



A HANDBOOK FOR IMPLEMENTATION OF
NDPIII GENDER AND EQUITY COMMITMENTS

MANUFACTURING PROGRAMME



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ACRONYMS AND ABBREVIATIONS

BFP	Budget Framework Paper
GEB	Gender and Equity Budgeting
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MPS	Ministerial Policy Statement
NDP	National Development Plan
PIAP	Programme Implementation Action Plan
PWDs	Persons With Disability
SMEs	Small and Medium Enterprises
UDC	Uganda Development Corporation
UDB	Uganda Development Bank

ACKNOWLEDGEMENTS

This Handbook was developed by Mr. Esau Mutekanga. He was assisted by a group of gender and equity experts who included: Mrs. Margaret Kakande; Mrs. Angella Ssali; Ms. Lydia Nabiryo; Mr. Geoffrey Isiko; Ms. Harriet Asibazuyo; Ms. Ida Kigonya; Mr. John Paul Apire; Mr. Richard Kityo; Ms. Harriet Pamara; Dr. David Mpiima; Mr. Cornelius Magara Kagoro; Mr. Kenneth Atim.; Mr. Franklin Maloba Wanyama; Mr. Hillary Muhumuza; Mr. Ronald Paul Konde; Ms. Agnes Rebecca Nakimuli; Ms. Sylvia Tereka; Mr. Alex Ssebagala; Mr. Deogratius Kiryoowa; Mrs. Elliot Orizaarwa Tumwujukye; and Mr. Vincent Kiribakka. This is also to thank Ms. Maria Muzaaki who provided the secretarial support.

The Handbook also benefitted from input from officials from the programme institutions who participated in the dialogue. These included: Miriam K. Bwengye; Yudaya Kadondi; Grace Nassuna; Caroline Aguti; Christine Nakazibwe; Esther Tulisanyuka; Dr. Isaiah Tumwikirize; Mubarak Nkuutu; Kirabira Paul; Deborah Twinomujuni; Grace Nabisubi; Grace Nansasi; Alice Mubiru; Ankunda Harmonious; Rebecca Kushemererwa; Evu Elly Biliku; Rogers Okambo; Hope Jemimah Kasimbazi; Taaka Janet Eszar; and Rebecca Kukundakwe.

The production of the Handbook was facilitated by UN WOMEN.

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 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 dialogues 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 considers 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 discrimination² 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) outcome 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

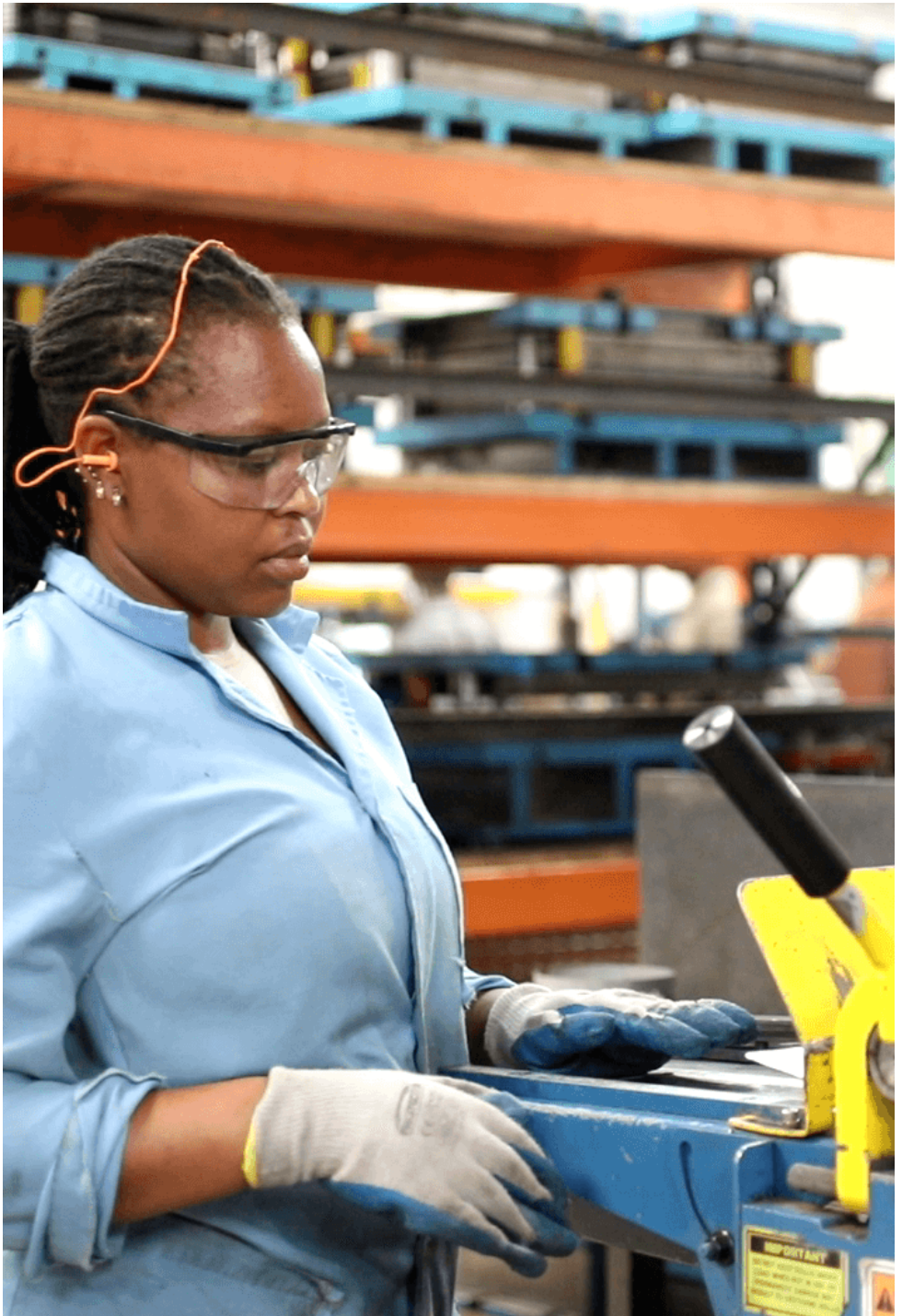
The consequence of an action.

Outcome Indicator

A measure of whether the program 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 Manufacturing 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 (SDGs) 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 and integrate gender and equity issues in the formulation of Budget Framework Papers and Ministerial Policy Statements. 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 II¹, 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.

¹These are listed in the NDPII background

1.2 Justification for the Handbook

To avoid 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 Subcommittees; 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, researchers, Development Partners, Academia, Gender and Equity Trainers, plus the Assessors.

2.0 How to use the Handbook

The Handbook shall be used in the preparation of Budget Framework Papers for MDAs and Local Governments, and Ministerial Policy Statements for MDAs and Missions. The BFP and MPS 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.

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

Section of the BFP	Section of MPS	Application of the Handbook	Example
Overview	Overview	Indicate desired gender and equity outcomes, objectives, spent budget, medium-term allocations and projections	G&E Objective Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle)
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>G&E Outcome Increased manufacturing activity</p> <p>G&E Outcome indicator Share of labour force employed in the industrial sector (%)</p> <p>G&E Outputs completed Four fully serviced industrial parks</p> <p>G&E Output indicator No. of fully serviced industrial parks constructed</p>
Medium Term Plans	Medium Term Plans	Indicate Medium-term plans by listing which interventions shall be carried out following the planning framework i.e., NDP III.	G&E Medium-term plans Construct four fully serviced industrial parks (1 per region)
	Current Year Plans	Indicate key sector output and outcome performance indicators to show that gender and equity issues have been addressed.	G&E Planned outputs Bench-marking with other country standards for park development, stakeholder consultations, and research on industrial park development.
Outcome, intermediate outcome indicators	Outcome, intermediate outcome indicators		<p>G&E Intermediate outcome Enhanced industrial facilitation, promotion and cluster competitiveness</p> <p>G&E Intermediate outcome indicator Number of standards and guidelines for industrial parks developed or updated</p>

3.0 Gender and Equity Responsive Interventions in the Manufacturing 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.

Manufacturing is one of the 20 programmes of the NDP III, and it operationalises objective one of **'Enhancing value addition in key growth opportunities.'**

The Programme was selected to address Uganda's challenge of having a small manufacturing sub-sector, uses basic technology and creates low quality and quantity of gainful jobs. This is due to:

- i. Lack of requisite infrastructure to support manufacturing;
- ii. Limited access to financing mechanisms that can support manufacturing;
- iii. Weak SMEs in the industrial sector;
- iv. The proliferation of substandard goods and counterfeits on the market;
- v. Poor linkage between trade and industrial development
- vi. Lack of a support system to nurture innovations to full commercialisation
- vii. High cost of doing business;
- viii. Low labour productivity, and
- ix. A weak legal framework to support and promote manufacturing.

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.

The objectives of the Programme are to:

- i. Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle);
- ii. Increase value addition for import substitution and enhanced exports;
- iii. Develop financial and logistical systems to increase access to regional and international markets and;
- iv. Strengthen the legal and institutional framework to support manufacturing.

3.1 Gender and Equity Issues and their Responsive Interventions in the Manufacturing Programme

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



Table 2: Gender and Equity Identified Issues and their Responsive Interventions in the NDP III/PIAP

Sub-Programme	Gender/Equity Issues	Justification/ Impact of the Gender and Equity Issues	Interventions in the NDP/III	Output in the PIAP	Corresponding Actions in the PIAP
<p>Industrial and Technological Development</p>	<p>Inadequate standards for development, inclusive stakeholder consultations and research on industrial park development</p>	<p>Inadequate standards for park development affect the establishment of industrial parks thus limiting equitable access, participation and utilisation of these parks.</p>	<p>Construct four fully serviced industrial parks (1 per region)</p>	<p>Standards and guidelines for the establishment and operation of industrial parks were developed and enforced</p>	<p>Bench-marking with other country standards for park development, stakeholder consultations, and research on industrial park development.</p>
	<p>Inadequate gender-responsive facilities in industrial parks</p>	<p>Non-compliance to approved standards and license conditions leads to gender irresponsible facilities in industrial parks (lack of breastfeeding corners for mothers, hygienic sanitation facilities, child care centres etc).</p>		<p>Visits to industrial parks under operation and development to assess compliance to approved standards and license conditions</p>	<p>Visits to industrial parks under operation and development to assess compliance to approved standards and license conditions</p>
	<p>Limited engagement of different stakeholders especially vulnerable groups in park development</p>	<p>This has sometimes led to perpetration of human rights violations and abuses during the design, operation and management of industrial parks.</p>		<p>Four fully serviced industrial parks established</p>	<p>Sites visits, data collection, stakeholder consultations, research on parks development, ESAs conducted, data compilation and analysis, analysis of business activities in proposed areas</p>
<p>Inadequate engagement of all stakeholders during land acquisition</p>	<p>Land acquisition entails compensation and resettlement that benefits the owners of the land (usually men). The dependants (women, children and older persons) sometimes do not benefit from the compensations, leaving them marginalised.</p>	<p>Land acquisition for the two sites; LG engagements and land surveys</p>	<p>Land acquisition for the two sites; LG engagements and land surveys</p>		
<p>Lack of economic and social impact assessments (ESIAs) undertaken to</p>	<p>Ignoring social impact assessments normally perpetuates social-economic inequalities.</p>	<p>Economic activity analysis for industrial parks, stakeholder engagement, data collection and analysis</p>	<p>Economic activity analysis for industrial parks, stakeholder engagement, data collection and analysis</p>		

Sub-Programme	Gender/Equity Issues	Justification/ Impact of the Gender and Equity Issues	Interventions in the NDPIII	Output in the PIAP	Corresponding Actions in the PIAP
	<p>exhaustively capture the gender and equity concerns</p> <p>Lack of user-friendly facilities for women, persons with disabilities (PWDs), older persons and youth in the designs of industrial parks</p>	<p>Gender and equity irresponsible industrial facilities make it difficult for expecting mothers, PWDs, children and older persons involved in manufacturing to use the industrial parks.</p>			<p>Prepare designs for four industrial parks, construct and maintain infrastructure for two industrial parks and common user buildings.</p>
	<p>Limited access to credit by vulnerable groups (women, youth, PWDs and older persons)</p>	<p>Most vulnerable persons live below the poverty line and lack valuable assets such as land for securing credit facilities. This affects their ability to access loans from financial institutions.</p>	<p>Develop local finance solutions</p>	<p>Suitable finance solutions for manufacturers developed</p>	<p>Establish a manufacturing Credit Facility, develop and continuously review guidelines and criteria for suitable financing packages for manufacturers</p>
	<p>Limited skills development programmes for women, youth older persons and PWDs involved in manufacturing</p>	<p>Most vulnerable persons lack skills for effective business management. This affects their level of participation in manufacturing.</p>			<p>Sensitise and provide technical support (through business development services, business plan development, bookkeeping trainings) to enable manufacturers to access affordable finance from the Manufacturing Credit Facility, JDC and other ventures</p>
	<p>Limited partnerships for business development between local and international manufacturers</p>	<p>Lack of business partnerships affects the engagement of Ugandans at the international level, thus low earnings by the manufacturers.</p>			<p>Support to Local Manufacturers in identifying, attracting and establishing partnerships and joint ventures to attract FDI and DDI (Domestic Direct Investment)</p>

Sub-Programme	Gender/Equity Issues	Justification/Impact of the Gender and Equity Issues	Interventions in the NDP/III	Output in the PIAP	Corresponding Actions in the PIAP
Trade Development	Poor access to resource areas	Women, girls, PWDs, children, the poor and older persons suffer the negative impact of poorly designed and constructed roads in the process of mobilising raw material inputs as well as taking the finished goods into the markets.	Develop the transport networks to support manufacturing especially in resource areas like Muko, Karamoja region; road, water, rail and air	Improved access to resource areas to source raw materials for manufacturing	Organise forums where local and foreign investors can interact to forge partnerships Construct/ rehabilitate roads linking resource areas like Muko and Karamoja to industrial parks
	Limited support to local manufacturers	Local manufacturers lack access to technology to improve the quality and quantity of their production. So there is a need to support local manufacturers with appropriate technologies.	Support existing local manufactures for both medical products and pharmaceuticals	Improved product volumes and quality in pharma sub-sector	Facilitate local industries especially those involved in the production of indigenous pharma remedies to acquire appropriate technologies and product certification
	Limited incubation centres for the youth-related business ideas	The vulnerable groups like youth, women and PWDs lack skills for economic empowerment. This affects their access to employment opportunities.	Provide government support for the installation of recycling facilities for Polyethylene terephthalate (PET), High-Density Polyethylene (HDPE) Low-Density Polyethylene (LDPE) and Polypropylene (PP)	Increased investment in plastics recycling	Develop incubation facilities and undertake incubation of youth in participation in the plastics recycling value chain
Limited knowledge and adherence to local standardisation by manufacturers	Lack of compliance to international standards and measurements inhibits access to export markets.	Expand the range of manufacturing standards and enforce applicable regulations.	Enhanced quality of Ugandan manufactured products	Sensitise manufacturers and traders on available standards and the requirements for standardisation	

Sub-Programme	Gender/Equity Issues	Justification/ Impact of the Gender and Equity Issues	Interventions in the NDPIII	Output in the PIAP	Corresponding Actions in the PIAP
Enabling Environment	Limited data on local manufacturers producing for the export market	Not knowing the export manufacturers hinders capacity building to upgrade their production and quality controls. Failure to access local and international market opportunities hinders growth potential for women's business enterprises.		Improved Uganda's doing business rank	Strategic market profiling for Uganda's export both product and countries to exploit/develop
	Lack of an incentivisation policy framework to motivate women and youth entrepreneurs involved in manufacturing for export	This demotivates entrepreneurs and potential manufacturers, in addition to killing the spirit of competition since there is no driving force towards improved productivity.	Establish a sliding scale export incentive regime	Increased forex earning from sliding scale export incentive regime	Develop and implement a policy framework to implement a sliding scale export incentive regime
	Limited coordination between the Export Promotion Board and manufacturers in different locations of the country especially women, youth, PWDs, and older persons.	Limited data on export financing affects decision making to improve support for local producers. It limits the capacity of local firms/manufacturers to produce and export goods.	Establish a sliding scale export financing rate	Increased volume of manufactured goods for export	Undertake short term study on the appropriate export financing mechanism
	Inadequate user-friendly border market facilities for women, youth, children and PWDs.	This hinders discovery through bench-marking best practices in manufacturing. Limits participation in cross border trade markets by manufacturers especially those from hard-to-reach areas.	Establish four border markets to facilitate trade with regional neighbours (especially at the South Sudan and Congo borders)	Increased exports to targeted neighbouring markets	Construct and operationalise two border export zone/border market facilities
	Limited market information especially gender and equity disaggregated data for local manufacturing	Inadequate information on trade and markets due to the lack of an integrated market information system affects business decision making in the manufacturing sector.	Strengthen information management and negotiation for greater access to targeted markets	Enhanced effective market intelligence	Develop integrated market information system (leveraging Uganda's foreign missions and international partners) Conduct sensitisation and awareness campaigns

Sub-Programme	Gender/Equity Issues	Justification/ Impact of the Gender and Equity Issues	Interventions in the NDP/III	Output in the PIAP	Corresponding Actions in the PIAP
	<p>Limited financial support towards Small, and Medium Enterprises (SMEs)</p> <p>Lack of a local content law and regulations for the manufacturing sector</p>	<p>Lack of access to capital and business financing by SMEs affects their performance in promoting economic empowerment and addressing women's needs.</p> <p>Lack of a local content law limits manufacturing companies from enjoying their benefits e.g. creation of local jobs, value addition, use of local raw materials and other local means of production.</p>	<p>Establish Export Credit Guarantee Schemes for SMEs</p> <p>Enact and enforce the local content law</p>	<p>Increased revenue to SMEs</p> <p>Local content law enacted and enforced</p>	<p>Increased revenue to SMEs</p> <p>Facilitate the finalisation of the Local Content Law and development of regulations</p>
	<p>Limited awareness on the importance of standards (weights and measures)</p>	<p>Counterfeiting of manufactured products causes a significant threat for any brand or business. It leads to the loss of sales revenue and profit margin. Overproduction costs and fraudulent product warranty claims. It damages the brand and product reputation. Unfortunately, women and youth-led and owned manufacturing companies are always a soft target by counterfeiters.</p>	<p>Enforce the laws on counterfeits and poor-quality products</p>	<p>Anti-counterfeits and quality product laws enforced</p>	<p>Train and license local manufacturers of weighing and measuring instruments.</p>
	<p>Inadequate information to support tax local exemptions for local manufacturers</p>	<p>If women and youth-led/owned manufacturing companies are not given tax holidays and exemptions, they are likely to be out-competed by foreign firms which have several tax holidays and exemptions.</p>	<p>Change the tax regime to attract more investors in manufacturing; upstream parts of the value chains</p>	<p>Tax regime reviewed</p>	<p>Undertake cost optimisation studies to inform tax relief and cost management support to industries in priority sub-sectors</p>

Sub-Programme	Gender/Equity Issues	Justification/Impact of the Gender and Equity Issues	Interventions in the NDP/III	Output in the PIAP	Corresponding Actions in the PIAP
	<p>Inadequate standards, laws, and regulations to support green manufacturing</p>	<p>Gender blind environmental policies lead to non-compliance by manufacturers thus limiting the participation of women in manufacturing.</p>	<p>Standards, laws, and regulations to facilitate the adoption of green manufacturing formulated, implemented and enforced</p>	<p>Environmental assessment and compliance developed</p>	<p>Formulate, implement and enforce standards, laws, and regulations to facilitate the adoption of green manufacturing, etc.</p>



4.0 Programme Gender and Equity Performance Assessment

The Manufacturing Programme aims at achieving several outcomes namely;

- (i) Increased manufacturing activity
- (ii) Increased number of jobs in the manufacturing sub-sector
- (iii) Increased number of SMEs producing for the local and international markets
- (iv) Improved terms of trade

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

- (i) Industrial sector contribution to GDP (%)
- (ii) Contribution of manufacturing to industrial GDP (%)
- (iii) Share of manufacturing jobs to total formal jobs (%)
- (iv) Share of labour force employed in the industrial sector (%)
- (v) Share of manufactured exports to total exports (%)
- (vi) Manufacturing value added (USD million)
- (vii) Manufacturing value added as a percentage of GDP
- (viii) Formal enterprises as a share of GDP

Table 3 indicates the gender and equity output performance indicators and their respective targets for the five years of the NDP III programme implementation

Table 3: Selected Gender and Equity Output Performance Indicators

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)						
						2020/21	2021/22	2022/23	2023/24	2024/25		
Industrial and Technological Development	Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle)	Construct four fully serviced industrial parks (1 per region)	Four fully serviced industrial parks	No. of fully serviced industrial parks constructed	-	0	1	1	1	1		
				No. of industrial parks monitored	-	0	4	4	4	4		
				No. of industries in industrial parks monitored	-	0	200	200	200	200		
				No. of people trained in industrial park development, management and operation	0	100	100	100	100	100		
				No. of feasibility studies towards the development of industrial parks undertaken	0	4	-	-	-	-		
				No. of sites (land) for establishment of industrial parks acquired & secured	0	0	1	1	1	-		
				Fully serviced industrial parks established	<ul style="list-style-type: none"> No. of Master plans and ES/As for industrial parks developed No. of industrial park sites equipped with requisite infrastructure 	No. of fully equipped labs established in	0	4	-	-	-	-
						No. of fully equipped and operational facilities linking communities to Industrial parks	0	1	1	1	1	1
						Thirty (30) fully equipped zonal industrial hubs, and integrated leather	20	21	25	30	30	30

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)						
						2020/21	2021/22	2022/23	2023/24	2024/25		
			processing factory established and operated.									
		Provide appropriate financing mechanisms to support manufacturing	Suitable financial packages for manufacturers	No. of suitable financing packages (manufacturing Credit Facility) for manufacturers established and continuously reviewed	-	0	3	3	3	3	3	3
				<ul style="list-style-type: none"> No. of industries invested in by UDC No. of industries sensitised and supported to acquire affordable financing No. of cooperative organisations audited/inspected 	0	0	5	5	5	5	5	5
			Sustainable to FDI manufacturing increased	No. of feasibility studies to develop investment profiles conducted	0	0	50	50	50	50	50	50
				<ul style="list-style-type: none"> No. of investments secured through partnerships with missions abroad No. of Attaches placed 	0	1	10	10	10	10	10	10
		Develop the transport	Improved access to	Km of roads constructed/rehabilitated	-	100	100	100	100	100	100	100

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)				
						2020/21	2021/22	2022/23	2023/24	2024/25
		networks to support manufacturing especially in resources areas like Muko, Karamoja region; road, water, rail and air	resource areas to source raw materials for manufacturing	linking resource areas to Industrial parks						
				<ul style="list-style-type: none"> Km of rail network constructed/ rehabilitated linking resource areas to industrial parks No. of aerodromes rehabilitated 	100	100	100	100	100	100
		Develop infrastructure linking the neighbouring countries especially DRC and South Sudan	Increased cross border trade Kampala to Mpondwe and Kampala to Elegu	Km of road linking Uganda to DRC and South Sudan constructed	100	100	100	50	0	0
			Transformed from transit to development corridors	<ul style="list-style-type: none"> No. of projects developed and implemented Enabled Commodity Trading Platform in place 	0	2	2	2	2	2

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)								
						2020/21	2021/22	2022/23	2023/24	2024/25				
Industrial and Technological Development	<p>Upgrade industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes</p> <p>2.1 Support existing local manufactures for both medical products and pharmaceuticals</p> <p>2. Increase value addition for import replacement and enhanced exports</p>	<p>Resource-efficient and cleaner production technologies and industrial processes adopted</p> <p>Improved product volumes and quality in the pharmaceutical sub-sector</p> <p>Increased market share of Uganda's Pharmaceutical industry in the</p>	<p>No. of cleaner production technologies adopted in industry</p> <p>No. of industries supported to diversify their product value chains into cleaner and environmentally friendly processes</p> <ul style="list-style-type: none"> Eco certification Program for industries and industrial products established and implemented <p>No. of updated standards, regulations and guidelines chains into cleaner and environmentally friendly processes</p> <p>No. of negotiation meetings for the extension of WTO TRIPS Agreement participated in</p>	0	0	0	0	0	0					
				1	3	3	2	2						

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)					
						2020/21	2021/22	2022/23	2023/24	2024/25	
			regional markets								
		Provide government support for the installation of recycling facilities for Polyethylene terephthalate (PET), High-Density Polyethylene (HDPE) Low-Density Polyethylene (LDPE) and Polypropylene (PP)	Improved quality of plastic products	Guidelines and standards for the establishment and operation of plastic recycling facilities in place and enforced	-	1	1	1	1	1	1
			Increased investment in plastics recycling	No. of youth incubated in plastic recycling	-	50	50	50	50	50	50
				<ul style="list-style-type: none"> ● No. of recycling plants established ● No. of calibration capabilities developed ● Homologation center in place 	0	0	0	1	1	1	1

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)				
						2020/21	2021/22	2022/23	2023/24	2024/25
Trade Development	Increase access to regional and international markets	Support local automotive assembling and manufacturing	Increased quantity and quality of production in the Automotive assembly and Manufacturing Industry	No. of standards and guidelines developed	0	2	3	2	2	2
		Support existing sugar factories to produce industrial sugars	Forex expenditure on industrial sugar importation reduced	No. of local confectionery industries						
			Quantity of industrial sugar exported	<ul style="list-style-type: none"> No. of new markets for manufactured industrial sugar identified %age of NTBS addressed 	0	2	2	2	2	
		Expand the range of manufacturing standards and enforce applicable regulations	Enhanced quality of Ugandan manufactured products	No. of standards developed for products on the Ugandan market	600	650	700	750	800	
		Improved Uganda's doing business rank	Improved market access for the products through	No. of reform measures implemented						
				No. of MSMEs supported for products certification	500	500	500	500	500	

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)						
						2020/21	2021/22	2022/23	2023/24	2024/25		
			certification services									
		Establish a sliding scale export incentive regime	Increased forex earning	Percentage value & volume of manufactured exports	12	12	12	12	12	12	12	12
		Establish a sliding scale export financing rate	Increased volume of manufactured goods for export	No. of firms producing for export accessing finance	0	0	2	2	2	2	2	2
		Establish four export logistics centres	Increased export earning	No. of logistics centres (4) established	0	0	0	2	2	2	2	2
		Establish four border markets to facilitate trade with regional neighbours (especially at the South Sudan and Congo borders)	Increased exports targeted to neighbouring markets	No. of border markets established	0	0	1	2	2	2	2	1
		Sign bilateral agreements to guarantee market access	Increased revenue from cross border trade	No. of market studies undertaken	0	3	3	3	3	3	3	3
			Bilateral agreements to guarantee market access	No. of sensitisation campaigns conducted	24	24	24	24	24	24	24	24

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)					
						2020/21	2021/22	2022/23	2023/24	2024/25	
				%age of increment of Uganda's exports into the negotiated markets							
		Strengthen information management and negotiation for greater access to targeted markets	Enhanced effective market intelligence	<ul style="list-style-type: none"> Information management system set in place No. of sensitisation and awareness campaigns conducted 	0	1	0	0	0	0	0
		Support the national conformity assessment system to attain international recognition through Accreditation	Increased testing capability of the country	Law on Accreditation enacted	0	-	1	-	-	-	-
			Internationally recognised National Measurement system to support the National Accreditation and conformity assessment system developed	<ul style="list-style-type: none"> %age expansion of accreditation MRAs signed Membership to CGPM 	-	10%	30%	50%	75%	100%	
		Establish Export Credit Guarantee Schemes for SMEs	Increased revenue to SMEs	Credit guarantee program in place	-	-	0	0	0	0	0

Sub-Programme	Objective	Interventions	Outputs	Indicators	Baseline	Targets (Financial Year)				
						2020/21	2021/22	2022/23	2023/24	2024/25
Enabling Environment	Strengthen the legal and institutional framework to support manufacturing	Enact and enforce the local content law	Increased revenues to the citizens	Local content law enacted and enforced	0	-	-	-	-	
		Enforce the laws on counterfeit and poor-quality products	Anti-counterfeits and quality product laws enforced	No. of bills developed	0	1	1	1	1	
		Change the tax regime to attract more investors in manufacturing; downstream parts of the value chains		Proportion of LSBA process improvement interventions executed	100%	100%	100%	100%	100%	

5.0 Emerging Issues

The gender and equity mainstreaming of the Manufacturing Programme seeks to empower women manufacturers in Uganda by providing them with an enabling environment and platform to network and improve their competitiveness locally, regionally, and globally. However, In the process of integrating Gender and Equity into the National Planning and Budgeting process, under the Manufacturing Programme, a number of issues emerged. These were not adequately addressed in the NDP III and the PIAP. They include the following;

- The need for more women involvement in manufacturing. On average, 95 percent of the manufacturing firms in Uganda are owned by males as majority shareholders. In terms of foreign ownership, 23 percent of the firms are foreign owned.
- Opportunities presented by COVID-19 that include an increase in demand for locally manufactured products. New MSMEs and Jua Kali in manufacturing enterprises are emerging that produce several items previously imported.
- Emergence of alternatives and import substitution. Uganda will need to diversify her source of supplies, especially if possible with the coming of the African Continental Free Trade Area (AfCFTA) and other South East Asian countries like Vietnam, Singapore, and Thailand among others. This could be a new dawn for the greater intra-African trade and collaboration where products unique and customised to local needs could be developed. The greater opportunity is in areas like pharmaceuticals and food processing. There is need for diversification of manufacturing lines. The government needs to step up support for manufacturers with not only proper policy for reverse engineering and product certification, but also with technical support.
- The need for market growth. The Government should create and strengthen trade relations to grow markets for locally produced goods as well as, identify alternative sources of not only materials - but also technologies. The government should quickly explore under exploited markets like Sudan, DR Congo, Central African Republic and Southern African Development Community countries for manufactured goods
- The need to improve conditions for green manufacturing. The concepts of Reduce, Reuse and Recycle are now part and parcel of modern manufacturing as mankind battles negative effects of climate change. The Ministry of Trade, Industry and Cooperatives, and Ministry of Water and Environment together should ensure that, Resource Efficient Cleaner Production is promoted as an aid to trade.

- Increased need for value addition. There is need for Uganda to recommit to do value addition on all products, be it petroleum, agricultural products or minerals all of which support manufacturing. If manufacturers in Uganda could have value addition facilities and skills, then it should cement her position as a regional hub for logistics and trade.
- Need for national skills development programmes to mitigate the challenge in lack of market-relevant skills, competences, and knowledge.
- Need for review of the technical education curriculum and budgetary allocations to expand Technical Vocational Training (TVET) centres and youth polytechnics.

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