



A HANDBOOK FOR IMPLEMENTATION OF  
NDPIII GENDER AND EQUITY COMMITMENTS

# PRIVATE SECTOR DEVELOPMENT PROGRAMME





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## ACRONYMS AND ABBREVIATIONS

BDS	Business Development Services
BFP	Budget Framework Paper
ENT.UG	Enterprise Uganda
GEB	Gender and Equity Budgeting
GTF	Grain Trade Facility
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
MFPEd	Ministry of Finance, Planning and Economic Development
MSMEs	Micro, Small And Medium Enterprises
MTIC	Ministry of Trade, Industry and Cooperatives
M&E	Monitoring and Evaluation
MPS	Ministerial Policy Statement
NDP	National Development Plan
PIAP	Programme Implementation Action Plan
PSD	Private Sector Development
PWDs	Persons With Disability
PWG	Programme working Group
SACCO	Savings and Credit Cooperatives
SIMPO	Security Interest in Movable Property Registry System
SPS	Sanitary and Phytosanitary Standards
UBOS	Uganda Bureau of Statistics
UDB	Uganda Development Bank
UIA	Uganda Investment Authority
UNBS	Uganda National Bureau of Standards
UIRI	Uganda Industrial Research Institute
OWC	Operation Wealth Creation

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# FOREWORD

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in formulation of Budget Framework Papers and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The last five consecutive assessments of compliance for Gender and Equity Budgeting, by the Equal Opportunities Commission's, revealed persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to the commitments in the National Development Plans.

A lot of effort was put into mainstreaming gender and equity commitments in the third National Development Plan (NDPIII). These were integrated at the strategic level, as well as in the 20 programmatic areas. In order to mobilise the MDAs and LGs to ensure effective implementation of the NDPIII gender and equity commitments, programmatic handbooks have been developed.

These Handbooks spell out the gender and equity issues under each programme; the proposed interventions in NDPIII, the related actions in the Programme Implementation Action Plan, and performance indicators. In addition, there are emerging gender and equity issues resulting from COVID-19 effects that were agreed on during the dialogue with all programme stakeholders.

I urge you to use this tool, to prioritise interventions that will foster inclusive growth and development which the country is pursuing.



Ramathan Ggoobi

**Permanent Secretary/Secretary to the Treasury**

## KEY DEFINITIONS

### **Gender**

Socially constructed roles and responsibilities assigned to men/women, girls/boys in a given culture or location.

### **Equity**

Fairness and justice in the; treatment of individuals or groups of people; distribution of resources; provision of opportunities and services; and protection under the law. It takes into account, varying abilities/capacities, geographical disparities, demographical and social-economic differences.

### **Gender Issue**

This is a state/condition/situation of inequality/imbalance between males and females because of gender roles; discrimination/ neglect and/or marginalisation within society.

### **Equity Issue**

Unfair and unjust situations that put the lives of the vulnerable in dire poverty, limited access to services and a state of hopelessness.

### **Gender and Equity Responsive**

This is the ability of an individual or agency to consider the needs of women, men, boys and girls in light of their age, disability, or geographical location and take appropriate action.

### **Gender and Equity Budgeting**

Gender and Equity budgeting is an approach of allocating and utilizing government resources and programs taking into consideration of the different needs, interests and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

### **Programme**

A group of related interventions/outputs that are intended to achieve common outcomes within a specified timeframe.

### **Sub-Programme**

A group of related interventions/outputs contributing to a programme(s) outcomes at the MDA level.

## **Programme Implementation Action Plan (PIAP)**

A detailed description of the activities, targets and resources required to deliver a programme within a given timeframe. The PIAP operationalises the NDPIII Programme and is it from the PIAPs that MDAs are expected to draw their strategic plans.

## **Indicators**

This is a quantitative (calculable) or qualitative (perception) factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance.

## **Commitments**

These are pledges/obligations to be fulfilled in terms of outputs and outcomes.

## **Interventions**

These are actions to be undertaken to solve an identified problem/issue.

## **Outcome**

The consequence of an action.

## **Outcome Indicator**

A measure of whether the programme is achieving the expected effects/changes in the short, intermediate, and long term.

## **Intermediate Indicator**

A measure of progress to achieving a higher-level goal/end result.





## 1.0 Introduction

This Handbook spells out the gender and equity issues as well as planned interventions/actions in the Private Sector Development Programme for the third National Development Plan (2020/21 to 2024/25) period.

### 1.1 Background

The Third National Development Plan (NDP III), comes at a time when Uganda, like the rest of the world, is confronted with the COVID-19 pandemic. Now more than ever, the slogan of the Sustainable Development Goals of leaving none behind is critical. Fairness of treatment to the needs of people in all walks of life is vital for development. Gender equity is required in all aspects of life including; education, health, nutrition, decent employment, access to economic assets and resources, political opportunities and freedom from coercion and violence for men and women, boys and girls and the elderly. Gender and equity are crucial to ensure that gender issues are integrated into all national policies, plans and programs for development.

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in the formulation of Budget Framework Papers (BFPs) and Ministerial Policy Statements (MPSs). However, there are still issues of capacity to effectively achieve this objective. The Equal Opportunities Commission's last five consecutive assessments of Gender and Equity Budgeting (GEB) compliance of Budget Framework Papers and Ministerial Policy Statements revealed the persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to commitments in the National Development Plans.

Challenges and lessons from NDPI and NDP II<sup>1</sup>, showed seven (7) persistent gender and equity sensitive concerns. These include:

- The large proportion of households still stuck in the subsistence economy,
- High cost of electricity,
- Persistent vulnerabilities and wide-regional disparities in attaining required poverty reduction targets,
- Low investment in social protection systems,
- The poor quality of education characterised by the low levels of literacy and numeracy, coupled with the high rate of school dropouts,
- High burden of disease amidst low functionality of health facilities, and
- Undernutrition among children and women remains high.

A lot of effort was made to mainstream the gender and equity commitments in NDPIII. These were integrated at the strategic level as well as 20 programmatic areas. There is a need to ensure effective implementation of these gender and equity commitments by MDAs and LGs.

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<sup>1</sup>These are listed in the NDPII background

## 1.2 Justification for the Handbook

To avoid the slow implementation of the gender and equity responsive interventions, this time round, there is a need to mobilise MDAs and LGs. This necessitates the development of a mobilisation tool. This Handbook has been customised to facilitate the mobilisation, spell out the gender and equity issues, proposed gender and equity interventions, outputs and their performance indicators.

The Handbook will simplify the integration of gender and equity responsive interventions into the Budget Framework Papers and Ministerial Policy Statements. This will strengthen the capacity of MDAs and LGs that has been inadequate.

## 1.3 Intended Users of the Handbook

This Handbook is intended for officials involved in planning, budgeting and monitoring at Central and Local Government Levels, however, it can also be used by other stakeholders.

### 1.3.1 Primary Users

The primary users of the Handbook are the Programme Leadership Committee; Programme Technical Committee, Programme Working Group and Programme Technical Working Group Sub-committees; specifically, decision-makers (Ministers, Permanent Secretaries, Directors, Commissioners, Programme/Project Managers. Technical officers and politicians in charge of planning, budgeting, implementation, monitoring and evaluation can also use the Handbook.

### 1.3.2 Secondary Users

These will include Civil Society Organisations (CSOs), Researchers, Development Partners, Academia, Gender and Equity Trainers, plus Assessors.

## 2.0 How to use the Handbook

The Handbook shall be used in preparation of Budget Framework Papers for MDAs and Local Governments, and Ministerial Policy Statements for MDAs and Missions. The BFPs and MPSs are policy documents structured for both reporting and planning purposes. The users should ensure integration of gender and equity outcomes, interventions, outputs and their respective indicators across all the sections.

Users should clearly highlight how the intended target population has accessed, participated, benefited from the interventions as well as their disaggregation in terms of location - (rural, urban, hard-to-reach and hard-to-stay), equity - (children, youth, elderly, persons with disabilities, chronically sick and other vulnerable groups), gender - (women/girls, men/boys) and inclusiveness of the interventions. The above-mentioned parameter should also be given priority during annual and quarterly work plan development and reporting at all levels.  
plan development and reporting at all levels.

**Table 1: How to use the Handbook during the Planning and Budgeting Process**

No.	Section of the BFP	Section of MPS	Application of the Handbook	Example
1	Overview	Overview	Indicate desired gender and equity outcomes, objectives, spent budget, medium-term allocations and projections	<p><b>Objective</b></p> <p>Promote local content in public programmes</p>
2	Past Performance	Achievement at Half Year	<p>These should be drawn from the outcome performance indicators – the change desired when gender and equity issues are addressed.</p> <p>Indicate the gender and equity issues among the key performance issues to be addressed by the sector. Select these from the list of gender and equity issues.</p> <p>Indicate whether any gender and equity issues were addressed in the previous FY.</p> <p>List the outputs derived from the interventions that you carried out. These can be picked from the gender and equity issues and proposed strategies/interventions.</p>	<p><b>Outcome</b></p> <p>Increased local firms’ participation in public investment programmes across sectors</p> <p><b>Outcome indicator</b></p> <p>Proportion of the total procurement value awarded to local contractors: 60 (2020) to 80 (2025)</p> <p><b>Output completed</b></p> <p>An overarching local content Policy framework developed</p> <p><b>Output indicators</b></p> <ul style="list-style-type: none"> <li>• Proportion of contracts by value awarded to local providers (0.6 – 0.8 FY 2021 to 2024/25)</li> <li>• No. of standards for goods and services developed that are subject to local content preference schemes: 10 each (FY2021-2024/25)</li> </ul>
3	Medium Term Plans	Medium Term Plans	Indicate medium-term plans by listing which interventions shall be carried out in accordance with the planning framework i.e., NDP III.	<p><b>Medium-term plans</b></p> <p>Build the capacity of local firms to benefit from public investments</p>
4		Current Year Plans	Indicate key sector output and outcome performance indicators to show that gender and equity issues have been addressed.	<p><b>Output</b></p> <p>Measures undertaken to increase the capacity of the local construction industry to participate in public investment programmes across sectors</p> <p><b>Indicator</b></p> <p>Training of local contractors in investment partnership management; i.e. 100 (2020/21) to 200 (2024/25)</p>
5	Outcome, intermediate outcome indicators	Outcome, intermediate outcome indicators		<p><b>Intermediate outcome</b></p> <p>Growth in private sector investment and jobs in Uganda</p> <p><b>Intermediate outcome indicator</b></p> <p>No. of Job opportunities created FY20/21 35,000 to 55,250 FY24/25</p>

### 3.0 Gender and Equity Responsiveness in the Private Sector Development Programme

Budgeting is the tool through which Government translates its priorities into public services. The government has also prioritised gender and equity as the best approach to inclusive national development and equitable distribution of resources, opportunities, and wealth. Therefore, Gender and Equity Planning and Budgeting is an approach of allocating and utilising resources taking into consideration the different needs, interests, and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

Private Sector Development is one of the 20 programmes of the NDP III and it operationalises objective two - **to strengthen the private sector capacity to drive growth and create jobs**. The programme seeks to address key challenges in the weak enabling environment, organisational and institutional capacity, and enforcement of standards which include:

- i. High cost of doing business
- ii. Limited options for long-term financing
- iii. Stringent financial requirements, particularly land collateral, which limit Micro, Small and Medium Enterprises (MSMEs)' access to affordable credit
- iv. Low levels of technology
- v. Limited uptake of innovations to continuously improve product quality,
- vi. Inadequate entrepreneurial ability
- vii. Low skilled labour
- viii. Poor market information systems
- ix. Poor market infrastructure in rural and urban areas
- x. Weak available cooperative schemes
- xi. Limited capacity to provide for innovation for new products
- xii. Absence of an overarching local content policy

Most of these challenges are part of the gender and equity issues which when addressed shall improve the livelihood of Ugandans especially the vulnerable persons. **Therefore, the objectives of the programme are to:**

- i. Sustainably lower the costs of doing business
- ii. Strengthen the organisational and institutional capacity of the private sector to drive growth
- iii. Promote local content in public programmes
- iv. Strengthen the enabling environment and enforcement of standards.

#### 3.1 Gender and Equity Issues and their Responsive Interventions in the Private Sector Development Programme

This section elaborates the gender and equity issues in the Private Sector Development Programme and how they affect programming for inclusive development. It is intended to guide users to effectively implement gender and equity responsive interventions. Table two (2) highlights the gender and equity issues and their justifications, related interventions, outputs and corresponding actions in the Programme Implementation Action Plan (PIAP).

**Table 2: Gender and Equity Issues and their Responsive Interventions in the NDP/II/PIAP**

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Intervention in the NDP/II	Output in the PIAP	Corresponding actions in the PIAP
<b>Enabling environment</b>	High cost of credit facilities	Uganda's interest rates are very high around 20%-23% compared to other countries in the region. This is mostly due to high risk of lending and problem of mobilising funds by banks. Most of the MSMEs do not qualify to borrow because of bureaucracy and high cost of credit. In addition, government payment arrears, paralyses businesses especially small ones. Government capitalisation of its own financial institutions enables them to charge lower interest rates.	Increase access to affordable credit largely targeting MSMEs	Government-owned financial institutions capitalised	Capitalise four government-owned financial institutions (Housing Finance, Post Bank, Pride Micro Finance, Uganda Development Bank)
				UDB capitalised and strengthened	Develop a revised framework for capitalisation of UDB to facilitate MSME based growth via selected commodity value chains.
				A short term development credit window for MSMEs set up	<ul style="list-style-type: none"> <li>• Establish a platform for the financing of SME receivables</li> <li>• Set up a factoring house for Private Sector Receivables</li> <li>• Establish and operationalise the EMYOGA Fund for MSMEs in the specialised trades</li> </ul>
	Financial illiteracy	Most MSMEs especially those owned by women, youth, persons with disabilities (PWDs) and persons living in remote areas lack knowledge about banking		Increased understanding of MSMEs credit rating	<ul style="list-style-type: none"> <li>• Build capacity of MSMEs to access credit</li> <li>• Simplify, popularise and massively train MSMEs in the process of credit rating</li> </ul>

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Intervention in the NDP/III	Output in the PIAP	Corresponding actions in the PIAP
	<p>Inability to access affordable credit without land as collateral</p>	<p>and financial management. Most businesses lack bank accounts; do not keep proper records of accounts; have limited/or no knowledge of how to access credit from commercial banks. This prevents them from borrowing for start-up or expansion of businesses.</p>		<p>Security interest in Movable Property Registry System fully functional and accepted by the industry</p>	<ul style="list-style-type: none"> <li>• Popularise use of security interest in the Movable Property Registry</li> <li>• Harmonise legal framework for registration of security interests in movable property with existing commercial laws (Companies Act on debentures and Insolvency Act on the priority of debts) for ease of doing business and access to credit</li> <li>• Mass education of the movable property registry system</li> <li>• Strengthen the use of e-movable chattels registry</li> <li>• Boost lender confidence to promote prudent lending against movable assets through trainings and availability of borrowers' information on SIMPO for risk analysis</li> </ul>
	<p>Limited awareness of the Local Content Policy</p>	<p>The vulnerable groups are not fully aware of the policy and how to prepare to benefit from it.</p>	<p>Develop and implement a holistic local</p>	<p>An overarching local content</p>	<ul style="list-style-type: none"> <li>• Implement the existing local content policy, and other related legal and institutional framework</li> </ul>

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Intervention in the NDP/III	Output in the PIAP	Corresponding actions in the PIAP
	Limited participation of MSMEs in public investments	There are limited programmes to sensitise the private sector on government procurement processes. Most of the MSMEs especially those owned by women, youth and PWDs have no knowledge of the E-Government procurement system, lack capacity to prepare competitive bids and interpretation of the existing procurement policies on the implementation of the local content policy.	content policy, legal and institutional framework	policy framework developed	<ul style="list-style-type: none"> <li>• Mobilise local firms' participation in public investment programmes across sectors</li> </ul>
	Stringent requirements in the procurement process	Majority of the MSMEs cannot compete favorably in public procurement due to: requirements for tender security guarantees, limited capital, limited time for supplying. Besides, there is non-implementation of affirmative action by MDAs and LGs to ensure award of small and microcontracts to the marginalised and vulnerable			<ul style="list-style-type: none"> <li>• Build capacity of local providers to compete favorably in public procurement</li> <li>• Fast-track the rollout of the E-Government procurement and provide training to stakeholders</li> </ul>
					<ul style="list-style-type: none"> <li>• Monitor and enforce the implementation of the Guidelines on Preference and Reservation Schemes</li> <li>• Reserve goods, services and works for SMEs and marginalised groups</li> </ul>



Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Intervention in the NDP/III	Output in the PIAP	Corresponding actions in the PIAP
	High cost of certification	<p>groups such as women, youth and PWDs.</p> <p>The majority of MSMEs especially those owned by women, youth and PWDs have limited working capital and support, which hinder their capacity to produce quality products to meet certification demands. In addition, they cannot afford to conduct annual Q Mark tests, due to high costs. They therefore end up selling low quality and less competitive products on the market. Without high quality standards, they cannot grow and expand. They need support to get Q mark.</p>			<ul style="list-style-type: none"> <li>Support local producers to attain certification, testing and calibration of services to support local content</li> </ul>
	Non-implementation of the Local Content Policy in the labour market	Foreign contractors prefer hiring overseas workers especially for infrastructural projects therefore not creating employment for nationals.			Promote and enforce local content in the labour market
	Lack/ or limited knowledge of investment partnership management	Majority of the MSMEs especially those owned by women, youth and PWDs are unable to bid on their own because of their small size, limited working capital and technical knowhow. Business	Measures undertaken to increase the capacity of local contractors to participate in		Training of local contractors in investment partnership management

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Intervention in the NDP/III	Output in the PIAP	Corresponding actions in the PIAP
	<p>partnerships/joint ventures/consortium enable small businesses to put their resources together and deliver contracts.</p> <p>Lack of an incentives framework for local investors</p>	<p>public investment programmes across sectors</p> <p>The Investment Code does not take care of local investors, so they do not benefit from the investment incentives. This disadvantage makes their products more expensive and less competitive.</p>	<p>Develop and publicise a transparent incentive framework that supports local investors</p>	<p>Transparent incentive framework developed</p>	<ul style="list-style-type: none"> <li>• Development and adoption of the incentives framework</li> <li>• Establish mechanisms for evaluating costs and benefits of incentives in place, their appropriate duration, and their impact on the economy.</li> <li>• Develop and publicise a transparent incentive framework</li> </ul>
<p><b>Strengthen the organisational and institutional capacity of the private sector to drive growth</b></p>	<p>Limited support to SMEs to access appropriate technology</p>	<p>Majority of the MSMEs are between the informal and formal sectors. They cannot access appropriate technology due to limited resources. Research is expensive, therefore, making it difficult for MSMEs to easily adapt to changing product demands. This results in limited value-added production and uncompetitive products.</p>	<p>Establish and Strengthen research and innovation for Micro, Small, and Medium Scale Enterprises</p>	<p>Research and innovation strengthened for MSMEs</p>	<ul style="list-style-type: none"> <li>• Establishing research and innovation resources and ensuring access by MSMEs</li> <li>• Increase capacity of the PSD Programme stakeholders to deliver researched solutions and products for MSMEs adoption</li> <li>• Design and build the CVC online portal and; Design and compile DINE Profiles</li> <li>• Provide Technical Advisory and Analytical Laboratory services</li> <li>• Expand/scale-up provision industrial production infrastructure and facilities in all regions</li> <li>• Develop a Research and Development database</li> </ul>

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Intervention in the NDP/III	Output in the PIAP	Corresponding actions in the PIAP
					<ul style="list-style-type: none"> <li>• Develop electronic and automated solutions for utilisation by various sectors</li> <li>• Assist in-house incubatees through R and D in the development of high-quality products</li> <li>• Conduct outreach training activities for PWDs and other marginalised groups in juice making; bakery, daily processing, paper production and meat processes.</li> <li>• Conduct stakeholder guided tours for exposure to technologies and production processes</li> <li>• Undertake Start-up business mentorships seminars</li> <li>• Support business enterprises to mine and exploit scientific intellectual property rights</li> <li>• Establish and implement research dissemination on private sector issues to the relevant stakeholders ensuring flexible learning and establishment of 2 incubation centres</li> <li>• Develop partnerships with the private sector to research key issues affecting private sector growth.</li> </ul>

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Intervention in the NDP/PII	Output in the PIAP	Corresponding actions in the PIAP
	<p>Limited access to market information and business systems</p>	<p>The MSMEs have limited access to market information which is even rarely disseminated to small businesses owned by women, youth and PWDs. They therefore have inadequate knowledge of the opportunities to sell their products. This is coupled with limited business development services.</p>	<p>Develop product and market information systems</p>	<p>Product and market information systems developed</p>	<ul style="list-style-type: none"> <li>Support the equipping of regional and local government-based offices with e-kits for market information</li> <li>Support increased Product Management Information dissemination by Central and Local government BDS Centres</li> </ul>
	<p>Limited skills and knowledge of business management among MSMEs especially those owned by women, youth, and PWDs</p>	<p>Majority of MSMEs have not formalised their operations, and lack documented business processes and plans.</p>	<p>Improve management capacities of local enterprises through massive provision of BDS geared towards improving firm capabilities</p>	<p>Clients business continuity and sustainability strengthened</p>	<ul style="list-style-type: none"> <li>Provide BDSs with analysed national and international market information for rational enterprise decision-making in prioritized growth activities</li> </ul>
	<p>Limited participation and representation/membership of women, youth and PWDs in cooperatives and associations</p>	<p>Women, youth and PWDs do not have a strong voice in cooperatives and associations therefore often miss out on skills training and services for improvement of their businesses</p>	<p>Measures undertaken to create national, regional and global business links for registered enterprises</p>	<p>Support bottom up formation of cooperatives</p>	<ul style="list-style-type: none"> <li>Promote formalisation and certification of products, processes and services in enterprises</li> <li>Review and generate a functional SME data base to enable delivery of BDS as well as profiling servicing of Youth and SMEs</li> <li>Deliver Business Development Services to MSMEs</li> </ul>
			<p>Improve management capacities of local enterprises through massive provision of BDS geared towards improving firm capabilities</p>	<p>Industry associations, chambers of commerce and</p>	<ul style="list-style-type: none"> <li>Promotion, registration, inspection and auditing of cooperative activities</li> <li>Design and deliver tailor-made skills and training programmes for cooperatives</li> <li>Support the provision of value addition common user facilities for associations/cooperatives</li> <li>Establish and integrate management information systems to support</li> </ul>

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Intervention in the NDP/III	Output in the PIAP	Corresponding actions in the PIAP
<b>Support the enabling environment and enforcement of standards</b>	Lack of incentives to support green growth and LED	Lack of incentives to support green growth limits MSME and environmental practices, and promote LED	Create appropriate incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED	trade unions strengthened Incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED in place	associations, trade unions, and cooperatives  <ul style="list-style-type: none"> <li>• Conduct sensitisations drives for the private sector on Green Growth and LED</li> <li>• Put in place incentives to attract the private sector to finance green growth</li> <li>• Partner with the private sector to mobilise financial resources and know-how on green growth</li> </ul>



## 4.0 Programme Gender and Equity Performance Assessment

**The Private Sector Development Programme aims at achieving several outcomes namely;**

- i. Increased lending to key growth sectors
- ii. Increased long-term financing to the private sector by government-owned financial institutions
- iii. Improved business capacity and local entrepreneurship skills enhanced
- iv. Increased membership in chambers of commerce and trade unions
- v. Increased research and innovation within the private sector
- vi. Increased access and use of market information systems by the private sector
- vii. Increased access and use of incubation centres by the private sector
- viii. Increased use of research and innovation instruments by the private sector
- ix. Standards developed and/or enforced
- x. Increased local firms' participation in public investment programmes across sectors

**These outcomes are gender and equity responsive and are measured for five (5) years of the NDP III against their respective indicators of;**

- i. Total value of private equity investments by government-owned financial institutions (UDB)- UGX billions. i.e. 0.183 (2020) to 0.38 (2025)
- ii. % of businesses that accessed BDS in the past 3 years; i.e. 7 (2020) to 20 (2025)
- iii. % of the informal sector, i.e. 57 (2020) to 45 (2025)
- iv. Number of firms that are registered members of chambers of commerce: i.e. 500 (2020) to 800 (2025)
- v. Number of firms using market information systems; i.e. 4,000 (2020) to 6,000 (2025)
- vi. Number of firms accessing incubation centre services; i.e. 1,000 each FY (2020/21 - 2024/25)
- vii. % of MSMEs utilising the services of Research and innovation facilities; i.e. 20 each FY (2020/21 - 2024/25)
- viii. Annual change in products certified by UNBS (%); i.e. 10 each year (2020/21 - 2024/25)
- ix. Proportion of the total procurement value awarded to local contractors, %; i.e., 60 (2020) to 80 (2025)

**Table 3: Selected Gender and Equity Output Performance Indicators**

Objective	Intervention	Output	Output Indicators	Baseline	Target (Financial Year)					Lead Agency
					2020/21	2021/22	2022/23	2023/24	2024/25	
1: Sustainably lower the costs of doing business	1.1: Increase access to credit largely targeting MSMEs	Government-owned financial institutions capitalised	Feasibility study report on public financial institution including a capitalisation framework	0	0	1 Feasibility Study Report	1 Business Plan	0	0	NPA
		A short term development credit window for MSMEs set up	No. of skilled enterprise groups accessing EMIYOOGA Fund	TBD	TBD	TBD	TBD	TBD	TBD	MSC
			Proportion of MSMEs accessing credit from government-owned commercial banks		0	50%	75%	85%	0	MFPED
		Security Interest in Movable Property Registry System fully functional and accepted by the industry	No. of MSMEs sensitised and trained on the usage of Security Interest in Movable Property Registry System (SIMPRS)	0	200	300	400	500	600	URSB
		No. of women and youths sensitised		0	200	300	400	500	600	URSB



Objective	Intervention	Output	Output Indicators	Baseline	Target (Financial Year)					Lead Agency	
					2020/21	2021/22	2022/23	2023/24	2024/25		
			and trained on the usage of Security Interest in Movable Property Registry System (SIMPRS)								
			Increased understanding of MSMEs Credit rating	0	0	0	0	0	0	0	MTIC
			UDB capitalised and strengthened	0	1	0	0	0	0	0	MFPEd
<b>2: Strengthen the organisational and institutional capacity of the private sector to drive growth</b>	2.1: Improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities	Industry associations and clusters (chambers of commerce and trade unions) strengthened	No. of functional industry associations in place		15	20	15	15	15	15	MTIC
		Support measures undertaken to foster organic bottom-up formation of cooperatives	No. of new producer cooperatives formed	0	50	76	100	100	100	100	100

Objective	Intervention	Output	Output Indicators	Baseline	Target (Financial Year)				Lead Agency	
					2020/21	2021/22	2022/23	2023/24		2024/25
			No. of partnerships in form of contractual linkages between skills-based enterprises with established manufacturing firms formed	0	100	150	180	180	180	MTIC
	2.2. Strengthen system capacities to enable and harness benefits of coordinated private sector activities	Research and innovation strengthened for MSMEs	No. of research projects undertaken to support private sector development	0	3	04	05	05	5	MFPEd
			No. of MSMEs accessing technical, advisory and analytical lab services		50	75	80	90	100	UNBS
			No. of new products from the incubation centres established				4		4	UNCST
			No. of new products scaled for commercial production		5	7	10	12	14	UIRI
		Product and market	No. of functional information	0	1	1	1	1	1	MTIC, UIRI

Objective	Intervention	Output	Output Indicators	Baseline	Target (Financial Year)				Lead Agency	
					2020/21	2021/22	2022/23	2023/24		2024/25
		information systems developed	systems in place by type							
		System of incubation centres strengthened to support the growth of SMEs in strategic areas	No. of incubation centres	0	4	4	4	4	MTIC	
<b>3: Promote local content in public programmes</b>	3.1 Develop and implement a holistic local content policy, legal and institutional framework	An overarching local content policy framework developed	Proportion of contracts by value awarded to local providers.	0.58	0.6	0.65	0.7	0.75	0.8	PPDA
		No. of standards for goods and services developed that are subject to local content preference schemes			-	10	10	10	10	UNBS
	3.2: Build the capacity of local firms to benefit	Measures undertaken to increase the capacity of the local	No. of local contractors benefiting from local content capacity	TBD	TBD	TBD	TBD	TBD	TBD	MFPED

Objective	Intervention	Output	Output Indicators	Baseline	Target (Financial Year)				Lead Agency
					2020/21	2021/22	2022/23	2023/24	
	from public investments	construction industry to participate in public investment programmes across sectors	development initiatives						
		No. of local contractors trained in investment partnership management	No. of local contractors trained in investment partnership management		TBD	TBD	TBD	TBD	MTIC
	3.3 Develop and publicise a transparent incentive framework that supports local investors	Transparent incentive framework developed	Transparent incentive framework in place	0	0	1	0	0	MFPEP
	5.5 Create appropriate incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED	Incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED in place	Value of green growth projects of the private sector Value of green finance resources financing NDP/III priorities	0	TBD	TBD	TBD	TBD	MFPEP

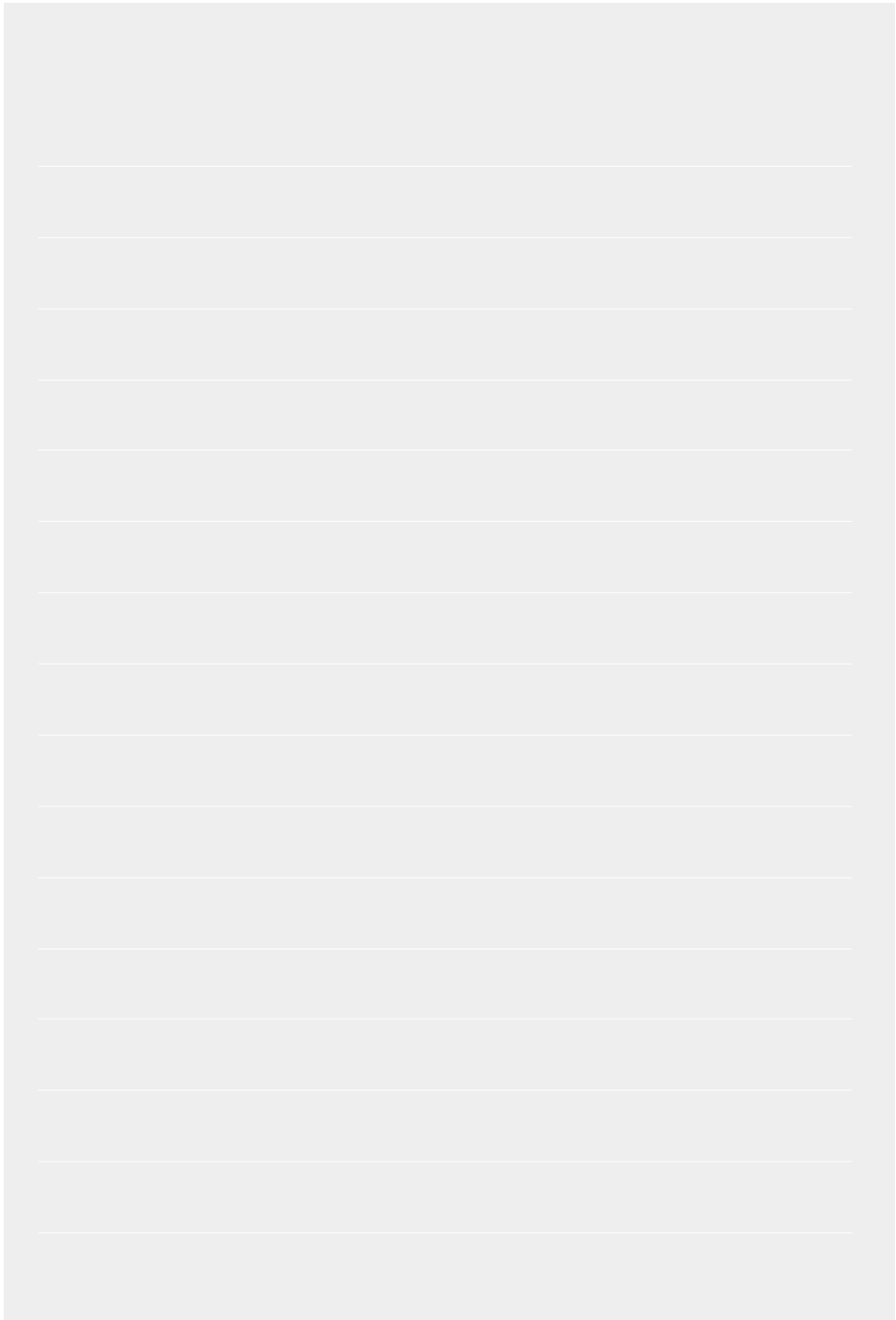
## 5.0 Emerging Issues/Actions

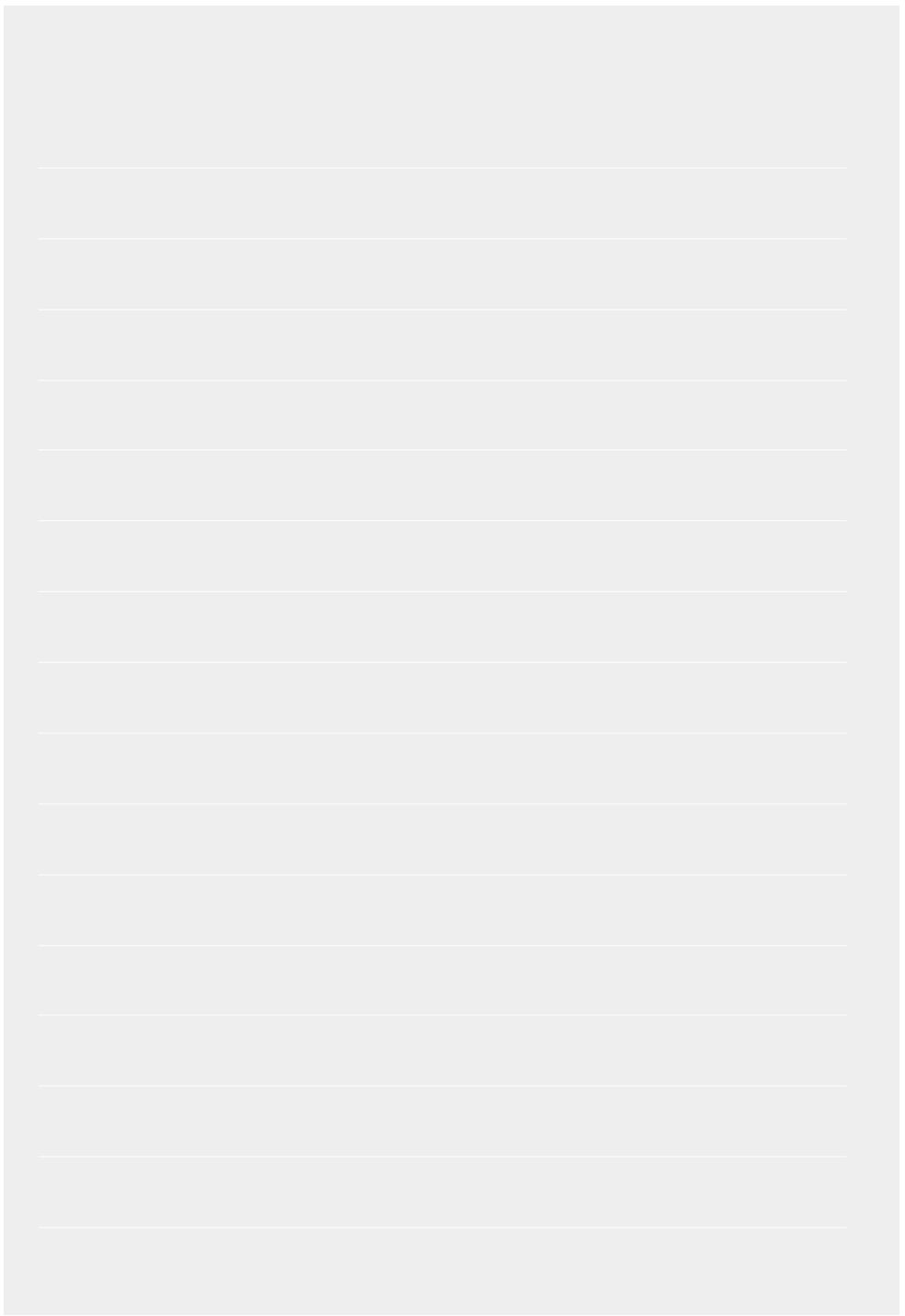
During the dialogue held with stakeholders of the Private Sector Development Programme, the following were the emerging issues for consideration during the midterm review of the National Development Plan (NDPIII) 2020/21 to 2024/25 and NDPIV.

- The indicators should be identified to ensure proper assessment after the NDPIII. Monitoring of these indicators is very important to ensure that the interventions are on track.
- There is need to build the capacity of locals to participate in public procurement since there are several bureaucracies involved in this process. This will help curtail the uptake of the lucrative contracts by the bourgeoisie in society.
- The Public Procurement and Disposal of Public Assets Authority (PPDA) has conducted several trainings in topics like business partnership management, and these should be intensified.

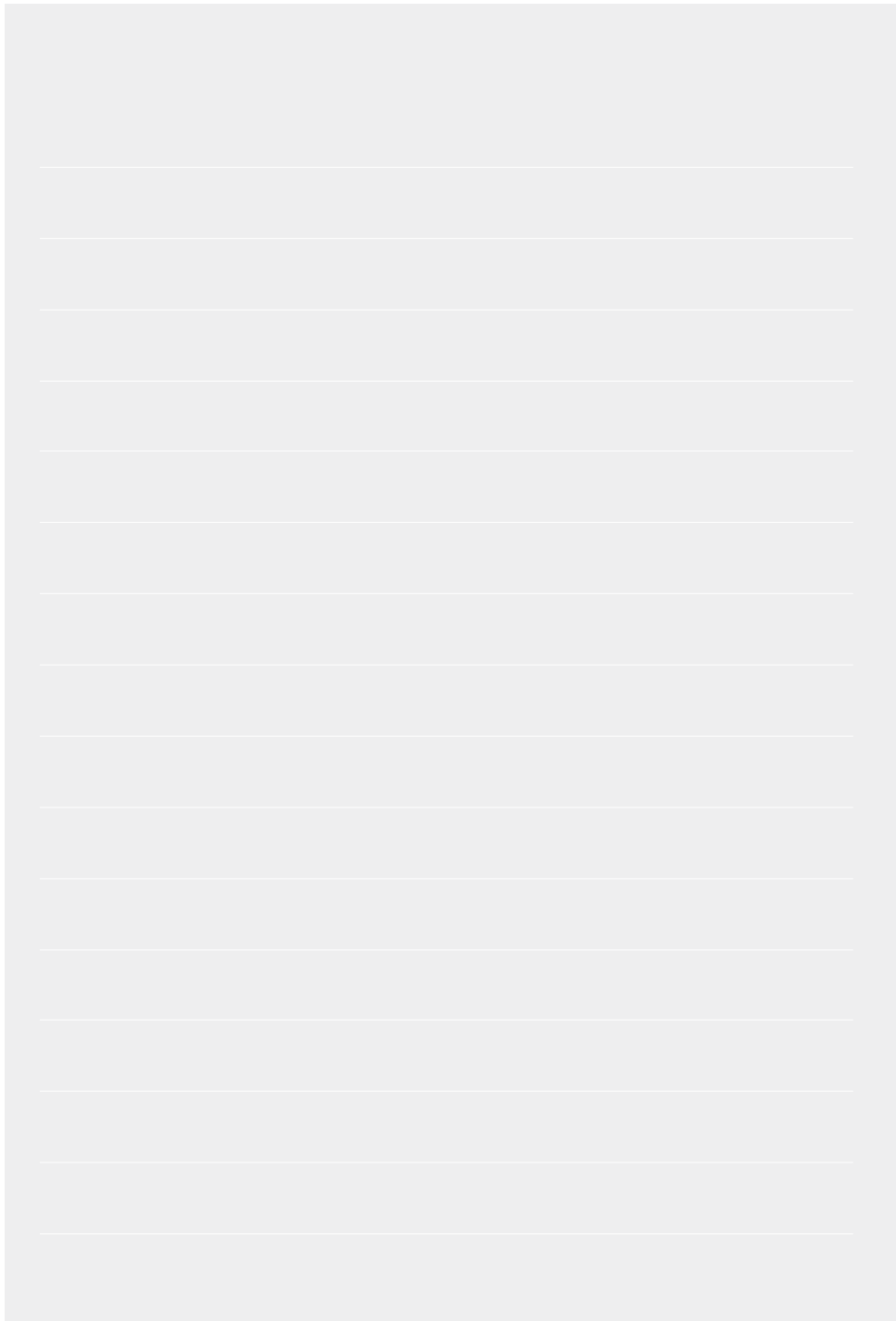
## References

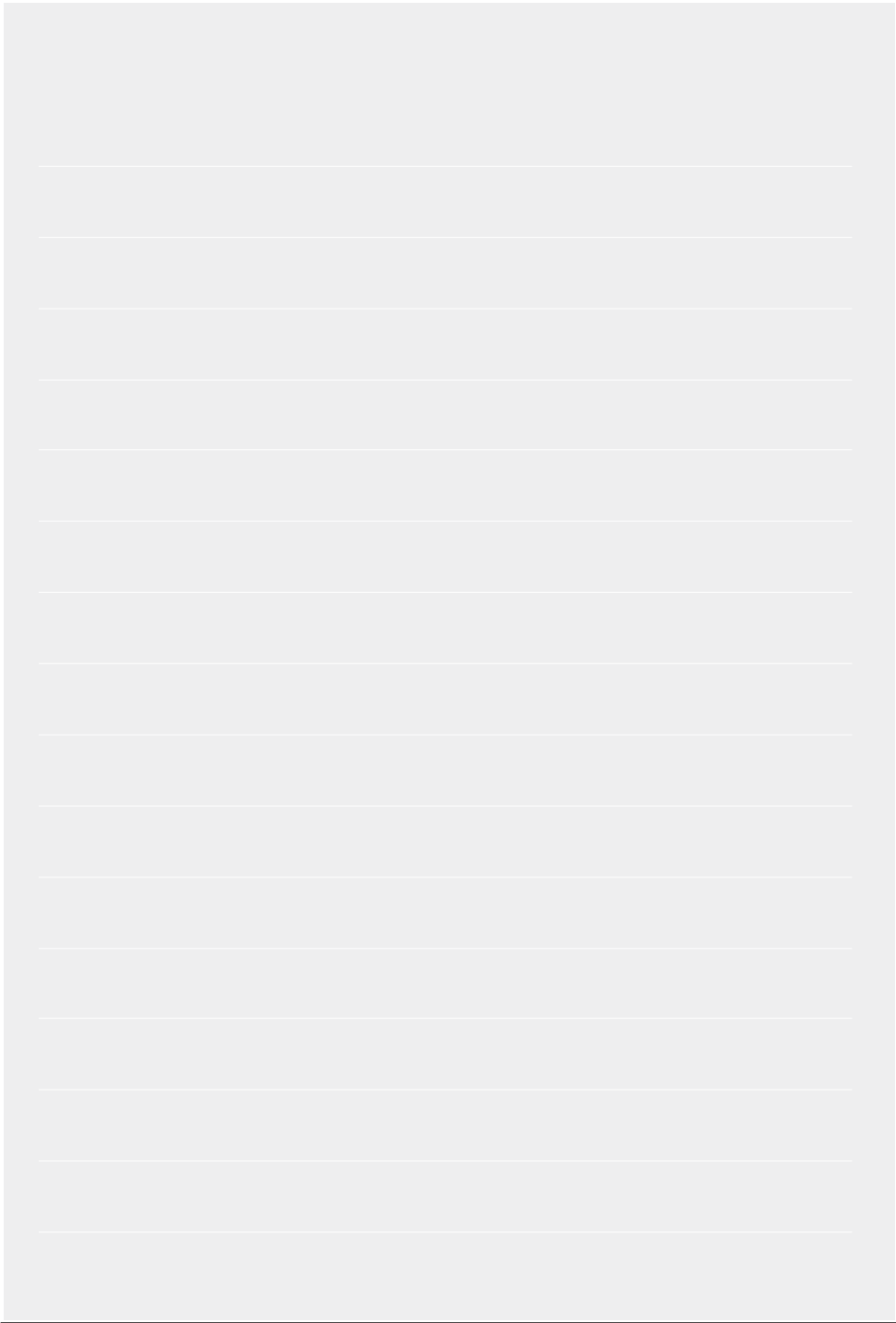
1. National Planning Authority, November 2020, NDP III Private Sector Development Programme Implementation Action Plan
2. National Planning Authority, July 2020, third National Development Plan (NDP III) 2020/21 – 2024/25
3. National Planning Authority, June 2021, Results and Reporting Framework for the Third National Development Plan (NDPIII), 2020/21 – 2024/25)













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