Tel: +256417130151/417130150, +256782323334/757323334 Email: simlaw@simlawseeds.com www.simlawseeds.com

AK Oils & Fats U Ltd

P.O. Box 2671, Kampala, Plot 30 Mukwano Road Tel: +256414313313/312313205, +256772744705/772744748 admin@mukwano.com www.mukwano.com

Otis Garden Seeds

P. O. Box 21943, Kampala OR P.O. Box 430,Lira , Plot 28/30 Station Road Industrial Park, Lira +256414269520/772442962 Email: otisgard@yahoo.com

Victoria Seeds Ltd

P. O. Box 11913, Kampala, Plot 2878, Namanve Industrial Park Tel: +256414346763/414230759, +256772467365 Email: victoriaseeds@infocom.co.ug,

Email: victoriaseeds@infocom.co.ug, info@victoriaseeds.com www.victoriaseeds.com

Grow More Seeds and Chemicals Limited

P. O. Box 5213, Kampala Plot No.21, Luthuli Avenue, Bugolobi Tel: +256-414578380 / 312261487, +256752222522

Email: growmoreseeds@gmail.com, admin@growmoreseeds.com www.growmoreseeds.com

Kazinga Channel Seed Company Ltd

P. O. Box 32, Kasese, Next to Mubuku Irrigation Scheme (Former Uganda Seed Centre)

Tel: +256-48344370/772486575 Email; ngcu@utlonline.co.ug

Kinoni Seeds Ltd

P. O. Box 30909, Kampala Block 230, Plot 85 Kakooge Town Council, Nakasongola,88km Kampala-Gulu Road OR Nalukolongo,Kampala Tel: +256-772463114/392-003233, +256772094975/701290860 Email: kinoni@ymail.com www.kinoniseed.com

Seed Co Uganda Ltd

P. O. Box 525, Kigali-Rwanda OR P.O. Box 37468,Kampala Farmers' Service, Container Village Tel:+250728153333/733222557, +25670222557

Email: Kasaija@seedcogroup.com, www.seedcogroup.com

CAII (Centre for Agricultural Inputs International)

P. O. Box 25510, Kampala Farmers' Mall Shop No.6 Tel: +256787491602/701843000 Email: simonbbale.caiiseeds@gmail.

Pearl Seeds Ltd

P. O. Box 36240, Kampala Plot 830, Kasambya-Busuukuma,Gayaza, Zirobwe Road OR Plot 22/24 Shree Ganesh Plaza, Entebbe Road, L4, Shop 21 Tel: +256-393110404 / 772451871,

+256772486384 Email:pearlseedltd1@gmail.com www.pearlseeds.com

Supa Seeds Africa Ltd

P. O. Box 31638, Kampala Plot 29, Nakivubo Palace Tel:+256772407919/772602357/75451 0901, +256772349032/312291895 Email: supa.seed@yahoo.com www.supaseed.co.ug

BRAC Social Business Enterprises (Uganda) Limited

P. O. Box 31817, Kampala Plot 90,Busingiri Zone, Off Entebbe Road, Nyanama. Tel: +256772200598 Email:nokrach.c@brac.net www.brac.net

Savana Seeds Ltd

P. O. Box 258,Masindi Persi Street,Masindi Town Council Tel: +256782476607/778000288 Email: savanaseedsl@gmail.com, www.savanaseeds.org

Global Agro-Trading Alliance

P. O. Box 836, Soroti Plot 9 Kimathi Avenue, Otekat Road, Western Division, Soroti Municipal Council Tel: +256772946836/757549498, Email: odaretjoseph@gmail.com

Ayella Pe Agro Services Limited

P. O. Box 743, Lira - Uganda Minakulu A – Oyam, Gulu – Kampala Highway

Tel: +256784151531,

Email: ayelapeagro@yahoo.com



Rhino Seeds Africa Limited

P. O. Box 73271, Kansanga- Kampala Plot No 177, Kyandonda Block 254 Tel: +256702363165 Email: info@ rhinoseeds.net www.rhinoseeds.net

Sarwa Agro-Based Seeds

Kalumba Road -200 metres off Bombo Road Bwaise Kawempa Division Tel: +256 393 228 749 Email: sales@sarwaseeds.com

House of Seeds Ltd

Plot 10 Luthuli Avenue, Bugolobi P. O. Box 8996 Tel: 0757 765 555, 0700 817 150 Email: info@house-of-seeds.com www.house-of-seeds.com

Home Harvest (U) Ltd

Head Office: Namugongo – Seeta Road Block 101, Plot 942 Goma, Next to farmers market National Outlet: Shop No. G-9, King's Way Plaza, Container Village, Kampala, Uganda Email: info@homeharvest.co.ug Support

Tel: +256 704 141 827 or +256-393-236

Greenings Environmental Technologies Ltd

Located at: Buziga Mugendagye Tel: 0773 038 624 0759 903410, 0772 426 686 Email: julmusoke@hotmail.com

AGRO-PROCESSING

Arise And Shine Maize Millers Ltd

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

P. O. Box 22385 Kampala Tel: 0782 376 845 / 0752 376 845 bwirejoseph@yahoo.com

Psalms Food Industries Ltd

Plot 8498 Nansana Hoima Crisps House P. O. Box 37278 Kampala Tel: +256 414 694 488, +256 772 918 095 Info@psalmsfoodindustries.com www. psalmsfoodindustries.com

AGRICULTURE RESEARCH

International Institute of Tropical Agriculture

Plot 15 East Naguru, Upper Naguru

P. O. Box 7878 Kampala Tel: 0414 285 060, 285 064 Fax:0414285079 www.iita.org

International Potato Centre

Plot 106 Katilima Road, Naguru P. O. Box 2274 Kampala Tel: 0414287 571, 286 209

National Agriculture Advisory Services (NAADS)

Plot 5 Kyadondo Road Block B, Legacy Towers, Nakasero P. O. Box 25235 Kampala Tel: 0414312-345440 0414345065, 0414345066 Toll Free Line: 0800230100 Fax: 041347843 info@naads.or.ug www.naads.or.ug

National Enterprise Corporation (NEC)

Plot 2, Muwesi Road, Bugolobi P.O. Box 3145, Kampala – Uganda Phone: +256 414 254 201 Email: info@nec.go.ug

National Agriculture Research Organisation (NARO)

Plot 1-3 Lugard Avenue NARO Building P. O. Box 295, Entebbe Tel: 0414320178/341 Email: dgnaro@naro.go.ug www.naro.go.ug

National Agricultural Research Laboratories (NARL – Kawanda)

P. O. Box 7065, Kampala – Located along Bombo – Gulu Highway Tel: +256 414 699 242 Email: info@banana.go.ug

National Crops Resources Research Institute (NaCRRI)

P. O. Box 7084, Kampala, Uganda Gayaza - Zirobwe Road-Namulonge Tel: +256 414 573016 Email: directornacrri@naro.go.ug

National Forestry Resources Research Institute (NaFORRI), Kifu

Tel:+256 414383028, 0712161161, +256 772 508513 Email: directornaforri@naro.go.ug www.naforri.org.ug

National Livestock Resources Research Institute

P. O. Box 5704, Kampala, Uganda T: +256-414-691047 E. director@nalirri.or.ug E. nalirri@gmail.com

Mukono Zonal Agricultural Research and Development Institute (Mukono ZARDI)

Nile Crescent, Plot 39/45, Jinja P. O. BOX 164, Mukono, Uganda Tel: +256 414290232, +256 414290235 Email: info@muzardi.go.ug Website: http://www.muzardi.go.ug

National Fisheries Resources research Institute (NaFIRRI)

P. O. Box 343 Jinja Tel: +256 434 121369 / +256 434 120484 Emails: director@firi.go.ug firi@firi.go.ug firi@infocom.co.ug Website: www.firi.go.ug

Aquaculture Research and Development Center (ARDC), Kajjansi

Kajjansi is located 11 km along Kampala Entebbe high way and 1.2 km off to the right on the side of Uganda Clays Ltd. P. O. Box 530 Kampala. Telephone: +256 414 375 668 Email: aqua@firi.go.ug

National Semi Arid Resources Research Institute (NaSARRI), Serere

P. O. Box Soroti Tel: (+256) 39 250 553 Email: director@narosaari.org

National Animal Genetic Resources Centre & Data Bank

Plot 98-106 Nsamizi Road, Entebbe – Uganda Tel: +256(0)414 320831 Email; info@nagrc.go.ug www.nagrc.go.ug

Makerere University Agricultural Research Institute Kabanyolo (MUARIK)

Located 21 Km North of Kampala along the Gayaza-Zirobwe road. P. O. Box 7062, Kampala, Uganda Director: +256 776 993827 | Farm Manager: +256772 408712 Email: muarik@caes.mak.ac.ug



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ALUMINIUM - PRODUCTION

Atlas Aluminium Supplies Ltd

Plot 8/85 7th Street Industrial Area P.O. Box 72656 Kampala Tel. 0772458 469, 0702458 469 Fax: 0312261 988 Cell: 0712458 469 atlas@africaonline.co.ug

Centaury Steel Fabrication Ltd

Plot 97/101 7th Street Industrial Area P. O. Box 32351 Kampala Tel: 0712623533, 0782520690 centuary-steelfabrication@yahoo. com

City Aluminium & Glass Services Ltd

Plot 81/85 7th Street Industrial Area Kampala Tel. 0414349669, 0772460490

Deluxe Aluminium Systems Construction Plot 27 Clement Hill Road

P. O. Bok 27169 Kampala Tel: 0772/0752/0701 417 761 skaaga03@yahoo.co.uk

Doshi Hardware (U) Ltd

Plot 10, Nyondo Close, Bugolobi, Kampala,Central,Kampala P.O. Box 9387, Kampala - Uganda, Contact Phones: +256772 751 210, +256 414 251 216/7/8/9, Email: uganda@ug.doshigroup.com www.doshigroup.com

Euralumin Ltd

Plot 104/106 6th Street Industrial Area P.O. Box 12605 Kampala Tel: 0414485565. 0712777232

Fabrication Systems (U) Ltd

P. O. Box 22631, Kampala
Tel: +256 (414) - 504405
Mobile: +256 (71)2 - 344449/504405,
(75)2 - 504405
Email: sanjaymodi@
graphicsystems-ea.com,
kalpeshmehta@graphicsystems-ea.com
E-mail: fsul@graphicsystems-ea.com

Future Development East Africa (U) Ltd

Plot No: M563, Kyambogo Industrial Area P. O. Box 22453, Kampala ugandafdea2011@gmail.com Tel: +256 701 774885

Shumuk Aluminium Industries Ltd. (S.A.I.L)

Plot 24 Mukabya Road, Nakawa Industrial Area P.O.Box 6552, Kampala, Uganda Tel: +256 41 4286282, +256 41 4505974

E-mail: shumuk@shumukgroup.net , krsna@africaonline.co.ug Web: www.shumukgroup.net

GM Tumpeco Ltd

Plot M 224 Ntinda Road P. O. Box 5571 Kampala 0312341299, 0414286431/2 Fax: 0414222605. 0414 235 658

Hwansung Industries Ltd

Plot M243 Ntinda Industrial Area P. O. Box 7628 Kampala Uganda Tel: 0414286019/604, 0392 789 137/8

LABH (U) Ltd

Plot 105, 7th Street Industrial Area P. O. Box 32351 Kampala 0712 623 533, 0752 623 533

Mesco Ltd

Plot 8-10 Kampala Road Uganda House Room 6 P.O. Box 26316 Kampala Tel: 0702 374 159 / 0757 922 703

Shumuk Aluminium Industries Ltd

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Bushenyi Ishaka Municipality, Bushenyi District Phone: +256-772463443, Email:bushdpc@yahoo.com Website: www.aprocel.org

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Private Sector Foundation Uganda

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Head office: Bugoloobi, Kampala, Uganda. Regional Offices



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Plot 10, Ogoola Road, Busia Municipality. P.O Box 62, Busia Uganda Contact; +256 (0) 454-44347 Email: info@sepspel.com SEPSPEL other regional offices in Mbale, Abim, Lira, Arua and Moroto.

Teso Private Sector Development Centre (TESOPS)

Solot Avenue Plot 22 – Market Street , Soroti Uganda Tel: +256-788-284100 / +256-759-393344 tesopslimited3@gmail.com

Uganda Export Promotion Board (UEPB)

2nd Floor, UEDCL Tower Plot 37, Nakasero Road P. O. Box 5045 Kampala - Uganda. Tel: +256 (0)414 230250 Email: info@ugandaexports.go.ug

Uganda Investment Authority

Plot 22B, Lumumba Avenue The Investment Center Twed Plaza, Plot 22B, Lumumba Avenue, Nakasero Call Us +256 414 301 000 One Stop Center Reception +256 417 788 300

eBiz Call Center +256 206 300968 Email: info@ugandainvest.go.ug

Uganda Manufacturers' Association (UMA)

UMA Show Grounds Lugogo P. O. Box 6966, Kampala Tel: +256 414 221 034 /287615 Fax: +256 414 220 285

Uganda Small Scale Industries Association (USSIA)

USSIA Building, UMA Show Grounds, Nakawa Tel: +256 (0)312 278 798

P. O. Box 7725, Kampala, Uganda Email: info@ussia.or.ug, www.ussia.or.ug

Uganda Women Entrepreneurs Association Ltd (UWEAL)

UWEAL House, UMA Show Gounds Lugogo Kampala P. O. Box 10002, Kampala, Uganda. Tel: +256414343952/0778608054, Email: uweal@uweal.co.ug

West Nile Private Sector Development Promotion Centre (WENIPS)

Plot 29-30 Arua Road, Nebbi Municipality Tel: (+256) 772 992-306 Email: info@ wenipsuganda.org

CABLES

Standard Cable Corporation

Plot No: 147-153 6th Street Industrial Area Kampala, Uganda Contacts: Phone: +256 417 130 068 +256 417 130 666

Cable Corporation Limited Factory Road 4/5/6 Lugazi

P. O. BOX 255, Opposite Post Office, Lugazi, Uganda
Mobile: +256 703 444 247,
+256 703 550 650
Email: salesfactory@cableuganda.
com
Sales Office Kampala:
Mehta Group 6th Street Industrial
Area. Mobile: +256 707 724 413,
+256 701 696 967, +256 706 719 481
Email: nitin@mehtagroup.
com, saleskampala@cableuganda.

CEMENT

com

TORORO CEMENT LTD Factory

Jinja-Malaba Road
P. O. Box 74,
Tororo-Uganda
Tel:+256 352-512500, +256 758645500,
+256 758564550
Email: tcl@tororocement.com

Kampala Office

KP Plaza,6th Street,Industrial Area Plot 67, Opp. UNRA

Hima Cement Ltd Factory

P.O Box 37 Kasese, Uganda Email: hima.kasese@lafarge.com

Tororo Grinding Station

Plot 146 - block 6 West Budama Nyakesi, Rubongi Tororo - Mbale Road

Corporate Office / Logistics

Plot 838 Namanve Industrial Park P.O Box 7230, Kampala, Uganda Tel: 0312 213 100/200 Call us on Toll Free Line 0800 28 08 08 Email: hima.kampala@lafarge.com

Kampala Cement Company Limited

Plot 114, Block 165, Narnataba, Mukono District P. O. Box 30949, Kampala, Uganda, Tel: 0200 999 777, 0200 999 888, 0752 914 914

Email: sales@kampalacement.com www.kampalacement.com

National Cement Company Uganda – SIMBA CEMENT

Plot 217, Block 6 Tororo – Mbale Road P. O. Box 555, Tororo, Uganda Email: sales@nccug.com +256 200 303 500, 0756 020 610

CLAY PRODUCTS

Lweza Clays Ltd

Off Entebbe Road (Near Recreation Center Sauna) P. O. Box 9036 Kampala - Uganda Mobile: +256 782 295323 / +256 779

655664 / +256 393 517108 (Factory) Email: lwezaclaysltd@gmail.com

Stone Concrete Ltd - Clay Division

Plot No.244, Block 397, Near Lutembe Beach, Kajjansi,Kampala, Uganda P. O. Box 7677,Kampala, Uganda Tel: +256 392-732-373, +256-772-742-474, +256-752-732-373, +256-772-752-575 Mobile: +256-772-407324 Email: info@stonecon.net

Uganda Clays Ltd

Factory at Kajjansi, 14 Kms Entebbe Road, Kajjansi P. O. Box 3188 Kampala, Uganda Tel: +256 312 305403 / 0392 750154, Fax: +256 414 200167 Mobile: +256 772 700255 Email: uclays@ugandaclays.co.ug

COFFEE PROCESSING

Great Lakes Coffee Co. Ltd

Plot 289 Ntinda Ind area, Kampala Uganda. Telephone: +256 41 4286961 e-mail: info@greatlakescoffee.co.ug

Ibero (U) Ltd

Plot 44/50 7th Street, Industrial Area P. O. Box 23139 Kampala Tel: 0312-261 464/5/6 Fax: 0414342 646 management@ibero.co.ug www.iberoco.ug





Ibero (U) Ltd

7th Street,Namuwongo Road P.O.Box:23139 Kampala Uganda Phone: +256-414342619

Job Coffee Ltd

Plot2 Colville Street, P. O. Box 4152, Kampala, Uganda Tel: 0414-255914

Kawacom (U) Ltd

Plot 2921, Block 111, Namanve Ind. Park

P. O. Box 22623 Kampala Uganda Tel: +256 39 3260200

Kyagalanyi Coffee Ltd

- 879736

5th Street Industrial Area, Bugolobi, Kampala, Uganda P.O. Box 3181, Kampala Telephone: +256 (414) - 344021, 340496, (312) - 265251-6 Mobile: +256 (77)2 - 700700/1/4, (71)2

E-mail: kyagalanyi@volcafe-ug.com Website: www.volcafe.com

Lake Land Holdings Ltd

Plot 9, 3rd Street, Industrial Area, Kampala, Central, Kampala P. O. Box 29129, Kampala, Uganda, Phones: +256 782 679172, +256 (0)414 345 120; +256 (0)312 264 945; +256 (0)312 264 944 Email: lakelandholdings@yahoo. com www.lakelandholdings.com

Olam (U) Ltd

Plot 7/9 Mapeera Road Nalukolongo Industrial Area P. O. Box 23436 Kampala Tel: 0414271 440 www.olamonline.com

Star Cafe Ltd

Plot 703, Banda, Kampala Uganda. Phone: (256)414-253 454 Mob: (256) 704-538744 (256) 756-555581 E-mail: info@starcafe.co.ug vending@starcafe.co.ug

CONSTRUCTION

Abubaker Technical Services & General Supplies Ltd

Plot 1508 Kigombya P. O. Box 29087, Kampala Uganda Email: info@abubakertech.com Contact +256-392-949990 | 0393518493

Adams Engineering Services Ltd

Plot 1/2 8th street Industrial Area P.O. Box 26404 Kampala Tel: 0773-468423, 0772443287

Alam Group of Companies Casement (A) Ltd

Plot 86/90 Industrial Area Tel: +256-414-234001 info@alam-group.com

Alkom Investments Ltd

Plot 16, 8th street Industrial Area P. O. Box 29866 Kampala Tel: 0782-853011, 0754-853011, 0714-853011



Allsan(U) Ltd

Plot 2640 Muyenga P. O. Box 23855 Kampala Tel: 0312-276026 allsan@bushnet.net

Alpha Gama Eng. Ent. Ltd

Plot 58 Entebbe Kampala Road-Kajjansi P. O. Box 29605 Kampala Tel: 0772966392, 0414200024 Fax: 0312-262743 pgakyaro@yahoo.com

Arab Contractors Ltd

Plot 20 Upper Naguru East Road. P.O. Box 7289 Kampala Tel: .0414286340, 0772200144, 0772786340 Fax: 0414286363/223718 arabco@infocom.co.ug

Armpass Technical Services Ltd

Namugongo P. O. Box 786 Kampala Tel: 0772436595, 0392-944975 Fax: 0414287941 info@armpass.com

Associated Enterprises & Construction (U) Ltd

Plot 63 Hoima Rd P. O. Box 8917 Kampala Tel: 0414541926

Babcon Uganda Limited

Plot 30,Kome Crescent, Luzira P.O. Box 2100, Kampala – Uganda Tel: +256 41 4220327/ +256 70 4444451 E-mail: babsav@infocom.co.ug or gzaribwende@babcon.co.ug

Cementers Uganda Limited

Address: Plot 130, 6th street Industrial Area, Kampala, Uganda Email: uganda@cementers.com Tel: +256 414 346848, +256 312 262367

Coil Limited

Plot 212 Block G Rubaga. P. O. Box 30000 Kampala Tel: 0772700600/1/2, 0414342725 Email: ramcoil@yahoo. com

Complant Engineering & Trade (U) Ltd.

Address 609 Bombo Road Kawempe, 23159, Kampala, Uganda Tel 041-4566791 +256 39 2758785

Costa Construction Limited

Plot 426/427 Siryamuwogo Rd, Kungu P. O. Box 23113 Kampala Ligand

P. O. Box 23113, Kampala Uganda, Tel: +256 785510209 / 256 712502070 Email: info@costaconstruct.com

David Engineering Ltd

Off Jinja Road (Banda/Kireka Section) P. O. Box 27996, Kampala,Uganda Tel:+256-41-286550/222690 E-mail: uganda@ davidengineeringltd.com

Deluxe Aluminium Systems

Plot 27 Clement Hill Road Kyambogo industrial Area P. O. Box 75081 Kampala Tel:

0772417761, 070-1417761

Doshi Hardware (U) Ltd.

Plot 10, Nyondo Close, Bugolobi, Kampala, Central, Kampala Contact Phones: +256772 751 210.,+256 414 251 216/7/8/9, Email: uganda@ug.doshigroup.com

Eastern Builders & Engineers Limited,

Plot 104, Ntinda Industrial Area, Kampala, P. O. Box 9062, Kampala, Uganda. Tel: +256 (0)312 513 426, +256 (0)414 286 078, +256 (0)414 286 776, +256 (0)414 286 421 Fax: +256 (0)414 286 259 Email : ebe1982ug@gmail.com

East African Roofing Systems Ltd

ebeconstruction@yahoo.com

gs.lotay@gmail.com

Plot 55-87 Movit Road Zana, off Entebbe Rd. P. O. Box 72918 Kampala Uganda, East Africa Tel: +256 (0) 705221159 WhatsApp +256 (0) 705 221 158 Mob: 0393 277 866 Email: sales@earoofing.co.ug, info@earoofing.co.ug

Epsilon Uganda Limited

www.earoofing.co.ug

Plot 1413, Mbogo Road P. O. Box 12647, Kampala, Uganda Tel: + 256 414252076 | +256 312514790 Email: info@epsilon-africa.com

Future Development East Africa (U) Ltd.

Plot No: M563, Kyambogo Industrial Area P. O. Box 22453, Kampala ugandafdea2011@gmail.com +256 701 774885

Hwan Sung Industries Ltd.

Plot 243 Ntinda Industrial Area, Kyambogo Kampala Tel: 039-2789137/8, 0414344225 hsincl@hwansungbiz.com

Jesani Construction Ltd

Plot 923 Mambule Road, Kyadondo Block Mutuba II Wakiso Bwaise Jesani Building P.O. Box 72660 Kampala

Tel: 0312265 912 Email: info@ jesaniconstruction.com www. jesaniconstruction.com ezziglass@africamail.com

Kiwa Industries Ltd.

Plot 403/404 Mukabya Road Nakawa Industrial Area P,O. Box 9547 Kampala Tel: 0414285065, 0392 202 888, 0776 600 600 sales.kiwaindustries.biz wwwkiwaindustries.biz

KL General Supplies Co.(U) Ltd

Plot 13A Mapeere Road, **off** Masaka Road Nalukolongo Industrial Area P. O. Box 29584 Kampala Tel/Fax: 0414272353

Krishna Construction Company

Plot 217/219, 6th Street, Industrial Area Kampala ,Uganda +256 393 261677 /+256 200 990777 / +256 200 990177 dharmesh@krishnaconstruction.co www.krishnaconstruction.co

Mani Engineering Services Ltd

P. O. Box 71316, Kampala – (U) Uganda Manufacturers` Association show grounds (UMA) Luggogo opp. Madhvani show room info@maniengineeringug.com | maniltd@yahoo.co.uk +256 0414 23 54 64|+256 0772 43 07 36+|+256 0758 666 676

Multiple Industries Ltd

Plot 13/23 8th Street, Industrial Area P.O. Box 20166 Kampala Tel: 0414250486, 0414236 021/2





sales@multipleindustries.com www.multipleindustries.com

National Housing and Construction Company Ltd

National Housing Head Office Plot 3/5, Seventh Street Industrial Area / P. O. Box 659, Kampala Tel: +256 312 119 300 Email: sales@nhcc.co.ug

Omega Construction Construction Limited

1014 Masaka Road Nalukolongo, Natete

P. O. Box 16698 Kampala Suburb State Uganda

Phone: +256 414 272703 www.omegaconstruction.co.ug

Otada Group of Companies

Kampala Office Social Security House, Plot 4, Jinja Road

P. O. Box 23286, Kampala – Uganda. Tel : +256 414 231 459

Branch Office; Otada House

Plot No. 27, Bala Road P. O. Box 290,Lira – Uganda Tel: +256 392 791 525 Email: info@otadagroup.com www.otadagroup.com

Pearl Engineering Company Limited

Plot 816, Nsambya Road Kabalagala. P. O. BOX 7553 Kampala Tel: +256 200 910 091/+256 393 266 817:

E-mail: info@pearl-engineering.com

Planbuild Technical Services Ltd

Plot 67, Ntinda Rd (Opp Ntinda Police Post) P.O. Box 29449 Kampala Tel: 0414287516, 0414289264, 0752-758887 planbuildtech@yahoo.co.uk

Pramukh Steel Ltd.

Plot 2/20 Kayunga Road, Njeru Town Buikwe Uganda P. O. Box 988 Kampala Tel: 0434251 712, 0392060 130 Mobile: 0776706 666 info@prarnukhsteel.corn www. pramukhsteel.com

Prime Contractors Limited

Plot 1326-33 Mbogo Road, Kisugu Tel: +256 414 235190 primeconts@hotmail.com

Roko Construction Limited

Head Office - Plot 160A&B Bombo Road, Kawempe Kampala, Uganda P.O. Box 172 Kampala, Uganda +256 (0) 312 203110 roko@roko.com

Roko Technical Services

Plot 1-27 Nasser Road Kampala, Uganda P.O. Box 172 Kampala, Uganda +256 (0) 414 347130/1/2/282 rts@roko.com

Roofings Group

Plot 126 Entebbe Road Lubowa Estate P.O. Box 7169 Kampala Tel: 0414200 952. 0414200 070/56/98 0312 340 100/213/211 roofings@roofings.co.ug www. roofingsgroup.com

Sadolin Paints (U) Ltd.

Plot No. 74, Block 111 Mawoto Namanve Mukono District Uganda +256 751 007 674, +256 751 007 695, +256 753 105 142 sales@sadolinpaint.com info@ sadolinpaint.com sales@ sadolinpaint.com

Seyani Brothers & Company Ltd

Ggaba Road, Nsambya P.O. Box 21745 Kampala Tel: 0414266218, 0414266142, 0755789 000 Fax: 0414266 142, 0414267 097 sbcu@seyani.com www.seyani.com

Seyani International Company Ltd

Plot 124/5/6 Bombo Road, Kawempe P. O. Box 23067 Kampala Tel: 0414566095

Sobetra Uganda Limited

Plot 8, Nyondo close Bugolobi Kampala, Uganda. P.O. Box 27933 Email: info@sobetrainternational. com

Starlite Engineers Ltd

P. O. Box 34295 Kampala Commercial Road Luzira 0414 578026, 0772 433704 starite_engineer@yahoo.com. www.stariteengineers.com

Steel and Tube Industries Ltd. (STIL)

Factory

Namanve Industrial Area P. O. Box 2450, Kampala Uganda **Corporate Office** Plot 38-40 Mukabya Road, Deals House, Jinja Road, Nakawa Industrial Area.

P.O.Box 33784, Kampala Uganda. Tel: +256 312 261 283, +256 393 265 368, +256 754 288 560 0800 300 555 (Sales Inquiry-Toll Free) info@stil-group.com (General) inquiry@stil-group.com (Sales)

Steel Works Limited

Located: Off Namulondo Road Bweyogerere Kampala Uganda Tel: +256 392 261 381, +256 393 265 760

Stone Construction Limited

Plot 244 Block 397 Lutembe , Kajjansi Stage- Follow Sign Post P.O. Box 7677 Kampala 0752-732373, 0772742474, 0772532375 stone@afsat.com

Sumadhura Technologies

Plot 83 Chorey Crescent, Portbell, Luzira P.O. Box 1205 Kampala Tel: 0772 222 957, 0752 222 957, md@ sumadhura.co.ug response@sumadhura.co.ug

Tian Tang Group Ltd

2nd Floor, Lugogo Plaza, Plot 62B, Lugogo Bypass Road,Kampala, Uganda

Tel: +256 414252655 Mob:+256 756422200 Fax: +256 414252699

E-mail: ttg@tiantang-group.com

Uganda Clays Limited-Kajjansi,

Factory at Kajjansi, 14 Kms Entebbe Road, Kajjansi P. O. Box 3188 Kampala, Uganda Tel: +256 312 305403 / 0392 750154, Fax: +256 414 200167 Mobile: +256 772 700255 Email: uclays@ugandaclays.co.ug www.ugandaclays.co.ug

Valley Technical Services

Erika Magala Rd- Entebbe (Behind Umeme Office- Nakawa) Tel: 0752-722 272, 0752-721 066

Vambeco Company Limited

Plot 91 Bukoto Street P.O.Box 16220 Kampala +256 (0) 414 543510 +256 (0) 414 530136 vambeco@vambeco.com



Zhonghao Overseas Construction Eng. Co. Ltd

Plot 6 Suna Road P.O. Box 10010 Kampala Tel: 0414286 601, 0772733 432 0753-978 012 Fax: 0414286 601

Zzimwe Enterprise Hardware & Construction Ltd

Plot 2449 Mbogo Road (after Kabalagala Stage) P.O. Box 2882 Kampala Tel: 0414267 474, 0414267 376

COTTON & TEXTILES

Southern Range Nyanza Ltd

Plot 35 Yusuf Lule Road Njeru Township P.Q. Box 1025 Jinja Tel: 0414230416/230138, 0414256356

Textile Development Agency

Plot 9/11/13 Corporation Rise, Bukoto off New Kiira Road, at Radio Simba Stage

P. O. Box 6346 Kampala Uganda Tel: 0414505 958, 0713-438 732 gkirabor@lexdauganda.net

Christex Garment Industry

Address: P.O.Box 3309 Moyo Cl, Kampala, Uganda Phone Number: 041 4531736

Unique Uniform Manufacturers (U)

Uganda House Shop No.13, P.O. Box 33231, Kampala Tel:+256 414 234965 +256 701 618372

Sigma Knitting Industries Ltd.

ADDRESS Jinja-Budondo Road, Kimaka Industrial Area, Kaitabawaala-Buyala-Namagera, Jinja, Uganda Phone Number +256 752 721133 +256 752 721144

EXPORT PROMOTION

Cotton Development Organization

Plot 15, Clement Hill Road P.O. Box 7018

Tel: +256-41-4230309/4232968 Fax: +256-41-4232975 Kampala, Uganda

Email: cdo@africaonline.co.ug Website: www.cdouga.org

Uganda Coffee Development Authority (UCDA)

Coffee House, Plot 35 Jinja Road, P.O.Box 7267, Kampala, Uganda Tel: (+256)-414-256940 / 312-260470 Fax: +256-414-256994 Email: info@ugandacoffee.go.ug

Uganda Export Promotion Board

2nd Floor, UEDCL Tower Plot 37, Nakasero Road P. O. Box 5045 Kampala - Uganda. Tel: +256 (0)414 230250 Email: info@ ugandaexports.go.ug

Uganda Fish Processors & Exporters Association (UFPEA)

Agip House, Kampala Road, Uganda. Call Us +256 414347835 Facebook @Ufpea Twitter @ Email: ufpea@infocom.co.ug

Uganda Flower Exporters Association

Plot 52, Airline House Complex, Sebugwawo Drive Entebbe Tel: +256 393 263 332 Email: ufea@ufea.co.ug Website: www.ufea.co.ug

FOAM PRODUCTS

Crest Foam

Location: Plot M464 Ntinda Road, Ntinda Industrial Area, Kampala, Uganda. Sales: +256 759 817 847

Office: +256 39 2722810 / +256 39 3266807 Email: admin@crestfoam. co.ug / sales@crestfoam.co.ug

Megha Industries Uganda Ltd

Megha Complex, Plot 39 Kyambogo Road, Kyambogo P.O. Box 30814 Kampala, Uganda Phone: + 256 414 286 285/6/7 Fax: +256 414 220 384 Email: info@megha-industries.com **Euroflex Limited**

Kireka, Kampala P. O. Box 25647 Kampala, Uganda Tel: 0757 286 103/4

Plot No 1184, Kinawataka Road,

Email: sales@euroflex.co.ug

Euroflex Showroom

Kyambogo, Jinja Road Kampala Tel: 0757 0887 008 Email: sales@euroflex.co.ug

Vitafoam Uganda Ltd

P. O. Box. 846 Jinja, Uganda Phone:041-4221032 Mobile: +256702676737 Vitafoam Uganda (Factory) Plots M30 C & D, Yusuf Lule, Njeru, Dist. Buikwe-Uganda Phone: 0434121118

FOOD SPICES

Mobile: +256772590199

KAMPALA SALT The Kampala Industries & Infrastructure Development Ltd

Plot. 271. Block 164, Namagunga, **Kyaggwe County** Buikwe District P.O,Box 21002, Kampala Tel: +256 705 533505, +256 026 819

Africa Spices Ltd

Tel: 0774838557 Email: africanspices442@gmail.com

Katlan Agency

Kireka, Kampala, Uganda P.O. Box 3991, Kampala Mobile: +256 (78)2 - 977352, (71)8 - 806833, (70)3 - 301635 E-mail: katlanagency@yahoo.com

Sege Enterprises Limited

7 miles Kitetika Gayaza road near Cementers, Kampala, P.O. Box 33546, Kampala Mobile:+256 (77)2 - 429930, (78)7 - 531495, (75)6 - 983324 Email: gerald.henry@gmail.com E-mail:segentltd@yahoo.com, www.sege.co.ug

Super Agro Food Industries Ltd

Plot 112/118, Bombo Road Kawempe, Kampala, Uganda P.O. Box 10154, Kampala Tel: +256 (414) - 566519 Mobile: +256 (71)2 - 470250 Fax: +256 (414) - 566519 Email:super.agroltd@yahoo.com mdanwer_2000@yahoo.com

Tropical Heat (U) Ltd

Plot 3083, Block 236, Business Park, Namanye P. O. Box 7712 Kampala – Uganda Tel: +256 703 182 196, Mob: +256 788 Email: sales@thul.co.ug



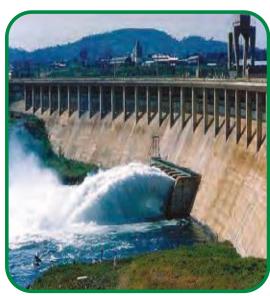




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tcl@tororocement.com www.tororocement.com



INSURANCE

Alliance Africa General Insurance Ltd

P.O. Box 7308, Kampala, 3rd Floor, Plot 9 Yusuf Lule Road Website: www.allianceug.com Email:info@allianceug.com Tel: 0414252451/4520392177281/282

APA Insurance (Uganda) Limited.

P.O. Box 7651, Kampala, 5th Floor AHA Building, Plot 7 Lourdel Road Website: www.apainsurance.org Email: apa.uganda@apainsurance.

Tel: 0200 907003/4/6/7

Britam Insurance Company (U) Ltd

P.O.Box 36583, Kampala24A, Akii Bua Road, Nakasero Website: www.britam.com. Email:britam@britam.com Tel: 0417 702 600

CIC General Insurance Uganda Limited

P.O.Box 34975, Kampala, 1st Floor AHA Building, Plot 7 Lourdel Road, Nakasero Website:www.cic.co.ke/ug Email:cic@ug.cicinsurancegroup.

Tel: +256200900100/+256 392 175 046

Excel Insurance Company Limited

P.O. Box 7213, Kampala. Plot 2D-Nkurumah Raod, 1st, 2nd&3rdFloor, CrestHouse Kampala. Website:www.exelin@exico.co.ug Email:excelins@infocom.co.ug excelins@exico.co.ug Tel: 0414 348 595/6/7 0394 821 975

First Insurance Company Limited

P. O. Box 5245, Kampala, Plot 21, Luthuli Avenue Bugolobi Kampala Website:www.fico.co.ug Email:fico@fico.co.ug Tel: 0414 233750/0752660117

GA Insurance Company Limited

P. O. Box 24876, Kampala, Plot 6 Mackinnon Road NakaseroKampala. Website:www.gainsurance.co.ug Email:info@gauganda.com Tel:+256 414 232 995 / 756 290043

GoldStar Insurance Company Limited

P.O. Box 7781, Kampala, 6th Floor, Crane Chambers Plot 38, Kampala

Website: www.goldstarinsurance.com Email:goldstar@goldstarinsurance.

Tel: 0414 250 110 / 250 111/ 343704

ICEA General Insurance Company Ltd.

P. O. Box37834, Kampala, 1st Floor Rwenzori Courts, Plot 2 and 4 A Nakasero Road, Website:www.icea.co.ug. Email:info@icea.co.ug Tel:+256 414 250 719 /0800 100 311

Liberty General Insurance Company Ltd

P. O. Box 22938, Kampala Madhvani Building 3rd Floor Plot 99-101, Buganda Road, Kampala Website: www.liberty.co.ug Email: info@liberty.co.ug Tel: 0312 246 500

Mayfair Insurance Company (U) Ltd

P. O. Box 34447, Kampala 2nd Floor 2B Plot 9 Yusuf Lule Road Email:info@mayfair.co.ug Website:www.mayfair.co.ke Tel: 0312 181 950 MUA Uganda Limited 9th Floor, Northern Wing, WorkersHouse. P.O. Box 70149 Kampala Website:www.mua.co.ug Email:info@mua.co.ug Tel: 0414 349 659 / 6014.

NIC General Insurance CompanyLimited

P.O. Box 7134, Kampala, Plot 3, Pilkington Road Website:www.nic.co.ug Email:nic@nic.co.ug Tel: +256 417 119 900 /417 11 99 4915.

Pax Insurance Company Limited,

P.O. Box7030, Kampala, Plot 3, Colville StreetChrist the King, Platinum House Website:www.paxinsurance.co.ug Email: info@paxinsurance.co.ug Tel: 0414 233 096 / 89, 0312 266 16316.

Rio Insurance Company Limited.

P.O. Box 5710, Kampala, Plot 20, Radiant House, Kampala Rd www.rioinsurancecompany.com Email:info@rioinsurance.co.ug Tel: 0414 341 26417.

Sanlam General Insurance (U) Ltd.

P. O. Box24256, Kampala, Plot 18B Clement Hill RoadShimoni Office Village Website:www.sanlam.co.ug Email:generalinfo@sanlam.co.ug Tel: 0312 207 000 / 0393 264 72018.

Statewide Insurance Company Ltd.

P. O. Box 9393, Kampala, Plot 1 Bombo Road, Sure House Website:www.swico.co.ug Email:swico@swico.co.ug Tel: 0414 345 996, 031262 11919.

The Jubilee Insurance Company of Uganda Ltd.

P.O. Box 10234, Kampala, Plot 14, Parliament Avenue, Kampala Website:www.jubileeinsurance.com Email:jicug@jubileeuganda.com Tel: 0414 311 701, 0312 260 899

TransAfrica Assurance Company

P.O. Box 7601, Kampala, Plot 13/15, Impala HouseKimathi Avenue www.transafricaassurance.com Email:taacl@transafricaassurance. Tel: 0414 251 411 / 0414 34053521.

UAP Old Mutual Insurance Uganda Ltd

P. O. Box 7185, Kampala, Tel: 0414 332 700 Plot 3-5 Old Port Bell Road, Nakawa 6th Floor Block D, UAP Nakawa BusinessPark www.uap-group.com Email:uapuganda@uap-group.com

Insurance Regulatory Authority of Uganda

Plot 5 Kyandodo Rd, Nakasero Legacy Towers, Block B 2nd floor Box 22855 Kampala Tel: 0414346712. 0414253564 Toll free: 0800124124 Fax: 0414349260

Uganda Insurers' Association

Address: Plot 24 John Babiha (Acacia) Ave, Kampala-Uganda



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Factory/ Head office Plot 478 Block 198Nangwa Village-Nama Subcounty, Mukono District P.O. Box 33275, Kampala Mobile: 0705 677 001, 0773 329 239 Email: lifewaypharmaindustry@ gmail.com

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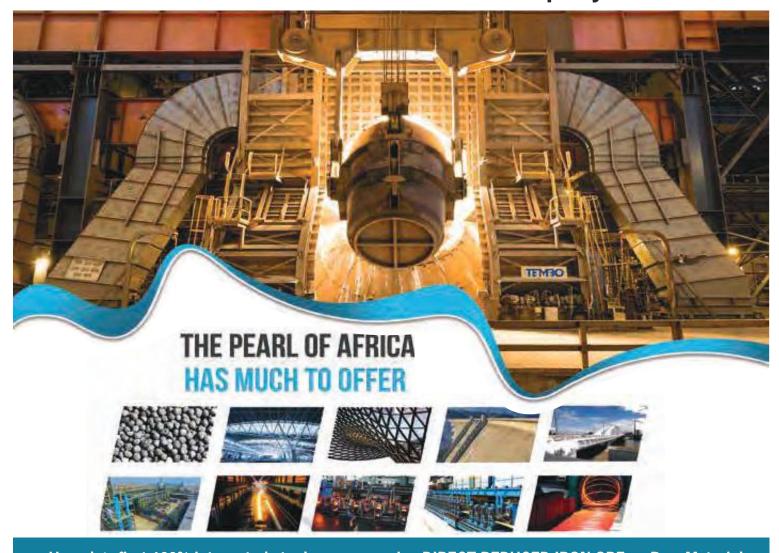
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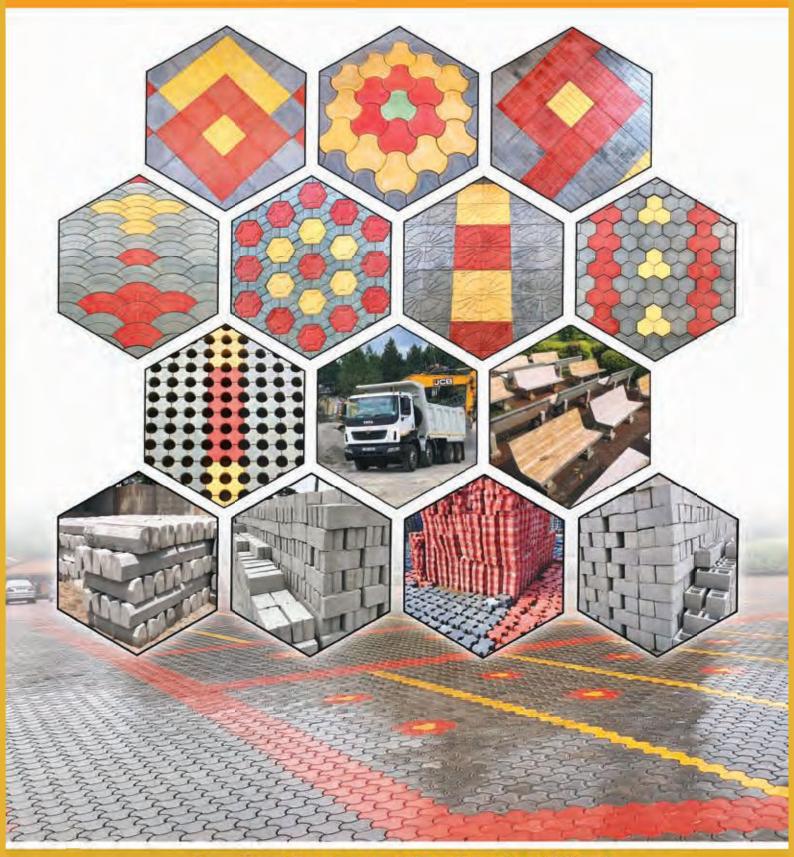
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Plot 3037, next to Jamayi Stone, Namanve Kampala Kiwanga, Seeta ,Mukono, Kampala , Uganda Mob: +256 756 122944, +256 701088222 Email: sales@poaproducts.com www.poaproducts.com

Smile Plast Ltd

Luzira Industrial Park, Kampala Near Cipla Quality Chemicals P.O. Box 901, Kampala Uganda CUSTOMER CARE: +256 776 890 891 +256 751 890 890 Email:sales@smileplast.com, marketing@smileplast.com

WINES & SPIRITS

Brigade Distilleries Limited

Plot 165, Bombo Road, Kawempe P.O. Box 70577, Kampala Mobile: +256 (77)6 - 989897, (77)6 -989896

E-mail: brigadedistilleriesltd@gmail. com

Premier Distilleries Ltd

Plot No. 11663, Kagoma, Wakiso District,

P. O. Box 33421, Kampala Tel: +256 707594226

London Distillers (U) Limited

Plot 2-5, Kimaka close - Jinja, Plot 53A, Ntinda road II, Naguru, Kampala, Uganda P. O. Box 1846, Jinja, 9597, Kampala Tel:+256 (434) - 123020/21, (414) -289720

Mobile: +256 (75)2 - 422199, 609734, 422195

Email: sgkampala@gmail.com sales@londondistillersug.com

Blue Nile Distilleries Ltd

Plot 543, Block 204, Kawempe, Kampala, Uganda P. O. Box 27609, Kampala Tel: +256 (414) - 568656 Mobile: +256 (78)2 - 989838 Email:blueniledistilleries@gmail. com, ganesham2003@yahoo.co.in, ganesham2003@yahoo.co.in E-mail: bluenile_distillers@yahoo.

Devon-Dalyn Limited

Plot 18/20, Njogezi close, Mukono Municipality Mukono Industrial park P.O. Box 7, Mukono Tel: +256 (392) - 614007 Fax: +256 (414) - 221319 E-mail: ivansanya@uma.or.ug www.cm.ddl.co.ug

Buddo Distillers Ltd

Makerere, Plot 610, Block 28, Bombo Road, Near NWSC Offices, Bwaise P.O. Box 30927, Kampala Mobile: +256 (77)2 - 434028 E-mail: jbsenoga@yahoo.com

Chief Distilleries (U) Ltd

Plot No 137&138, Block 101, Nangabo Sub-county Watuba, Wakiso, P. O. Box 28971, Kampala, Uganda. **Tel:** +256 756 989 838, +256 750 999 938

Email: Contactus@chiefdist.com

Blue Nile Disteilleries Uganda Limited

Plot 543, block 204, Kawempe, Kampala, Uganda, P.O.Box 72609, Kampala.

Contact No: +256755989838 Email: contactus@blueniledist.com

East African Breweries Breweries Ltd.

Plot 3 to 17 Port Bell Road, Luzira P.O. Box 7130 Kampala Tel: 0312210011, 0414311000, 075-5311000/1 Fax: 0414505983 www.eabl.com

Four Star Beverages Ltd.

Plot 183/87 Bombo Road, Kawempe P.O. Box 9949 Kampala Tel: 0414566424, 0772444243, 0312265750 Fax: 0414593936

K-Roma Ltd

MOIL Service Station, Wandegeya P. O. Box 9500, Kampala-Uganda Call Us: +256 312103453, +256 772506155

E-Mail: info@bella.co.ug

Leading Distillers Uganda Ltd Plot 3382/3383, Kiwumu Rd, Buloba, Wakiso – 15kms from Kampala and just 200m off Mityana Road. P. O Box 12369. Kampala-Uganda Tel:+256 (0) 392 944996, +256 (0) 772 496682 customercare@leadingdistillers.com

MBS Fruit Agencies Ltd.

Near Muteesa II stadium,Sembule Zone, Natete, Kampala Tel: +256 414270919 Email: mbsfruitaco@yahoo.com

Parambot Breweries Ltd.

Plot 7 Miles Along Gayaza Road P.O. Box 6527 Kampala Tel: 0414566057, 0414568378, 039-2766058, 039-2766057 Fax: 0414568378 parambot@parambot.co.ug, sales@parambot.co.ug

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Mt Meru Millers (U) Ltd

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Nile Agro Industries

Plot 1, Miro Rd, Jinja Industrial Area P.O.Box 996, Jinja Uganda, East Africa.

Tel: +256-434-122522, +256-434-122544

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Bajaber Industries Ltd

P. O. Box 21609, Kampala, Uganda, Plot No. 655 Namanve Industrial Park

Vegol Limited

Plot 115 Block 533 Kyungu, Mukono, Uganda P. O.Box 966 Tel: (0312)265950, 0312 265951 Mobile +256756028988, +254772811896

Email: rajan.malde@vegol-ltd.net, sagar.malde@vegol-ltd.net

Tasco Industries Ltd

Plot 22, Eden road, Plot 59-69, 6th street, Industrial area, Kampala, Uganda P. O. Box 1832, Jinja Tel:+256 (434) - 120697,414-00000 Email: dhiren@tascoindustries.co.ug, customercare@tascoindustries.co.ug

www.tascoindustries.co.ug

GOVERNMENT MINISTRIES

Ministry of Trade, Industry and Cooperatives

Parliament Avenue, Farmers' House P.O. Box 7103 Kampala, Uganda Telephone: 256 414 314 218

Ministry of Agriculture, Animal Industry and Fisheries

Plot 16-18, Lugard Avenue P.O. Box 102, Entebbe (U). Tel. +256 (0) 414320004 Email: info@agriculture.go.ug

Ministry of Defence and Veteran Affairs

Chwa II Road, Mbuya , Kampala P.O. Box 3798, Kampala, Uganda Tel: 0414-565100 , www.defence. go.ug

Permanent Secretary 0414-565118/9 0414-222812, mod.ps@defence.go.ug Defence Spokesman 0414-565345, spokesperson@ defence.go.ug

Ministry of East African Community Affairs

2nd Floor, Kingdom Kampala Building Plot 31A-35A & 37A-39A Nile Avenue. P. O. Box 7343, Kampala, Uganda Phone: +256716159418 Email: meaca@meaca.go.ug

Ministry of Education and Sports

P. O. BOX 7063 Kampala, Uganda King George VI Way, Embassy House, Legacy Towers, Nakasero Kyadondo Road Block A And B 0417 893 600 (General) 0417 893 615 (P.R.O) Email: permasec@education.go.ug

Ministry of Energy and Mineral Development

Amber House,Plot 29/33, Kampala Road P.O.B Kampala, Uganda

Tel: +256 414 344 414 Fax: +256 414 234 732 , +256 414 230 220

E-mail: ict@energy.go.ug www.energyandminerals.go.ug

Ministry of Finance, Planning and Economic Development

Plot 2/12 Apollo Kaggwa Road P.O. Box 8147 Kampala Tel: (256)-414-707000 +256 772 437385 Fax:(256)-414-230163

Email: finance@finance.go.ug

Ministry of Gender, Labour and Social Development

Plot 2, Gender & Labour House P. O. Box 7136 George St, Kampala, Uganda +256 256414347854 ps@mglsd.go.ug

Ministry of Health

P.O. Box 7272 Kampala Uganda Plot 6 Lourdel Rd, Nakasero General Telephones: +256 (0)417712260 +256-414-340874/231563/9

Permanent Secretary's Office: 256-414-340872

Fax: 256-41-4231584 Email: info@health.go.ug Toll free: 0800 100 066

Ministry of Information and Communications Technology and National Guidance (ICT & NG)

ICT House Plot 10/12 Parliamentary Avenue P. O. Box 7817 Kampala info@ict.go.ug Telephones: +256 (414) 236 262 +256 (414) 231 314

Ministry of Internal Affairs

Plot 75, Jinja rd. P.O.Box 7191, Kampala Tel: +256414595945 Fax: +256 424 434 088 Email: info@mia.go.ug Immigration Office General Line: +256800199004 Immigration Passport office: +256800199003

Ministry of Justice and Constitutional Affairs

Plot 1, Parliament Avenue, Baumann House

Tel: + 256 414 253207 Fax: +256-41-254829 P. O. Box 7183 | Kampala, Uganda E: info@jlos.go.ug / info@justice.go.ug

Ministry of Lands, Housing & Urban Development

Plot 13 - 15 Parliament Avenue P.O. Box 7096 Kampala Phone: (256) - 414 - 373511 Fax: (256) - 414 - 230891 Email: ps@mlhud.go.ug

Ministry of Local Government

Workers House Plot 1, Pilkington Road Southern Wing, 5th Floor P.O Box 703, Kampala Tel: + 256 - 414 -341384/347338/250051 Email: ps@molg.go.ug

Ministry of Public Service

Plot 12, Nakasero Hill Road, P. O. Box 7003 Kampala. +256414250534/6, +256414250557/8 OR Toll Free: 0800100200/1/2 ps@publicservice.go.ug

Ministry of Science, Technology & Innovation

Plot 19, Lumumba Avenue, Rumee Building P. O. Box 7466, Kampala, Uganda. Tel: + (256) 4147888220 Email: info@mosti.go.ug



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Ministry of Tourism, Wildlife and **Antiquities**

Rwenzori Towers 2nd Floor, Plot 6 Nakasero Road. Kampala, Uganda. P. O. Box 4241 Kampala Phone: +256 414 561 700 Email: info@tourism.go.ug

Ministry of Water and Environment

Plot 3 - 7 Kabalega Crescent Road, Luzira

P. O. Box 20026 Kampala, Uganda Tel: +256 417 889 400

Email: mwe@mwe.go.ug Website: www.mwe.go.ug

Ministry of Works and Transport

Plot 57-59, Jinja Road, P.O Box 7174, Kampala, Uganda. Phone: +256 414 320 101 Fax: +256 414 236 369 Email: mowt@works.go.ug support@works.go.ug

Office of the President

P.O. Box 7168, Parliament Avenue, Kampala Tel: 041 4 254881041 4 254881/6

Email: secretary@op.go.ug

Office of the Prime Minister (OPM)

Plot 9-11 Apollo Kaggwa Road P.O. Box 341 Kampala, Uganda Tel: General Line +256 417770500 Fax: +256 414 341 139 Email: ps@opm.go.ug

State House

P. O. Box 25497, Kampala Tel: +256 414 231 900 Fax: +256 414 235 462 info@statehouse.go.ug

Press Office

Tel: +256 414 343 308 +256 414 253 380 Fax: +256 414 343 308 press@statehouse.go.ug

GOVERNMENT AGENCIES

Civil Aviation Authority (CAA)

Entebbe Airport; Entebbe, Uganda Telephone: +256 414 352000+256 414 352000.

0312 352000 Fax: +256 414 321401, +256 414 320571+256 414 320571,

Dairy Development Authority (DDA)

P. O. Box 34006 Kampala, Uganda Plot 1 Kafu Road Nakasero, Kampala Tel: (256) 414-343901(256) 414-343901 Fax: (256) 414-250270

Electricity Regulatory Authority (ERA)

P. O. Box 10332 Kampala, Uganda Tel: +256 41 341852/646, +256 312 260166 +256 312 260166/ Fax: +256 41 341624 Email: info@era.or.ug

Uganda Revenue Authority

Plot M193/M194, Nakawa Industrial Area; P.O. Box 7279, Kampala Tel: (256) 800117000 Email: services@ura.go.ug Contact Number: 0718451795

Insurance Regulatory Authority

Legacy Towers, Block B, 2nd Floor Plot 5, Kyadondo Road, Nakasero Kampala (U)

Tel: +256 417-425500 Email: ira@ira.go.ug

Inspectorate of Government (IGG)

Jubilee Insurance Centre; Plot 14, Parliament Avenue, P. O. Box 1682, Kampala, Uganda Tel: +256414344219, +256414344219 (General Line),

+256 414 347 876+256 414 347 876 (Hot Line) Fax: +256 414 344 810

Institute of Certified Public Accountants of Uganda (ICPAU)

Plot 42, Bukoto Street, Kololo P.O Box 12464, Kampala Tel: 25641-4540125, 256312-262333, 25670-1540125

Email: icpau@icpau.co.ug

Judicial Service Commission (JSC)

Farmers House Ground Floor, Plot 6/8 Parliamentary Avenue P. O. Box 7679 Kampala, Uganda Tel: +256-414-344154 +256-414-344154/230058 Email: info@jsc.go.ug

National Agricultural Advisory Services (NAADS)

Block B, Legacy Towers, Nakasero; Plot 5 Kyadondo Road P. O. Box 25235; Kampala, Uganda Toll free line: 0800230100 Tel: 0312-345060/1/2/3/4

Email: info@naads.or.ug

National Agricultural Research Organisation (NARO)

NARO Secretariat; Plot 3 Lugard Avenue

P. O. Box 259; Entebbe, Uganda Tel: +256-41-320512/320341/2 Email: dgnaro@naro.go.ug

National Council of Sports(NCS)

Plot 2-10 Coronation Avenue, Lugogo P.O. Box 20077; Lugogo Kampala, Uganda Tel: (414) 254 447/343 688/9

Email: info@ncs.or.ug

National Drug Authority (NDA)

Secretariat office Kampala P. O Box 23096, Kampala, Uganda Plot 19 Lumumba Avenue (opposite TWED plaza)

Tel: +256 [0]417 788 100 (Reception) +256 [0]417 788 124 (Directorate of Product Safety)

+256 [0]417 788 129 (Directorate of Inspectorate Services) Email: ndaug@nda.or.ug Website: www.nda.or.ug

National Forestry Authority (NFA)

Plot 10/20 Spring Road, Nakawa P.O. Box 25235; Kampala, Uganda Tel:+256-312-264035+256-312-264035/6,

0414-230365/6 Email: info@nfa.org

National Information Technology Authority (NITA)

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National Population Council

Statistics House, P.O. Box 2666; Kampala - Uganda Tel:+256-417-705400 +256-417-705400 Email: popsec@popsec.org

Private Sector Foundation Uganda

43 Nakasero Hill Road P.O. Box 7683; Kampala - Uganda Tel:+256-312-263850 +256-312-263850/261850 Email: customerservice@nssfug.org

Privatisation & Utility Sector Reform Project (PUSRP).

Communications House, 2nd & 11th Floor, Plot 1, Colville Street P.O. Box 10944; Kampala - Uganda Tel:+256-312-325600/20 Email: info@perds.go.ug

Public Procurement And Disposal of Public Assets Authority (PPDA)

UEDCL Towers 5th Floor, Plot 37, Nakasero Road P. O. Box 3925; Kampala - Uganda Tel:+256-414311100+256-414311100

Public Service Commission (PSC).

Farmers House, 2nd Floor, Parliamentary Avenue P.O. Box 7080, Kampala - Uganda Tel:+256-4143422679 Email: psc@utlonline.co.ug

The Amnesty Commission Uganda (ACU)

Plot 97 Buganda Road P. O. Box 33956, Kampala - Uganda Tel:+256-414257118 +256-414257118/345584 Email: ammenstycom@africaonline. co.uq

The Office of the Auditor General

Plot 2/4 Apollo Kaggwa Road P.O. Box 7083, Kampala - Uganda Tel:+256-41434434

The Uganda Road Fund (URF)

5th Floor Twed Towers, Plot 10 Kafu Road, Nakasero P.O. Box 7501, Kampala - Uganda Tel:+256-414257072+256-414257072/312-229009 Email: info@roadfung.ug

Uganda Communications Commission (UCC)

Email: ucc@ucc.co.ug

UCC House, Plot 42-44 Spring Road, Bugolobi P.O. Box 7376, Kampala - Uganda Tel:+256-414339000 +256-414339000/312 339000

Uganda Electricity Generation Co. Ltd.(UEGCL)

Block C Plot 6-9 Okot Close Bukoto Victoria Office, Kampala P.O.Box 75831, Kampala Tel: +256 (0) 312 372165 Email: Info@uegcl.go.ug

Uganda Electricity Transmission Co. Ltd.

Plot 10, Hannigton Road P.O. Box 7625 Kampala, Uganda Tel:+256-417802000+256-417802000/414-233433 Email: Transco@uetcl.com

Uganda Export Promotion Board (UEPB)

2nd Floor, UEDCL Tower Plot 37, Nakasero Road P. O. Box 5045 Kampala - Uganda. Phone: +256 (0)414 230250 Email: info@ugandaexports.go.ug

Uganda Human Rights Commission (UHRC)

Plot 22, Lumumba Avenue P.O. Box 4929 Kampala, Uganda Tel:+256-414-348007/8,233757 Email: uhrc@uhrc.ug

Uganda Electoral Commission

Plot 55, Jinja Road P. O. Box 22678 Kampala, Uganda Tel:+256-312 262208/9/10/11 +256-414 337500 Email: info@ec.or.ug

Uganda Investment Authority

Investment Centre, TWED Plaza, Plot 22B Lumumba Avenue P.O. Box 7418 Kampala, Uganda Tel: +256-414-301000+256-414-301000

Fax:+256-414342903

Email: info@ugandainvest.go.ug Website: www.ugandainvest.go.ug

Uganda National Bureau of Standards (UNBS)

Headquarters: Standards House, Plot 2-12 By-pass Link, Bweyogerere Industrial and Business Park P.O Box 6329 Kampala Tel 04173333250

TOLL FREE: 0800133133 Email: info@unbs.go.ug

Uganda National Chamber of Commerce & Industry (UNCCI)

Plot 1A, Kiira Road; Mulago Kampala, Uganda Tel: +256-(0)753-503035 Email: info@chamberuganda.com

Uganda National Council for Science & Technology (UNCST)

Plot 6 Kimera Road, Ntinda P.O. Box 8612 Kampala, Uganda Tel:+256-414 750500 Website: www.uncst.go.ug

Uganda National Examinations Board (UNEB)

35 Martyrs Way, Ntinda P.O. Box 7066 Kampala, Uganda Tel: +256-414 286635/6/7/8 TOLL FREE: 0800211077 Email: uneb@uneb.ac.ug

Uganda National Roads Authority (UNRA)

Plot 3-5 New Port Bell Road, UAP Nakawa Business Park, P.O. Box 28487 Kampala Tel: +256 414 318 111 +256 312 233 100 +256 414 318 000 Toll Free Lines 0800 100 811 0800 100 812 WhatsApp Line +256714651187 Email info@unra.go.ug whistleblower@unra.go.ug

Uganda Registration Services Bureau (URSB)

Plot 5 George Street, Georgian House, P.O. Box 6848 Kampala Uganda Toll Free: 0800 100 006 Call Center: +256 417 338 100 Phone: +256 414 233 219 / 0417338000 WhatsApp: 0712 448 448 Fax: +256 414 250 712, ursb@ursb.

go.ug





Amfri farms Ltd
largely exports to the
European Union, especially
Denmark, the Netherlands,
Germany and France and is in the
process of making an opening in
the Middle East, especially the
United Arab Emirates. Its exports,
most especially vanilla are also
much sought after in the
United States of America
and Canada.

Amfri Farms Ltd Exports since 1998

Cultivates Certified Organic Fruits, Herbs, Spices and Vanilla

mfri farms is Uganda's first certified Organic Company (IMO Swiss 1998) and Sub Saharan Africa's first Certified Bio Dynamic, DEMETER

entity (IMO Swiss 2008).—Amfri's unique and historic 1,500 acre (600ha) plantation, Kyampisi Estates, was founded in 1930 by the famed pioneering family, Vithaldas Haridas,







making it one of Uganda's oldest operating commercial entities.

Kyampisi Estates was entrusted and transferred to the Shivji family in 1971, shortly before Idi Amin's expulsion of non-Ugandan Asians in 1972. Although born and raised in Uganda (their mother was born in Kawoko, Masaka District in 1925) and therefore Ugandan, the Shivji's were forced to flee. Initially offered sanctuary by the UNHCR, they ended up as refugees in Vancouver, Canada for 20 years before the present NRM regime reinstated the seized properties and invited expelled Asians to return to rebuild the country.

The once thriving Kyampisi, which served as "Ground Zero" in the Luweero triangle during Uganda's liberation war, was totally devastated and had transformed into a semi tropical forest over the 20 years of armed conflict and lack of commercial farming activity.

After spending several hundreds of thousands of dollars rehabilitating and making the fertile land fit for farming again, Amin Shivji partnered with a Swiss Organic farmer, Fritz, and jointly incorporated the company AMFRI in 1998. Amfri identified, trained

and certified Organic farmers who used **no pesticides or chemicals**, and initially associated with lead farmers in Rakai and Lwengo for apple banana production and Luweero farmers for pineapples, all of whom they have converted to organic farming.

The joint venture, Amfri Farms is a limited liability company specializing in the production, processing and export of fresh, dry and frozen organic fruits, vegetables, herbs and spices.

It is certified by IMO, Switzerland (a leading provider for international inspection and certification services for recognised organic, ecological and social standards, founded 1989 in Switzerland) and Ecocert (a consumers' trusted benchmark for organic and ecological labelling) in France according to EU regulation

(EC) 834/2007.

The other certification is Demeter Standards and the US Department of Agriculture (USDA) National Organic Program (NOP) Final Rule, and Fair For Life. Others are by the British Retail Consortium Product (s) standards (Global and Food Safety Standard issue 7) and ISO 22000: 2005 food safety standards by TUV Austria, a service portfolio for integrated safety, quality, and environmental and technical resource management.

The company's first organic exports were shipped in 1998, comprising of fresh fruits to Switzerland and subsequently Germany. However, experience proved that 60 to 70 percent of the fruits get damaged through handling, yet the consumer's leading concern is largely on their



In the year 2000, Amfri farms Ltd clinched a five-year deal with the Danish government for supplying the tropical fruits they had not had in their portfolio. The Danish International Development Agency (DANIDA) was supportive in capacity building, product development, and fruits selection, in support of the development of Uganda's organic fruits sector.

BUBU Buy Uganda outward appearance; the value is lost once it is damaged.

Consequently, a drying system was designed for the fruits that could not be exported in their fresh form; a state -of-the-art driers using stainless steel, run on electricity, has since been put in place. It is compliant to and meets the international health and quality standards.

In the year 2000, Amfri Farms Ltd was invited by the Danish government at a DANIDA B2B business meeting in Copenhagen. The Danes were keen on importing tropical fruits, which they did not have in their portfolio through partnerships with developing countries; finding itself at the right place at the right time, Amfri Farms Ltd clinched the project for five years.

The Danish International Development Agency (DANIDA) was exceptionally supportive in capacity building, product development, and fruits selection, in support of the development of Uganda's organic fruits sector, which also entailed the sourcing of much of the necessary material from outside the country.

The type of seeds planted impact the certification of the product and hence the necessity of certified seeds importation; the certification has subsequently been enhanced by the company's transformation into biodynamic farming, a process that took ten years to accomplish.

Biodynamic farming entails the feeding of the soil to facilitate its yield of what is required of it, inclusive of its management and enrichment to give the plants the stability to withstand pests and deliver the required output.

It is critical that in enriching the soil, care is taken to conserve the environment without causing any destruction. For this reason, compost is used, the seeds used are organic (untreated) and never genetically modified, ensuring the perpetuation of their intrinsic quality.

With some practice, farmers can identify the ideal quality seeds from their harvests for repeated regeneration, conforming to the ideal of self reliance in organic farming, thus the quality of seeds is important. The use of animal compost is encouraged for its rich nitrogen content besides the preparation of on farm dry crop material in compost preparation.

The practice hinges on manure and compost use, to the absolute exclusion of synthetic (artificial) fertilizers, pesticides and herbicides use on the soil and plants.

A farmer should also be able to identify plants that can be used as crop protection remedies, the crops pest repellents rather than chemicals; the adoption of good agronomical practices, inclusive of crop hygiene, intercropping and crop rotation, helps with soil health and regeneration, as the crops do.

With organic farming, all organisms in an ecological system, pests inclusive, contribute to a wholesome environment; an imbalance upsets the environment the reason pests are controlled rather than eliminated thus maintaining the ecological balance. Bush burning is out of the question, to preserve the organisms in the bush and the soil.

Water management is another critical element whose use, like wood fuel calls for a conservative approach. Farmers are encouraged to nurture wood lots, whilst conserving the endangered species.

By going biodynamic, biodynamic preparations are made for pest management; there is a type mixed with rainwater that is sprayed on seeds and then the compost preparation for compost enrichment, prepared to stipulated standard to become biodynamic.

Amfri Farms Ltd currently works with close to 700 smallholder farmers in seven districts to produce the fruits and vegetables for export, but largely fruits; mango, ginger, banana and passion fruits. They are mainly grown in Masaka, Mpigi, Lwengo, Rakai, Mubende, Mityana, Nakaseke, Luweero, Kayunga, Kamuli and Budaka districts. It also works with farmers in Arua, Koboko, Pakwach and Zombo, and plans to recruit, train and certify a further 5000 farmers, as the volumes of the exports continue to grow in the next five to ten years.

The company exports dried pineapple, mango, banana, goose berries, turmeric, ginger, paw-paw and jackfruit, yet the market is growing to the extent that they now ask for deliveries by the sea-container rather than a few kilogrammes by air. The company is now handling up

to ten containers of dried exports with a small percentage of frozen fruits which comprise passion fruit, pineapple, mango, banana, papaya and goose berries.

Amfri Farms Ltd largely exports to the European Union, especially Denmark, the Netherlands, Germany and France and is in the process of making an opening in the Middle East, especially the United Arab Emirates. Its exports, most especially vanilla are also much sought after in the United States of America and Canada.

For this reason, the raw material production base has to be expanded up to 17 times, a process that, with over EUR 1.32m in patient funding from the EU-initiated Yield Uganda Investment Fund and FinnChurch Aid Investment is underway and expected to be established over the coming five years.

Amfri Farms Ltd competition is primarily from South America, India, Vietnam, emerging central Europe and China, dealers in tropical products which they deliver at much cheaper costs than the Ugandans, because of the logistical challenges in the landlocked country.

Uganda Airlines has recently acquired four aircraft, and following high-level productive meetings between His Excellency and Lord Dolar Popat, the UK Prime Minister's Special Trade Envoy to Rwanda, Uganda and DRC, held during November 2021, Amfri and similar agro processors are poised to gain immense flexibility and support.

With the unique niche Amfri Farms Ltd has carved out for itself, courtesy of the biodynamic certification, through a ten years' transformative process, the Company is poised to get a good price for its out-growers, maintain its first mover advantage and fend off the competition.

Amfri Farms Ltd is organic certified for the European Union and the United States of America markets.

The Author, Ms. Lilian Anguparu is Amfri Farms Ltd Chief Executive Officer.



Amfri farms Ltd

Executive Summary

Sub Saharan Africa's Largest Demeter Biodynamic farm in Uganda - Fruits and vegetables (Fresh, dry, frozen), Spices & Herbs, cereals, grains & nuts.

Uganda: - 231,000 ha+ organic land I 71% population income from farming I Youngest Population in the world

Carbon Negative farming powered through innovative sustainable Agricultural technologies

Highest Quality Organic Food: Demeter & Biodynamic (self-sufficient ecosystem) - No chemicals or GMO's.

Ethical & Equitable: Empowering, educating and developing local communities through social programs

10-Year Target:

- 5,000 employees and 3rd party growers
- 5000 More Hectares of Demeter/ Organic land under cultivation
- \$5.3 Million sales \$1.3 Million gross profit



VISION

To re-ignite the sacred concern for nature by remaining the pre-eminent regional leader in sustainable and eco-friendly agricultural practice and share such practices with the farming community of Sub-Saharan Africa.

To contribute to poverty eradication, capacity building and the overall development of Uganda by exporting fresh, dried and value-added organic farm products.

MISSION

To be the largest exporter of high-quality organic fruits and vegetables from Uganda, whilst practicing fair trade to our employees and out-growers, and offering a high level of service and competitive price to our customers.

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PHILOSOPHY

Amfri Farms is committed to consistently achieving the highest quality standards required by its customers, while ensuring safe and hygienic working conditions and fair wages for its employees and fair prices for its contracted producers.

Our Products

Coffee I Pineapples I Apples Bananas I Plantains I Ginger I Papayas I Mangoes I Avocados I Jackfruit I Passion fruit I Chilly pepper I Bell pepper I Herbs I Goose berries I Sweet Potato's I Beans I Chia I Quinoa I Vanilla I Rosemary I Lemon Grass I Frozen I Fresh I Dried I Puree's I Pineapples I Chilli Bird eye

Amfri Farms Ltd. Uganda

Headquarters (Plot G, F, H & J, Katalemwa, Kampala)

Est. 1998 | Uganda | 100 Employees | 7 Farms | 991 ha

600 smallholder certified organic growers I 868.654 ha

Kyampisi: 607 ha I 200 Employees I Organic & Bio-Demeter

Mabira: 200 ha I 35 Employees

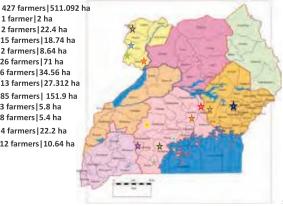
O Kavugi: 160 ha Mubende: 16 ha Mwera: 4 ha Zombo: 3 ha



Small holder farmer locations & acreages

Arua Kayunga 1 farmer | 2 ha Kamuli Rakai Masaka Lwengo Pakwach Zombo Koboko Mpigi Budaka

2 farmers | 22.4 ha 15 farmers | 18.74 ha 2 farmers | 8.64 ha Mubende 26 farmers | 71 ha Luweero 6 farmers l 34.56 ha 13 farmers | 27.312 ha 85 farmers | 151.9 ha 3 farmers | 5.8 ha 8 farmers | 5.4 ha 4 farmers | 22.2 ha 12 farmers | 10.64 ha



Certifications & Licenses Organic and Demeter Certified



























A RELIABLE PRODUCT

WIN BIG

WEEKLY

 $\begin{bmatrix} 1,000,000 \end{bmatrix} \begin{bmatrix} \frac{UGX}{4,000,000} \end{bmatrix} \begin{bmatrix} \frac{UGX}{12,000,000} \end{bmatrix}$

MONTHLY

GRAND FINALE

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