

# Sector: Tourism, Trade and Industry

## Sector Summary

### S1: Sector Overview

This section provides an overview of Sector Expenditures and sets out the Sector's contribution to the NDP, its policy objectives, and key performance issues.

#### (i) Snapshot of Medium Term Budget Allocations\*

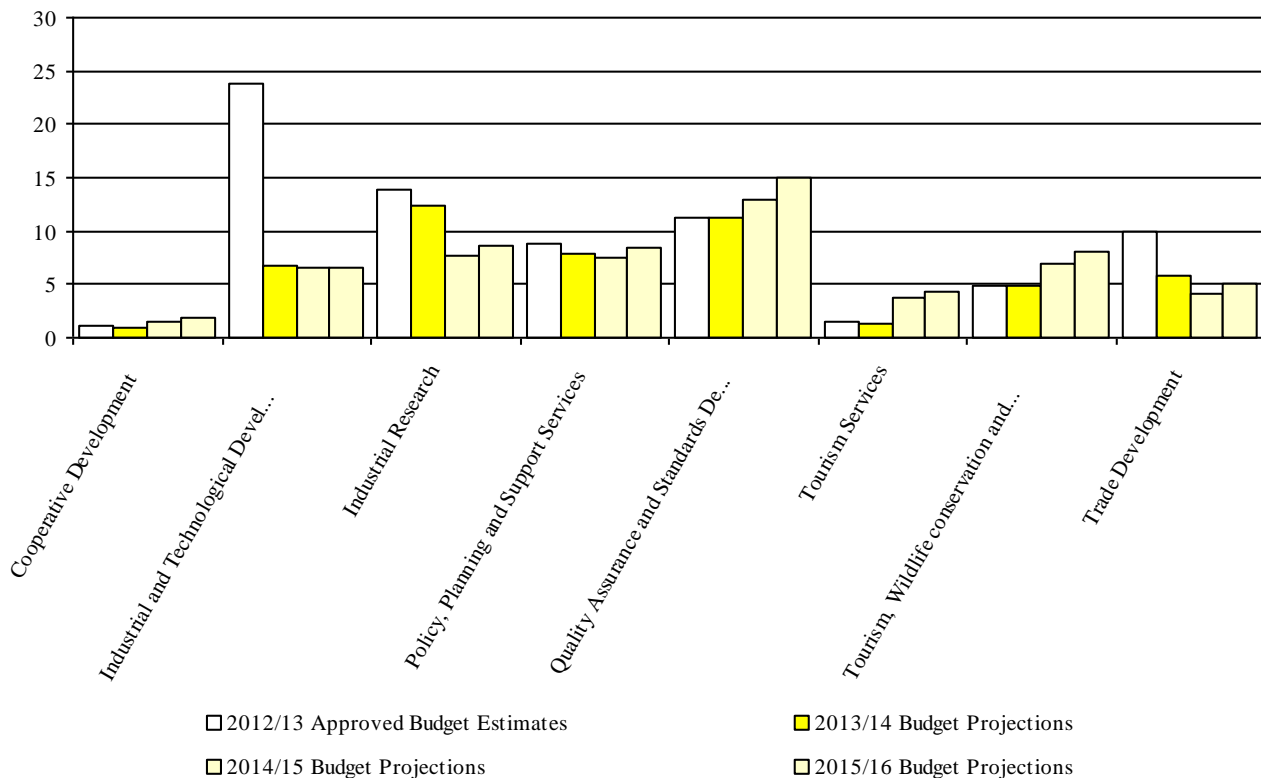
Table S1.1 and Chart S1.1 below summarises the Medium Term Budget allocations for the Sector:

**Table S1.1: Overview of Sector Expenditures (US\$ Billion, excluding taxes and arrears)**

		2011/12 Outturn	2012/13 Approved Budget	Spent by End Dec	MTEF Budget Projections		
					2013/14	2014/15	2015/16
Recurrent	Wage	1.636	12.758	5.986	12.758	15.310	17.607
	Non Wage	27.139	15.969	8.556	15.770	17.347	19.082
Development	GoU	17.798	36.808	25.996	19.482	17.478	21.062
	Ext. Fin**	0.000	6.885	0.899	3.091	0.724	0.000
<b>GoU Total</b>		<b>46.573</b>	<b>65.535</b>	<b>40.538</b>	<b>48.010</b>	<b>50.135</b>	<b>57.750</b>
<b>Total GoU+Donor (MTEF)</b>		<b>46.573</b>	<b>72.420</b>	<b>41.436</b>	<b>51.102</b>	<b>50.859</b>	<b>57.750</b>
<i>Non Tax Revenue</i>		<i>0.000</i>	<i>5.793</i>	<i>0.000</i>	<i>5.651</i>	<i>7.957</i>	<i>8.157</i>
<b>Grand Total</b>		<b>46.573</b>	<b>78.213</b>	<b>41.436</b>	<b>56.753</b>	<b>58.816</b>	<b>65.907</b>

\* Excluding Taxes and Arrears

**Chart S1.1: Medium Term Budget Projections by Vote Function (US\$ Billion)\***



\* Excluding Taxes and Arrears

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### (ii) Sector Contributions to the National Development Plan

The Tourism, Trade and Industry Sector contributes to 17 objectives of the National Development Plan (NDP) under 4 respective subsectors – Tourism, Trade, Manufacturing and Cooperatives.

These objectives include;

1. Develop and review all policies, and legal and regulatory frameworks for the sector
2. Increase the contribution of tourism to GDP and employment
3. Promote good governance of the cooperative movement
4. Enhance the capacity of the cooperatives to compete in domestic, regional and international markets
5. Diversify the type and range of enterprises undertaken by cooperatives
6. Promote the development of value added industries especially the agro-industries
7. Increase competitiveness of local industries
8. Enhance the development and productivity of the informal Manufacturing sub-sector
9. Enhance applied Research and Technology development
10. Improve the doing business environment
11. Nurture the private sector with a view to improve its competitiveness in the domestic, regional and other international markets
12. Increase market access for Uganda's products and services in regional and international markets
13. Improve the stock and quality of trade infrastructure
14. Promote Trade Development
15. Promote policy synergies between the production and trade sectors
16. Provide equal opportunity to Women and other disadvantaged groups to participate in and benefit from trade
17. Promote the use of standards and quality infrastructure to improve the competitiveness and safety of Ugandan products, processes and service delivery systems in domestic, regional and international

The above objectives are implemented by two Ministries – the Ministry of Trade, Industry and Cooperatives, and the Ministry of Tourism, Wildlife and Antiquities. The two Ministries are assisted by their affiliated Agencies.

The Ministry of Trade, Industry and Cooperatives (MoTIC) is assisted by; the Uganda Industrial Research Institute (UIRI), the Uganda National Bureau of Standards (UNBS), the Uganda Development Corporation (UDC), the Uganda Export Promotion Board (UEPB) and the Management Training and Advisory Centre (MTAC). Its other Agencies are; the Uganda Cleaner Production Centre (UCPC) and the Textile Development Authority (TEXDA).

The Ministry of Tourism, Wildlife and Antiquities (MoTWA) is assisted by; the Uganda Tourism Board (UTB), the Uganda Wildlife Authority (UWA), the Uganda Wildlife Education Centre (UWEC), the Uganda Wildlife Training Institute (UWTI), and the Hotel and Tourism Training Institute (HTTI).

With the support of their Agencies, the Private Sector and Development Partners, the Sector Ministries will continue to pursue the implementation of the above NDP objectives through selected NDP strategies and interventions in the Financial Year 2013/14 and across the medium term.

### (iii) Medium Term Sector Policy Objectives

The sector objectives which guide medium term outputs and resource allocations are:

- *Develop a competitive and export oriented industrial sector;*
- *Conserve, preserve and ensure sustainable development of Uganda's unique natural and cultural heritage;*

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- Develop and promote Uganda's tourism domestically and internationally;
- Strengthen the cooperative movement in Uganda;
- Promote efficient, effective and results oriented resource management in the Ministry;
- Promote international competitiveness of Uganda's exports and improve market access of Ugandan products and services;
- Develop and implement standards so as to ensure quality of all manufactured goods through conformity assessments (i.e. Standardization and quality assurance).

### (iv) Priority Sector Outcomes and Key Outputs Planned to Influence Them

The following table sets out the outcomes which the sector wishes to improve, and the key outputs which are likely to contribute towards those improvements:

**Table S1.2: Sector Outcomes and Key Sector Outputs**

Sector Outcome 1:	Sector Outcome 2:	Sector Outcome 3:
<i>A Competitive and Export-oriented Industrial Sector</i>	<i>Improved Heritage Conservation and Increased Tourism Earnings</i>	<i>Improved Competitiveness and Market Access of Uganda's Goods and Services</i>
<b>Vote: 015 Ministry of Trade, Industry and Cooperatives</b>		
<b>Vote Function: 06 01 Industrial and Technological Development</b>		
<b>Key Outputs Contributing to Outcome 1:</b>	<b>Key Outputs Contributing to Outcome 2:</b>	<b>Key Outputs Contributing to Outcome 3:</b>
<i>Outputs Provided</i>	None	None
060101 Industrial policies, plans and monitoring services		
060102 Training and Exposure of Jua Kali		
060103 Skilled Human Capacity for Industrial Development		
060104 Support to Value Addition		
<i>Outputs Funded</i>		
060151 Management Training and Advisory Services (MTAC)		
<b>Vote Function: 06 02 Cooperative Development</b>		
<b>Key Outputs Contributing to Outcome 1:</b>	<b>Key Outputs Contributing to Outcome 2:</b>	<b>Key Outputs Contributing to Outcome 3:</b>
None	None	<i>Outputs Provided</i>
		060201 Cooperative policies, strategies and monitoring services
		060202 Support to Cooperatives Establishment and Management
		060203 Support to Commodity Marketing
		<i>Capital Purchases</i>
		060281 Construction and Rehabilitation of Cooperative Produce stores
<b>Vote Function: 06 04 Trade Development</b>		
<b>Key Outputs Contributing to Outcome 1:</b>	<b>Key Outputs Contributing to Outcome 2:</b>	<b>Key Outputs Contributing to Outcome 3:</b>

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Sector Outcome 1:	Sector Outcome 2:	Sector Outcome 3:
<i>A Competitive and Export-oriented Industrial Sector</i>	<i>Improved Heritage Conservation and Increased Tourism Earnings</i>	<i>Improved Competitiveness and Market Access of Uganda's Goods and Services</i>
None	None	<i>Outputs Provided</i> 060401 Policies, strategies and monitoring services 060402 Support for Trade Negotiation 060403 Support to Capacity building for Staff and other MDAs 060404 Product Research and Development 060405 Trade Promotion <i>Outputs Funded</i> 060451 Access to Market
<b>Note: 022 Ministry of Tourism, Wildlife and Antiquities</b>		
<b>Vote Function: 06 03 Tourism, Wildlife conservation and Museums</b>		
<i>Key Outputs Contributing to Outcome 1:</i>	<i>Key Outputs Contributing to Outcome 2:</i>	<i>Key Outputs Contributing to Outcome 3:</i>
None	<i>Outputs Provided</i> 060301 Policies, strategies and monitoring services 060302 Accommodation and Hospitality Registration, Grading and Capacity building 060303 Support to Tourism and Wildlife Associations 060304 Museums Services 060305 Capacity Building, Research and Coordination 060306 Tourism Investment, Promotion and Marketing <i>Outputs Funded</i> 060351 Management of National Parks and Game Reserves(UWA) 060352 Wildlife Conservation and Education Services(UWEC) 060353 Support to Uganda Wildlife Training Institute 060354 Tourism and Hotel Training(HTTI) <i>Capital Purchases</i> 060382 Tourism Infrastructure and Construction	None
<b>Note: 110 Uganda Industrial Research Institute</b>		
<b>Vote Function: 06 51 Industrial Research</b>		
<i>Key Outputs Contributing to Outcome 1:</i>	<i>Key Outputs Contributing to Outcome 2:</i>	<i>Key Outputs Contributing to Outcome 3:</i>

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Sector Outcome 1:	Sector Outcome 2:	Sector Outcome 3:
<b><i>A Competitive and Export-oriented Industrial Sector</i></b>	<b><i>Improved Heritage Conservation and Increased Tourism Earnings</i></b>	<b><i>Improved Competitiveness and Market Access of Uganda's Goods and Services</i></b>
<i>Outputs Provided</i>	None	<i>Outputs Provided</i>
065101 Administration		065102 Research and Development
065102 Research and Development		
065103 Industrial Incubation		
065104 Maintenance - Civil works		
065105 Maintenance - Machinery and Equipment		
065106 Student Industrial Training and Capacity Building		
<b>Vote: 117 Uganda Tourism Board</b>		
<b>Vote Function: 06 53 Tourism Services</b>		
<b>Key Outputs Contributing to Outcome 1:</b>	<b>Key Outputs Contributing to Outcome 2:</b>	<b>Key Outputs Contributing to Outcome 3:</b>
None	<i>Outputs Provided</i> 065303 Quality Control (Inspection, Registration, Licenses, Class. & Monitoring)	None
<b>Vote: 154 Uganda National Bureau of Standards</b>		
<b>Vote Function: 06 52 Quality Assurance and Standards Development</b>		
<b>Key Outputs Contributing to Outcome 1:</b>	<b>Key Outputs Contributing to Outcome 2:</b>	<b>Key Outputs Contributing to Outcome 3:</b>
None	None	<i>Outputs Provided</i> 065202 Development of Standards 065203 Quality Assurance of goods & Lab Testing 065204 Calibration and verification of equipment

## S2: Past Sector Performance and Medium Term Plans

This section describes past and future performance, in terms of sector outcomes, key sector outputs, costs and plans to address key sector performance issues.

### (i) Outcome 1: A Competitive and Export-oriented Industrial Sector

#### Status of Sector Outcome

In regard to the Competitiveness and Export-orientation of the Industrial Sector, the following are the highlights of the sectors' performance:

- The total manufacturing index increased by 2.6 percent in 2011 when compared to the 2010 level, largely due to an increase in production of Bricks & Cement and Drinks & Tobacco, whose production increased by 16.7 and 18.2% respectively;

**Table S2.1 Outcome 1: Sector Outcome Indicators**

<i>Outcome 1: A Competitive and Export-oriented Industrial Sector</i>			
Outcome and Outcome Indicator	Baseline	2013/14 Target	Medium Term Forecast
Share of Manufacturing to Total GDP (%)	25% (2008)	28	50% (2015)
Share of manufacturing output in GDP	12 (2009)	13	35 (2015)
Manufacturing Growth Rate (%)	-1.9% (2008)	2	3% (2015)
Manufacturing Growth rate	-1.9% (2008)	2	3% (2015)
Manufacturing share to total GDP (%)	25% (2008)	27	50% (2015)

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<i>Outcome 1: A Competitive and Export-oriented Industrial Sector</i>			
Outcome and Outcome Indicator	Baseline	2013/14 Target	Medium Term Forecast
Manufactured Exports to total exports value added in Industry as share of GDP	7.5 (2008/09)	7.6	8.3 (2015)
Industry Growth rate	30% (2008)	31	40% (2015)
Index of Production (IoP) (Manufacturing)	178.7 (2010)	187.635	206.3985 (2015)
Growth in the number of manufacturing establishments	132 (2009)	150	150 (2015)
Growth in Employment in the Manufacturing sector (%)	9 (2009)	11	30 (2015)
Competitiveness Index of manufacturing Production( IOP)	151 (2008)	155	156 (2015)
% Growth in employment in the manufacturing sector	9 (2009)	11	30 (2015)

### 2011/12 Performance

In the Financial Year 2011/12, the Manufacturing sector achieved several major outputs such as;

Among the Policies, Laws and Regulations reviewed, MoTIC submitted the Anti-Counterfeit bill for first reading; an Intellectual Property Rights Policy was drafted; a National Standards Policy was drafted; the Competition and Consumer Protection Policy was drafted; The Governing Councils for UNBS and MTAC were inaugurated; 317 standards approved by the UNBS Council by end of December; UDC was returned to the Ministry and a care taker appointed; Sugar prices were stabilized; the National Hides, Skins and Leather Policy was drafted; Annual Joint Sector review was organized and held to review sector performance; Established a response mechanism to aid the removal of NTB's; Licensed 10 new millers to set up Sugar factories; Conducted environmental compliance monitoring on 17 SME's in the Districts of Kamwenge, Kabarole, Kasese, Kabale, Rukungiri and Kanungu.

As support to the Private Sector, MoTIC developed a Cabinet Memo in consultation with MoPS on the establishment of an MSME's Directorate in the Ministry; Trained members of TEXDA in textile production technologies in China; Drafted the Build Uganda Buy Uganda (BUBU) policy which is under consultation with stakeholders; Drafted the National Trade Fairs and Exhibition Policy; Trained over 129 MSME's in incubation, good manufacturing practices and Hygiene standards; Established Market linkage centers in Serere, Luwero and Kasese for citrus fruits, pineapples and vegetables; Business development services offered to 85 entrepreneurs by UIRI; Support and supervision monitoring visits carried out in 16 districts.

Under the Uganda Industrial Research Institute (UIRI), on October 9, 2011, as we commemorated Uganda's 49th Independence anniversary, H.E. the President inaugurated our Peanut Processing Plant in Lira. Vaccine Production Unit has obtained a manufacturing license and is currently producing trials batches to obtain authorization from NDA to launch on the market in March. Currently distribution has in pilot districts of Bukedea, Bulambuli, Manafa, Kumi, Ngora, Butalega, Sironko, Kumi, Kibuko, Mbale, Pallisa, Budaka. UIRI has refurbished and commissioned a fruit juice processing and packaging facility at UIRI campus (Dec 2011). 12 tons of potatoes and 9 tons peanuts were processed for trial marketing at our respective facilities in Kabale and Lira. 4 Food product recipes developed and standardized. These included products such as Ready to drink Juice and Vitamin A fortified Peanut Butter. 20 different products developed. Initial market testing for the Vitamin A fortified Peanut Butter is underway, honey sweetened bushera research is ongoing (preservation). Approx. 150 Product formulations for handmade paper developed into prototypes. End-user products produced, from which different jewellery have been made. Market surveys is still underway to prepare for commercialization 400kg ceramic raw material was processed for formulation and production of various products e.g. Vases (65) developed 2780 samples for the GAIN survey on fortification of foods on Uganda Market have been analyzed. The

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reports for the GAIN survey were completed and submitted. Trial runs to extract rosin from crude resin were carried out from which 20 Liters of Rosin (Bonding agent) was produced. Standardizing of the process is being undertaken. Determination of fermentation protocol for production of YOBA. Optimum conditions for Production of YOBA Achieved. Undergoing Shelf Life studies. Procurements for establishment of a dairy incubation centre in Ntungamo are underway. Kyobwe Industries Limited (KYIL) has begun business with UIRI. Delivery of equipment is on-going. An in-house Incubatee (Oribags Innovations Ltd) has improved an increased production. 1220 Liters of Pulp was used and 2425 handmade papers produced. There has also been diversification of different fibers used. Oribags has been recognized as eco-friendly by the United Nations Environmental Program and the International Union for Conservation of Nature. 8 Cosmetic products have been developed for Amagara Skin Care. Our business incubation portfolio has increased by four new companies. A gala promotion of mushroom growing in the districts of Kabale, Kisoro and Kanungu by one of our incubatees, Mushroom Training and Resource Centre, was held at Kabale stadium on 15th October 2012. Consumables for bamboo plant to commercialize toothpick and mats production lines in Kabale and at UIRI are being procured. The Institute has trained over 69 entrepreneurs in various production process and standard operating procedures in development of various products, like dairy, bakery, ceramics, handmade paper, fruits and vegetables and others. The Institute's Business Development Centre (BDC) has trained more than 600 people on use of ICT for business development. Clients have included SMEs, UIRI incubatees, staffs from other institutions and members of the public. 20 industrial trainees, acquired training in different engineering fields. Under the stewardship of its Technology Development Centre (TDC), the Institute has started up an Instrumentation Unit. Core activities have included retrofitting the Institute's existing Electronics and Printed Circuit Board (PCB) laboratories for microcontroller-based product development capability. The Institute's Business Development Centre (BDC) has trained more than 600 people on use of ICT for business development. Clients have included SMEs, UIRI incubatees, staffs from other institutions and members of the public.

At the Uganda National Bureau of Standards (UNBS), the Bureau performed well in the following areas; 192 standards were developed against the annual target of 154. A total of 317 standards were approved by the Council including standards developed in the period 2010-2011.; Calibration and verification of equipment used in trade and manufacturing – there was a 56% performance on a target of 500,000 equipment. Under Accreditation of laboratories; audit of the chemistry laboratory was completed and awaits the accreditation certificate; Accreditation for the Mass laboratory was completed-audit done and accreditation certificated obtained. Awareness creation and publicity-publication of journals and quality chronicles both performed at 50% while the Bureau carried out 10 TV talk shows and 18 sensitization seminars much as they were not planned for (Bureau obtained sponsorship). Under the Quality Assurance and Laboratory Testing, Consignments inspected were 14,690 against a target of 25,000; Companies on the Q-mark were 61 against a target of 116; Companies on the management system certification were 9 against a target of 20; New product permits issue were 49 against a target of 120; Market surveillance of shops, warehouses, and supermarkets – 87 against a target of 180; Factory inspections were 171 against a target of 150; A total of 4,665 samples were tested against a target of 6,000.

Under Uganda Cleaner Production Center (UCPC) the following is reported; 28 enterprises met with to recruit and train them on RECP and RECP implementation, including those in Chemical Sector (Sadolin Paints Limited, Peacock Paints Ltd, Oxy Gas Ltd, Quality Chemicals Industries, Crest Foam Ltd, Mega Industries Ltd and Euro Foam Ltd), Metal industries (Steel and Tube Industries, Shumuk Aluminium Ltd, Multiple Industries, Roofings Ltd and Roofing's Rolling Mills), Fish Sector (Ngege Ltd, Green Fields Ltd, Byansi Ltd and Lake Bounty Ltd), Food Sector (Century Bottling Company, Rwenzori Bottling Company, Britannia Allied Industries, Uganda Meat Industries, City Abattoir and Hot Loaf Bakery), Textile (Phenix Logistics Uganda Ltd), Paper Riley Industries Ltd, Macks Packaging, Uganda Clays Ltd and Poly Fibre Uganda Ltd and Crest Tanks Ltd (Plastic); 219 employees from 9 enterprises trained on 'Cleaner Production applications at the enterprise level' using proven Cleaner Production methodologies, including Ngege Fish Ltd (Fish processing), Byansi Fisheries Ltd (Fish Processing), Lake Bounty Ltd (Fish

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Processing), Roofing's Ltd (Metal Sector), Sadolin Paints Ltd (Chemical Sector), Meat Industries of Uganda (Food sector), Quality Chemicals Industries Ltd (Chemical Sector), Crown Beverages Ltd (Soft drinks) and Phenix Logistics Uganda Ltd (Textile), and are already implementing low or no cost options; 7 enterprises are at different stages of Environmental Management Systems (EMS) implementation. Successful enterprises will be certified according to ISO 14001:2004 standard. At least 3 additional companies will be recruited into the EMS programme by end of the 2011/12 Financial Year; Low carbon production assessments carried out in the following selected enterprises; Kakira Sugar Works Ltd, Mabale Growers Tea Factory Ltd, Ngege Ltd, GBK Dairy Products Ltd, Paramount Dairies Ltd, Sky fat Tannery Ltd, Leather Industries of Uganda and Bidco Uganda Ltd; A total of 32 participants from key sectors that included Sugar, Tea, Leather and textile and national experts trained on Low Carbon Production Technologies with focus on innovation, technology development and adaptation at a workshop organized by UCPC that was held on 12th September 2011 at Hotel Africana; Development of 2 Sector Specific RECP manuals has been initiated. Development of the manuals will continue during the next quarters. The manuals will be used to promote RECP in the targeted sectors; Draft Safer Production training materials are in place. The process of developing the materials will be finalized during the next Quarter(s); Training of enterprises will involve chemical use and safety.

### *Performance for the first half of the 2012/13 financial year*

In the Financial Year 2012/13, the Manufacturing sector achieved several major outputs such as;

- The approved National Standards and Quality Policy (NSQP) was officially launched by the Rt. Hon. Prime Minister Amama Mbabazi on 27th September 2012;
- The approved NSQP dissemination is ongoing to the stakeholders and an Implementation Plan has been drawn up;
- The draft implementation plan of the NSQP underwent a Nationwide Stakeholder review exercise in Qtr 2 FY 2012-13;
- Establishment of the NSQP Coordination Office is awaiting approval of the Cabinet Paper on the same;
- A Communication strategy for the NSQP was developed and is currently being implemented;
- Draft principles and bills on Accreditation and Metrology have been developed and scheduled to be subjected to wider stakeholder review;
- A final stakeholder consultative meeting was held on 31st July 2012 and a related Cabinet Paper is scheduled to be discussed between MoTIC and OPM after which it will be submitted to Cabinet for approval;
- The Ministry facilitated the meeting of the 51st National CODEX Committee meeting that was held on the 15th August 2012;
- The Ministry facilitated the 30th TBT/SPS Committee meeting that was held on the 6th September 2012;
- Training was done on Negotiations on Trade Quality and Standards issues at Colline Hotel, Mukuno in July 2012;
- The Ministry organized training in ISO 17011 and ISO 17021 from 17th to 18th July 2012 where 25 Service Providers (over 60 participants) benefitted;
- A roadmap that will lead to the establishment and operationalisation of the National Accreditation body was formed;
- A stakeholders' meeting was held to discuss the draft National Grain and Cereals Policy;
- A technical guidance Visit was conducted to Kakira Sugar Works, monitoring visits made to Gayaza Electronic Works Ltd (GETS) and Industrial Steel Masters Ltd and Plastics Industries;
- A Cabinet Memo on Ministry recommendations and Board member nominations concerning the Governing Board for the Uganda Industrial Research Institute was prepared;
- Industrial and Technology sub-sector and MSMEs subsector Review Meetings held and subsector challenges captured in a Report;
- A draft National Strategy produced;



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- The draft National Hides, Skins and Leather Policy completed and handed over to MAAIF to draft Cabinet Memo submitting it to Cabinet;
- The draft National Accreditation Policy was submitted to Cabinet for a Cabinet number;
- Bottled Water stakeholders met and Bottled water Industry Situational Analysis Concept Note was prepared with the matters arising for attention;
- A meeting of stakeholders in the Iron and Steel industry held and a Concept Note developed;
- One Core Team meeting to create awareness campaign on Industrial Property Law convened;
- Four (4) Industries in Lira, Nakasongola, Luwero visited and advised. 9 Industries in Jinja, Busia and Mayuge visited and reports produced;
- Key areas for amendment of the Industrial Licensing Act are ready;
- A MoU signed between MoTIC and Makerere University Clusters Program to offer technical and business training to clusters;
- Twenty (20) artisans being trained at the TCFC in Leather technology;
- Sixty (60) people trained on standards for operation of accreditation and certification bodies and Lead auditor training for laboratory assessment based on ISO/IEC 17025;
- 2 organizing committee meetings held in preparation for the 13th EAC Jua kali Exhibition;
- 41 local artisans mobilized to participate in the EAC Jua kali Exhibition in Bujumbura, Burundi;
- The Industrial database and information system is ready and information is currently being uploaded for use;
- 2 senior officers trained in WTO Negotiations Simulation Skills course, and Low Carbon industries and Climate Change for Developing Countries;
- Industrial Database software development completed;
- Database Populated with Data from 500 establishments obtained by the Industrial Survey;
- A Proposal for support to the training of the Leather Sector Focal Point in the department prepared and submitted to the TRACE II project in the Ministry;
- A Draft proposal for Support to Cluster Development Prepared;
- Stakeholders meeting held on Scrap trade and Uganda Scrap Metal Committee formed to regulate the trade;
- Business, Policy and Technical skills Training in Textiles conducted in conjunction with TEXDA and COMESA secretariat;
- 64 trainees graduated after training;
- A senior Engineer in the department participated in the EAC familiarization tour to Tunisia on the Industrial Upgrading and Modernization Programme;
- An Industrial Officer Participated in the 2 Negotiation Meetings between government and the Management of Sango Bay Estates to clear the estate encumbrances for reinvestment;
- The Department hosted the Meeting of Uganda Leather Allied Industries Association to resolve the administrative wrangles in the association;

Under the One Village One Product Programme, awareness of the OVOP Concept was done in 3 Districts;

Under the Management Training and Advisory Centre (MTAC), the following achievements were registered:

797 participants were trained in various courses as follows: Leadership and Human Resource Management (23), Computerized Stores Management and Inventory Control (14), Computer Applications (317), Customer Relationship Management (22), Strategic Financial Planning and Management (10), Computerized Accounting packages using Quickbooks and Tally (54), Organisation Development and Change Management (6), Records keeping and Information Management using MS Access (25), Records and Information Management (32), Project Planning and Management (40), Monitoring and Evaluation (9), Corporate Governance and Strategic Management (12), Project Proposal Writing and Fundraising Techniques (10), Customer Care (16), Computer Hardware Repair and Maintenance (16), Supervisory Management (10), Data analysis using SPSS (5), Public Procurement and Contract Management (11),

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Financial Planning and Management (12), Dynamic Website Development (9), Human Resource Management (14), Finance for Non-Finance Executives (10), Training of Trainers (10), Information Systems and Database Management (13), Computer Networking (4), Computerized Records Keeping and Information Management (10), Stores Management and Inventory control (26), Fraud Prevention and Internal Control (12), Management Improvement Skills (31) and Institutional Management in Higher Education- International Programme (14). 155 entrepreneurs were trained in an Entrepreneurship Training Programme in collaboration with Uganda Investment Authority (UIA) in Mubende, Mbarara, Kampala and Sironko while 1,591 students currently undertaking Certificate and Diploma programmes in Human Resource Management, Entrepreneurship and Business Management, Finance and Accounting, Information Systems, Computer Engineering, Clearing, Forwarding and Shipping Management, as well as Computer and Information Systems;

Under the Uganda Development Corporation(UDC), the following achievements were registered:

- Monitoring reports were produced for the Lake Katwe project;
- Quarterly financial reports were also produced;
- Under the Kalangala Infrastructural development efforts, UDC acquired 98.2% of the GoU allocated ordinary shares in Kalangala Infrastructure Services (KIS);
- KIS project review and progress meetings were held and reports produced;
- In a bid to operationalise the Soroti fruit factory, a bid notice for the provision of a water tank was published in the local newspapers;
- Project Implementation Taskforce meetings were held;
- Mobilization and training for 408 fruit farmers was done in the in Bukedea district: 227, 310, 221 farmers from Kumi sub county, Kumi Town Council and Ongino respectively;
- Water supply was extended to the project site;
- 90% of the power poles and lines erected at the project site;
- UEDCL engaged the Government Chief Valuer to evaluate the property that is to be damaged during the construction of a power line to the project site;
- Expression of interest from potential bidders to provide land for waste disposal was obtained by UDC;
- Lease Agreement for the project land signed between UDC & UIA and deed plans secured;
- To establish a Luwero Value Addition fruit factory, another bid notice for provision of consultancy services for a feasibility study was published in the local newspapers and Project meetings were held to guide the process to identify the service provider;
- Finalized the Inventory of the laboratory equipment requirement for UNBS;

**Table S2.2 Outcome 1: Key 2013/14 Outputs Contributing to the Sector Outcome\***

<i>Outcome 1: A Competitive and Export-oriented Industrial Sector</i>			
<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<b>Vote: 015 Ministry of Trade, Industry and Cooperatives</b>			
<i>Vote Function:0601 Industrial and Technological Development</i>			
<b>Output:060101</b>	<b>Industrial Policies, Strategies and monitoring services</b>		

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### Outcome 1: A Competitive and Export-oriented Industrial Sector

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	1st draft amendments of industrial Licensing Act; Sector Specific strategies and interventions to address emerging industry challenges; Draft National Strategy for Enterprise startup & incubation services; Improved implementation of Presidential industria	UNBS Amendment Bill at Parliamentary Committee stage; Cabinet information paper on manufacture of fertilizers from vermiculite and phosphate in Tororo; Uganda Development Corporation Act Principles re-submitted to Cabinet; Preliminary consultations ongoing	Develop and revise Draft Steel sub-sector Policy, Implementation Plan for the National Sugar Policy, Principles for the Amendment to the Industrial Licensing Act, Sugar Act; Annual Industrial Sector Review Conference Report; Enhanced implementation of in
<i>Performance Indicators:</i>			
No. of industrial inspections carried out	20	16	25
% of issues addressed from previous sector review	70	15	70
Stage reached in development of sectoral policies and strategies			
<i>Output Cost (US\$ bn):</i>	0.324	0.112	0.316
<b>Output: 060102</b>	<b>Capacity Building for Jua Kali and Private Sector</b>		
<i>Description of Outputs:</i>	Action Plan to 13th EAC Jua Kali Exhibition 2012; Enhanced exhibition skills of 35 informal sector manufacturers for business competitiveness; Innovative, new and competitive products & technologies in the Jua-kali sector; 2 officers trained in textile	An MoU signed between MoTIC and Makerere University Clusters Program to offer technical and business training to clusters; Twenty (20) artisans being trained at the TCFC in Leather technology; Sixty (60) people trained on standards for operation of ac	Action Plan to 14th EAC Jua Kali Exhibition 2013; Jua Kali Apex body established; New technologies disseminated and market expansion for Jua Kali products;
<i>Performance Indicators:</i>			
No. of staff trained in target industrial skills	2	2	3
No. of beneficiaries trained under OVOP	35	0	40
No. of Ugandan artisans participating in exhibitions	200	41	200
<i>Output Cost (US\$ bn):</i>	0.098	0.038	0.098
<b>Output: 060103</b>	<b>Industrial Information Services</b>		

# Sector: Tourism, Trade and Industry

## Sector Summary

### Outcome 1: A Competitive and Export-oriented Industrial Sector

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	set up the Industrial database; Participate in UIPE and ERB seminars and study tours; Commemorate the Africa Industrialisation Day, hold symposium, product and technology exhibition;	Industrial Database software development completed; Database Populated with Data from 500 establishments obtained by the Industrial Survey; Two Senior officers trained in WTO Negotiations Simulation Skills course, and Low Carbon industries and Climate C	An up-to-date industrial database; Engineering society ethics instilled;
<i>Performance Indicators:</i>			
No. of studies undertaken for 2 industrial development		1	3
% progress in establishment of industrial database	50	100	60
Africa Industrialisation Day commemorated alongside symposium and product exhibition	Yes	No	Yes
<i>Output Cost (US\$ bn):</i>	0.097	0.013	0.097
<b>Output: 060104</b>	<b>Promotion of Value Addition and Cluster Development</b>		
<i>Description of Outputs:</i>	Basic and simplified knowledge on value addition disseminated; 6 enterprises facilitated for virtual business incubation; 6 cooperatives facilitated to process & package their produce;	A Proposal for support to the training of the Leather Sector Focal Point in the department prepared and submitted to the TRACE II project in the Ministry; A Draft proposal for Support to Cluster Development Prepared; Stakeholders meeting held on Scrap t	New and indigenous appropriate technologies for cluster development promoted; Value Addition Equipment for the 10 Cooperatives handed over; Product Packaging, Certification and Market Linkages for four Model Cooperatives supported;
<i>Performance Indicators:</i>			
No. of enterprises facilitated through Virtual Business Incubation	5	0	6
No. of groups facilitated to process and package products	6	0	6
<i>Output Cost (US\$ bn):</i>	0.220	0.072	0.063
<b>Output: 060151</b>	<b>Management Training and Advisory Services (MTAC)</b>		
<i>Description of Outputs:</i>	Participants trained in various courses; Entrepreneurs trained; New business startups;	Wage subvention sent to MTAC	Wage subvention to MTAC; Training of Students and Entrepreneurs in Enterprise and Management skills;
<i>Output Cost (US\$ bn):</i>	0.058	0.032	0.058
<b>Vote: 110 Uganda Industrial Research Institute</b>			
<i>Vote Function: 0651 Industrial Research</i>			
<b>Output: 065101</b>	<b>Administration and Support Services</b>		

# Sector: Tourism, Trade and Industry

## Sector Summary

### Outcome 1: A Competitive and Export-oriented Industrial Sector

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	To recruit 30 employees; pay salaries & other staff benefits to 235 employees; Asset insurances, utility & property expenses, communication and general supplies, maintenance and professional services paid.	A total of 39 new employees were recruited; and salaries of 228 paid Asset insurances, utility & property expenses were paid. Communication and general supplies, maintenance and professional services were paid.	Recruit 30 high caliber scientists and engineers, pay salaries & other staff benefits to 260 employees; Pay asset insurances, utility & property expenses, Clear communication and general supplies expenditures, Pay maintenance and professional services exp
<i>Performance Indicators:</i>			
Payment of all utility bills, subscriptions and insurances expenses etc	100	100	100
No. of staff recruited	30	39	30
No. of staff whose salaries and benefits have been paid	230	228	260
<i>Output Cost (US\$ bn):</i>	5.710	2.755	5.689
<b>Output: 065102</b>	<b>Research and Development</b>		
<i>Description of Outputs:</i>	To operationalise the Arua fruit processing facility. Collect and analyze data of vaccine against Newcastle performance in the 12 pilot districts. To develop more novel products.	•Following the completion of the Design Phase (Phase I) to Establishing an Essential Oil Pilot Project in Uganda. The Establishment Phase (Phase II) commenced in December 2012 with training of two UIRI technical staff conducted and hosted at the CSIR. Pr	Develop new value added products. Provide chemical, material and microbial analytical services for UIRI internal and external clients. Design and fabricate prototypes of affordable and appropriate technologies for dissemination. Initiate new project resea
<i>Performance Indicators:</i>			
No. of research projects undertaken to increase targeted value addition for rural industrialisation to reduce post harvest loss.	25	15	30
No. of research projects initiated and underway	45	20	50
No. of new innovations and value added products developed	40	25	45
<i>Output Cost (US\$ bn):</i>	1.660	0.882	1.667
<b>Output: 065103</b>	<b>Industrial and technological Incubation</b>		

# Sector: Tourism, Trade and Industry

## Sector Summary

### Outcome 1: A Competitive and Export-oriented Industrial Sector

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	Extend support to business incubation and SME. Promote and create awareness of new products by SME's, Develop business management skills through ICT applications	<ul style="list-style-type: none"> <li>•UIRI has continued to support Oribags Innovations as well as carry out day to day activities of handmade paper research to develop new unique products</li> <li>•Amagara a cosmetics incubatee attached to the Biotechnology laboratory continues to produce severa</li> </ul>	Expand the UIRI Industrial and Technological Business Incubation portfolio. Extend support to business incubation and MSME. Promote and create awareness of new products by SME's, Develop business management skills through ICT applications. Train MSMS in p
<i>Performance Indicators:</i>			
No. of technologies deployed with incubatees		10	15
No. of SME's created through incubation	40	40	40
No. of industrial Incubatees taken on	5	3	15
<i>Output Cost (US\$ bn):</i>	1.288	0.502	1.018
<b>Output: 065104</b>	<b>Model Value Addition Centre Establishment</b>		
<i>Description of Outputs:</i>	The Institute will continue to carry out routine general and period civil works that need maintenance	Setting up value addition facilities by UIRI is in line with the GOU's strategy of encouraging mass industrialization at every resource abundant area. These units are to serve the country in the following ways: 1.Demonstration of the benefits of value a	Establish and equip value additional centers in regions of target raw material. Operatonalise value addition centers to stimulate farmer raw material as the centers would provide ready market for their produce.
<i>Performance Indicators:</i>			
No. of products up-scaled and commercialized by the centres	20	10	25
No. of model value addition centres established	5	3	5
No. of local raw materials developed and populated in the scientific databases	30	16	35
<i>Output Cost (US\$ bn):</i>	0.463	0.194	0.480
<b>Output: 065105</b>	<b>Facility Repair and Maintenance</b>		

# Sector: Tourism, Trade and Industry

## Sector Summary

### Outcome 1: A Competitive and Export-oriented Industrial Sector

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	Continued preventative / routine maintenance, upgrades of system and servicing of unplanned break downs. These include machinery equipment, of electrical system, water and drianage,cold rooms, air conditioners. Replacements and refabrication of parts.	Continued preventative / routine maintenance, upgrades of system and servicing of unplanned break downs. These include machinery equipment, electrical, water & drianage systems ,cold rooms, air conditioners. Replacements and refabrication of parts.	Continued preventative / routine maintenance, upgrades of system and servicing of unplanned break downs. These include machinery equipment, of electrical system, water and drianage,cold rooms, air conditioners. Replacements and refabrication of parts.
<i>Performance Indicators:</i>			
No. of technologies applied to reduce utility costs	20	7	25
No. of on-site machines and equipment maintained	150	80	180
No. of off-site pilot plants maintained	20	15	25
<i>Output Cost (US\$ bn):</i>	0.325	0.111	0.492
<b>Output: 065106</b>	<b>Industrial Skills Development and Capacity Building</b>		
<i>Description of Outputs:</i>	The Institute's Business Development Centre (BDC) aims at training more than 1,200 people on use of ICT for business development. Clients have included SMEs, UIRI incubatees, staffs from other institutions and members of the public.	•205 people from different sectors were trained in basic to advanced computer applications •171 students continuing students from higher institutions of learning were trained in various fields of engineering, food processing, pr	The Institute's Business Development Centre (BDC) aims at training more than 1,200 people on use of ICT for business development. Clients have included SMEs, UIRI incubatees, staffs from other institutions and members of the public.
<i>Performance Indicators:</i>			
No. of industrial trainees taken on from higher institutions of learning	120	117	120
No. of apprentices taken for increased capacity in technology use and application	50	38	60
<i>Output Cost (US\$ bn):</i>	0.000	0.000	0.121

\* Excludes taxes and arrears

### 2013/14 Planned Outputs

The Sector has planned the following major outputs for the Financial Year 2013/14;

#### Industrial and Technological Development:

1. Draft Steel sub-sector Policy;
2. Implementation Plan for the National Sugar Policy; Sugar Act;
3. Annual Review of the Industrial Subsector;
4. Enhanced implementation of industrial development initiatives and reduced environmental pollution;
5. Minutes of periodic sectoral meetings detailing sector strategies and key interventions identified;
6. International and Regional Industrial cooperation strategies identified and implemented;
7. Action Plan to 14th EAC Jua Kali Exhibition 2013;
8. Regional Accreditation Plan of Action;

# Sector: Tourism, Trade and Industry

## Sector Summary

9. Raise awareness of the role of industries in socio-economic transformation;
10. Principles for the Amendment to the Industrial Licensing Act developed;
12. A Jua Kali Apex body established;
13. New technologies disseminated and market expansion for Jua Kali products;
14. An up-to-date National Industrial Database;
15. Engineering society ethics instilled;
16. New and indigenous appropriate technologies for cluster development promoted;

Under the Uganda Industrial Research Institute (UIRI), the Agency will be committed to delivering on the National Skills Program through construction and development of four regional incubation Centers; Implementation of essential oil project for commercial application; Continued enhancement of the application of Research and Technology for developments by supporting science innovations in the universities and research institutions is at the fore front of UIRI's set programs; Besides the aforesaid projects UIRI's current strategic plan stipulates a complementary short term agenda which broadly includes; Further expansion of business incubation portfolio; Technology diffusion, particularly to rural and peri-urban communities; Introduction of alternative energy systems; Enhance value addition that will lead to the creation of primary industries and in the long term a manufacturing economy; Roll out of a wide range of commercial ceramic processing's and recycled/handmade paper based packaging technology, commercialization of the vaccine produced against Newcastle disease in poultry; UIRI strives to contribute to government's National Development Plan government to build multi-purpose value addition centers; UIRI remains to address and participate in the President's flagship projects in especially creating sustainable packaging centre of excellence in collaboration with renowned developers of packaging technology in the world; Support the Petroleum Institute Kigumba in the development of skills and petroleum industry is another project that UIRI spearheads and remains committed to implement.

Under the Uganda National Bureau of Standards (UNBS), the Agency plans to recruit 34 staff; Carry out 10 trainings internally to benefit over 100 staff; Renew workmen's compensation and Medical Insurance; Develop over 186 standards, carry out 120 TC meetings, issue 60 new permits, register 120 SMEs for the S-Mark, test over 5,000 Samples in labs; Purchase of calibration equipment and standards for the thermometry Laboratory; Obtain equipment for calibration of Vertical bulk storage tanks; Purchase of calibration equipment and standards for the Electrical laboratory, moisture and Humidity equipment; 1st phase construction of the UNBS Home at Bweyogerere; Procurement of 10 pickups, 1 minivan, and one car (sedan); Procure an assortment of ICT equipment including 30 PCs, 1 heavy duty server, and network one regional office (WAN); Procure an assorted equipment for chemistry, materials, metrology and electrical laboratories; Procure other general equipment such as small generators for regional offices, digital cameras, and invertors.

Under the Uganda Development Corporation (UDC), the Agency is currently running two (2) projects – Soroti Fruit Factory establishment and Luwero Value Addition programme. For the Soroti Fruit factory, UDC plans to procure a Consultant to undertake designs and BOQs for the planned civil works and project infrastructure; Designs and BOQs produced for the project civil works and infrastructure development; Road civil works contractor procured; Commence construction of the fruit processing facility; reconstitute farmers as productive units in the value addition process chain. In regard to the Luwero project, consultants procured for the feasibility and EIA for the project; Feasibility Study report produced; EIA report produced; Project land acquired; Fruit farmers mobilized into cooperatives.

Under the Uganda Cleaner Production Centre (UCPC), the Centre plans to train and engage 20 enterprises in Resource Efficient and Cleaner Production; Have 10 enterprises certified in Environmental Management Systems /ISO 14001; Increase awareness in CP plus concepts (Food Safety, Life Cycle Analysis, Eco-labelling, Eco-design and Product Innovation, Occupational Health and safety, corporate social



# Sector: Tourism, Trade and Industry

## Sector Summary

responsibility) among enterprises.

**Table S2.3 Outcome 1: Past and Medium Term Key Sector Output Indicators\***

<i>Outcome 1: A Competitive and Export-oriented Industrial Sector</i>						
<i>Vote Function Key Output Indicators and Costs:</i>	<b>2011/12 Outturn</b>	<b>2012/13 Approved Plan</b>	<b>Outturn by End Dec</b>	<b>MTEF Projections</b>		
				<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Vote: 015 Ministry of Trade, Industry and Cooperatives</b>						
<i>Vote Function:0601 Industrial and Technological Development</i>						
<b>Output:060101 Industrial Policies, Strategies and monitoring services</b>						
% of issues addressed from previous sector review		70	15	70	70	70
No. of industrial inspections carried out	19	20	16	25	30	30
Stage reached in development of sectoral policies and strategies	N/A					
<b>Output:060102 Capacity Building for Jua Kali and Private Sector</b>						
No. of Ugandan artisans participating in exhibitions	471	200	41	200	200	200
No. of beneficiaries trained under OVOP	50	35	0	40	40	40
No. of staff trained in target industrial skills	3	2	2	3	4	4
<b>Output:060103 Industrial Information Services</b>						
% progress in establishment of industrial database	471	50	100	60	70	80
Africa Industrialisation Day commemorated alongside symposium and product exhibition	Yes	Yes	No	Yes	Yes	Yes
No. of studies undertaken for industrial development	257	2	1	3	3	3
<b>Output:060104 Promotion of Value Addition and Cluster Development</b>						
No. of groups facilitated to process and package products	1	6	0	6	6	
No. of enterprises facilitated through Virtual Business Incubation	0	5	0	6	6	
<b>Output:060151 Management Training and Advisory Services (MTAC)</b>						
<b>Vote: 110 Uganda Industrial Research Institute</b>						
<i>Vote Function:0651 Industrial Research</i>						
<b>Output:065101 Administration and Support Services</b>						
No. of staff whose salaries and benefits have been paid	194	230	228	260	280	300
No. of staff recruited	32	30	39	30	20	20
Payment of all utility bills, subscriptions and insurances expenses etc	80	100	100	100	100	100
<b>Output:065102 Research and Development</b>						

# Sector: Tourism, Trade and Industry

## Sector Summary

No. of new innovations and value added products developed	40	25	45	50	55
No. of research projects initiated and underway	45	20	50	55	60
No. of research projects undertaken to increase targeted value addition for rural industrialisation to reduce post harvest loss.	20	25	30	35	40
<b>Output: 065103 Industrial and technological Incubation</b>					
No. of industrial Incubatees taken on	5	3	15	20	25
No. of SME's created through incubation	40	40	40	45	50
No. of technologies deployed with incubatees	10	10	15	20	25
<b>Output: 065104 Model Value Addition Centre Establishment</b>					
No. of local raw materials developed and populated in the scientific databases	30	16	35	40	45
No. of model value addition centres established	5	3	5	5	5
No. of products up-scaled and commercialized by the centres	20	10	25	30	35
<b>Output: 065105 Facility Repair and Maintenance</b>					
No. of off-site pilot plants maintained	20	15	25	30	35
No. of on-site machines and equipment maintained	150	80	180	210	250
No. of technologies applied to reduce utility costs	20	7	25	30	35
<b>Output: 065106 Industrial Skills Development and Capacity Building</b>					
No. of apprentices taken for increased capacity in technology use and application	50	38	60	70	80
No. of industrial trainees taken on from higher institutions of learning	120	117	120	130	140

### Medium Term Plans

In the Medium Term, the sector has planned to address the following issues affecting its performance as shown here below;

Issue: Inadequate requisite technical skills for industrial development

Medium Term plan:

- Capacity development for staff and private entrepreneurs
- Facilitating Jua-kali exhibitions
- Support skills development institutions
- Collaborative capacity building through training of staff and linkages to academia under internship programs
- Advocate for re-establishment of vocational institutions

Issue: Weak Institutional linkages

Medium Term plan:

- Harmonize policies that support industrial development
- Enhance the capacity to develop bankable projects

# Sector: Tourism, Trade and Industry

## Sector Summary

Issue: The need to functionalize setup value addition projects

Medium Term plan:

- Establishment of the Innovation and Industrialisation Fund
- Reinvigoration of the Uganda Development Corporation through the passing of the UDC Act and recapitalisation
- Establishment of five multi-function value addition centers across at Regional level
- Developed value added industries especially agro-industries as per the National agro zone centers

Issue: Un-competitiveness of local industries

Medium Term plan:

- Set up a technology depository at UIRI
- Establish regional business incubation centers in industrial parks
- Install a foundry and mineral beneficiation testing lab at UIRI

Issue: Inadequate application of scientific research and technology for development

Medium Term plan:

- Development of human resource capacity to undertake applied research
- Establish project pilot center in two municipalities
- Development of industrial projects and technologies for commercialization

### *Actions to Improve Outcome Performance*

The Manufacturing and Industrial Sector plans to improve its performance by addressing its key sector performance issues in the following ways;

- Establishment of an MSMEs Directorate under the Ministry
- Establishment of UDC as the investment arm of Government through re-instatement of the UDC Act and its recapitalisation
- Capacity development for staff and private entrepreneurs
- Facilitating Jua-kali exhibitions
- Support skills development institutions
- Collaborative capacity building through training of staff and linkages to academia under internship programs
- Advocate for re-establishment of vocational institutions
- Harmonize policies that support industrial development
- Enhance the capacity to develop bankable projects
- Establishment of five multi-function value addition centers across at regional level
- Developed value added industries especially agro industries as per the National agro-zone centers.
- Set up a technology depository at UIRI.
- Establish regional business incubation centers in industrial parks
- Install a foundry and mineral beneficiation testing lab at UIRI
- Development of human resource capacity to undertake applied research
- Establish project pilot center in two municipalities
- Development of industrial projects and technologies for commercialization

**Table S2.4 Outcome 1: Actions and Medium Term Strategy to Improve Sector Outcome**

<i>Sector Outcome 1: A Competitive and Export-oriented Industrial Sector</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:

# Sector: Tourism, Trade and Industry

## Sector Summary

### *Sector Outcome 1: A Competitive and Export-oriented Industrial Sector*

2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
<b>Vote: 015 Ministry of Trade, Industry and Cooperatives</b>			
Vote Function: 06 01 Industrial and Technological Development			
Create an MSMEs Directorate in the Ministry to handle and coordinate all the MSMEs issues, promote value addition and technology transfer, promotion of quality and use of standards	Cabinet Paper on the Creation and Establishment of the MSMEs Directorate in the Ministry of Trade, Industry and Cooperatives submitted and presented before Cabinet by the Ministry of Public Service	Establish and Operationalise an MSMEs Directorate in the Ministry to handle and coordinate all the MSMEs issues, promote value addition and technology transfer, promotion of quality and use of standards	Support the development of Industrial support infrastructure;
Continue to build capacities of the Private Sector, facilitate the Private Sector to participate in trade shows and exhibitions	2 organizing committee meetings held in preparation for the 13th EAC Jua kali Exhibition; 41 local artisans mobilized to participate in the EAC Jua kali Exhibition in Bujumbura, Burundi; Business, Policy and Technical skills Training in Textiles conducted in conjunction with TEXDA and COMESA secretariat; 64 trainees graduated after training; A senior Engineer in the department participated in the EAC familiarization tour to Tunisia;	Continue to build capacities of the Private Sector, facilitate the Private Sector to participate in trade shows and exhibitions	Capacity development for staff & private entrepreneurs Facilitate Jua-kali exhibitions; Support skills devt institutions; Collaborative capacity building thru training of staff and linkages to academia; Advocacy for Vocational Institutions establishment
Incorporate the Annual Sector Review recommendations, promote the use of standards through the implementation of the Accreditation Policy and the Sanitary and Phyto-Sanitary Policy	A Cabinet Memo on the Governing Board for the Uganda Industrial Research Institute prepared and Board members nominated; Industrial and Technology sub-sector and MSMEs subsector Review Meetings held and subsector challenges captured in a Report; Progress in implementation of the Sector Review recommendations;	Incorporate the Annual Sector Review recommendations, promote the use of standards through the implementation of the Accreditation Policy and the Sanitary and Phyto-Sanitary Policy	Harmonize policies that support industrial development; Enhance the capacity to develop bankable projects
<b>Vote: 110 Uganda Industrial Research Institute</b>			
Vote Function: 06 51 Industrial Research			

# Sector: Tourism, Trade and Industry

## Sector Summary

### Sector Outcome 1: A Competitive and Export-oriented Industrial Sector

2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
<p>Two of UIRI's staff are currently undertaking their PhD's in South Africa. Other staffs have had opportunity to train under the established platforms of collaboration. This highly trained resource will form adequate capacity to undertake appropriate R&amp;D</p>	<p>Development of human resource skills needed for comprehensive handling of new and already existing technologies, market and product research to match appropriate and cost effective technologies, management of academia and industry technology transfer.</p> <ul style="list-style-type: none"> <li>• 2 women groups were trained in making paper products.</li> <li>• 10 farmer groups have been trained on fruit juice and vegetable processing, from which they developed various fruit juice and vegetable products.</li> <li>• 2 new staff were trained in Sample Reception, Handling &amp; Analysis, Record Keeping, Laboratory safety and use Basic Instrumentation</li> <li>• Two small groups were trained in Peanut processing and in adding value for a lasting shelf life.</li> <li>• Farmers have been trained on better post harvest handling techniques to reduce on the level of aflatoxins in the nuts.</li> <li>• Two (2) staff attended the AfricaLics PhD Academy in Nairobi Kenya Learnt skills in policy innovation analysis Reports written and submitted</li> <li>• 1 Staff attended Workshop on Organization and Accreditation of Laboratories Skills learnt Reports written and submitted</li> <li>• 2 Staff attended basic training on biosafety cabinets, fume hoods, PCR Thermal Cyclers and Ultra-low temperature freezers Skills learnt Reports written and submitted</li> <li>• 1 staff attended workshop in Quality Audit Skills learnt Reports written and submitted</li> <li>• 1 Staff attended workshop on the Winter School of Biotechnology in Egypt Skills learnt Reports written and submitted</li> <li>• 1 Staff attended training on</li> </ul>	<p>Development of human resource skills needed for comprehensive handling of new and already existing technologies, market and product research to match appropriate and cost effective technologies, management of academia and industry technology transfer.</p>	<p>Development of human resource capacity to undertake applied research; Establish project pilot center in two municipalities; Development of industrial projects and technologies for commercialization</p>

# Sector: Tourism, Trade and Industry

## Sector Summary

<i>Sector Outcome 1: A Competitive and Export-oriented Industrial Sector</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
	Industrial biotechnology in China Skills learnt Reports written and submitted • 2 Staff attended conference on shea butter in USA Skills learnt Reports written and submitted		

# Sector: Tourism, Trade and Industry

## Sector Summary

<i>Sector Outcome 1: A Competitive and Export-oriented Industrial Sector</i>			
<b>2012/13 Planned Actions:</b>	<b>2012/13 Actions by Dec:</b>	<b>2013/14 Planned Actions:</b>	<b>MT Strategy:</b>
<p>UIRI looks to strengthen its industrial incubation initiatives aimed at boosting specific industrial sectors for commercialization of competitive quality products developed by the Institute.</p>	<p>In partnership with capable private partners through business incubation will develop and commercialize a range of value added products. Work with Agricultural institutes in developing crop varieties and animal breeds suitable for high value products. The Ugandan Industrial Research Institute (UIRI) is at the heart of driving small and medium enterprise development in the use and application of technological innovations for commercialization of value added products in Uganda. The Institute has partnered with the CSIR Enterprise Creation for Development which has a track record in the development and commercialization essential oils based enterprises in the region. •In yet another spectacular achievement, KATI FARMS LTD an incubatee producing fish sausages at UIRI won a best incubation project award at the European Market Research Centre (EMRC) Agribusiness Forum in Dakar, Senegal, on 27th November 2012. •Another notable achievement is UIRI’s collaboration with the Council for Scientific and Industrial Research (CSIR) of South Africa. The institute has embarked on a project on Essential Oils production for commercial application. Essential oils are extracts from aromatic plants that can be used in the manufacture of perfumes, fragrances, cosmetics and aromatherapy products, with an estimated demand of 600 tons per annum on the European market alone. •In furtherance of this collaboration, the Engineering Division at UIRI has successfully fabricated a mobile essential oil extraction technology.</p>	<p>In partnership with capable private partners through business incubation will develop and commercialize a range of value added products. Work with Agricultural institutes in developing crop varieties and animal breeds suitable for high value products.</p>	<p>Set up a technology depository at UIRI; Establish regional business incubation centers in industrial parks; Install a foundry and mineral beneficiation testing lab at UIRI.</p>

# Sector: Tourism, Trade and Industry

## Sector Summary

*Sector Outcome 1: A Competitive and Export-oriented Industrial Sector*

2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
	<ul style="list-style-type: none"> <li>•In regard to business incubation UIRI’s approach relies on offering a cocktail of services to various entrepreneurs. The Institute’s incubatees have been afforded the opportunity to develop and commercialize well-packaged quality products such as Justjoy Juice, Mega Fresh Milk, Nile Coffee, Nzori Juice Concentrate, Amagara Skin Care cosmetic products, to mention but a few. The Mushroom Training and Resource Center (MTRC) in Kabaleis now also certified to export mushrooms to the United Kingdom market.</li> <li>•In a related development, UIRI researchers have also successfully mastered the rearing of the White Button Mushroom (Agaricus species), the first of its kind in Uganda. The speciesenjoys the highest preference on the international market, due toits unique attributes in terms of nutritional value, which far outweighs the oyster mushroom currently prevalent on the Uganda market. The next phase of the project will involve scale-up for commercial production.</li> <li>•Several satellite value addition projects have also been operationalized in various parts of the country. These include a Peanut Processing Plant in Lira that acquired UNBS Quality Marks for its GRANDYS CRUNCHY and GRANDYS CREAMY Peanut butter brands.AFruit Juice Processing facility</li> <li>•The Arua fruit Juice facility will soon be commissioned, starting with production of Mango Juice</li> <li>•The Fruit Juice plant at Nabusankeis already in test production of a product branded “Splendid”.</li> <li>•The facilities also act as centres for the promotion of</li> </ul>		



# Sector: Tourism, Trade and Industry

## Sector Summary

*Sector Outcome 1: A Competitive and Export-oriented Industrial Sector*

2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
	<p>rural industrialization by promoting best manufacturing practices, providing immediate markets for farmers’ produce and providing employment for local youth and graduates.</p> <ul style="list-style-type: none"> <li>•UIRI has established a multifaceted Instrumentation Division to facilitate electronic product development as well as capability for local maintenance and repair of electronic equipment. The new age techniques being applied relies on use of embedded system circuit designs that use microcontrollers for development of sensors, controls, monitoring and automated technologies in order to overcome technological constraints such as lack of automation in industry as well as agriculture, health, security and telecommunications sectors.</li> </ul>		
<p>The Institute aims for fully functional facilities by the end of FY 2012/13. Awareness campaigns are being carried out to form farmer groups for sustainable supply of raw materials like specific species of potatoes, peanuts and fruits that are of interest</p>	<p>Setting up value addition facilities by UIRI is in line with the GOU’s strategy of encouraging mass industrialization at every resource abundant area. These units are to serve the country in the following ways:</p> <ol style="list-style-type: none"> <li>1.Demonstration of the benefits of value addition and hence widen awareness and interest in the public.</li> <li>2.Act as hubs for knowledge and skills transfer.</li> <li>3.In partnership with selected and capable private partners through business incubation develop and commercialize a range of value added products.</li> <li>4.Create employment hence discourage rural-urban migration.</li> <li>5.They will assist to reduce the post harvest loss</li> <li>6.Work with Agricultural research institutions in developing and promoting crop varieties and animal breeds suitable for high value products.</li> </ol>	<p>Operationalise model value additional centers that have been set up for demonstration of the benefits of value addition and hence widen awareness and interest in the public. These will act as hubs for knowledge and skills transfer.</p>	<p>Establishment of five multi-function value addition centers across at regional level; Developed value added industries especially agro industries as per the National agro zone centers.</p>

# Sector: Tourism, Trade and Industry

## Sector Summary

### (ii) Outcome 2: Improved Heritage Conservation and Increased Tourism Earnings

#### *Status of Sector Outcome*

In the Tourism sector, there was a 17% increase in the number tourist arrivals from 806,658 in 2009 to 945,899 in 2010 compared to a 4% decline between 2008 and 2009. There was a 25% increase in the number of visitors to national parks from 151,818 in 2009 to 190,112 in 2010. Close to 209,000 visitors visited Uganda Wildlife Education centre of which 95% were Ugandans; Tourism expenditure in the country increased from \$564million in 2009 to \$662million in 2010 reflecting a 14% increase.

In the Financial Year 2009/10 the Tourism subsector amended the National Wildlife policy, the Museums and Monuments Policy, while the Tourism Master Plan and National Hotel and Tourism Curriculum was under review., Friend the Gorilla campaign launched, successfully hosted the 5th Asia Africa Business Forum on Tourism (AABF) which gives further credence to Uganda as a Meetings, Incentives, Conferences and Exhibitions (MICE) destination.

In the Financial Year 2010/11, the sector achieved the following outputs:

- The first draft Bill for the establishment of Uganda Wildlife Education Centre as a statutory institution under the Ministry and the first draft Bills for broadening the mandate of Uganda Wildlife Training Institute (UWTI) , were submitted by the first parliamentary Council

- Organised domestic tourism campaigns and Exhibitions which included the Buganda Tourism Expo, 29th and World Tourism Day celebrations, 27th September 2009.

- 586 students graduated with diplomas and certificates in tourism and hotel management at Hotel Tourism and Training Institute

- 112 students trained in 3-months tailor-made course designed for unemployed youth in and around Jinja without regard to previous education grades attained.

- 5 inbound familiarization trips for international journalists and tour operators were organized and conducted.

- Satellite Tourism Information Offices were opened at Garden City and the Entebbe International Airport. The Uganda martyrs tour circuit was developed; Site visits on the potential agro-tourism farms prepared for Kabale, Mbale and Jinja; Documentation and research on Kasubi tombs is in progress; Undertook Evaluation of the trail upgrade within the central tourism circuit of the Rwenzori Mountains National Park; Updated the inventory on Tourism attractions.

- 6 International Tourism Fairs were attended and a draft domestic Tourism Strategy was formulated;

**Table S2.1 Outcome 2: Sector Outcome Indicators**

<i>Outcome 2: Improved Heritage Conservation and Increased Tourism Earnings</i>			
<b>Outcome and Outcome Indicator</b>	<b>Baseline</b>	<b>2013/14 Target</b>	<b>Medium Term Forecast</b>
Number of Visitors to other Tourist sites	278545 (2009)	332649	365914 (2013)
Number of Foreign Tourist arrivals	844,000 (2007/08)	1000000	1,046,000 (2015)
Number of Foreign tourists entering National parks	74523 (2010)	83466	121193 (2015)
Number of foreign and domestic tourists entering national parks	190,112 (2010)	210000	220000 (2015)
Number of Domestic tourists entering National parks	87295 (2009)	101262	108000 (2015)
Number of domestic tourists entering national parks	115588 (2010)	129458	146288 (2015)
Number of foreign tourist arrivals	945,899 (2010)	1135078	1461981 (2015)
Foreign exchange earnings from Tourism(US\$m)	590m (2008)	650	711 (2015)
Foreign Exchange earnings from Tourism (US\$m)	590m (2008)	800	711 (2015)

#### *2011/12 Performance*

In the Financial Year 2011/12 the following key sector achievements were made:

# Sector: Tourism, Trade and Industry

## Sector Summary

Policies, strategies and monitoring services

- The final National wildlife policy is ready for submission to Cabinet
- The Bill for HTTI is ready for discussion by the Top Management team
- The Bill for establishing UWRTI is before first parliamentary council
- The Bill for establishing UWEC is awaiting final stakeholder consultations
- The consultations on the first Museum and monument policy are to be finalized in this 3rd quarter FY 2011/12.
- Kalangala tourism master plan was approved by district council
- The Amendments on the National Wildlife Act have been initiated under a technical committee to be submitted to the Top Management Team by end of 3rd Qtr FY 2012/13.
- In collaboration with UNWTO and UNDP the Ministry is embarking on a comprehensive tourism sector study that will inform the development of a tourism master plan, tourism policy and the development of inclusive tourism markets.

Accommodation and hospitality registration, grading and capacity building

-24 hotel assessors recognized by the East African Community graduated at Hotel and Tourism Training Institute.

-A register of accommodation facilities in the Kampala and Wakiso has been completed to establish bed and room capacity.

Capacity building, Research and Coordination

-A total of 106 hotel personnel were trained in various disciplines including Food Production, Housekeeping, Front desk operations and Food and Beverages. 60 tour guides will be trained in the third quarter this FY 2011/12

-50 UWA guides benefited from training in customer care, identification of birds, and communication and interpretation skills for maximum visitor satisfaction held in Kibale Conservation Area.

-31 rangers and 2 wardens undertook intensive marine training in rescue operations.

-A one month paramilitary training of 97 students at Uganda Wildlife Training Institute was conducted by the UPDF.

-12 staff at Museums have been trained in preservation and protection of heritage

-One staff member at UWEC was trained in Zoo Conservation Education in Japan in order to improve Thematic Conservation Education at the Centre.

-In order to improve the health of wildlife at UWEC, two staff travelled to Japan and Germany to acquire skills on Animal handling

Tourism Investment, Product development, Promotion and Marketing

-5000 assorted promotional materials were distributed. 2000 flyers and stickers were distributed in the UK. 1000 flyers in Canada, 500 materials sent to the Ugandan high commission in UK. 1000 flyers and stickers were distributed in Japan and 500 were distributed domestically during world tourism day.

-Entebbe International airport has been re-branded with key tourism attractions.

-World tourism day was held successfully in Gulu on 27th September 2011.

-A Media award function was held on 16th September 2011 to recognize the media for a job well done in reporting on tourism issues.

-Actively participated in the launch of Kigezi Tourism Multi sectoral Platform during the International Convention of Banyakigezi (ICOB) 2011.

-New tourism products launched e.g. Fort Patiko, Batwa trail in Kisoro, Nyero Rock paintings, birding in Murchison Falls National park.

-Promotional activities e.g. World Travel Market in London, Fitur in Spain and discussions with potential representation in source markets i.e. China, US and Germany, CNN are on going.

-Participation in international meetings e.g. EAC, UNWTO, Lusaka Agreement and CITES

-As a way of promoting tourism in the EAC countries, a study was done to introduce an EAC Single Tourist visa and consultations are ongoing on the possibility of issuing a single tourist visa.

# Sector: Tourism, Trade and Industry

## Sector Summary

- The big birding day celebrations were held country wide with over 1,000 bird species counted and Queen Elizabeth National Park was rewarded for recording more birds than any other place.
- As part of diversifying tourism products, the Batwa trail in Kisoro was launched in partnership with several stakeholders
- Construction of Kabale Museum was completed

### Management of National Parks and game reserves

- 28.5km of trenches will have been excavated in Murchison Falls Conservation Area by the end of third quarter using local community labour force.
- 21 km of trenches will have been excavated in Queen Elizabeth Conservation Area using local community labour force.
- UWA acquired a digger to dig trenches for controlling problem animals.

### Tourism Infrastructure

- A dormitory at UWTI has been constructed up to window level
- The procurement process for the reconstruction of Kasubi tombs is ongoing. The ministry has been working closely with Buganda Kingdom, Ministry of Works and Transport and UNESCO. A short list of firms to bid for the works has been received from Buganda Kingdom. We are engaging PPDA so as to push the procurement process faster.
- 120 Km of roads, 77 km of tracks and 564 km of trails were maintained by Uganda Wildlife Authority in the protected areas.
- In conjunction with Competitive Investment Climate Secretariat (CICS) and the private sector, a list of key tourism roads to be worked on has been submitted to MFPED, Ministry of Works and Transport and Uganda National Roads Authority (UNRA) for consideration.
- Renovation of historical sites and monuments is ongoing e.g. Barlonyo, Pabo, Lokudi and Aboke memorials.

*Performance for the first half of the 2012/13 financial year*

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**Table S2.2 Outcome 2: Key 2013/14 Outputs Contributing to the Sector Outcome\***

<i>Outcome 2: Improved Heritage Conservation and Increased Tourism Earnings</i>			
<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<b>Vote: 022 Ministry of Tourism, Wildlife and Antiquities</b>			
<i>Vote Function:0603 Tourism, Wildlife conservation and Museums</i>			
<b>Output:060301</b>	<b>Policies, strategies and monitoring services</b>		

# Sector: Tourism, Trade and Industry

## Sector Summary

### Outcome 2: Improved Heritage Conservation and Increased Tourism Earnings

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	Wildlife Act and Regulations on the use of fire arms by UWA staff and Revenue Sharing presented to Parliament; Historical Monument Act revised by June 2013	first draft of the tourism policy produced; first draft of the tourism policy produced; Stakeholder consultation reports on the Uganda Wildlife Act; 280 Hospitality facilities inspected; Draft Wildlife Revenue Sharing regulations prepared; Inspection Report	Amendment bills for the Wildlife Act and Museums and monument Act submitted to Cabinet;
<i>Performance Indicators:</i>			
Status of development of the wildlife regulations submitted to cabinet			3 regulations (Use rights, Concessions, CITES) assented on by the Minister
Number of tourism facilities inspected	400	280	200
Historical monuments Act submitted to Cabinet			Museum and Monument Act distributed
<i>Output Cost (US\$ bn):</i>	1.822	0.633	1.028
<b>Output: 060302</b>	<b>Accommodation and Hospitality Registration, Grading and Capacity building</b>		
<i>Description of Outputs:</i>	none	none	200 hospitality facilities graded
<i>Performance Indicators:</i>			
No. of in house hotel personnel certified in hospitality management	0	0	200
<i>Output Cost (US\$ bn):</i>	0.000	0.000	0.086
<b>Output: 060303</b>	<b>Support to Tourism and Wildlife Associations</b>		
<i>Description of Outputs:</i>	Support USAGA in Inducting Uganda Police	none	A CITES Wildlife Traders Manual for Uganda developed; cultural kingdoms supported in their tourism expo; management plans for stop overs developed; support districts to develop their tourism products; Wildlife committees in 12 districts formed and sensi
<i>Performance Indicators:</i>			
No. of tourism and wildlife associations supported	0	0	5
<i>Output Cost (US\$ bn):</i>	0.108	0.036	0.244
<b>Output: 060304</b>	<b>Museums Services</b>		

# Sector: Tourism, Trade and Industry

## Sector Summary

### Outcome 2: Improved Heritage Conservation and Increased Tourism Earnings

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	150 artifacts collected; Lamogi Rebellion sites preserved	100 artifacts collected from Kabale	Artifacts at the Uganda Museum conserved; 6 school heritage clubs supported; 20 kits designed and loaned to schools for their educational purposes; International Museum Day celebrations held; Ganda and Ankole kingdoms literature documented
<i>Performance Indicators:</i>			
No. of sites preserved	1	1	2
No. of artifacts collected	150	100	150
<i>Output Cost (US\$ bn):</i>	0.028	0.236	0.324
<b>Output: 060305</b>	<b>Capacity Building, Research and Coordination</b>		
<i>Description of Outputs:</i>	120 tourism police trained in hospitality management	Fees paid for the staff under training; 1st phase of the training in nomination dossier completed; reports of stakeholder meetings on Bigo Byamugenyi and Ntusi prepared; 50 guides trained in interpretation, customer care and guiding principles; 70 pol	33 participants from Africa trained in nomination dossier (Phase II); One hundred and seventy youth trained as vermin guards in 12 Districts prone to wildlife related crop damage
<i>Performance Indicators:</i>			
No. of wildlife use rights holders sensitised in developing, breeding and holding grounds	0	0	20
No. of executive members from tourism associations trained in tourism enterprise development	0	0	0
No. of airport taxi drivers trained in Customer service	0	0	0
<i>Output Cost (US\$ bn):</i>	0.282	0.134	0.230

### Output: 060306 Tourism Investment, Promotion and Marketing

# Sector: Tourism, Trade and Industry

## Sector Summary

### Outcome 2: Improved Heritage Conservation and Increased Tourism Earnings

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	3 international tourism fares attended;	World tourism day celebrated; A team of 3 persons facilitated to attend World Travel Market in London in November 2012; A team of 3 persons facilitated to attend the 1st Pan African conference on sustainable tourism in National Parks in Arusha Tanzania	World tourism day celebrated; Participate in UNWTO General Assembly in Spain; Participate in Four UNWTO Economic mission for Africa meetings;  PARTICIPATION IN TRADE FAIRS (ITB BERLIN);  Participate in the Indaba Tourism Fair in South Africa;
<i>Performance Indicators:</i>			
Number of signages installed	0	0	15
Number of key tourism districts visited for sensitization on tourism development and promotion	0	0	10
No. of regional and international tourism fairs/exhibitions attended	3	3	4
<i>Output Cost (US\$ bn):</i>	0.947	0.519	1.069
<b>Output: 060351</b>	<b>Management of National Parks and Game Reserves(UWA)</b>		
<i>Description of Outputs:</i>	210,000 animals recorded in all the CA'S, 1500km of roads maintained in the CA's 52km of Trails maintained; 85 veterinary interventions carried out in the Park	none	Wage Subvention to UWA; 30 Kms of trenches in hot spots in Kibale NP and Murchison Falls Fifty Kms of live fence around hotspots in Bwindi Impenetrable National Park
<i>Performance Indicators:</i>			
Number of vermin guards trained in controlling problem animals	0	0	120
Length of trenches excavated outside wildlife protected areas (km)	0	0	30
Length of live fence planted around national parks (km)	0	0	50
<i>Output Cost (US\$ bn):</i>	0.530	0.306	0.553
<b>Output: 060352</b>	<b>Wildlife Conservation and Education Services(UWEC)</b>		
<i>Description of Outputs:</i>	Wildlife rescue interventions done; Animals fed and attended to by veterinary at UWEC	Wildlife rescue interventions done; Animals fed and attended to by veterinary at UWEC;	wage subvention to UWEC provided
<i>Performance Indicators:</i>			
Reduced number of wildlife interventions		0	
No. of visitors entering UWEC	300000	165000	340000
<i>Output Cost (US\$ bn):</i>	0.065	0.038	0.415
<b>Output: 060353</b>	<b>Support to Uganda Wildlife Training Institute</b>		

# Sector: Tourism, Trade and Industry

## Sector Summary

<i>Outcome 2: Improved Heritage Conservation and Increased Tourism Earnings</i>			
<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	All enrolled students graduating at UWRTI	none	wage subvention to UWRTI provided
<i>Performance Indicators:</i>			
Proportion of graduating students at UWRTI out of enrolment	100	0	80
<i>Output Cost (US\$ bn):</i>	0.145	0.084	0.170
<b>Output: 060354</b>	<b>Tourism and Hotel Training(HTTI)</b>		
<i>Description of Outputs:</i>	Curruculum reviewed for HTTI; 300 students enrolled; 240 students graduating	HTTI curriculum reviewed and sent back to NCHE for approval; 184 students both Government and private enrolled	wage subvention to HTTI provided
<i>Performance Indicators:</i>			
Proportion of students graduating at HTTI out of enrollment	100	0	80
<i>Output Cost (US\$ bn):</i>	0.400	0.231	0.400
<b>Output: 060382</b>	<b>Tourism Infrastructure and Construction</b>		
<i>Description of Outputs:</i>	Complete construction of dormitory at UWRTI: Kabale Museum Equipped with support services; Thatching of the huts and renovation of Uganda Museum; Procure office accommodation for the Ministry.	Dormitory at Katwe was roofed; renovation of the museum is ongoing; evaluation of the contract for the office accomodation completed.	3 sites fenced and demarcated; Pathways /amenities to the Rock Art trails developed Architectual designs for the new galleries (2) constructed at Plot 5 Kira Road to expand the Museum; Soroti Museum constructed
<i>Performance Indicators:</i>			
Number of heritage sites demarcated	0	0	3
Stage of completion of 2 regional museums/cultural centres to be constructed			
Pier restaurant at UWEC completed			
<i>Output Cost (US\$ bn):</i>	0.374	0.124	0.305
<b>Vote: 117 Uganda Tourism Board</b>			
<i>Vote Function: 0653 Tourism Services</i>			
<b>Output: 065303</b>	<b>Qualirty Control (Inspection, Registration, Licenses, Class. &amp; Monitoring)</b>		
<i>Description of Outputs:</i>	Classify and grade hospitality facilities	NONE	
<i>Performance Indicators:</i>			
No. of tourist facilities classified and graded	200	0	200
<i>Output Cost (US\$ bn):</i>	0.069	0.012	0.066

\* Excludes taxes and arrears

### 2013/14 Planned Outputs

In the coming Financial Year 2013/14, the major outputs of the Tourism subsector will include:



# Sector: Tourism, Trade and Industry

## Sector Summary

Policies, strategies and monitoring services:

- Historical monuments act revised and submitted to Cabinet, disseminated by June 2013/2014;
- Supporting of ongoing projects on technical advice (Monitoring of standards and best practices) (10 projects);
- Revised National Wildlife Policy disseminated thru-radio talk shows, workshops, TV programs, Policy booklets;
- 3 regulations on Use rights, Concessions, Fire arms, Revenue Sharing and Oil and Gas Protected Area presented to Cabinet and Parliament;
- Quarterly inspections of Kidepo Valley, Murchison Falls, Kibale, Mt Elgon, Bwindi and Mgahinga Conservation Areas to oversee Government Policy implementation;
- Quarterly inspection of wildlife use rights holders outside wildlife protected areas for quality assurance

Management of National Parks and game reserves:

- 30 Kms of trenches in hot spots in Kibale NP and Murchison Falls
- 50 Kms of live fence around hotspots in Bwindi Impenetrable National Park
- 170 youth trained as vermin guards in 12 Districts prone to wildlife related crop damage

Tourism Investment, Product development, Promotion and Marketing:

- Install 10 Signage and 10 Information Boards to Key Attractions- Equator, Mparo tombs, Kibiro, Amuru and Kitagata hot springs, Kalanga islands, Kafu, Busitema and Kona-kamudini stopovers & Ssezibwa falls
- Payment of the UNWTO Membership Fees
- 10 districts of Mbarara, Kibale, Kasese, Kapchora, Mbale, Jinja, Hoima, Hoima, Masaka, Kalangala (150 stakeholders) sensitized on tourism development, regulation, promotion and marketing
- Conduct FAM tours for selected groups in the country (5 travel writers)
- Attend 3 international tourism fairs and exhibitions (WTM, Fitur, Indaba)
- World tourism day celebrated

Tourism Investment, Product development:

- Development of the Slave Trail in Northern Uganda (Environmental impacts and social/heritage assessments ;report on the impact assessment exercise; Research and documentations of slave trade routes 10 sites; stake holder consultation for site development)
- Development of Fortportal Heritage Trail (cultural centre constructed; Pathways/amenities to the heritage site developed
- Rock Art trails in Eastern Uganda(signage for Kakoro,komuge, Lolwe, kapir developed; 3sites fenced and demarcated; -Pathways /amenities to the rock art trails developed
- Museums Refurbishment (2 Galleries constructed at plot 5 Kira road to expand the museum; Kabale museum equipped with support services; Museum outreach programme enhanced)
- Designs for the construction of a laboratory and art gallery at Uganda museum

Capacity building, Research and Coordination:

- Three day Skills Training Workshops for the Tourism Stakeholders; Hoteliers (Food Production, F & B Service House Keeping and Front office, Guide Training, Tourism Enterprise Management -200 stakeholders
- Strengthen the private sector tourism Apex body: Enterprise Skills training for AUTO, UHOA, USAGA, TUGATA and UCOTA executive members
- Training of Immigration Officers, Airport taxi Drivers in Customer Service and In House Service Staff
- A national domestic tourism expenditure survey-TSA
- An Outbound tourism expenditure survey - TSA
- Recurrent expenditure at HQs on e.g., budgetary processes, human resource development, staff and ministers' facilitation, stationery, ICT and telecommunication, fuel and lubricants, wage subvention to institutions and utilities

# Sector: Tourism, Trade and Industry

## Sector Summary

Uganda Tourism Board:

- Both international and domestic tourism campaigns
- Quality assurance including classification of hospitality facilities
- Support to the private sector; support to the LGs in quality assurance; encourage investment in the sector; promote and sponsor educational programs and training in the tourism sector including in schools; and undertake and commission appropriate research in the field of tourism.

**Table S2.3 Outcome 2: Past and Medium Term Key Sector Output Indicators\***

<b>Outcome 2: Improved Heritage Conservation and Increased Tourism Earnings</b>						
<i>Vote Function Key Output Indicators and Costs:</i>	<b>2011/12 Outturn</b>	<b>2012/13 Approved Plan</b>	<b>Outturn by End Dec</b>	<b>MTEF Projections</b>		
				<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Vote: 022 Ministry of Tourism, Wildlife and Antiquities</b>						
<i>Vote Function:0603 Tourism, Wildlife conservation and Museums</i>						
<b>Output:060301 Policies, strategies and monitoring services</b>						
Historical monuments Act submitted to Cabinet				Museum and Monument Act distributed	None	
Number of tourism facilities inspected	0	400	280	200	100	
Status of development of the wildlife regulations submitted to cabinet				3 regulations (Use rights, Concessions, CITES) assented on by the Minister	None	
<b>Output:060302 Accommodation and Hospitality Registration, Grading and Capacity building</b>						
No. of in house hotel personnel certified in hospitality management	106	0	0	200	200	
<b>Output:060303 Support to Tourism and Wildlife Associations</b>						
No. of tourism and wildlife associations supported	1	0	0	5	0	
<b>Output:060304 Museums Services</b>						
No. of artifacts collected	60	150	100	150	150	
No. of sites preserved	3	1	1	2	2	
<b>Output:060305 Capacity Building, Research and Coordination</b>						
No. of airport taxi drivers trained in Customer service		0	0	0		
No. of executive members from tourism associations trained in tourism enterprise development		0	0	0		
No. of wildlife use rights holders sensitised in developing, breeding and holding grounds		0	0	20	20	
<b>Output:060306 Tourism Investment, Promotion and Marketing</b>						
No. of regional and international tourism fairs/exhibitions attended	3	3	3	4	4	
Number of key tourism districts visited for sensitization on tourism development and promotion	0	0	0	10	15	
Number of signages installed	0	0	0	15	10	
<b>Output:060351 Management of National Parks and Game Reserves(UWA)</b>						

# Sector: Tourism, Trade and Industry

## Sector Summary

Length of live fence planted around national parks (km)	0	0	50	0
Length of trenches excavated outside wildlife protected areas (km)	0	0	30	40
Number of vermin guards trained in controlling problem animals	0	0	120	100
<b>Output: 060352 Wildlife Conservation and Education Services(UWEC)</b>				
No. of visitors entering UWEC	263000	300000	165000	340000
Reduced number of wildlife interventions			0	340000
<b>Output: 060353 Support to Uganda Wildlife Training Institute</b>				
Proportion of graduating students at UWTI out of enrolment		100	0	80
<b>Output: 060354 Tourism and Hotel Training(HTTI)</b>				
Proportion of students graduating at HTTI out of enrollment		100	0	80
<b>Output: 060382 Tourism Infrastructure and Construction</b>				
Number of heritage sites demarcated	3	0	0	3
Pier restaurant at UWEC completed				4
Stage of completion of 2 regional museums/cultural centres to be constructed				
<b>Vote: 117 Uganda Tourism Board</b>				
<i>Vote Function: 0653 Tourism Services</i>				
<b>Output: 065303 Quality Control (Inspection, Registration, Licenses, Class. &amp; Monitoring)</b>				
No. of tourist facilities classified and graded	0	200	0	200

### Medium Term Plans

In the medium term, the Tourism subsector plans the following actions to address Inadequate human resources and poor quality of service in tourism and hospitality industry:

- Build capacity in all Districts in Tourism Product Development, Quality Inspection and Promotion
- Support training of trainers programmes focusing on tourism and hospitality Management in all districts
- Support Tourism Enterprise Development and promote sector competitiveness

The sector plans to align all sectoral policies and laws to the over arching planning and legislation frameworks to address inadequate policies and laws

The narrow range of developed tourism products and services over the medium term will be addressed through:

- Promotion and Implementation of the Tourism Concept Plans
- Expanding the range of tourism products across the country
- Develop Concept Plans for Designated Tourism Sites.
- Develop New Tourism Products focusing on Agro, Sports and Cultural Tourism

### At Uganda Tourism Board

In addition to the above the following are the medium term plans: to establish the Tourism Development Fund; to acquire a permanent office accommodation; to expand the tourist source markets with more emphasis in the East, Far East and Americas; establish wider collaboration with Uganda's missions abroad and the local governments; to establish a standards monitoring unit; to establish an effective internal advertising mechanism through audio-visual facilities; to establish four regional tourism offices to link UTB and the countryside; to stimulate and encourage domestic tourism initiatives; and, to support the establishment of a single visa and the branding of EAC as a single destination.

# Sector: Tourism, Trade and Industry

## Sector Summary

### Actions to Improve Outcome Performance

In order to improve the performance of the Tourism sector in the 2013/14 Fiscal Year, the following will be required;

- Build capacity in all Districts in Tourism Product Development, Quality Inspection and Promotion
- Support training of trainers programmes focusing on tourism and hospitality Management in all districts
- Support Tourism Enterprise Development and promote sector competitiveness.
- Align all sectoral policies and laws to the over arching planning and legislation frameworks
- Promotion and Implementation of the Tourism Concept Plans
- Expanding the range of tourism products across the country
- Develop Concept Plans for Designated Tourism Sites.
- Develop New Tourism Products focusing on Agro, Sports and Cultural Tourism
- Complete the implementation of the recommendations of the institutional review exercise.
- Staff remuneration upscaled to a level comparable with other statutory agencies
- Implement the tourism development levy.
- Expand Uganda's tourist source market
- Stimulate domestic tourism
- Establish billboards and tourist stopping centers at strategic points at the airport and along highways.
- Increase training and sensitization programmes in tourism marketing.
- Inspect all tourist facilities, grade and classify all facilities

**Table S2.4 Outcome 2: Actions and Medium Term Strategy to Improve Sector Outcome**

<i>Sector Outcome 2: Improved Heritage Conservation and Increased Tourism Earnings</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
<b>Vote: 022 Ministry of Tourism, Wildlife and Antiquities</b>			
Vote Function: 06 03 Tourism, Wildlife conservation and Museums			
Participate in the World Travel Market in London, Fitur in Spain, ITB in Berlin and Indaba in South Africa.	Participated in the World Travel Market in London; Attend the 1st Pan African conference on sustainable tourism in National Parks in Arusha	The Ministry participated in the World Travel Market in London, Fitur in Spain and ITB in Berlin;	Expand our participation in key tourism destination markets; produce adequate promotional materials; engage more in online marketing
The Ministry plans to participate in national events such as Conferences while distributing promotion collateal in key markets	Tanzania; Two trade fares in Spain attended	The Ministry hosted World Tourism day that attracted 30 private companies  Promotional materials distributed in key tourist destination markets	
Construct boundary pillars around protected areas of East Madi, Pian Upe and Kidepo valley National Park; Wildlife associations formed in 4 parishes in former Aswa Lolim; Maintain trenches already constructed around protected areas	Construct boundary pillars around protected areas of East Madi	Wildlife Committees in 12 Districts formed and sensitised to coordinate of wildlife activities in local Government; 170 youth trained as vermin guards; 30 Kms of trenches in hot spots in Kibale NP and Murchison Falls	Communities around protected areas living in harmony with wildlife in protected areas

# Sector: Tourism, Trade and Industry

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### (iii) Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services

#### *Status of Sector Outcome*

In light of Sector Outcome Three “Improved Competitiveness and Market Access of Uganda's Goods and Services”, the following highlights can be mentioned about the sector’s performance:

- Total exports earnings increased from UGX 8.4 trillion in FY 2010/11 to UGX 10 trillion in FY 2011/12;
- Uganda’s position in the World Bank’s Doing Business Report fell to 123rd (2012) from 119th (2011) out of 183 countries. It has now improved back to 120th (2013).
- The GDP share of the industry sub sector rose from 25.3% in FY 2010/11 to 26.3% in FY 2011/12;
- Total merchandise exports stood at US \$ 2,514.9 million, of which formal exports were worth US \$ 2159.1 million, while informal exports accounted for US \$ 355.8 million. The overall export earnings rose by 17.1% in 2011.

**Table S2.1 Outcome 3: Sector Outcome Indicators**

<i>Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services</i>			
<b>Outcome and Outcome Indicator</b>	<b>Baseline</b>	<b>2013/14 Target</b>	<b>Medium Term Forecast</b>
Volume of Lending by SACCOs (Ushs bn)	84.7 (2009)	88	120 (2015)
Volume of Business Turnover by Cooperatives (Ushs bn)	97.9 (2009)	102.5	150 (2015)
Volume of Business Turnover by Cooperatives	()		()
Volume of lending by SACCOs (Ushs bn)	Not reported (surveys)		Not reported (surveys)
Uganda's Ranking in the Global Doing-Business	122 (2010)	119	100 (2014)
Net Income of Cooperatives	62416073391 (2010)	68657680730	82389216876 (2014)
Logistical Performance Index (LPI)	()		()
Growth in the Number of Cooperative Members	1269969 (2009)	1371566	1440144 (2014)
Export to GDP Ratio	21.3 (2009)	23	25 (2013)

#### *2011/12 Performance*

In the Financial Year 2011/12, the Trade and Cooperatives sub-sectors achieved several major outputs such as;

Among the Policies, Laws and Regulations reviewed, the Trade licensing amendment bill was drafted; Statutory Instrument No. 2 of 2011(reducing rates by 25%) was published; Draft Hire Purchase Regulations were submitted for printing; the Competition and Consumer Protection Policy was drafted; a National Standards Policy was drafted; a Cabinet Paper was prepared on the Principles of the Revised Cooperatives Act; 200 members of Housing Cooperatives were trained on Cooperative management, leadership and building technologies; 240 leaders and Managers of Cooperative societies in 5 Districts (Arua, Hoima, Kabale, Kamuli and Soroti) were trained on SACCO; the National Trade Fairs and Exhibition Policy was drafted; a Conditional Grant to support 15 DCOs was extended; Signed 4 MoU’s with Rwanda – MoU on Cooperatives, Cross Border Trade, MSME’s, elimination of NTBs; Drafted MoU’s for collaboration with South Africa; Appraised Parliamentarians on accelerating Trade and Economic Development at the Kyankwanzi retreat.

To facilitate access to Markets, training for the National Negotiation teams was undertaken; A Cabinet memo to inform Uganda’s position on joining the COMESA FTA prepared. This awaits a certificate of Financial implication from MoFPED; Agreed on the Uganda position on Rules of procedure for the EAC Tripartite trade negotiations; The Business community was sensitized on the Technical Barriers to Trade (TBT and Sanitary & Phyto-Sanitary Policy (SPS)); Developed the rules of Origin text for the EAC-EPA negotiations with the EU; Developed the Export Promotion Handbook; A report on the Southern Sudan

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Trade Arbitration was presented to the Minister of Southern Sudan; Received Bid offers for land for construction of 10 Silos. These are under evaluation; Obtained offers for land for Border Markets; 54 Cooperatives were sensitized on diversification of enterprises to bee- keeping, fish farming, among others.

The Uganda Export Promotion Board disseminated Trade information through its website; UEPB ran newspaper supplements in the New Vision and Orumuri on the marketing of horticultural projects; Published market briefs, seasonality charts and guidelines on producing the citrus fruits, pineapples and Chilies; 3 talk shows on need for informal cross border traders to formalize their trade held for the Eastern, Southern and Kigezi region; Printed information education communication materials on the formalization of informal cross-border trade; 10 Ugandan farmers visited Kenya on a horticultural bench marking mission to learn; Made a presentation on Uganda's export potential to a Malaysian mission interested in investing in Uganda; 12 SMEs participated in sales mission to North Tanzania market where they held over 20 meetings with distributors and buyers; A cooperation MOU was signed between UEPB, UNCCI and East African Sub- Regional support initiatives for the Advancement of Women (EASSI); 18 new SMEs were counseled and registered, 32 clients counseled on various export aspects including general export procedures, regulations, export markets and documentation; 30 participants from the public and private sector trained as business management advisors; 215 farmers trained by UEPB and NAADS on quality assurance and post-harvest handling practices; 34 exporters/farmers trained on standards, quality, and Sanitary & Phyto Sanitary requirements; Market Linkage Centres established in 3 districts of Soroti, Luwero and Kasese as were agreed upon in collaboration with NAADS; Internal and External Market Surveys were carried out in Luwero, Kasese, Soroti and Rwanda, Kenya and Juba respectively in collaboration with NAADS.

### *Performance for the first half of the 2012/13 financial year*

As part of the preliminary performance, the Sector achieved the following successes under its respective functions by the end of December in Financial Year 2012/13;

#### Trade Development:

- An assessment of Uganda's compliance to WTO rules and Agreements was done and a report compiled;
- The 6th National Trade Sector Review Conference under the theme "Revitalizing Domestic Trade to Harness Regional Integration" was held and issues regarding the evaluation of and general trade policy implementation were raised and captured;
- The Ministry organized and held the COMESA Policy Organs Meetings at the Common Wealth Resort Munyonyo. This event saw Uganda acceding to the COMESA FTA. A COMESA Country Report as well as COMESA Policy Organs Reports with recommendations and resolutions were compiled to Evaluate and guide the COMESA integration Agenda during Uganda's Chairmanship;
- The Ministry developed modalities for negotiations of the Partnership and signed the Letter of Intent on commercial dialogue as a component of the TIP as outputs to the Ministerial EAC-USA Trade and Investment Partnership(TIP) meeting;
- The Ministry participated in the Joint Permanent Commission (JPC) meeting between Uganda and the Southern Sudanese Government where a JPC Cooperation Agreement between Uganda and South Sudan was signed and an activity Implementation Plan for the MoUs on removal of NTBs, Trade and Investment opportunities and Cooperation on Capacity Building was drafted;
- The Ministry participated in the 7th Ministerial Meeting of the COMESA Fund where the Regional Integration Implementation Programme (RIIP) was adopted with comments to be incorporated;
- The Ministry through the Economic Partnership Agreement Related Trade and Private Sector Support (EPA TAPSS) popularized the National Trade Policy and the National Trade Sector Development Plan. The Programme printed 1500 copies of the National Trade Policy and 1400 copies of the National Trade Sector Development Plan. Copies of both documents were distributed at workshops, meetings and through mailing the documents to stakeholders;

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- Motorcycles and workstations (a desk, computer and its accessories) were procured for each of the 5 Pilot districts that were being supported by EPA TAPSS;
- The Ministry's capacity building efforts were supported through continuing to sponsor post graduate training of 4 MTIC officers in International Trade Policy and Law; and also sponsored an official to attend specialized training in Mastering Trade Policy;
- Held training sessions for 125 District Officials from 25 districts on integrating trade into the District Development Planning process; with this all districts in the country have been trained as envisaged in the National Trade Sector Development Plan (NTSDP);
- Carried out policy/research studies to inform policy decisions at MTIC, these studies carried out included: a study to identify areas for support in the Trade Sector under the 11th European Development Fund (EDF 11) and another study to identify priority trade facilitation issues to boost Uganda's regional trade;
- Several trade facilitating laws were reviewed to identify areas for improvement. Some of the laws/policies reviewed/drafted include the Competition and Consumer Protection Bill, the Sale of Goods and Supply of Services Bill; and the Regulations under the e-commerce laws and NITA-U Act;
- Trained District Local Council officials from 3 of the 5 pilot districts (Adjumani, Jinja and Mbarara) on the ordinances and bye-law making process to enable them pass trade facilitating bye-laws and ordinances in their areas of jurisdiction;
- Engaged consultants to undertake studies to inform the trade negotiation process, e.g., short term consultancy on preparation of a framework for implementation and monitoring of EPA implementation in Uganda; a national study to inform Uganda on market access and rules of origin aspects in the COMESA-EAC-SADC Tripartite Free Trade Area (FTA) Negotiations;
- The National Trade Negotiations Team (NTNT) was availed with Resource centre materials and facilitated to attend the EAC-EU/EPA Negotiations, EAC negotiations, COMESA, EAC/COMESA/SADC Tripartite Free Trade Area, WTO negotiations as well as Bilateral negotiations;
- A member of the NTNT was sponsored to a training on Trade and Investment negotiations;
- Ensured the continued involvement and ownership of the negotiations process by stakeholders and thus continually supported the MTIC to consult with stakeholders by facilitating consultative preparatory meetings on trade negotiations aspects such as the EAC, COMESA, WTO, EPAs and several bilaterals as well as hold debriefing sessions and consultations with the Uganda Manufacturing Association (UMA) stakeholders;
- The Ministry participated in the Non Tariff Barriers (NTBs) Bilateral Meeting with Rwanda and in the EAC Anti-Counterfeit Bill Review;
- The National NTB Monitoring Committee continued to identify and remove existing NTBs through facilitating activities to assess NTBs at the boarder points of Busia and Malaba;
- Placed newspaper supplements on topical issues of the Ministry and EPA TAPSS Programme. Inserts on Revival and Formation of Cooperatives, developed and ran a supplement on the EAC Common Market, as well as press releases on Accession to the COMESA FTA and Registration of Foreign Petty Traders;
- Held Radio Talk Shows and spot adverts during the Trade Facilitation Expo co-organized with PSFU and disseminated trade related information;
- Facilitated and co-organized the annual International Trade Facilitation Expo 2012 co-organized with Private Sector Foundation Uganda and facilitated the Ministry and its Agencies to participate in the 20th Uganda International Trade Fair;
- Sanitary and Phyto-Sanitary messages developed for dissemination were finalized, printed and distributed;
- One official was attached to the Uganda Mission to the United Nations and World Trade Organization in Geneva;
- Facilitated SMEs Development by by setting up and facilitating an MSMEs Desk at .UNBS. The Desk has a Standards Officer – MSME and a Standards Officer – Mechanical/Industrial Engineering for UNBS. The officers were sponsored for training programmes in Small and Medium Enterprises (SMEs) Development, and they are spearheading the training in support of SMEs to start the process of attaining product certification;
- The EPA TAPSS Programme is providing follow-up technical assistance to enable the trained MSMEs to

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have their products certified by UNBS;

- Reference Standards, Spares and related consumables were provided to UNBS;

Under the Uganda Export Promotion Board, the sector was able to achieve the following outputs:

- The International Trade Centre (ITC) Geneva bestowed upon Uganda Export Promotion Board (UEPB) the Global TPO Award as best TPO in the Least Developed country category;
- Uganda was among the 105 countries that participated in the Yeosu Expo 2012 in August. 18 Handcrafts companies, one coffee company (Rosco Life Co.) based in Seoul, Korea (a partner and agent of UCDA) and tourist destinations were among the items showcased;
- Alinda Impression an exporter of crafts was selected among companies that had applied to participate in the 3rd Phase of the Canton fair, China, held in November 2012;
- 26 SME companies in the following sectors: Fiber glass furniture, Crafts, Herbal products, Cosmetics and Manufacturing were supported to attend trade fairs in the Arusha International trade fair ( 1st to 10th August 2012) and 17th Rwanda International trade fair (25th July to August 8th 2012) where the companies registered good sales;
- A 3 day Higher Education Marketing Event was organized and held by UEPB. The event attracted over 1000 visitors and 9 universities from Uganda including Mbarara University of Science and Technology, Kabale University, Gulu University, St Lawrence University, Kyambogo University, Uganda Martyrs, Bishop Stuart, Makerere Bookshop, Bugema University and Islamic University. This was done to promote Uganda's growing export of Education services to the region;
- A MoU was signed between UEPB and ITC on the ICBT phase II project which will focus on strengthening the Uganda modal cross border traders to launch into the region;
- 11 Exporters in Handicraft and Herbal medicines were facilitated to participate in the Mwanza International Trade Fair August 31st- 9th Sept 2012 while 8 exporters were supported to participate in the Mwanza Tourism Trade fair 21st -29th September 2012;
- 1,500 consignments from different local companies were supported to access preferential tariff treatment having been assisted to comply with the Rules of Origin stipulated under the 6 different trade regimes to which Uganda is a signatory;
- UEPB supported Ujuzi Arts Limited and Crested Crane Coffee to participate in the Canton International Trade Fair between October 31st and 4th November 2012;
- 7 SMEs were supported and facilitated with information to participate in the Syria Travel Bureau Solo Exhibition in Dar es Salaam, Tanzania from September, 28th - October 15th 2012;
- 25 Ugandan fruit & vegetable exporters were facilitated through a meeting held with Mr. Jonathan Pim of Glenevin Ltd, an importing horticultural company based in Ireland with supply chain in the United Kingdom (UK) seeking to make partnership and make linkages with these exporters;
- Baseline surveys (Training Needs Assessment) were done across the ICBT border posts of Busia, Bibia, Mutukula and Kabale-Katuna;

Under the AGOA Secretariat, a stakeholders meeting (with Ammend Group Ltd and Local Communities) was held in Gulu to promote the production of local leather products like bags that are exported to the US market;

- Follow up visits to the Ammend programmees and local communities in Gulu, Northern Uganda were also made;
- Monitoring visits to Nyanza Textile Industry in Jinja, SENKO designs in Munyonyo, the crafts company wrap-papu on Masaka road;
- Monitoring reports produced;
- Market Research report on the most exported local products to the AGOA market produced (it was established that the most exported products are Coffee, Cocoa, sesame seeds, flowers, cotton, vanilla minerals like Cobalt, Gold);
- Attended the EAC - USA partnership agreements preparatory meetings in Arusha, Tanzania;
- Signing of the Agreement between EAC and USA partnership agreements in Nairobi aimed at addressing



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the issues of quality produce and transport challenges;

- The AGOA Secretariat supported the launch of AWEPP (African Women Entrepreneurs Programme - Chapter) which is programme that supports women engaged in production of goods for export to the USA under the AGOA market;
- The Secretariat hosted the USA Trade representative for Africa and the American Ambassador;
- Held a mini-trade show at the Secretariat Head office where 6 exhibitors showcased hand crafts that was also attended by the USA Trade representative for Africa and the American Ambassador;

Cooperatives Development:

- The International Cooperatives day was successfully held in Kabwohe, Sheema District;
- The Principles for Amendment of the Cooperative Societies Act were submitted to Cabinet;
- 19 cooperatives were inspected and these include:- Teso Cooperative Union Ltd, Soroti Market vendors SACCO, Bugisu co-operative union, Natete Kwukulakulanya and Namungoona one SACCO in Kamapala, and Soroti Teachers SACCO. Others were Kiringente cooperative society in Mpigi, Buyobo and Buboolo cooperatives in Sironko, Busoba SACCO in Mbale district, Bikigai SACCO in Bududa district and Kirika SACCO in Kibuku district. The inspections also covered Harmony SACCO in Lukaya town council, Atek Kilwak Lakwana SACCO in Gulu, Parombo SACCO in Nebbi, Mpara and Kasule SACCOs in Kyeggwa district, Bugembe Tukolerewamu in Jinja, and Kyarusizi SACCO in Kyenjojo district;
- It was observed that the majority of Cooperatives inspected had not held Annual General Meetings thus failing to account to their members, the staff was short of cooperatives business management skills and the leaders had insufficient capacity to effectively oversee the businesses of the cooperatives;
- Owing to these gaps, a recommendation was made by the Department to Government that a mechanism be put in place to facilitate capacity building of staff and leaders to enhance proper records and book keeping, and supervision of the cooperative enterprises;
- The Ministry collected data from 102 SACCOs in Acholi sub region i.e. districts of Kitgum, Oyam, Gulu, and Amuru. The data was used to update the cooperative data base at the Ministry;
- Meetings for SACCO leaders, management staff, and other stakeholders such as the Field Extension Workers (FEWs) of UCSCU and MSCL were held to build their capacities in SACCO business management and supervision. The Ministry is exploiting these meetings as a platform for establishing committees in the respective districts which would continue conducting the SACCO forums where members of cooperatives can come together and share ideas on SACCO management. The meetings were held in the districts of Isingiro, Kasese, Kayunga, and Tororo;
- The Ministry undertook mentoring in cooperative business management of dairy cooperative societies in the districts of Kamuli, Kiboga and Wakiso with support from Private Sector Foundation Uganda and Eat African Dairy Development Project; these include:- Bubusi Dairy Cooperative society in Wakiso, Ddwaniro Dairy Coop society in Kiboga, Wankole Dairy Cooperative Society in Kamuli, and Bulemezi Dairy coop society in Kayunga district;
- The Ministry also conducted direct audits of the following co-operatives; Kasawo Namuganga Cooperative Savings and credit society Ltd, and Uganda Cooperative Transport Union Ltd;
- The Ministry conducted an on-site supervision of Kasawo Namuganga, an audit, and 2 investigations on Kisindi Farming Cooperative;
- 2 Sensitisation workshops were organized and held in WRS and Cooperatives formation, Bulk marketing and value addition(cotton toll-ginning) for West and East Acholi Cooperative Unions, where a total of 388 members were sensitized and introduced to the warehouse facility in Gulu (Layibi);
- The Ministry was represented at the Annual General Meeting of Lango Cooperative Union in Lira District who provide technical support to the members;
- The Ministry offered guidance to the Busoga Growers Cooperative Union Board meeting in Kaliro District;
- The Department of Cooperatives also made conducted an inspection of the Masaka Coffee Farmers

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Cooperative Union in Masaka District;

**Table S2.2 Outcome 3: Key 2013/14 Outputs Contributing to the Sector Outcome\***

<i>Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services</i>			
<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<b>Vote: 015 Ministry of Trade, Industry and Cooperatives</b>			
<i>Vote Function:0602 Cooperative Development</i>			
<b>Output:060201</b>	<b>Cooperative policies, strategies and monitoring services</b>		
<i>Description of Outputs:</i>	Amended Cooperative Societies Act; Amended Cooperative Regulations;	The Principles for amendment of the Cooperative Societies Act were re-submitted to Cabinet; Cooperatives subsector review conference held and recommendations and challenges noted for presentation at the 3rd Annual Trade, Industry and Cooperatives Sector R	Amended Cooperative Societies Act; Amended Cooperative Regulations;
<i>Performance Indicators:</i>			
No. of cooperatives supervised	4	1	4
% of issues addressed from previous sector review	70	10	70
Stage reached in development of sectoral policies and strategies			
<i>Output Cost (US\$ bn):</i>	0.195	0.059	0.166
<b>Output:060202</b>	<b>Cooperatives Establishment and Management</b>		
<i>Description of Outputs:</i>	30 cooperatives supervised; 12 audits, 12 inspections, 4 investigations; A functional CODAS; Participation in International Cooperatives meetings;	1 on-site supervision undertaken (Kasawo Namuganga); 1 audit undertaken (Busia Town Council); 2 investigations undertaken (Kisindi Farming Cooperative); 1 meeting attended in Ethiopia; 1 International Cooperatives day held and celebrate in Kabwohe;Mi	224 Cooperative Societies supervised; 12 audits; 12 inspections; 4 investigations undertaken; Keep a functional and updated Cooperative Data Analysis System (CODAS);
<i>Performance Indicators:</i>			
No. of cooperatives registered and captured in the Cooperatives Data Analysis System (CODAS)	1000	100	250
No. of cooperatives audited	12	1	14
No. of cooperatives registered		100	200
<i>Output Cost (US\$ bn):</i>	0.141	0.083	0.160
<b>Output:060203</b>	<b>Cooperatives Skill Development and Awareness Creation</b>		

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### Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	Strengthened Public Awareness on benefits of joining Cooperatives; Training of warehouse keepers and other technical people in WRS management; Inspection and supervision of warehouses; 10 Cooperative Unions prepared to host Information centres for acce	Support to UCE; 2 Sensitisation workshops in WRS and Cooperatives formation, Bulk marketing and value addition (cotton toll-ginning) for West and East Acholi Cooperative Unions, where a total of 388 members were sensitized and introduced to the warehouse	Strengthened Public Awareness on benefits of joining Cooperatives; Training of warehouse keepers and other technical people in WRS management; 500 Members of Co-operatives sensitised about the National Cooperative Policy; 1,600 stakeholders sensitised on
<i>Performance Indicators:</i>			
No. of cooperators trained in WRS	200	388	600
No. of cooperators equipped with enterprise skills	5	-	500
International Cooperatives day prepared	Yes	Yes	Yes
<i>Output Cost (US\$ bn):</i>	<i>0.111</i>	<i>0.045</i>	<i>0.271</i>
<b>Output: 060281</b>	<b>Cooperatives Infrastructure Development</b>		
<i>Description of Outputs:</i>	Preparing Architectural plans and BOQs; BOQs for refurbishment; Procurement of Land for warehouses;	3 feeder warehouses visited in Kiryandongo & Mubende districts	30 land offers from cooperatives for the construction of Warehouses surveyed & verified; 5 co-operatives Feeder stores refurbished;
<i>Performance Indicators:</i>			
No. of Storage facilities refurbished	5	0	3
No. of Storage facilities established	3	0	1
% completion of storage facilities under construction		0	30
<i>Output Cost (US\$ bn):</i>	<i>0.155</i>	<i>0.071</i>	<i>0.168</i>

### Vote Function: 0604 Trade Development

#### Output: 060401 Trade Policies, Strategies and Monitoring Services

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### Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	Develop the Sale of Goods and Services Bill, Trade Licensing Bill, the Competition and Consumer Protection Policy & Act, Intellectual Property Rights Policy, Trade in Services Policy, Hire Purchases Regulations, Enguli and Liquor Act and undertake	Anti-Counterfeit Goods Bill and UNBS Amendment Bill at Parliamentary Committee stage; Trade Licensing Amendment Bill approved by Cabinet; National Quality and Standards Policy approved and Implementation plan drafted; Sale of Goods and Supply of Services	Develop the Sale of Goods and Services Bill, Trade Licensing Bill, the Competition and Consumer Protection Policy & Act, Intellectual Property Rights Policy, Hire Purchases Regulations, Hire Purchases application forms and licenses, Travelling Wholes
<i>Performance Indicators:</i>			
No. of reports produced on monitoring activities	6	4	4
% of issues addressed from the previous sector review	50	25	50
Stage reached in development of sectoral policies and strategies			
<i>Output Cost (US\$ bn):</i>	1.710	4.083	1.137
<b>Output: 060402</b>	<b>Trade Negotiation</b>		
<i>Description of Outputs:</i>	Capacity built within the National Trade Negotiation Team (NTNT); Consensus on Trade negotiating positions achieved; Uganda position taken care of at the regional and international meetings; Effective positioning of Uganda's products; Increase market	Preparations were done for the hosting of the COMESA Policy Organs and COMESA Summit Meetings; The COMESA Policy Organs and COMESA Summit Meetings were held; Uganda acceded to the COMESA FTA; Participated in the 7th Ministerial Meeting of the COMESA Fu	Capacity built within the National Trade Negotiation Team (NTNT); Consensus on Trade negotiating positions achieved; Uganda position taken care of at the regional and international meetings; Increase market access for Ugandan goods and services through p
<i>Performance Indicators:</i>			
No. of consultations with stakeholders on negotiations	6	3	3
No. of negotiations engaged in	5	1	5
No. of negotiations concluded	1	0	0
<i>Output Cost (US\$ bn):</i>	1.016	0.090	0.471
<b>Output: 060403</b>	<b>Capacity building for Trade Facilitating Institutions</b>		

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### Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	Enhanced capacity for Private Sector and other MDAS; Training of SMEs in Good Manufacturing Practices and Hygiene undertaken;	Procured motorcycles, workstations (a desk, computer and its accessories) for each of the five Pilot districts; Supported Ministry's capacity building efforts by continuing to sponsor Post Graduate training of the four MTIC officers in International T	Enhanced capacity for Private Sector and other MDAS; Skills and competencies of Trade Depts staff enhanced; Training of SMEs in Trade promotion activities undertaken
<i>Performance Indicators:</i>			
No. of Private Sector stakeholders trained	180	20	150
No. of District Commercial Officers and LG officials trained		125	50
<i>Output Cost (US\$ bn):</i>	1.926	0.023	0.788
<b>Output: 060404</b>	<b>Trade Information and Product Market Research</b>		
<i>Description of Outputs:</i>	Sensitised members of the Private Sector on Trade policy issues;  Study on preferences offered by the People's Republic of China;  A research report on 3 non-traditional products for domestic consumption and export;	Carried out policy/research study to identify areas for support in the Trade Sector under the Eleventh European Development Fund (EDF 11); Engaged a short term consultancy on preparation of a framework for implementation and monitoring of EPA implementa	Sensitised members of the Private Sector on Trade policy issues; Authentic National Business Register; Study on preferences offered by the People's Republic of China; A Research report on 3 Non-Traditional products for domestic consumption and export;
<i>Performance Indicators:</i>			
No. of Publications developed from studies undertaken	2	3	3
No. of product value chain studies undertaken	1	1	3
<i>Output Cost (US\$ bn):</i>	1.118	0.023	0.244
<b>Output: 060405</b>	<b>Economic Intergration and Market Access (Bilateral, Regional and Multilateral)</b>		
<i>Description of Outputs:</i>	Promotion of Private Sector Competitiveness; Trade Policy implemented at District through Commercial Inspectorate Services; Products and services promoted for the regional and international markets.	Facilitated activities of the National NTB Monitoring Committee to identify and remove existing NTBs, by, inter alia, facilitating activities to assess NTBs at the boarder points of Busia and Malaba; Held Radio Talk Shows and spot adverts during the Trad	Implementation of the EAC Common Market; Promotion of Private Sector Competitiveness; Trade Policy implemented at District through Commercial Inspectorate Services; Products and services promoted for the regional and international markets; Increased benef
<i>Performance Indicators:</i>			
No. of traders exposed to new market opportunities	2	2	3
No. of Non-Tariff Barriers reduced or cleared	10	10	7
<i>Output Cost (US\$ bn):</i>	1.697	0.167	1.056
<b>Output: 060451</b>	<b>Access to Market (UEPB)</b>		

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### Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services

Vote, Vote Function Key Output	Approved Budget and Planned outputs	2012/13 Spending and Outputs Achieved by End Dec	2013/14 Proposed Budget and Planned Outputs
<i>Description of Outputs:</i>	Ugandan foreign missions equipped with marketing materials; 500 informal traders integrated into the formal cross border trade sector; 150 MSMEs trained in product specific packaging; 15 business opportunities identified and disseminated to MSMEs per qu	UEPB: Prepared Ugandan exporters to participate in the Rwanda - 30th November to 8th December 2012; Participated in COMESA Business Forum hosted in November 19th-24th co-hosted by COMESA Business Council in partnership with PSFU; Facilitated a market l	Uganda Export Promotion Board (UEPB): Wages paid to UEPB staff; Office rent paid; 5 Local Trade fairs held; An enhanced and nationally accessible SMS Export and Local market price information service (Export market information services); 5 printed ma
<i>Performance Indicators:</i>			
No. of new markets accessed	2	0	1
No. of companies and sectors participating in Trade fairs and exhibitions	50	3	5
No. of businesses linked to markets through matchmaking	60	20	30
<i>Output Cost (US\$ bn):</i>	1.218	0.385	1.218

### Vote: 110 Uganda Industrial Research Institute

Vote Function: 0651 Industrial Research

Output: 065102	Research and Development		
<i>Description of Outputs:</i>	To operationalise the Arua fruit processing facility. Collect and analyze data of vaccine against Newcastle performance in the 12 pilot districts. To develop more novel products.	•Following the completion of the Design Phase (Phase I) to Establishing an Essential Oil Pilot Project in Uganda. The Establishment Phase (Phase II) commenced in December 2012 with training of two UIRI technical staff conducted and hosted at the CSIR. Pr	Develop new value added products. Provide chemical, material and microbial analytical services for UIRI internal and external clients. Design and fabricate prototypes of affordable and appropriate technologies for dissemination. Initiate new project resea
<i>Performance Indicators:</i>			
No. of research projects undertaken to increase targeted value addition for rural industrialisation to reduce post harvest loss.	25	15	30
No. of research projects initiated and underway	45	20	50
No. of new innovations and value added products developed	40	25	45
<i>Output Cost (US\$ bn):</i>	1.660	0.882	1.667

### Vote: 154 Uganda National Bureau of Standards

Vote Function: 0652 Quality Assurance and Standards Development

#### Output: 065202 Development of Standards

# Sector: Tourism, Trade and Industry

## Sector Summary

### Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services

<i>Vote, Vote Function Key Output</i>	<b>Approved Budget and Planned outputs</b>	<b>2012/13 Spending and Outputs Achieved by End Dec</b>	<b>2013/14 Proposed Budget and Planned Outputs</b>
<i>Description of Outputs:</i>	154 standards developed by UNBS Standards department which is located in Kanjokya-Kamwokya.  21 standards Harmonised by UNBS standards department which is located in Kanjokya ,Kamwokya.  Support to 3 specific Government Projects/Programs by UNBS	79 Standards developed;  19 Standards harmonized;  2 Projects supported;  5 Standards promoted;	165 standards developed by UNBS Standards department which is located in Kanjokya-Kamwokya.  75 standards Harmonised by UNBS standards department which is located in Kanjokya ,Kamwokya.  Promote atleast 10 standards
<i>Output Cost (US\$ bn):</i>	0.196	0.000	0.257
<b>Output: 065203</b>	<b>Quality Assurance of goods &amp; Lab Testing</b>		
<i>Description of Outputs:</i>	Under Quality Assurance department key outputs are as below  420 Products certified Q mark  120 Products certified Smark  20 Management Systems Certified  1000 Inspections of factories, supermarkets, shops, warehouses, etc  Under Quality Imp	133 Product Permits issued under Q Mark;  30 Product Permits issued under S Mark;  No System Certification Permits issued;  330 Companies inspected;  31,585 Consignments inspected;  9 Pre-delivery inspections done;  280 Importers registered un	Under Quality Assurance department key outputs are as below  260 Product certification (Q Mark) permits issued to Large companies  40 Product certification (Q Mark) permits issued to SMEs  120 Product certification (S Mark) permits issued  40 S
<i>Output Cost (US\$ bn):</i>	0.502	0.000	1.027
<b>Output: 065204</b>	<b>Calibration and verification of equipment</b>		
<i>Description of Outputs:</i>	512,566 instruments for weights and measures verified by Legal Metrology dept of UNBS. Country wide verification tours and inspections of equipment used in trade.  3200 Inspections of pre-packaged goods  1815 Equipment calibrated  20 Traceable ref	338,680 instruments for weights and measures verified by Legal Metrology dept of UNBS.  Calibration of 922 equipment by National metrology dept  2 reference standards and equipment calibrated  1,760 Inspections of Pre-Packaged goods	Under Legal Metrology:  537,517 instruments for weights and measures verified by Legal Metrology dept of UNBS. Country wide verification tours and inspections of equipment used in trade.  3,360 Inspections of pre-packaged goods  20 Cases investigate
<i>Output Cost (US\$ bn):</i>	0.427	0.000	0.777

\* Excludes taxes and arrears

### 2013/14 Planned Outputs

In the coming Fiscal Year 2013/14, the Sector and more particularly Trade and Cooperatives subsectors,



# Sector: Tourism, Trade and Industry

## Sector Summary

seeks to have the following outputs realized:

Draft Sale of Goods and supply of services Bill submitted to Parliament; Competition and Consumer Protection Policy submitted to Cabinet; Draft IP Policy submitted to Cabinet; Draft Trade Licensing Amendment Bill submitted to Parliament; Travelling wholesaler's and Hawkers Application forms and licenses developed; Districts sensitised on the new Trade Licensing Statutory Instruments; Draft Hire Purchases Regulations; Monitoring and supervision reports on implementation and enforcement of commercial laws policies, plans and programmes; Value Chain Development and Enguli and Liquor Act reviewed and Implemented; Skills and competencies of Internal trade Staff enhanced; Value Chain Development and Enguli and Liquor Act reviewed and implemented; Guidelines on the implementation of the Enguli and Liquor Act; A Research report on 3 Non-Traditional products for domestic consumption and export; Performance Monitoring and evaluation reports on utilisation of the Conditional Grants; Stakeholders in 5 regions identified and sensitized on the need for strategic promotions and exhibitions;

Finalisation and Operationalisation of the Competition Policy; Implementation of the Competition Policy; Development of Principles for the Competition Act; Development of the Competition Act; Operationalisation of the Standards Policy; Finalisation of the National SPS Policy; Finalisation of Intellectual Property Rights Policy; Development of Trade in Services Policy; Implementation of the Export Growth Agenda; Development of an EAC integration response strategy; Sensitised members of the Private Sector on Trade policy issues; Capacity built within the National Trade Negotiation Team (NTNT); Consensus on Trade negotiating positions achieved; Uganda position taken care of at the regional and international meetings; Enhanced capacity for Private Sector and other MDAS; Effective positioning of Uganda's products; Increase market access for Ugandan goods and services through product value chain; Concept Note on the Establishment of the Export Development Center and EPZs; Private sector competitiveness increased; Increased market access for Ugandan goods and services.

**Table S2.3 Outcome 3: Past and Medium Term Key Sector Output Indicators\***

<i>Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services</i>							
<i>Vote Function Key Output Indicators and Costs:</i>	2011/12 Outturn	2012/13 Approved Plan	2012/13 Outturn by End Dec	MTEF Projections			
				2013/14	2014/15	2015/16	
<b>Vote: 015 Ministry of Trade, Industry and Cooperatives</b>							
<i>Vote Function: 0602 Cooperative Development</i>							
<b>Output: 060201</b>	<b>Cooperative policies, strategies and monitoring services</b>						
% of issues addressed from previous sector review		70	10	70	70	70	
No. of cooperatives supervised	16	4	1	4	4	4	
Stage reached in development of sectoral policies and strategies							
<b>Output: 060202</b>	<b>Cooperatives Establishment and Management</b>						
No. of cooperatives registered			100	200	200	200	
No. of cooperatives audited	391	12	1	14	16	20	
No. of cooperatives registered and captured in the Cooperatives Data Analysis System (CODAS)	456	1000	100	250	250	250	
<b>Output: 060203</b>	<b>Cooperatives Skill Development and Awareness Creation</b>						



# Sector: Tourism, Trade and Industry

## Sector Summary

International Cooperatives day prepared		Yes	Yes	Yes	Yes	Yes
No. of cooperators equipped with enterprise skills	0	5	-	500	500	500
No. of cooperators trained in WRS	613	200	388	600	600	600
<b>Output: 060281 Cooperatives Infrastructure Development</b>						
% completion of storage facilities under construction			0	30	30	40
No. of Storage facilities established		3	0	1	1	1
No. of Storage facilities refurbished	2	5	0	3	3	5
<i>Vote Function: 0604 Trade Development</i>						
<b>Output: 060401 Trade Policies, Strategies and Monitoring Services</b>						
% of issues addressed from the previous sector review		50	25	50	50	50
No. of reports produced on monitoring activities	5	6	4	4	4	4
Stage reached in development of sectoral policies and strategies						
<b>Output: 060402 Trade Negotiation</b>						
No. of negotiations concluded	2	1	0	0	0	0
No. of negotiations engaged in	2	5	1	5	5	5
No. of consultations with stakeholders on negotiations	2	6	3	3	3	3
<b>Output: 060403 Capacity building for Trade Facilitating Institutions</b>						
No. of District Commercial Officers and LG officials trained	30		125	50	50	50
No. of Private Sector stakeholders trained	58	180	20	150	150	150
<b>Output: 060404 Trade Information and Product Market Research</b>						
No. of product value chain studies undertaken	2	1	1	3	1	2
No. of Publications developed from studies undertaken	5	2	3	3	1	2
<b>Output: 060405 Economic Intergration and Market Access (Bilateral, Regional and Multilateral)</b>						
No. of Non-Tariff Barriers reduced or cleared	2	10	10	7	7	7
No. of traders exposed to new market opportunities	1	2	2	3	3	3
<b>Output: 060451 Access to Market (UEPB)</b>						
No. of businesses linked to markets through matchmaking	20	60	20	30	30	30
No. of companies and sectors participating in Trade fairs and exhibitions	25	50	3	5	5	5
No. of new markets accessed	1	2	0	1	1	1
<b>Vote: 110 Uganda Industrial Research Institute</b>						
<i>Vote Function: 0651 Industrial Research</i>						
<b>Output: 065102 Research and Development</b>						

# Sector: Tourism, Trade and Industry

## Sector Summary

No. of new innovations and value added products developed	40	25	45	50	55
No. of research projects initiated and underway	45	20	50	55	60
No. of research projects undertaken to increase targeted value addition for rural industrialisation to reduce post harvest loss.	20	25	30	35	40
<b>Vote: 154 Uganda National Bureau of Standards</b>					
<i>Vote Function: 0652 Quality Assurance and Standards Development</i>					
<b>Output: 065202</b>	<b>Development of Standards</b>				
<b>Output: 065203</b>	<b>Quality Assurance of goods &amp; Lab Testing</b>				
<b>Output: 065204</b>	<b>Calibration and verification of equipment</b>				

### Medium Term Plans

In the medium term, the Trade and Cooperatives sectors have planned to address a number of issues affecting their performance as shown in the following ways;

Issue: Existence of Non-Tariff Barriers (NTBs) to trade both in the regional and international markets.

Medium Term plan:

- Continuous engagement of the relevant authorities in removing NTBs;
- Continuous negotiations at bilateral, regional and international levels; and
- Continuous sensitization of importers, exporter and other stakeholders.

Issue: Inadequate response to market opportunities

Medium Term plan:

- Develop and implement market access response strategies;
- Enhancing trade negotiations capacity;
- Strengthening producer and marketing associations;
- Developing and implementing marketing information systems; and
- Implementing the NES.

Issue: Weak coordination among stakeholders in the public and private trade sector

Medium Term plan:

- Enhancing the capacity of trade staff, private sector and DCOs to handle trade related issues;
- MSMEs strategy in place;
- Operationalise the NTNT;
- Launching regional & district IITCs; and
- Strengthen the interlinkages in the trade sector.

Issue: Inadequate Cooperative laws to cope with the prevailing conditions

Medium Term plan:

- Amendment of the Cooperative Societies Act;
- Modifying model bye laws; and
- Implementing the cooperative policy

Issue: Weak Governance of the Cooperatives

Medium Term plan:

- Developing standards on education & training and best practices in operations of cooperatives; and
- Training cooperative members on governance issues.

Issue: Weak supply chains and marketing infrastructure

# Sector: Tourism, Trade and Industry

## Sector Summary

Medium Term plan:

- Establishment of the 17 proposed Cross-Border Markets starting with the first four at Uganda-Sudan (Bibia), Uganda-Kenya (Malaba), Uganda-DRC (Mpondwe), and Uganda-Rwanda (Katuna) borders in FY 2013/14;
- Establishment of Strategic Storage Infrastructure comprised of two 100,000 MT stores in Gulu and Kampala, ten 20,000 MT warehouses to be operated by Cooperatives, and sixty 5,000 MT cooperative feeder stores across the country;
- Carrying out market research, refurbishing produce stores; and
- Networking with development partners to establish more rural information centres.

Issue: Inadequate staffing that affects activity implementation across all outputs of UNBS

Medium Term plan:

- Recruit sufficient staff to extend services in other border entry points; and
- Decentralize UNBS core services including establishment of mini labs at regional offices.

Issue: Inadequate infrastructure capacity in terms of office space, laboratory space, motor vehicles, laboratory & office equipment.

Medium term plan:

- Complete the UNBS home in Bweyogerere with 6 laboratories;

### *Actions to Improve Outcome Performance*

However, to improve the performance of the sector, the Trade and Cooperatives sectors in conjunction with other contributing players have chosen to address the key sector performance issues critical to them through the following interventions:

- Review and finalize the policies in the pipeline such as Competition policy, Anti Counterfeit policy, business licensing legislation, SPS policy, IPR Legislative;
- NTBs affecting Ugandan traders to be resolved through meetings with National Monitoring Committees and 2 Complaint boxes and forms will be placed at each border post;
- Local producers sponsored to participate in regional exhibitions;
- Updating and holding regular meetings with the Parliament on trade issues;
- Amending Cooperative Societies Act and Co-operative Regulations;
- 40 Cooperatives societies supervised, 20 audits, 20 inspections and 20 investigations undertaken;
- Continuous engagement of the relevant authorities in removing NTBs with support from TMEA;
- Continuous negotiations at bilateral, regional and international levels; and
- Continuous sensitization of importers, exporter and other stakeholders.
- Develop and implement market access response strategies;
- Enhancing trade negotiations capacity;
- Strengthening producer and marketing cooperatives and associations;
- Developing and implementing marketing information systems; and
- Implementing the NES.
- Enhancing the capacity of trade staff, private sector and DCOs to handle trade related issues;
- MSMEs strategy in place;
- Operationalise the NTNT;
- Launching regional & district IITCs; and
- Strengthen the interlinkages in the trade sector.
- Amendment of the Cooperative Societies Act;
- Modifying model bye laws; and
- Implementing the cooperative policy

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## Sector Summary

- Developing standards on education & training and best practices in operations of cooperatives; and
- Training cooperative members on governance issues.
- Establishment of the 17 proposed Cross-Border Markets starting with the first four at Uganda-Sudan (Bibia), Uganda-Kenya (Malaba), Uganda-DRC (Mpondwe), and Uganda-Rwanda (Katuna) borders in FY 2013/14;
- Establishment of Strategic Storage Infrastructure comprised of two 100,000 MT stores in Gulu and Kampala, ten 20,000 MT warehouses to be operated by Cooperatives, and sixty 5,000 MT cooperative feeder stores across the country;
- Carrying out market research, refurbishing produce stores; and
- Networking with development partners to establish more rural information centres.
- Complete the UNBS home in Bweyogerere with 6 laboratories;

**Table S2.4 Outcome 3: Actions and Medium Term Strategy to Improve Sector Outcome**

<i>Sector Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services</i>			
2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
<b>Vote: 015 Ministry of Trade, Industry and Cooperatives</b>			
Vote Function: 06 02 Cooperative Development			
Sensitise the Cooperative Societies to integrate input supply credit and savings, value addition, marketing and distribution for consumption	Support sent to UCE to management and promote the Warehouse Receipt System	Sensitise the Cooperative Societies to integrate input supply credit and savings, value addition, marketing and distribution for consumption	Carrying out market research, refurbishing produce stores; Networking with development partners to establish more Rural Information Centres;
Sensitize the cooperatives members on how to be in charge of their Cooperative Societies; Cooperatives to diversify, promote value addition among the producer cooperatives and diversify into the formation of energy and housing cooperatives	Conducted meetings for SACCO leaders, Management staff, and other stakeholders e.g. Field Extension Workers (FEWs) of UCSCU and MSCL to build their capacities in SACCO business management and supervision; These meetings also facilitated the establishment of Committees in the respective districts which would continue to hold the SACCO forum in the districts of Isingiro, Kasese, Kayunga, and Tororo; The Ministry undertook mentoring in cooperative business management of Dairy Cooperative Societies in Kamuli, Kayunga, Kiboga and Wakiso;	Sensitize the cooperatives members on how to be in charge of their Cooperative Societies; Cooperatives to diversify, promote value addition among the producer cooperatives and diversify into the formation of energy and housing cooperatives	Construct 10 Regional warehouses; Refurbish 180 warehouses; Develop standards on education and training, and best practices in operations of Cooperatives; Training cooperative members on Governance issues.

# Sector: Tourism, Trade and Industry

## Sector Summary

### *Sector Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services*

2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
Prioritise the revival of the dormant cooperatives, strengthen the weak ones, and mobilise and support the formation other specialised types of cooperatives; Promote good governance in Cooperative societies and Unions;	Paper on Area-based Cooperative Enterprises prepared	Prioritise the revival of the dormant cooperatives, strengthen the weak ones, and mobilise and support the formation other specialised types of cooperatives; Promote good governance in Cooperative societies and Unions;	Prioritise the revival of the dormant cooperatives, strengthen the weak ones, and mobilise and support the formation other specialised types of cooperatives; Promote good governance in Cooperative societies and Unions;
Vote Function: 06 04 Trade Development			
Participation in Trade Missions, Comm. Attaches, Regular Meetings of the Non Tariff Barrier Monitoring Committee (NMC), Training of MSMEs in Good Manufacturing Practices, Strengthened Market opportunities and trade relations with our major trade partners	EPATAPSS facilitated an officer to the UN Mission and WTO in Geneva; Meetings of the Non-Tariff Barrier Monitoring Committee (NMC) currently being facilitated by TradeMark East Africa; The Ministry through QUISP and EPATAPSS is currently engaging the Private Sector SMEs on capacity building initiatives in Good Manufacturing Practices; 6th National Trade Sector Review Conference successfully held at Hotel Imperial Royale;	Participation in Trade Missions, Comm. Attaches, Regular Meetings of the Non Tariff Barrier Monitoring Committee (NMC), Strengthen and facilitate IITC meetings, Strengthened Market opportunities and trade relations with our major trade partners	Enhancing the capacity of trade staff, Private Sector and DCOs to handle trade related issues; MSMEs strategy in place; Operationalise the NTNT; Launching Regional and District IITCs; Strengthen the interlinkages in the trade sector
Operationalise the NTB monitoring mechanism, and reduce or partially eliminate NTBs through Bilateral Negotiations	National NTB Monitoring and Elimination Strategy currently operational and in coordination with various stakeholders in Government and the Private Sector to reduce the NTBs affecting Uganda's traders, with support from TradeMark East Africa Ltd. Some NTBs have been handled.	Extend operations of the NTB monitoring mechanism, and reduce or partially eliminate NTBs through Bilateral Negotiations	Continuous engagement of the relevant authorities in removing NTBs; Continuous negotiations at Bilateral, Regional and International levels; Continuous sensitization of importers, exporters and other stakeholders
Fast-track the formulation and review of Commercial Laws such as Market Act, Shop Hours Act, the Competition and Consumer Protection Policy, Anti-Counterfeit Goods Bill, Trade Licensing Regulations, SPS Policy, Standards Policy etc	The National Standards and Quality Policy passed by Cabinet in May was successfully launched by the Rt. Hon. Prime Minister Amama Mbabazi at the 3rd Annual Trade, Industry and Cooperatives Sector Review Conference at Hotel Africana on 27th September 2012; The NSQP Implementation Plan is currently ready for stakeholder consultations; Other Commercial Laws and Policies are still under review;	Fast-track the formulation and review of Commercial Laws such as the Competition and Consumer Protection Policy, Anti-Counterfeit Goods Bill, Trade Licensing Regulations, SPS Policy etc	Develop necessary policies and laws to facilitate trade; Harmonize Regional integration frameworks and policies;

### **Vote: 022 Ministry of Tourism, Wildlife and Antiquities**

Vote Function: 06 03 Tourism, Wildlife conservation and Museums

# Sector: Tourism, Trade and Industry

## Sector Summary

### *Sector Outcome 3: Improved Competitiveness and Market Access of Uganda's Goods and Services*

2012/13 Planned Actions:	2012/13 Actions by Dec:	2013/14 Planned Actions:	MT Strategy:
Uganda tourism police inducted in guiding skills and other tourism related matters		Sternghenig the capacity of HTTI in upgrading the skills of hotels staff in the country	Build capacity in all Districts in Tourism Product Development, Quality Inspection and Promotion; Support training of trainers programmes focusing on tourism and hospitality Mgt in all districts; Support Tourism Enterprise Devt and sector competitiveness

#### (iv) Efficiency of Sector Budget Allocations

The Sector is dedicated to efficiency in Budget allocation and execution to ensure that in all its plans, activities and outputs, there is Value for Money. This is carried out through providing adequate capacity for staff to enable them carry out their duties and responsibilities in a professional manner and in accordance with the law. In addition to professionalization of the different cadres in the Sector Ministries and Agencies, proper staffing tools are availed to foster accuracy, effectiveness and service delivery in a timely manner.

Under all the Sector Vote Functions, the Sector MDAs shall, in FY 2013/14 and in the medium term continue to ensure efficiency in resource allocation and utilisation in order to achieve value for money to ensure promotion of economic growth, job creation and improved service delivery.

The Policy, Planning and Support Services Function shall continue to ensure that funds are allocated in accordance to work plans which are linked to the attainment of the NDP short-term and long-term goals. This shall eliminate unnecessary allocations and reallocation of resources which are not inline with the agreed upon outputs, work plans and procurement plans. The Ministry's Policy and Planning Unit is mandated to carryout annual and quarterly Budget monitoring and produce periodic reports and Policy briefs which facilitate identification of inefficiency in allocation and use of the public funds.

The Sector MDAs shall ensure effecting of the Electronic Funds Transfer systems to enable transparency and adherence to, laws, standards, guidelines, policies and procedures and other financial management regulations. The Ministry shall also carry out performance audits, IT and Forensic audits in addition to conducting quality assurance reviews to further ensure compliance to the law which shall lead to the attainment of Value for Money and efficiency in service delivery.

**Table S2.5: Allocations to Key Sector and Service Delivery Outputs over the Medium Term**

Billion Uganda Shillings	(i) Allocation (Shs Bn)				(ii) % Sector Budget			
	2012/13	2013/14	2014/15	2015/16	2012/13	2013/14	2014/15	2015/16
Key Sector	25.4	22.7	24.6	28.1	32.5%	40.1%	41.8%	42.6%
Service Delivery	10.0	10.6	11.1	13.8	12.8%	18.6%	18.9%	21.0%

#####

**Table S2.3: Key Unit Costs of Services in the Sector (Shs '000)**

**Table S2.6: Allocations to Capital Investment over the Medium Term**

Billion Uganda Shillings	(i) Allocation (Shs Bn)				(ii) % Sector Budget			
	2012/13	2013/14	2014/15	2015/16	2012/13	2013/14	2014/15	2015/16
Consumption Expenditure(Outputs Provided)	42.9	38.8	42.6	47.2	54.8%	68.3%	72.4%	71.6%

# Sector: Tourism, Trade and Industry

## Sector Summary

Grants and Subsidies (Outputs Funded)	4.0	4.3	4.9	5.2	5.2%	7.5%	8.3%	7.9%
Investment (Capital Purchases)	31.3	13.7	11.3	13.5	40.0%	24.2%	19.3%	20.5%
<b>Grand Total</b>	<b>78.2</b>	<b>56.8</b>	<b>58.8</b>	<b>65.9</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

The following capital investments will be made in the Sector:

- Construction of the Soroti Fruit Factory;
- Construction of the UNBS Home and Laboratories;
- Construction of Strategic Food Storage Infrastructure, pending release of funding;
- Construction of the first four Cross-Border Markets, pending release of funding, at the Uganda-Sudan (Bibia), Uganda-Kenya (Malaba), Uganda-DRC (Mpondwe), and Uganda-Rwanda (Katuna) borders;
- Agro-Processing Mechanisation Programme, pending release of funding as well;

### (v) Sector Investment Plans

The level of funding to the capital purchase over the medium term is explained by the Capital investments the Sector intends to undertake as explained in the section above.

**Table S2.7: Major Capital Investments**

Project Vote Function Output <i>UShs Thousand</i>	2012/13		2013/14
	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
<b>Vote: 015 Ministry of Trade, Industry and Cooperatives</b>			
<b>Vote Function: 0601 Industrial and Technological Development</b>			
<i>Project 1111 Soroti Fruit Factory</i>			

# Sector: Tourism, Trade and Industry

## Sector Summary

Project	2012/13		2013/14
Vote Function Output <i>US\$ Thousand</i>	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
<b>Vote Function: 0601 Industrial and Technological Development</b>			
<b>060180 Construction of Common Industrial Facilities</b>	<p>1. Consultant to undertake an Environmental Impact Assessment (EIA) for the dumping site procured;</p> <p>2. Consultant procured to undertake designs and BOQs for the planned civil works and project infrastructure;</p> <p>3. Designs and BOQs produced for the project civil works and infrastructure development;</p> <p>4. Environmental Impact Assessment (EIA) report produced for the dumping site;</p> <p>5. Project site serviced with water;</p> <p>6. Project site serviced with electricity;</p> <p>7. Land for waste disposal acquired in Soroti;</p> <p>8. Land title for the factory acquired;</p> <p>9. Land title for the dumping site acquired;</p> <p>10. Road civil works contractor procured;</p> <p>11. Construction of the fruit processing facility commenced;</p> <p>12. Farmers reconstituted as productive units in the value addition process chain;</p> <p>13. Project progress reports produced;</p> <p>14. Plant personnel recruited;</p> <p>15. Ground breaking for the project undertaken;</p> <p>16. Project Taskforce meetings held;</p> <p>17. Dumping site fenced;</p> <p>18. Security provided to the construction materials and equipment at the project site;</p>	<p>A bid notice for provision of a water tank was published in the local newspapers;</p> <p>project Implementation Taskforce meetings held;</p> <p>Mobilized and trained 408 fruit farmers in Bukedea, and 758 from Kumi (Kumi sub county, Kumi Town Council and Ongiino);</p> <p>Water supply extended to the project site;</p> <p>All the power poles were erected at the project site;</p> <p>UEDCL engaged the Government Chief Value to evaluate the property that is to be damaged during the construction of a power line to the project site;</p> <p>Expression of interest from potential bidders to provide land for waste disposal was obtained by UDC;</p> <p>Lease Agreement for the project land signed between UDC &amp; UIA and deed plans secured;</p>	<p>BOQs for water tank;</p> <p>650m3 water tank installed at project site;</p> <p>EIA report for the dumping site;</p> <p>Designs and BOQs for facility roads, parking yard, and ICT infrastructure;</p> <p>Parking yard and installed ICT infrastructure availed;</p> <p>Land (Title) for waste disposal acquired in Soroti;</p> <p>Waste disposal site fenced;</p> <p>Productive Units in Soroti mobilised and trained;</p> <p>Plant personell recruited;</p> <p>Security provided to construction materials and equipment at project site;</p> <p>Minutes with resolutions of project Taskforce meetings;</p> <p>Ground breaking ceremony for the project;</p> <p>Project progress reports;</p>
<b>Total</b>	<b>4,982,842</b>	<b>2,194,087</b>	<b>4,582,736</b>
<i>GoU Development</i>	<i>4,982,842</i>	<i>2,194,087</i>	<i>4,582,736</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>



# Sector: Tourism, Trade and Industry

## Sector Summary

Project	2012/13		2013/14
Vote Function Output <i>UShs Thousand</i>	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
<b>Vote: 110 Uganda Industrial Research Institute</b>			
<b>Vote Function: 0651 Industrial Research</b>			
<i>Project 0430 Uganda Industrial Research Institute</i>			
<b>065172 Government Buildings and Administrative Infrastructure</b>	Civil works renovations and modifications to Ceramics lab facility Upgrading of storm water channel along the northern boundary Construction of the northern Boundary wall Upgrading of access road to the Eastern gate	Evaluation of submitted bids for Modification and reconstruction of the ceramic unit and a packaging center of excellence is under way. Evaluation of submitted bids for construction of the Southern Boundary perimeter wall and drainage channel	<ul style="list-style-type: none"> <li>• Construct the northern Boundary wall</li> <li>• Upgrade the storm water channel along the northern boundary</li> <li>• Upgrade the access road to the Eastern gate</li> <li>• Start the construction of Namanve multi-purpose incubation facility</li> </ul>
<b>Total</b>	<b>461,002</b>	<i>152,274</i>	<b>542,500</b>
<i>GoU Development</i>	<i>461,002</i>	<i>152,274</i>	<i>542,500</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>

# Sector: Tourism, Trade and Industry

## Sector Summary

Project Vote Function Output <i>US\$ Thousand</i>	2012/13 Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	2013/14 Proposed Budget, Planned Outputs (Quantity and Location)
<p><b>Vote Function: 0651 Industrial Research</b></p> <p><b>065177 Purchase of Specialised Machinery &amp; Equipment</b></p>	<ul style="list-style-type: none"> <li>• Essential oils extraction /distillation equipments</li> <li>• A flavor applicator for Potato project in Kabale</li> <li>• A Biscuit production equipment line for Kabale</li> <li>• A Savoury meat equipment for UIRI</li> <li>• A range of different fruit juice pulpers for UIRI</li> <li>Procurement of bamboo strip polishing machine</li> <li>Fruits and Vegetables' machines and accessories</li> <li>Purchase of burger making machine</li> <li>Procurement of dairy equipment for one of the in-house Dairy incubatees</li> <li>• Chill unit equipment for UIRI</li> <li>• Bentonite Processing equipment</li> <li>• Cosmetics and detergents technology</li> <li>• Grains and animal feeds processing technology</li> <li>• Refrigerated cool boxes</li> <li>• Procurement of toothpick packaging machine,</li> <li>• ICT hardware &amp; software, ICT requirements, ICT network security systems, ICT utilities</li> <li>• Establishment of Multi-purpose Engineering training lab, plumbing tools and equipment, energy Laboratory purchase of equipments for the initial phase of establishing Energy systems lab</li> </ul>	<ul style="list-style-type: none"> <li>• The Briquette Processing technology has procured and delivered. The technology is aimed at promoting energy efficiency and sustainable biomass use. This awaits installation, training and commissioning in Kabale.</li> <li>• Stainless steel floor grating have been fabricated and fixed as trench gratings in the dairy, juice and meat pilots plants</li> </ul>	<p>UIRI shall procure the following specialized Machinery and equipment</p> <ul style="list-style-type: none"> <li>• bowl cutter,</li> <li>• pasteurizer,</li> <li>• Form fill seal machine</li> <li>• Distillation equipments for essential oil extraction</li> <li>• Laboratory equipment for analyze of oil quality</li> <li>• Black Smith's Shop equipment</li> <li>• Swage block ( black smith's anvil)</li> <li>• Mandrel cone</li> <li>• Black smith's forge hearth, with blower</li> <li>• Black smiths' tools - 1 lot</li> <li>• Solid forging Hammer and set of dies. Nominal blow 50 kg, blows per minute 220, stroke 230mm, electric motor 7.5HP &amp; External dimensions 1600x900x1595mm</li> <li>• Heat treatment</li> <li>• Quenching tank: Mesh belt width: 500mm, Quenching tank length: 2800mm, Quenching tank depth: 1800mm,</li> <li>• Washing tank: Mesh belt width: 500mm,</li> <li>• Tempering furnace, Effective height: 120mm, Mesh belt width: 500mm, Heating zone length: 4500mm Induction scanning system heat treatment</li> <li>• Measuring and marking technology – CNC PUNCHING AND CUTTING COMPOSITE MACHINE.</li> <li>• Heavy duty Thicknesses</li> <li>• Panel saw (vertical beam)</li> <li>• Corner locking machine</li> <li>• Tenoner</li> <li>• Portable thicknesses</li> <li>• Dowel milling machine</li> <li>• TUNGSTEN INERT GAS (TIG) (GTAW)</li> <li>• MIG/MAG/GMAW</li> <li>• SPOT WELDING MACHINE</li> <li>• STUD WELDING MACHINE</li> <li>• Saw blade welder&amp; accessories</li> <li>• PIPE CUTTING &amp; BEVELING MACHINE</li> <li>• STICK MANUAL ARC WELDING MACHINE (SMAW)</li> <li>• GAS WELDING &amp; CUTTING OXY/ACETYLENE GAS WELDING SET</li> <li>• NDT/ NDE/ NDI TEST EQUIPMENT(PORTABLE)</li> <li>• PORTABLE WELD</li> </ul>

# Sector: Tourism, Trade and Industry

## Sector Summary

Project	2012/13		2013/14
Vote Function Output <i>US\$ Thousand</i>	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
<b>Vote Function: 0651 Industrial Research</b>			<ul style="list-style-type: none"> <li>ULTRASONIC TESTING EQUIPMENT</li> <li>• X-RAY WELDING TESTING EQUIPMENT (RADIOGRAPHIC TESTING)</li> <li>• THE MAGNETIC PARTICLE INSPECTION</li> <li>• DYE PENETRANT INSPECTION (DPI)</li> <li>• HYDRAULIC BEAD FORMING MACHINE</li> <li>• ACCESSORIES</li> <li>• Freezer for meat pilot plant</li> <li>• High pressure forming extruder for bakery,</li> <li>• range of different fruit juice pulpers for UIRI</li> <li>• Procurement of bamboo strip polishing machine</li> <li>• Fruits and Vegetables' machines and accessories</li> <li>• Chill unit equipment for UIRI</li> <li>• Cosmetics and detergents technology</li> <li>• Grains and animal feeds processing technology</li> <li>• Refrigerated cool boxes for delivery of Newcastle vaccine</li> <li>• Establishment of Multi-purpose Engineering training lab, plumbing tools and equipment, energy Laboratory purchase of equipments for the initial phase of establishing Energy systems lab</li> </ul>
<b>Total</b>	<b>3,906,000</b>	<b>1,344,015</b>	<b>2,421,598</b>
<i>GoU Development</i>	<i>3,906,000</i>	<i>1,344,015</i>	<i>2,421,598</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>Vote: 154 Uganda National Bureau of Standards</b>			
<b>Vote Function: 0652 Quality Assurance and Standards Development</b>			
<i>Project 0253 Support to UNBS</i>			
<b>065272 Government Buildings and Administrative Infrastructure</b>	UNBS home in Bweyogerere	UNBS awarded the contractor to construct the UNBS home in phase 1A and the construction commenced .	Completion of Phase 1B of UNBS home in Bweyogerere
		Construction is ongoing and nearing completion of phase 1A (Administration block)	
<b>Total</b>	<b>2,500,000</b>	<b>1,000,000</b>	<b>2,900,000</b>
<i>GoU Development</i>	<i>2,000,000</i>	<i>1,000,000</i>	<i>2,300,000</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>NTR</i>	<i>500,000</i>	<i>0</i>	<i>600,000</i>

# Sector: Tourism, Trade and Industry

## Sector Summary

Project Vote Function Output <i>US\$ Thousand</i>	2012/13		2013/14
	Approved Budget, Planned Outputs (Quantity and Location)	Actual Expenditure and Outputs by December (Quantity and Location)	Proposed Budget, Planned Outputs (Quantity and Location)
<b>Vote Function: 0652 Quality Assurance and Standards Development</b>			
<b>065277 Purchase of Specialised Machinery &amp; Equipment</b>	Procure an assorted equipment for import inspection.	Equipment for radiation testing were procured	Procure an assorted equipment for import inspection.
	20 Traceable reference standards and equipment calibrated for National metrology		20 Traceable reference standards and equipment calibrated for National metrology
<b>Total</b>	<b>833,000</b>	<i>115,390</i>	<b>573,000</b>
<i>GoU Development</i>	<i>350,000</i>	<i>115,390</i>	<i>190,000</i>
<i>Donor Development</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>NTR</i>	<i>483,000</i>	<i>0</i>	<i>383,000</i>

### (vi) Off-Budget Activities

- National NTB Monitoring Committee supported to remove NTBs, with support from TMEA;
- Supervision and monitoring of SACCOs done with support from RSFP;

### (vii) Contributions from other Sectors

The following contributions from other Sectors are likely to influence the achievement of Sector Objectives:

- Production of the right capacity and specifications of agricultural produce, from the Agriculture Sector, that meets the requisite quality standards for processing, value addition and export to the regional and international market;
- Financing from the Financial Sector towards Capital investments within the sector, SACCOs and UDC;
- Construction of the Tourism Roads by the Works and Transport Sector;
- Provision of cheaper electricity and energy rates by the Energy Sector for the benefit of the manufacturers and industrialists;
- Positive cooperation from the Finance and Public Administration Sectors in the creation and establishment of the Directorate of the Micro, Small and Medium Enterprises in the Ministry of Trade, Industry and Cooperatives;
- Expedient in the amendment of some Laws and smoothening in Business Registration Processes in the Justice, Law and Order Sector;
- Provision of water for wildlife from the Water and Environment Sector;

## S3 Proposed Budget Allocations for 2013/14 and the Medium Term

This section sets out the proposed sector budget allocations for 2013/14 and the medium term, including major areas of expenditures and any notable changes in allocations.

**Table S3.1: Past Expenditure and Medium Term Projections by Vote Function**

	2011/12 Outturn	2012/13		Medium Term Projections		
		Appr. Budget	Spent by End Dec	2013/14	2014/15	2015/16
<b>Vote: 015 Ministry of Trade, Industry and Cooperatives</b>						
0601 Industrial and Technological Development	0.859	23.663	19.463	6.695	6.487	6.474
0602 Cooperative Development	1.602	0.951	0.414	0.943	1.480	1.863
0604 Trade Development	7.913	9.743	4.786	5.843	4.049	5.018
0649 Policy, Planning and Support Services	2.727	1.894	1.053	1.846	2.515	2.731
<b>Total for Vote:</b>	<b>13.101</b>	<b>36.251</b>	<b>25.716</b>	<b>15.327</b>	<b>14.531</b>	<b>16.087</b>
<b>Vote: 022 Ministry of Tourism, Wildlife and Antiquities</b>						

# Sector: Tourism, Trade and Industry

## Sector Summary

	2011/12 Outturn	2012/13		Medium Term Projections		
		Appr. Budget	Spent by End Dec	2013/14	2014/15	2015/16
0603 Tourism, Wildlife conservation and Museums	6.719	4.880	2.466	4.825	6.993	7.994
0649 Policy, Planning and Support Services	2.134	6.019	1.479	5.936	5.060	5.672
<b>Total for Vote:</b>	<b>8.852</b>	<b>10.900</b>	<b>3.944</b>	<b>10.761</b>	<b>12.053</b>	<b>13.666</b>
<b>Vote: 110 Uganda Industrial Research Institute</b>						
0651 Industrial Research	12.742	12.740	5.980	12.512	7.602	8.717
<b>Total for Vote:</b>	<b>12.742</b>	<b>12.740</b>	<b>5.980</b>	<b>12.512</b>	<b>7.602</b>	<b>8.717</b>
<b>Vote: 117 Uganda Tourism Board</b>						
0653 Tourism Services	2.052	1.819	0.639	1.403	3.687	4.311
<b>Total for Vote:</b>	<b>2.052</b>	<b>1.819</b>	<b>0.639</b>	<b>1.403</b>	<b>3.687</b>	<b>4.311</b>
<b>Vote: 154 Uganda National Bureau of Standards</b>						
0652 Quality Assurance and Standards Development	9.827	16.503	5.158	16.749	20.943	23.127
<b>Total for Vote:</b>	<b>9.827</b>	<b>16.503</b>	<b>5.158</b>	<b>16.749</b>	<b>20.943</b>	<b>23.127</b>
<b>Total for Sector:</b>	<b>46.573</b>	<b>78.213</b>	<b>41.436</b>	<b>56.753</b>	<b>58.816</b>	<b>65.907</b>

\* Excluding Taxes and Arrears

### (i) The Total Budget over the Medium Term

The total budget for the Tourism, Trade and Industry Sector is projected to reduce by US\$ 21.460bn in FY 2013/14 from US\$ 78.213bn in FY 2012/13 to US\$ 56.753bn in FY 2013/14. The allocation is expected to increase to US\$ 8.816bn in FY 2014/15 and then to US\$ 65.907bn in FY 2015/16. In greater detail, the changes in allocations will be as follows:

The total allocation for Ministry of Trade, Industry and Cooperatives (Vote 015) is projected to decrease from US\$ 36.251bn in FY 2012/13 to US\$ 15.327bn in 2013/14. In the medium term, it will decrease to US\$ 14.531bn in FY 2014/15 and increase to US\$ 16.087bn in FY 2015/16.

The total allocation for Ministry of Tourism, Wildlife and Antiquities (Vote 022) is projected to reduce from US\$ 10.900bn in FY 2012/13 to US\$ 10.761bn in FY 2013/14. In the medium term, it will increase to US\$ 12.053bn in FY 2014/15 and US\$ 13.666bn in FY 2015/16.

The total allocation for the Uganda Industrial Research Institute (Vote 110) is projected to reduce from US\$ 12.740bn in FY 2012/13 to US\$ 12.512bn in FY 2013/14. In the medium term, it will decrease to US\$ 7.602bn in FY 2014/15 and increase to US\$ 8.717bn in FY 2015/16.

The total allocation for the Uganda Tourism Board (Vote 117) projected to decrease to US\$ 1.403bn in the FY 2013/14 from US\$ 1.819bn in FY 2012/13. In the medium term, it will increase to US\$ 3.687bn in FY 2014/15 and to US\$ 4.311bn in FY 2015/16.

The total allocation for the Uganda National Bureau of Standards (Vote 154) is projected to increase to US\$ 16.749bn in FY 2013/14 from US\$ 16.503bn in FY 2012/13. In the medium term, it will increase to 20.943bn in FY 2014/15 and increase to US\$ 23.127bn in FY 2015/16.

### (ii) The major expenditure allocations in the sector

The major expenditure allocations expected in the Sector will be made in the following areas:

- Construction of Common Industrial facilities, and purchase of specialised machinery and equipment
- Agro-Processing and Value addition in selected areas across the country
- Addressing issues of Quality Infrastructure and Standards

# Sector: Tourism, Trade and Industry

## Sector Summary

- Policy formulation and development
- Monitoring and Supervision of the Sector interventions and programmes

### (iii) The major planned changes in resource allocations within the sector

The major planned changes in resource allocations within the Tourism, Trade and Industry Sector for FY 2013/14 include the following:

- Reduction in the GoU Development budget allocation towards Industrial Development Vote Function of Vote 015 Ministry of Trade, Industry and Cooperatives by US\$ 16bn because of the reduction in funding towards the 1240 Kalangala Infrastructure Services Project.
- Reduction in Donor Development budget towards Vote 015 Ministry of Trade, Industry and Cooperatives as a result of end of Project 1161 EPATAPSS.

### Table S3.2: Major Changes in Sector Resource Allocation

\* Excluding Taxes and Arrears

## S4: Challenges and Unfunded Outputs for 2013/14 and the Medium Term

*This section sets out the major challenges the sector faces in 2013/14 and the medium term which the sector has been unable to address in its spending plans.*

The Tourism, Trade and Industry sector faces a number of challenges that constraint its performance in service delivery. The major challenges that cannot be addressed in the Sector's spending plans for FY 2013/14 and the medium term are;

Under Tourism, Wildlife and Antiquities Subsector:

- Upgrading the skills of the staff both at the Ministry and its affiliated institutions (3.0bn)
- Market Uganda as a preferred tourist destination (7.3bn);
- Fencing of Lake Mburo National Park (10bn)
- Upgrading the UWTI is key in addressing research in Wildlife protected areas (2bn)
- Upgrading Hotel Training and Tourism Institute in Jinja to provide to provide world class services in the hotel sector
- The Ministry has an approved staff structure of 301 staff including those of UWTI and HTTI. Currently only 125 posts have been filled leaving a gap of 176 awaiting recruitment. This gap needs to be addressed to improve the performance of the Ministry
- Lack of Ministry Headquarters (Shs. 2.386bn)
- Inadequate Human Resource in the Tourism sector (Shs. 3.5bn)
- Tourism investment and product development (Shs. 4.6bn)

Under Trade, Industry and Cooperatives Subsector:

Trade Development:

- Chairmanship of COMESA meetings (US\$ 0.40bn)
- Chairmanship of EAC meetings (US\$ 0.45bn)
- Promotion of Economic Diplomacy Strategy, with strategic countries in the world to promote Uganda's export trade, through support of Commercial Attaches (\$ 0.10 million \* US\$ 3,700) (US\$ 0.37bn)
- Strengthening the District Commercial Extension Services at the Local Governments (US\$ 1.12 bn)
- Debts Clearance for the Uganda Export Promotion Board (US\$ 2.11bn)

Industrial and Technological Development:

- Operationalisation of MSMEs Directorate (US\$ 1.10bn)

# Sector: Tourism, Trade and Industry

## Sector Summary

- Strengthening Enterprises Capacity Building and Development at MTAC (US\$ 2.26bn)
- Provision for the Uganda Development Corporation's Operational Costs, excluding Wages, US\$ 1.50bn + Soroti Fruit Processing project US\$ 5.00bn totaling: (US\$ 6.50bn)

### Cooperatives Development:

- Addressing Bugisu Cooperative Union concerns (US\$ 0.30bn)
- Awareness Creation and Mobilization, Regulation and Supervision of Cooperatives (US\$ 1.20bn)

### Policy, Planning and Support Services:

- Strengthening Sector Coordination, Support Supervision and Monitoring (US\$ 0.80bn)
- Expediting Formulation and Review of remaining Policies and Bills (US\$ 0.30bn)
- Contributions to International Organisations (COMESA, WTO, etc) (US\$ 2.50bn)
- Government Purchases (mobility) (US\$ 1.32bn)
- Strengthening Sector Research and Statistical Support (US\$ 0.50bn)

### Others Include:

- Establishment of an annual US \$ 5 million Technology upgradation revolving fund and a US \$ 3 million revolving Cotton Buffer fund (Shs. 24.5bn)
- Facilitate and support cooperatives revival and development. (Shs. 11bn)
- Construction and equipping storage facilities (Silos & Warehouses) (USD 1-1.6 m for 2 silos and Shs 5.45 bn for 8 warehouses per Financial Year)
- Construction of Export Development Centre (EDC) for UEPB (Shs 4.8 bn)
- Wage Provision to allow the Ministry fulfill its staffing needs according to its Approved Staff Establishment Structure from the Ministry of Public Service (MoPS)
- Appropriate legal and institutional framework and funding of the Uganda Development Corporation to enable it carry out its mandate. UDC needs to be rebranded with specific mandates which are investment-oriented. It should be not limited to its current status of a public limited company, and therefore needs to well structured;
- Setting up a National Accreditation Centre;
- Separate Vote Status for the Uganda Export Promotion Board, the Uganda Development Corporation and the Management Training and Advisory Centre.

### Quality Assurance and Standards Development:

- Completion of UNBS Home (US\$ 12bn)
- Stakeholder Education on standards (US\$ 0.3bn)
- Capacity Building to UNBS (US\$ 8.55bn)

### Industrial Research:

- Need for staff recruitment of high caliber scientists and engineers in addition to better remuneration for retaining them (US\$ 1.2bn)
- Establishment of Computer Aided Design/Manufacturing, Foundry and Mineral Beneficiation Technology capabilities at UIRI (US\$ 5.0bn)
- Completion and operationalization of Millennium Science Initiative (MSI) – whereby under this World Bank project where infrastructure was set up (US\$ 4.8bn)
- Seed fund for the CSIR-UIRI signed MOU. Essential Oil Pilot Project is in advanced stages of implementation under constrained conditions other listed projects have not been started on due to lack of financial support (US\$ 2.0bn)
- Expansion of business incubation program (US\$ 2.5bn)
- New technology development and transfer projects under the institute's Technology Development Centre

# Sector: Tourism, Trade and Industry

## Sector Summary

(US\$ 3.2bn)

- Establishment of multi-purpose value addition centers (US\$ 4.2bn)
- Commercialization of innovation and value added products (US\$ 2.6bn)
- Provision of industrial training services - majority of youth, graduate scientists and engineers lack practical application of knowledge acquired hence the need to retrain them (US\$ 1.0bn)
- Development of industrial value chain collaboration network and research communications platforms (US\$ 1.8bn)

**Table S4.1: Additional Output Funding Requests**

Additional Requirements for Funding and Outputs in 2013/14	Justification of Requirement for Additional Outputs and Funding
<i>Vote Function:0604 Industrial and Technological Development</i>	
<b>Output: 0601 04 Promotion of Value Addition and Cluster Development</b>	
<p><i>Funding Requirement (US\$ Bn)</i> 9.860</p> <ul style="list-style-type: none"> <li>• Operationalisation of MSMEs Directorate (US\$ 1.10bn)</li> <li>• Strengthening Enterprises Capacity Building and Development at MTAC (US\$ 2.26bn)</li> <li>• Provision for the Uganda Development Corporation's Operational Costs, excluding Wages, US\$ 1.50bn + Soroti Fruit Processing project US\$ 5.00bn totaling: (US\$ 6.50bn)</li> </ul>	<p><i>These funds will facilitate operationalisation of the MSMEs Directorate, enterprise capacity building and promotion of value addition in the Economy all of which are key to poverty alleviation and household income creation. These interventions when done are projected to trickle down among the youthful enterprising population engaged in value addition and trade, and thereby boost GDP growth by about 3%.</i></p>
<i>Vote Function:0603 Cooperative Development</i>	
<b>Output: 0602 03 Cooperatives Skill Development and Awareness Creation</b>	
<p><i>Funding Requirement (US\$ Bn)</i> 1.500</p> <ul style="list-style-type: none"> <li>• Addressing Bugisu Cooperative Union concerns (US\$ 0.30bn)</li> <li>• Awareness Creation and Mobilization, Regulation and Supervision of Cooperatives (US\$ 1.20bn)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>There is great need for Government to revitalise and support the inactive Produce and Marketing Cooperatives in the country to boost the value addition and marketing of agricultural produce within and outside the country.</i></li> <li>• <i>There is also need to empower cooperative societies to engage in bulk marketing and export of their products, however support infrastructure has not been availed as promised, and the existing one is due for upgrades, and sensitization of cooperatives on its usage with the WRS.</i></li> </ul>
<i>Vote Function:0605 Trade Development</i>	
<b>Output: 0604 05 Economic Intergration and Market Access (Bilateral, Regional and Multilateral)</b>	
<p><i>Funding Requirement (US\$ Bn)</i> 4.450</p> <ul style="list-style-type: none"> <li>• Chairmanship of COMESA meetings (US\$ 0.40bn)</li> <li>• Chairmanship of EAC meetings (US\$ 0.45bn)</li> <li>• Promotion of Economic Diplomacy Strategy, with strategic countries in the world to promote Uganda's export trade, through support of Commercial Attaches (\$ 0.10 million * US\$ 3,700) (US\$ 0.37bn)</li> <li>• Strengthening the District Commercial Extension Services at the Local Governments (US\$ 1.12 bn)</li> <li>• Debts Clearance for the Uganda Export Promotion Board (US\$ 2.11bn)</li> </ul>	<ul style="list-style-type: none"> <li>• <i>From the recently concluded COMESA Summit and Policy Organs Meeting that was held in November 2012, Uganda assumed Chairmanship of COMESA and acceded to the COMESA FTA. It is imperative that Uganda through H.E. the President assumes and delivers on his roles as the COMESA Chair, and EAC Chair as well.</i></li> <li>• <i>These strategies and interventions are mentioned in the NDP and the NRM Manifesto of H.E. the President. They will greatly assist in promoting this countries trade in ways of attracting investment, trade negotiations at Missions abroad, extension of Commercial Support Services to businesses at the District Level by the Centre, and creation of economic-business hubs for trade at the country's borders. It is of great importance to the country's economy that Government fast-tracks its efforts in implementing them given the direct trade benefits we stand to loose if let undone.</i></li> </ul>
<ul style="list-style-type: none"> <li>• <i>The Uganda Export Promotion Board (UEPB) is currently engulfed by NSSF and PAYE Arrears totaling US\$ 2.11bn dating as far back as 2009 and are as a result of shortages on Wage releases and Non-Wage releases disbursed to the Board over the years. This is grossly affecting the operations of the Board and fueling a high labor turnover of highly competent staff.</i></li> </ul> <p><i>Vote Function:0602 Policy, Planning and Support Services</i></p>	



# Sector: Tourism, Trade and Industry

## Sector Summary

Additional Requirements for Funding and Outputs in 2013/14	Justification of Requirement for Additional Outputs and Funding
<p><b>Output: 0649 02 Sector Coordination and Administrative Services</b></p> <p><b>Funding Requirement (US\$ Bn) 5.701</b></p> <ul style="list-style-type: none"> <li>• Strengthening Sector Coordination, Support Supervision and Monitoring (US\$ 0.80bn)</li> <li>• Expediting Formulation and Review of remaining Policies and Bills (US\$ 0.30bn)</li> <li>• Contributions to International Organisations (COMESA, WTO, etc) (US\$ 2.50bn)</li> <li>• Government Purchases (mobility) (US\$ 1.32bn)</li> <li>• Strengthening Sector Research and Statistical Support (US\$ 0.50bn)</li> <li>• More funding to facilitate recruitment of additional staff as per Approved Staff Establishment from the Ministry of Public Service (US\$ 0.29bn)</li> </ul>	<ul style="list-style-type: none"> <li>• For long now, the Ministry is still stuck with Policies and Bills that are still under review mostly because of the poor funding accorded to the comprehensive process of Policy Formulation. For this reason among other critical factors, it is imperative that these Policies are expediently finalized for the support, growth and development of the Economy in matters of industrialization and trade.</li> <li>• Strengthening of the TTI Sector Working Group and its functions is also a critical factor that instantly feeds into the rapid development and growth of the sector for the sake of the GDP and Economy.</li> <li>• There is urgent need as well to strengthen supervision and monitoring, and evidence based policy formulation in the Sector which are all critical to the follow up of implementation on key Government Programmes within the Sector.</li> <li>• The Ministry is still tasked with membership obligations to key Regional and International Economic Blocs that are critical for partnership in trade, investment and industrial development of the country, as emphasized by the 8th Millennium Development Goal. These are chief Global Partners in the Economic Development of Uganda.</li> <li>• The Ministry of Trade, Industry and Cooperatives has a newly approved structure after its split from the former Ministry of Tourism, Trade and Industry. For the Ministry to deliver effectively on its mandate, it ought to recruit more staff to fill the vacant positions, and thereby requires US\$ 1.534 billion for its Wage Bill. This Wage Bill excludes salaries for the Directorate of MSMEs.</li> </ul>
<p><i>Vote Function:0606 Tourism, Wildlife conservation and Museums</i></p> <p><b>Output: 0603 06 Tourism Investment, Promotion and Marketing</b></p> <p><b>Funding Requirement (US\$ Bn) 7.300</b></p> <p>Market Uganda as a preferred tourist destination (7.3bn);</p>	<p>Kenya invests about US\$23 million annually in tourism marketing; Tanzania invests US\$10 million, Rwanda US\$5 million while Uganda invests only US\$300,000 in tourism marketing. Uganda's number of leisure tourists gives it a mere 6.9% market share among the four principal tourism destinations in East Africa. From 2007-2010, international leisure tourists to Uganda only grew from 140,000 in 2007 to 149,000 in 2010. This represents an average annual growth rate of only 2.9%. During this same period, Rwanda experienced an average annual growth rate of 67%</p>
<p><i>Vote Function:0605 Policy, Planning and Support Services</i></p> <p><b>Output: 0649 05 Ministry Support Services (Finance and Administration)</b></p> <p><b>Funding Requirement (US\$ Bn) 3.000</b></p>	<p>The Ministry has an approved staff structure of 301 staff including those of UWTI and HTTI. Currently only 125 posts have been filled leaving a gap of 176 awaiting recruitment. This gap needs to be addressed to improve the performance of the Ministry</p>
<p><i>Vote Function:0601 Industrial Research</i></p> <p><b>Output: 0651 01 Administration and Support Services</b></p> <p><b>Funding Requirement (US\$ Bn) 7.220</b></p> <ul style="list-style-type: none"> <li>• Capacity building in skills training for technicians, support to artisans, vocational training and entrepreneurship for meaningful R&amp;D</li> </ul>	<p>Capacity building efforts would mitigate against lack of skills, competences and entrepreneurship that is a weakness squarely faced by the country. The acquired skills that are diverse in nature would be distributed across other sister institutions, like the petroleum industry, manufacturing industry which would indeed catalyse the industrialisation process of Uganda.</p>
<p><b>Output: 0651 02 Research and Development</b></p> <p><b>Funding Requirement (US\$ Bn) 7.701</b></p> <ul style="list-style-type: none"> <li>• Improved infrastructure, and acquisition of machinery and equipment for UIRI to conduct more R&amp;D thus increased number of valued addition</li> </ul>	<p>Additional funding would be directed to re-equipment and accreditation of analytical laboratories, recruitment of high calibre talent to conduct meaningful R&amp;D with ability to operate hi-tech machinery and equipment being procured, support for UIRI business incubator and set up of a</p>

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# Sector: Tourism, Trade and Industry

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## Sector Summary

Additional Requirements for Funding and Outputs in 2013/14	Justification of Requirement for Additional Outputs and Funding
innovations	<i>modern unit for product development.</i>