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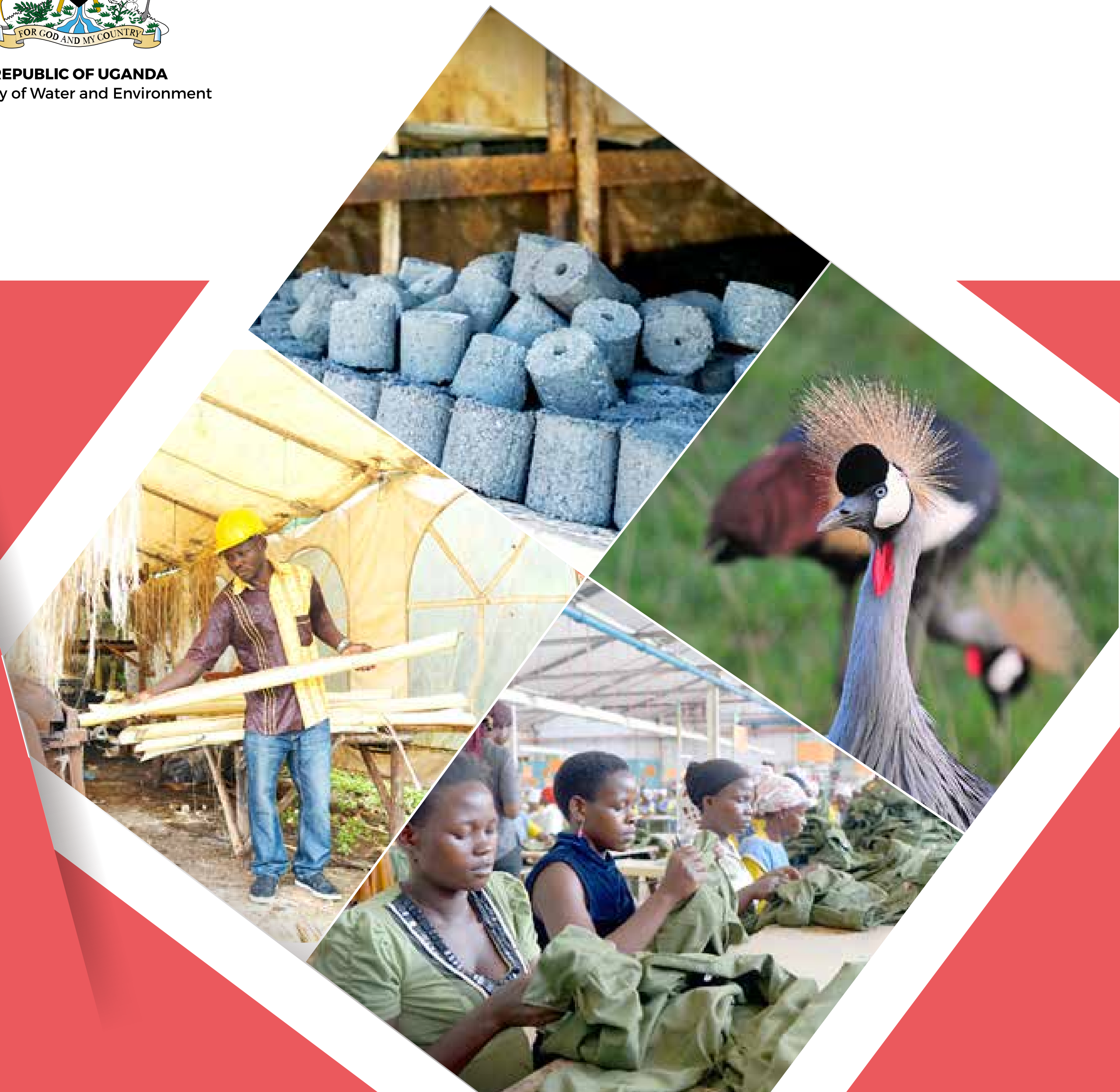
Ministry of Water and Environment



SWITCH AFRICA GREEN

REVIEW OF LAWS, POLICIES AND BUSINESS ENVIRONMENT

Country Implementation Report and Plan
October 2017

SWITCH Africa Green is funded by the European Union

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Crested cranes Lake Victoria in Uganda.

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Foreword

The SWITCH Africa Green (SAG) programme started in 2014. The SAG overall objective is to achieve sustainable development by engaging in transition towards an inclusive green economy, based on sustainable consumption and production patterns, while generating growth, creating decent jobs and reducing poverty. The specific objective is to support the development of green businesses and eco-entrepreneurship and use of Sustainable Consumption and Production (SCP) practices. The programme has 3 components of Policy Support, Green Business Development (Micro, Small and Medium Enterprises) and Networking Facility. For the implementation of the components, Uganda targeted 3 sectors of Agriculture, Manufacturing and Tourism.

The SAG Programme responds to the resolutions outcomes of Rio+20 and part of the 10-year Framework of Programme on Sustainable Consumption and Production patterns (10YFP), aspirations of the Agenda 2063; and, Agenda 2030 specifically Sustainable Development Goal 12 (SDG 12). Nationally, the Vision 2040 affirms attainment of a green and clean environment through sustainable utilization of the Environment and Natural Resources. Additionally, the, National Development Plan II (NDPII) prioritizes agriculture, Manufacturing and Tourism and emphasis green growth principles and practices.

Uganda conducted an inventory of the existing policies, regulations, standards, instruments of the targeted sectors and a report was produced in 2015. This report summarizes the regulatory frameworks and business environment, and lays a new basis for implementation of the SWITCH Africa Green project in Uganda with emphasis on supporting inclusion of SCP practices in policy, law, regulations and conduct of business. Furthermore, an assessment of the business environment for the sectors and capacity building needs where identified. A country policy analytical report and national implementation plan were produced and detailed extensively the policy gaps in the three sectors, and offered opportunities for inclusive green business development in Uganda. The plan is intended to reshape the policy setting of the target sectors and aid private sector in pursuing inclusive green business as a key to advancing the SDG 12, Vision 2040 and the NDPII.

The Ministry of Water and Environment, is committed to execute the SWITCH Africa Green National Implementation Plan to drive green growth in Uganda. The country has developed a Green Growth Strategy to spearhead integration of SCP practices in national development policies, plans and programmes.

The Government of Uganda is grateful to the European Union (EU) the funder of the programme and their implementation partners, that is, the United Nations Environment (UNE), United Nations Development Programme (UNDP) and United Nations Office for Project Services (UNOPS). Lastly, great appreciation goes to the Ministries, Departments, Agencies and Civil Society Organisations who were consulted in development of this Policy Report and Nation Implementation Plan.

HON. CHEPTORIS SAM

MINISTER OF WATER AND ENVIRONMENT

Acknowledgement

The Ministry of Water and Environment would like to thank the European Union (EU) for the funding support and the United Nations Environment Programme (UNEP) for providing technical support in drafting the Country Implementation Plan for the SWITCH Africa Green Programme, Uganda. In addition, the Ministry extends its sincere appreciation to the Economic Policy Research Centre (EPRC), Uganda team lead by Dr. Madina Guloba, which undertook the exercise of putting this report together on behalf of the Ministry. Contributions to the process by members of the National Technical Coordination Committee (NTCC), chaired by the National Environment Management Authority (NEMA), during the inception report meeting held from 7 - 8 July, 2015 and the validation workshop held on 18th December, 2015 are gratefully acknowledged. The NTCC had membership drawn from the relevant Ministries, Departments and Agencies, Civil Society Organisations, Development Partners and Private Sector actors as follows:

a. Ministry of Water and Environment
b. Ministry of Agriculture, Animal Industry and Fisheries
c. Ministry of Energy and Mineral Development
d. Ministry Tourism, Wildlife and Antiquities
e. Ministry of Trade, Industry and Cooperatives
f. Ministry of Gender, Labour and Social Development
g. Ministry of Local Government
h. Ministry of Finance, Planning and Economic Development
i. National Environment Management Authority
j. Uganda National Council for Science and Technology
k. Uganda Investment Authority
l. Uganda Wildlife Authority
m. Uganda Free Zone Authority
n. Uganda National Planning Authority
o. Uganda Cleaner Production Centre
p. Private Sector Foundation of Uganda
q. Uganda Farmers Federation
r. Uganda Small Scale Industries
s. Action Coalition on Climate Change
t. United Nations Development Programme
u. Association of Uganda Professional Women in Agriculture and Environment
v. Uganda Manufacturers Association

Acronyms

AfDB	African Development Bank
BDS	Business Development Services
EAC	East African Community
EAOPS	East African Organic Products Standards
EU	European Union
GDP	Gross Domestic Product
GE	Green Economy
GoU	Government of Uganda
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MoFPED	Ministry of Finance Planning and Economic Development
MoLHUD	Ministry of Lands Housing and Urban Development
MoWE	Ministry of Water and Environment
MSME	Micro, Small and Medium Enterprises
MSMI	Micro, Small and Medium Industries
MTIC	Ministry of Trade Industry and Cooperatives
MTWA	Ministry of Tourism Wildlife and Antiquities
NAADS	National Agricultural Advisory Services
NDP	National Development Plan
NEMA	National Environment Management Authority
NPSCP	National Programme- Sustainable Consumption and Production
NTCC	National Technical Coordination Committee
PEAP	Poverty Eradication Action Plan
PMA	Plan for Modernisation for Agriculture
SAG	SWITCH Africa Green
SCP	Sustainable Consumption and Production
UBoS	Uganda Bureau of Statistics
UCPC	Uganda Cleaner Production Center
UFZA	Uganda Free Zones Authority
UIA	Uganda Investment Authority
UIRI	Uganda Industrial Research Institute
UNCST	Uganda National Council for Science and Technology
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme

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Aidah Tumuheise, the propietor at Eco-Friendly Innovations Development Ltd displays briquettes made from waste from banana plants. Her company also makes recycled paper used to package the briquettes.

Photo | Timothy Shitagwa

SWITCH Africa Green (SAG) Programme Background

African economies are highly dependent on natural resources, which in many countries form the basis of economic activity. A transition to an inclusive green economy offers opportunities for the region to attract investments in environmental assets, resource efficient production processes, eco-innovation and renewable energy, which benefit development, reduce poverty and inequalities, and create employment. Investments, from both public and private sources, towards achieving sustainable agriculture, fisheries and biodiversity management, as well as related technology, education and infrastructure, are key to this transition. Such investment in these sectors, and in others like mining and manufacturing, can be used by African economies as engines for growth and sustainable development. As a result, governments need to encourage this transition with a supporting policy framework, consisting of a coherent set of macro-economic policies, sectoral policies, regulations and standards. There are many examples of successful policies and initiatives across Africa in sectors such as energy, agriculture, waste management, and manufacturing, which prove that resource efficient, eco-innovative and Sustainable Consumption and Production (SCP)-related activities can be implemented in key sectors. Several actions to attain this include sustainable land management, forests and ecosystems, managing natural capital and specific policies promoting a shift to SCP patterns for a green and resource efficient transformation of the African economies.

To this end, Uganda is among the six (6) African pilot countries receiving funds from the European Union (EU) to frame and adopt green economic policies at the macroeconomic level and sectoral level under the SAG programme. Green Economy (GE) interventions focus on developing policies and incentives that redirect finances, investments and establish sustainable trade flows, particularly private finance, towards more sustainable and resource efficient enterprises. SCP interventions focus on policies and actions implemented primarily within specific sectors, and directly influencing companies' management practices to reduce pollution and increase resource efficiency. SCP measures include policies, consumer information tools and awareness rising designed to promote smart consumption. The use of cleaner, low-carbon and efficient technology is central to the shift to SCP patterns and transition to a green economy.

Thus, the objective of the SAG programme is to support Uganda in its efforts to achieve sustainable development by engaging in transition towards an inclusive GE based on SCP patterns while generating growth, creating decent jobs and reducing poverty. The objective will be achieved through support to private sector led inclusive green growth. More specifically the SAG programme supports the development of green businesses, eco-entrepreneurship and use of SCP practices by capitalising on:

- Micro, Small and Medium Enterprises (MSME) and business service providers that are better equipped to seize opportunities for green business development;
- Better informed public and private consumers; and
- Enabling conditions in form of clear policies, sound regulatory frameworks, incentives structures, tax, and other fiscal and marked-based instruments influencing key sectors in Uganda.

Executive Summary

Implementation of the 'SWITCH Africa Green" programme in Uganda started in 2015, with technical support from UNEP and funding support from the European Union. The implementing partners are the Ministry of Water and Environment (MoWE), National Environment Management Authority (NEMA), Uganda Cleaner Production Centre (UCPC) and the United Nations Development Programme (UNDP). The delegated executing agency and project manager is NEMA and the UN national coordinator is UNDP.

The aim of this programme is to support private sector led inclusive green growth by providing capacity for both policy makers and private sector actors to advocate for Sustainable Production and Consumption (SCP) practices in agriculture, Manufacturing and Tourism. The programme will do this by, first, enhancing the enabling environment for implementation of SCP practices, including the revision, amending and drafting institutional, legislative, policy and regulatory frameworks to reflect the essence of a green economy, and second, improve institutional and individual capacity within stakeholders for SCP implementation. The latter component will foster and strengthen mechanisms, tools and training to support the use and uptake of SCP mechanisms into sector plans and programmes. In addition, the review aims to achieve one of the activities outlined in the 2011 National Programme on SCP under the Ministry of Trade, Industry and Cooperatives (MTIC).

To support the preparatory phase, a policy review on key sectors was conducted to start the programme. This report summaries the policy, laws, regulatory frameworks and business environment, and lays a new basis for implementation of the programme in Uganda with emphasis on supporting inclusion of SCP practices in policy, law, regulations and conduct of business. The implementation plan is based on findings gathered during this phase and updates the UNEP mission programme document. The implementation plan is to ensure that all relevant parties have the same baseline information, the same understanding and are committed to the implementation of the programme. Following the stakeholder meetings at the inception and validation of the analytical report and implementation plan, modifications on the log frame and deliverable schedule and work plan were made. In addition, the programme management structure and coordination was revised.

This comprehensive implementation plan includes:

i. Development of institutional capacities of policy and economic actors to integrate SCP practices in Agriculture, Manufacturing and Tourism sectors;
ii. Conduct a baseline survey on business conditions on MSMEs and build capacities of business actors to implement SCPs through training on principles, best practices and decision support tools;
iii. Establish a scientific approach to support science based SCP implementation;
iv. Distil and disseminate nationally and through regional wide networks and programmes knowledge, lessons learnt and green practices among stakeholders in the private sector, government and consumers among the SAG countries and beyond; and,
v. Establish a peer training network and database to support integration of SCP mechanisms in Uganda.

The report also proposes establishment of a National core project management team which shall be constituted by a Chairperson (MoWE delegated it to NEMA-Executive Director), one Project Manager (NEMA), one UN Coordinator and Secretary to the National Technical Steering Committee (UNDP) and the Uganda Cleaner Production Centre (UCPC-Executive Director) who will provide strategic guidance to the overall implementation of the programme. The other members of the NTCC report to the core management team. The programme work plan for the entire duration of the programme and a more detailed log-frame for the four-year implementation period are presented in section 6 of this report.

Employees at Southern Range Nyanza Ltd, a textile company located in Jinja, working during the day using sunlight as a light source. Previously, they used electricity to power light bulbs during the day.

Photo | Timothy Shitagwa

1. Introduction

Uganda has one of the highest growing populations in the world, largely young (57% below 18 years and 18.8% youth aged 18-30 years)[1] . This creates increased pressure on natural resources and heightens the demand for food, energy and water. Government has a task to harness the economy's natural resources for sustainable development through mechanisms that foster inclusive green growth. Uganda has achieved remarkable rates of economic growth averaging 5.6% per annum over the last 10 years (UBoS, 2015). The country has an extensive Micro, Small Medium Enterprises (MSMEs) sector that comprises about 1,100,000 enterprises, employing approximately 2.5 million people, equivalent to 90% of total non-farm private sector workers. The sector contributes about 75% to Uganda's Gross Domestic Product (GDP) (MTIC, 2015).

MSMEs by the sheer limitation of their size and resources are highly dependent on Business Development Services (BDS) to provide capacity building and support their business growth in areas such as training, advice, information, business planning, marketing, modern technology, communications and other services (private sector is playing a key role in delivering BDS). BDS complements credit and micro-finance programmes and assists small enterprises with growth potential to become medium sized enterprises. The government has provided non-fiscal incentives[2] to stimulate business growth as demonstrated by the various initiatives to enhance private sector competitiveness. Fiscal incentives[3] on the other hand are provided for under the Public Finance Management Act, 2015. In the Vision 2040 and the Second National Development Plan (NDP II) 2015/16-2019/20 under the theme "Strengthening Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth", private sector development is highlighted as one of the national priorities to move the country from a predominantly peasant economy to an industrial society (GoU, 2015). In this regard, all polices and sector plans must be aligned, integrated and mainstreamed to the Vision 2014 and the NDP II.

To enhance growth opportunities, the NDP II prioritises agriculture, tourism, and minerals, oil and gas development with infrastructure and human capital development as vital supporting elements to this growth. A key intervention for fostering growth in the key sectors is through value chains with investment channelled through Sector Development Plans (SDPs) and Local Government Development Plans (LGDPs). The SAG programme in Uganda focuses on three sectors namely: agriculture, manufacturing and tourism and these are in line with NDP II priority sectors and those identified in the National Programme on SCP. Enhancing SCP approaches in these sectors for a green Ugandan economy entails designing and implementing enabling policies that support a green and resource efficient transformation of the country. The Ugandan government through the National Planning Authority (NPA) is supporting this transition through the development of Uganda's Green Growth Development Strategy and other macro and sectoral policies, regulations and standards.

To achieve the aims of the Strategy, a theory of change is proposed (see Figure 1). In the theory of change, a needs assessment of the problem is identified, interventions are proposed, and assumptions aimed at changing the status quo are made to achieve intermediate and long-term desirable outcomes.

Furthermore, despite the increasing recognition that natural resources should be used sustainably for an inclusive green growth[4] , efforts to analyse the extent to which sector specific policies and regulatory frameworks are aligned to support SCP and GE practices are not available. This report seeks to address this gap. Using the SCP framework in Figure 1 as a baseline and good practice model, the report specifically reviews policies, laws and regulations and further identifies gaps for SAG engagement in supporting capacity building needs for both institutions and economic actors in SCP and GE patterns. To inform the analysis, a desk literature review of relevant policies and regulatory frameworks was undertaken and analyse the best practices in different sectors to form a baseline for up-scaling. Case studies made reference to in this report were sourced from relevant ministries and other literature published online.

Report Structure

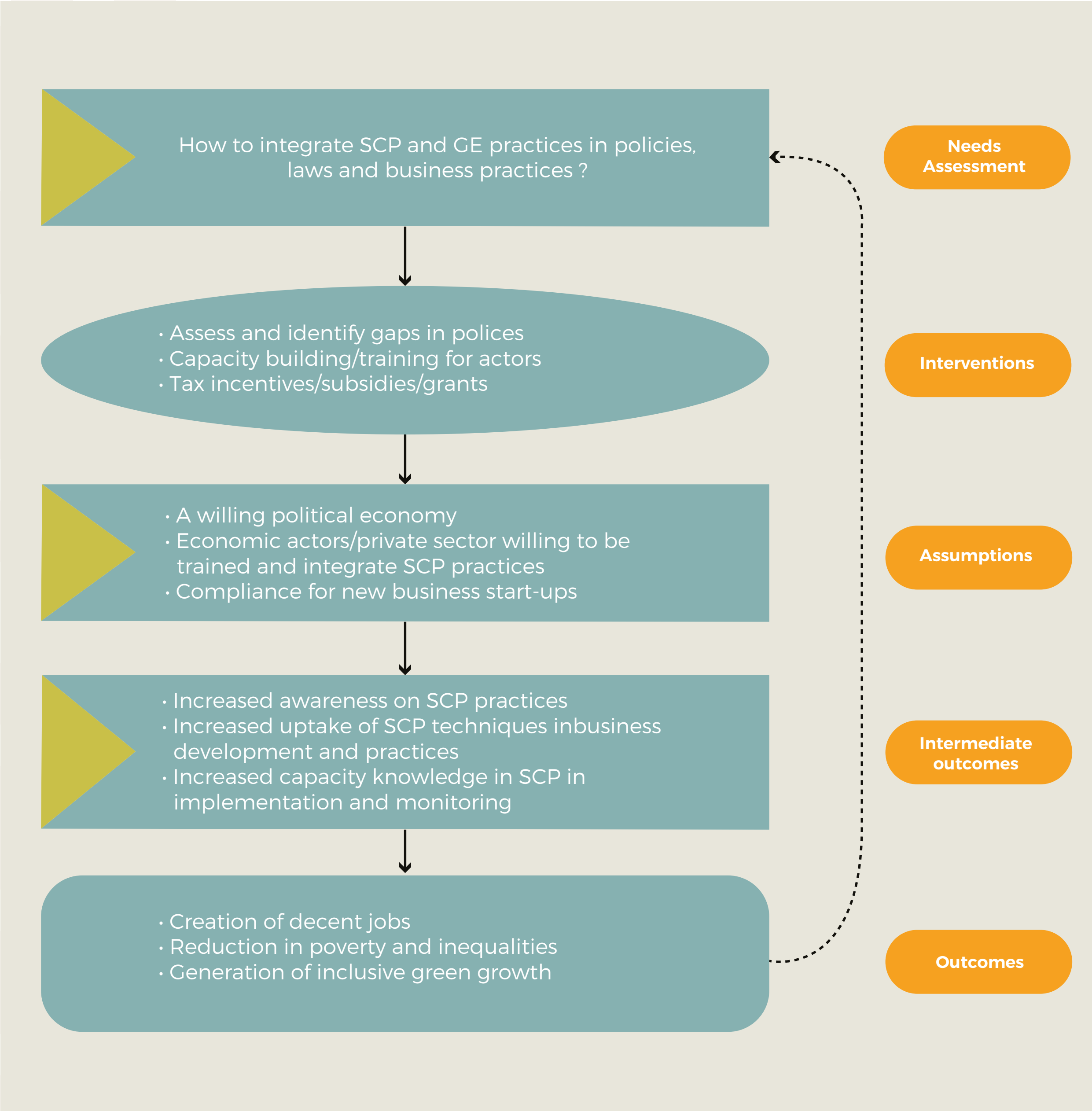
The report is organised as follows:

- Section 1, which is the Introduction provides an overview of the status of MSMEs in Uganda while delving into the role of national level frameworks such as the Vision 2040 and the NDP II in supporting SCP patterns for green growth. The section also provides a theory of change on how to ensure that SAG programme outcomes are achieved. It also outlines the methodology employed in the inception analysis.
- Section 2 looks at the developments in policies, laws and regulatory frameworks that support SCP practices for green growth policies and the stakeholders involved. policies in the agriculture, manufacturing and tourism sectors have been analysed while identifying the specific policy objectives, challenges, the gaps therein and opportunity SAG programme to contribute towards creation of an enabling policy environment.

1 UBoS (2013)
2 Cheaper loans at low interest rates (14%)
3 Tax incentives

4 Green growth is a path of economic growth that uses natural resources in a sustainable manner. In otherward it is a strategy that aims towards increment in the productive capacity of a country/economy in such a way that conserves the environment leading to a green economy. So it is focused on overhauling the economy in a way that synthesizes economic growth and environmental protection (OECD, 2011a).

Figure 1: Theory of Change (TOC)



- Section 3 provides an assessment of Uganda's business environment. The section specifically delves into trends in investment while also looking at the support system through an analysis of the tax incentive structure and business conditions and the extent to which for instance green businesses get tax cuts.
- Section 4 examines the existing evidence and best practices on businesses that have successfully integrated SCP practices in their production processes. It focuses on eco-entrepreneurship, eco-innovation and eco-tourism especially their responsiveness to entrepreneurship, business development and sustainability.
- Section 5 concludes by harmonising the main conclusions from the report analysis and provides lessons for a way forward. These act as guidelines to the implementation plan presented in Section 6.
- Section 6 presents the implementation plan. The plan details the national management Structure of the programme and further provides a synthesis on the log-frame and national delivery work plan and activity schedule together with the responsible institutions.

Employees at All Green Agro located in Jinja, mixing charcoal char (from a paper factory) with leather fleshings (from a tannery) to manufacture organic fertilizer. These raw materials were previously disposed off as waste.

Photo | Timothy Shitagwa

2. SCP Practices for Green Growth: A Review of the Regulatory Environment

Over the last 30 years, Uganda's planning frameworks (PEAP, NDP I and NDP II) have focused on short to medium term horizons. However, experience shows that long term planning is a key factor in propelling socioeconomic development and equitable distribution of wealth in many countries all over the world. The development and planning has been faced by several constraints and these include: poor infrastructure, low and inappropriate skills, weak financial markets, high incidence of corruption among others (GoU-Vision 2040, 2010). Historically, GoU has generated several sector policies, laws/acts and other regulatory frameworks/programmes to that are aligned towards implementing the 1995 Constitution of Uganda and now the overarching policy Vision 2040.

Consequently, this report focuses on policies and laws which influence investment choices in the key target sectors of the SAG programme namely -agriculture, manufacturing and tourism. Specifically, in these three sectors, Uganda will analyse policies, regulatory frameworks, programme initiatives, incentive structures, tax and market based-instruments that enable private sector led inclusive green growth through green business development, eco-innovation and policies, practices and actions promoting a shift to sustainable consumption and production (SCP) patterns. The review of inventories was guided by the following questions.

i. What policies and legislative frameworks exist and how do they foster green growth?
ii. Are there challenges in their implementation?
iii. What are the gaps in their being inclusive of SCP patterns?
iv. Is there baseline information to benchmark the SCP practices?
v. Who are the major stakeholders?

Uganda has broad policies and laws that advocate for greening of the economy. These include: The National Environment Management Policy (NEMP) 1994, National Environmental Action Plan (NEAP), National Environment Act 1995, and the recent Strategic Plan for Biodiversity 2011-2020 and the Aichi Targets and the National Programme on Sustainable Consumption and Production, 2011. The GoU developed a National Environment Action Plan (NEAP) from 1991-1994. The NEAP provided a framework for addressing gaps in environment management as well as a strategy for integrating environment into the national socio-economic development. One of the outcomes of the NEAP was the formulation of the National Environment Management Policy (NEMP) of 1994. The overall goal of the NEMP is sustainable social and economic development that maintains or enhances environmental quality and resource productivity on a long term-basis in order to meet the needs of the present generations without compromising the ability of future generations to meet their own needs. The 1994 NEMP ensures sustainable socio-economic development; maintains or enhances environmental quality and resource productivity on a long-term basis; and accommodates strategic development plans i.e. PMA and PEAP. The Policy objectives are:

i. To integrate environmental concerns in all development policies, planning and activities at national, district and local levels with full participation of the people;
ii. To conserve, preserve and restore ecosystems and maintain ecological processes and life support systems especially conservation of national biological diversity; and
iii. To promote increased forest production by the private sector and the communities.

The NEAP policy goal informed subsequent policies such as the Poverty Eradication Action Plan (PEAP) 2004/5- 2007/8, and the Plan for the Modernisation of Agriculture (PMA). The Policy provides strategies to guide and assist decision makers and resource users in determining priorities in the national context and at the sectoral, private sector and individual level. It provides for integration of environmental concerns in national socioeconomic development planning process, avenues for inter-sectoral cooperation, and comprehensive and coordinated environmental management. As a result, environmental management is now a key criterion for national socio-economic development decisions. The Policy also recognises the need for sectoral policies in addressing the specific concerns of the identified environmental sectors. It therefore provides a framework under which several sectoral policies are developed. These include the Water Policy 1995, the National Wetlands Management Policy 1996, the Wildlife Policy 1996, the Fisheries Policy 2000, the Forestry Policy 2001 and several district environment management policies from 2000 onwards. In addition, the policy provided a basis for the formulation of a comprehensive environmental legal framework under the 1995 Constitution and the National Environment Act (enacted in 1995)[5] . It also provided a framework for multi-sectoral approaches to resource planning and management of natural resources. These approaches found expression in the various environmental and development policies and in legislation such as the Uganda Wildlife Act, the Water Act, the Land Act, the National Forestry and Tree Planting Act, among others.

5 *It provides for sustainable management of the environment and established the National Environment Management Authority (hereafter referred to as NEMA) as the principal government agency for the management of the environment.*

In addition, the Strategic Plan for Biodiversity 2011-2020 and the Aichi Targets place emphasis on biodiversity conservation and sustainable use. The vision of this Strategic Plan is a world of "Living in harmony with nature" where by 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people. The Strategic Plan includes 20 headline targets for 2015 to 2020 called the "Aichi Biodiversity Targets", organized under five strategic goals. The goals and targets comprise both:

i. Aspirations for achievement at the global level; and
ii. A flexible framework for the establishment of national or regional targets. This is in accordance with strategic goals:
    a. Addressing the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society;
    b. Advocating for a reduction in the direct pressures on biodiversity and promoting sustainable use; while
    c. Trying to enhance implementation through participatory planning, knowledge management and capacity building.

The plan places emphasis on "*Green Procurement*". [6]Promotion of green purchasing will allow us to create a green market place and encourage businesses to develop environmentally friendly products and services through the market and promote sustainable management of the environment including, biodiversity. Therefore, green procurement has the power to change society as well as business behaviour as it includes purchase of recycled content products, energy efficient products and non-ozone depleting substances.

Due to the efficacy to incorporate sustainable environmental practices/guidelines in business and human well-being, the National Programme on SCP (NPSCP) was formulated in 2011. This was in response to a Global agreement to generate a Framework for action on SCP. Thus, a national 10 Year Framework Programme (10 YFP) on SCP was drafted for Uganda which was to be implemented by MTIC with support from Uganda Cleaner Production Centre (UCPC). Within the programme, ten thematic areas have been identified with aspects that directly promote SCP in private and public-sector organisations highlighted. These include: Business and corporate social responsibility; Resource Efficient and Cleaner Production (RECP); communication; sustainable product design; education and capacity building; life cycle and resource management; safer production; sustainable consumption; eco-labelling; and sustainable public procurement. In addition, sustainable production initiatives have been classified to include: cleaner production practices; sustainable cities program; urban transport reforms; biomass co-generation; and dissemination programs on efficient cooking stoves. Other initiatives outlined include; transformation of conventional agricultural production into an organic farming system; and improvement in information and communication technology. On the other hand, sustainable consumption initiatives include: consumers paying attention to the quality and safety aspects of products in addition to prices. Organisations that are spear heading sustainable consumption include Uganda National Bureau of Standards (UNBS), Uganda Manufacturers Association (UMA) and Kampala City Traders Association (KACITA) these have been promoting the adoption of a range of Environmental Management Systems (MS) such as ISO certification, consuming energy saving bulbs and more. Nonetheless, the public needs to be empowered and sensitised to demand for environmentally sustainable quality products for the market to respond to these demands. In line with the NDP II, the NPSCP identifies SCP pilot activities in areas of energy, water and sanitation, habitat and sustainable urban development, industrial development and education as a cross-cutting area. Specifically, under industrial development pilot activities on sustainable manufacturing, sustainable tourism and sustainable agriculture are emphasised and these are in line with focus sectors both under the NDP II and the SAG programme in Uganda.

2.1 Agricultural sector policy and regulations review

Greening agriculture refers to the increasing use of farming practices and technologies that simultaneously: maintain and increase farm productivity and profitability while ensuring the provision of food on a sustainable basis, reduce negative externalities and gradually lead to positive ones, and rebuild ecological resources (i.e. soil, water, air and biodiversity "natural capital" assets) by reducing pollution and using resources more efficiently. For instance, Good Agricultural Practices (GAP), Organic/Biodynamic Agriculture, Ecological Agriculture, and Conservation Agriculture including food supply protocols, exemplify the essence of "green" agriculture (Pešić, 2012).

The agriculture sector remains the major economic activity in Uganda employing 65.6% of the labour force and contributing 21% to GDP (UBoS, 2013). A substantial number of households and individuals are involved in agriculture purely for subsistence purposes and not for commercial purposes (58.1% women and 41.9% men aged 14-64 years) (UBOS, 2013). Sectoral growth has been sluggish at 1.33% in 2013/14. Therefore, to steer sustainable agriculture, the NDP II aims to focus on increasing production and productivity; addressing challenges ranging from critical farm inputs for mechanization, Water for Agricultural Production, improving agricultural markets and value addition in the 12 prioritized commodities[7] , and institutional strengthening for agricultural development. Within the plan, interventions to overcome the sector challenges to promote green agriculture include, among others, enhancing

6 Green Procurement is the purchase of environmentally preferable products or services, taking into account the necessity, not only for quality and price, but also for an environmentally-conscious business.

7 Cotton, Coffee, Tea, Maize, Rice, Rice, Cassava, Beans, Fish, Beef, Citrus and Banana.

Sustainable Land Management Practices (SLM); strengthening quality assurance, regulation and safety standards for agricultural products; controlling pests, diseases and vectors; enhancing consumption of diverse diets at household level; and promoting commercialization of agriculture particularly among small holder farmers. Other interventions include improving access to high quality seeds and planting materials, enhancing access to and use of organic fertilizers by both men and women, and building capacities of farmers, traders and processors in quality standards and market requirements.

In support of NDP II focus, the National Programme on Sustainable Consumption and Production (NPSCP), 2011 defines agriculture SCP objectives as those aimed at ensuring integrated systems of plant and animal production practices that will over the long term satisfy human food and fiber needs, enhance environmental quality, the natural resource base upon which the agricultural economy depends and consequently improve the quality of life for farmers and society as a whole. Activities to be undertaken to attain this objective include:

i. Identification and promotion of renewable energy technologies suitable for various farming activities; and

ii. Promotion and sensitise government in micro-financing for implementation of renewable energy technologies suited for farming establishments including micro-window power solar, biomass and micro hydropower;

Some initiatives to achieve SCP objectives have been on-going for some time. For example, Uganda has taken steps to transform the agriculture sector from subsistence farming to commercial agriculture through programmes such as the Plan for Modernisation of Agriculture (PMA) and the National Agricultural Advisory Services (NAADS)[8] programme. This has progressively made agriculture more profitable, competitive and sustainable in providing food and income security to the rural population. It also creates employment opportunities along the entire commodity value chain of production, processing and marketing. The country has also taken important steps in transforming conventional agricultural production into an organic farming system and now has the most developed sector of certified organic production in Africa. Nonetheless, both programmes have fallen short in providing extension services-through capacity building-to farmers which would create awareness on fostering sustainable agricultural production and consumption such as fertiliser use, post-harvest handling, crop rotation methods etc.

For instance, Uganda is among the world's lowest users of artificial fertilizers, at less than 20 per cent (or 1kg/ha) of the already very low continent-wide average of 9kg/ha in Sub Saharan Africa. The widespread lack of fertilizer use has been harnessed as a real opportunity to pursue organic forms of agricultural production, a policy direction widely embraced by Uganda. By 2007, 296,203 hectares of land were under organic agricultural production with 206,803 certified farmers (UNEP, 2013). This constitutes an increase of 360 per cent in terms of number of farmers and 60 per cent in terms of acreage, respectively, between 2002 and 2007. Certified organic exports increased from US$3.7 million in 2004 to US$22.8 million in 2008 (UNEP, 2013). In addition to export earnings, organic agriculture has a positive effect on the environment and soil fertility and has the potential to increase the yields and incomes of farmers, thus contributing to poverty reduction and sustainable rural development. As part of the East African Community (EAC), Uganda adopted the regional organic standard (in 2007) - the East African Organic Products Standards (EAOPS) developed under a joint UNEP-UNCTAD initiative. Uganda has taken an apparent liability – limited access to chemical inputs – and turned this into a comparative advantage by expanding its organic agriculture base, generating revenue and income for smallholder farmers, as well as a more environmentally sustainable form of agriculture.

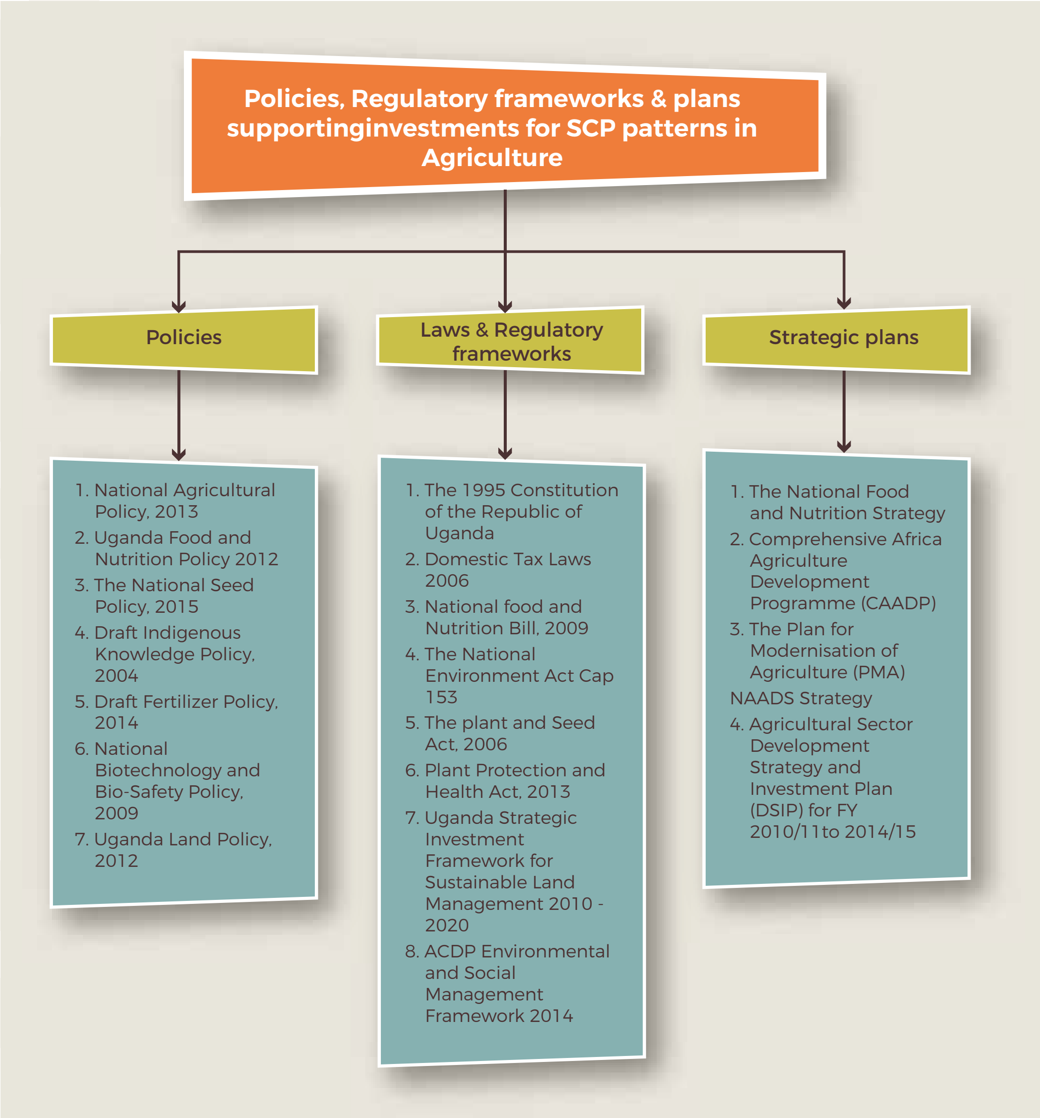
A policy review in the sector shows existence of a wide array of policies and regulations guiding the greening of agriculture. However, these are derailed with underlying strengths and weaknesses in their formulation and implementation. We critically review some of the policies that directly or indirectly strengthen SCP practices in the sector and these are classified as follows in Figure 2.

The National Agricultural Policy (NAP) 2013 visualises a competitive, profitable and sustainable agriculture. The policy through the Agriculture Development Strategy and Investment Plan 2010/11-2014/15, was developed to guide all actors in the agricultural sector to make investments that will increase agricultural incomes, reduce poverty, improve household food and nutrition security, create employment, and stimulate overall economic growth. The policy lays down the challenges facing the agricultural sector to include: low production and productivity caused by limited use of productivity enhancing inputs such as improved seed, crop type as well as stocking material. In addition, limited post-harvest handling and value addition to agricultural products leading to high post-harvest losses, this is caused by lack of access to affordable technology (know-how and machinery), as well as the medium to long term financing for this type of investment; weak policy and regulatory environment and especially maintaining consistency around agricultural policies in the last ten years. Existence of multiple initiatives does not help the agricultural sector. In fact, it has created policy uncertainty for different stakeholders. To address the challenges facing the sector, the overall objective of the NAP is to achieve food and nutrition security and improve household incomes through coordinated interventions that focus on enhancing sustainable agricultural productivity and value addition, providing employment opportunities, and promoting domestic and international trade. More specifically, the NAP will:

i. Ensure household and national food and nutrition

8 *NAADS focus has been on agricultural inputs provision since its inception hence shifting away from the mandate of extension service provision. The new Single Spine Agricultural extension System in the MAAIF aims to fill this gap.*

Figure 2: Classification of agricultural laws and policies



security for all Ugandans;

ii. Increase incomes of farming households from crops, livestock, fisheries and all other agricultural related activities;
iii. Promote specialization in strategic, profitable and viable enterprises and value addition through agro-zoning;
iv. Promote domestic, regional and international trade in agricultural products;
v. Ensure sustainable use and management of agricultural resources; and
vi. Develop human resources for agricultural development

The policy goes ahead to set down strategies to implement the stated objectives and these include the following:

i. Promote agricultural enterprises that enable households to earn daily, periodic and long-term incomes to support food purchases;
ii. Develop and improve food handling, marketing and distribution systems and linkages to local and export markets;
iii. Support the establishment of a strategic food reserve system at all levels;
iv. Support the development of a well-coordinated system for collecting, collating and disseminating information on food and nutrition security to households and communities;
v. Encourage and support local governments to enact and enforce by-laws and ordinances regarding household food security;
vi. Facilitate farmers to organize themselves into production and marketing groups or cooperatives to increase their bargaining power and better service delivery;
vii. Strengthen capacity for pest, weed, disease, vermin and vector control at all levels;
viii. Generate, demonstrate and disseminate appropriate, safe and cost-effective agricultural technologies and research services;
ix. Establish and enforce standards and quality assurance for agricultural products to compete in domestic, regional and international markets;
x. Develop and expand nationwide a sustainable market information system that is accessible to all the stakeholders; and
xi. Develop and implement a policy and regulatory framework for biotechnology in agriculture.

The gap in the NAP is that there is need for ensuring that a comprehensive approach is adopted to promote sustainable agriculture and propose alternatives to "enhancing" inputs. The policy also highlights the fact that the laws and policies have been inconsistent and contradictory making it hard for stakeholders to have a uniform agenda for the agricultural sector. It is thus important that harmony in laws and policies is advocated for if this policy is to achieve its set objectives. There is a need to rethink our priorities to advocate for environmentally friendly agricultural practices that are still economically viable. The policy objectives are talking points on which the SAG programme can focus their capacity building and monitoring programs for ensuring a green agriculture. The policy also lays down strategies for the implementation of its objectives most of which are not yet being implemented due to finances. The Agricultural Investment Plan provides for the strengthening of the regulatory framework for input businesses by addressing the constraints that limit entry and effective participation in the inputs market, which are essential to improving competitiveness and efficiency. The plan states that even though the whole country relies on this market, it is inefficient with high costs and low margins.

On the other hand, the Uganda Food and Nutrition Policy (UFNP) 2003, the Food and Nutrition Bill 2009 and its strategy 2011-2016 were put in place in order to improve the nutritional status of the population. The Ministry of Health (MOH) in collaboration with Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) formulated the Uganda Food and Nutrition documents to complement, in part, the PMA whose components do not directly address food and nutrition security. The overall objective of the UFNP is to promote the nutritional status of the people of Uganda through multi-sectoral and coordinated interventions that focus on food security, improved nutrition and increased incomes. The policy emphasizes the need to look beyond increasing agricultural production in order to find solutions to the large number of undernourished children. This will be achieved by promoting in accordance with the Constitution, the nutritional status of all the people of Uganda through multi-sectoral and coordinated interventions that focus on food security, improved nutrition, and increased incomes. Other objectives include:

i. To ensure availability, accessibility, and affordability of food in the quantities and qualities sufficient to satisfy the dietary needs of individuals sustainably;
ii. To promote good nutrition of the entire population;
iii. To incorporate food and nutrition issues in the national, district, sub-county and sectoral development plans;
iv. To ensure that nutrition education and training is incorporated in formal and informal training in order to improve the knowledge and attitudes for behavioural change of communities
v. To ensure food and income security at household, sub-county, district and national levels in order to improve the nutrition as well as the socio-economic status of the population; and
vi. To monitor the food and nutrition situation in the country.

The Uganda Food and Nutrition Policy (UFNP) further identified the following challenges to food and nutrition in Uganda: food supply and accessibility; food processing and preservation; food storage, marketing and distribution; and food standards and quality control. The policy proposes a couple of strategies to implement its objectives and address the challenges and these include:

i. Creating a mechanism to ensure that the entire food chain, from food production to consumption, is efficiently managed within the overall development strategy through building capacities at all levels (households, communities, local councils, sub-counties, district levels) for adequate action to improve household food security;
ii. Establishing the Uganda Food and Nutrition Council (UFNC) as a statutory body that will co-ordinate food and nutrition programmes at the national level;
iii. Integrating food and nutrition issues at local governments and lower administrative units;
iv. Developing appropriate nutrition curricula and training materials for the education and training of different development workers in formal institutions and at the local level;
v. Mobilizing resources to support food and nutrition programmes at the national and local levels;
vi. Enforcing regulations that safeguard the health of personnel handling agricultural inputs and by-products, as well as third parties likely to be affected;
vii. Enforcing environmental protection regulations that apply to the food chain;
viii. Supporting, promoting and guiding the establishment of national food reserves;
ix. Formulating and/or reviewing policies, guidelines, legislation, regulations and standards relating to food and nutrition;
x. Establishing a national food and nutrition training centre;
xi. Developing human resources that will provide professional guidance in food and nutrition at the centre and throughout the districts;
xii. Collaborating with line ministries and government departments, local and international Non-Government Organizations (NGOs) and the private sector in the implementation of the policy; and
xiii. Supporting research into GM products.

We observe that despite government having come up with the Food and Nutrition Bill, 2009 as one of the mechanisms for implementing the above strategies, implementation of the above strategies is piecemeal. To date, the food and nutrition council has never been set up. Collaboration with NGOs and other departments has been minimal and implementation of the strategies has stalled.

This is critical for mitigating unknown effects on agriculture, health and the environment. In addition, the Bill under section 38 mandates the Council to ensure that a person suffering from hunger or under-nutrition or who is at risk of suffering from hunger or under nutrition is provided with a minimum amount of food but does not specify who will provide the food or how. The Bill gives no reference to measures to be undertaken to ensure that the country is food sovereign.

The Seeds and Plant Act 2006 (commenced in July 2007) was proceeded with the formulation of the draft National Seed Policy 2014 to address concerns of the seed industry under the vision "competitive, profitable and sustainable market led, regulated and co-ordinated seed industry." The objective of the policy is to ensure the availability of adequate, high quality and safe seeds on the market in order to increase agricultural production and productivity for improved standards of living and food security through high quality seed. The draft policy recognizes the presence of multi-stakeholder divergent seed interests and observes a need to have a regulated, coordinated and monitored seed industry as an entry point for ensuring sustainable food and agricultural production in the country. It considers seed as a national strategic agricultural input that can contribute to sustainable food supply and security. To achieve its mission, the policy lays down a number of objectives which include:

i. To guide the production, processing and distribution of high quality seed;
ii. To protect plant breeders' and users' rights; (ii) To support conservation and sustainable use of national plant genetic resources;
iii. To strengthen partnerships amongst public, private sector and civil society;
iv. To guide the transformation of the informal seed sector into a formal seed sector, including use of quality declared seed;
v. To regulate the trans-boundary movement, of seed, including genetically modified seeds;
vi. To provide mechanisms for establishment and operation of strategic seed reserves; and
vii. To provide for harmonization of national positions with regional and international conventions and protocols on seed trade.

However, much as the draft seed policy talks of protecting local germ plasm and biodiversity, it does not clearly elaborate the strategies that will be put in place to ensure effective protection of local seed varieties and genes amidst a relatively fast-growing biotechnology industry. In addition, the policy does not seek to protect the rights of small-scale farmers. The rights of plant breeders and small-scale farmers should be observed and protected without discrimination. Small-scale farmers are the custodians of the indigenous seeds and therefore their knowledge should be sought, explored and protected as well. The policy is still in draft form. Even then, the policy should strive to address protection of farmers and communities that are affected by genetically modified seeds but it instead aims at protecting plant breeders' rights and does not put in place mechanisms to deal with the adverse effects of genetically modified varieties. The policy provides that the farmers will only be allowed to sell or exchange own seed up to a time when they can access certified seed from merchants.

The draft National Indigenous Knowledge Policy (IKP) for Uganda (2004) defines Indigenous Knowledge as 'a pool of beliefs, values, and, institutional and technological practices developed by individuals and or communities for their problems, and making sense of the world through rituals, rules, and a set of of do's and don'ts in the wake of uncertainties'. The draft IKP recognizes the importance of Indigenous Knowledge in the agricultural sector by observing that the sector has been sustained by indigenous farming systems like agro forestry, intercropping, pest management, soil fertility and conservation management, and post-harvest technologies. The vision of the policy is 'a Uganda that is fully utilizing Indigenous Knowledge for socio-economic development and advancement of mankind'.

The specific objectives of the IKP are:

i. To build capacity at national, regional and local level in order to document, disseminate, add value, convert innovations and indigenous knowledge into enterprises, and protect IPRs of the knowledge holders;
ii. To build a national register of innovations and IK so that people-to-people learning can be promoted;
iii. To build national and regional technology networks around specific problem areas such as malaria control or sustainable plant protection, stemming soil erosion, and developing farm machinery for effective land utilization;
iv. To strengthen capacity of local communities to build local IK stack registers at village level or regional level;
v. To encourage use of ICTs in achieving various goals of IK policy so that asymmetry in knowledge, information and skills can be overcome;
vi. To integrate IKS in educational curricula as well as pedagogy at different levels so that future leaders of society will grow with better and more positive outlook towards IK;
vii. To establish a National Innovation and Traditional Knowledge Augmentation Foundation (NIIKAF) supported by UNCST to achieve the above objectives; and

James Kunya, an employee at Sugar Company of Uganda Ltd (SCOUL) explains the process of manufacturing organic fertilizer from filter case and spent wash, raw materials from the factory that were previously disposed as waste.

Photo | Timothy Shitagwa

viii. To develop an appropriate legal and regulatory framework that regulates, protects stakeholders at national and international levels.

However, the policy does not indicate any examples of documented indigenous knowledge in Agriculture. Furthermore, considering the multi-sectoral nature and demand for IK, the institutional framework for policy implementation presented is lacking. Whereas UNCST may take the lead in coordination of policy implementation, the various sectors and their roles need to be identified and outlined respectively. The need to protect IK as it relates to food and agriculture arises from the recognition that current IPR regimes in particular plant breeders' rights do not recognize and reward the local communities and farmers whose knowledge, innovations and practices have preserved the indigenous seed for generations.

The Biotechnology and Bio-safety Bill 2012 was crafted in 1993 after Uganda had ratified to the convention on Biological Diversity and subsequently the Cartagena Protocol on Bio-safety. The need for a law to guide the National Biotechnology and Bio-safety necessitated the National Biotechnology and Bio-safety Policy 2009. Specifically, the National Biotechnology and Bio-safety policy provides a framework for safe application of Biotechnology in order to contribute to Uganda's economic growth and transformation. The policy is in line with the aspirations of the various stakeholders in Uganda and is consistent with the principles laid out in the National Environment Act cap 153 (1998) as well as the Cartagena Protocol on Bio-safety that commits parties including Uganda to put in place measures for ensuring the safe transfer and handling of Genetically Modified Organisms foods (GMOs). The policy states that enhancement of biotechnology application should augment government efforts to develop and modernize the economy.

The policy lays down the importance of modern biotechnology to development notably offering robust options for addressing current challenges to sustainable development especially in regard to agriculture, environment and industry. The changing climate, environment damage, ecosystem deterioration, declining food production amidst rising population and increasing demand for foodcall for new and innovative approaches that can cope up with the demand for environment services. The policy envisages that biotechnology will be a means of ensuring sustainable food security for the growing population, play a vital role in the development and manufacture of pharmaceuticals and create a conducive environment for the effective utilization of bio-resources. The policy outlines a number of challenges facing biotechnology development that include the limited public awareness in biotechnology research and development and misinformation with regard to techniques, basic application and safety of new and emerging technologies, lack of a code of ethics in biotechnology research in Uganda, and the inadequate funding for biotechnology innovation and development. The little funding available is mainly from foreign sources whose research agendas may not necessarily reflect national priorities for development. All the challenges highlighted in the policy indicate how the limited public awareness could affect the small farmers' engagement in enhancing SCP practices and increasing their voices in demanding for draft policies to be fully adopted and bills to be passed into acts.

While the policy envisions a bright future of community inclusion into biotechnology and safety issues, the gap remains in implementation. The objectives laid down in the policy are yet to be implemented and this is a disadvantage to the development of sound biotechnology systems that adequately cater for small-scale farmers' rights. The Uganda National Council of Science and Technology (UNCST) should look into implementation of the objectives set out in the biotechnology policy. The policy also lacks clear strategies that can lead to the parallel promotion of agriculture based on biotechnology alongside the conventional one to offer a menu of choices for the producers and consumers of agricultural products and services. The bill in its form promotes private sector driven technology that ultimately increases the cost of agriculture. The Bill also provides for risk assessment however it is still inadequate as the risk assessment procedures focuses on the products and not the processes- where the environmental risks can be assessed.

In conclusion, to integrate SCP patterns in agricultural policies and legislation the following areas provide room for engagement, (i) a focus on capacity building for key institutions to foster adoption of SCP practices;(ii) introduction and implementation of SCP practices in enterprises and institutions; (iii) development and provision of specific technical services and toolkits on SCP related issues; (iv) promotion of the development, adoption and equitable transfer of environmentally sound technologies; (v) financing mechanisms that promote investments in eco-innovation thus creating new trade opportunities for domestic and international markets; (vi) creating awareness; and (vii) passing Bills into Acts and draft policies into approved policies for clear implementation and budgeting of activities.

A synthesis of the agricultural policy challenges as well as gaps/areas for engagement is summarized in Table 1

2.2 Policies and Regulations Promoting Green Manufacturing

According to UNEP Report (2011), the greening of manufacturing is essential to any effort to decouple environmental pressure from economic growth. The report argues that green manufacturing differs from conventional manufacturing in that it aims to reduce the amount of natural resources needed to produce finished goods through more energy- and materials- efficient manufacturing process that also reduce the negative externalities associated with waste and pollution. This includes more efficient transport and logistics, which can account for a significant percentage of the total environmental impact of manufactured products.

Industry in Uganda contributed about 20.6% to GDP in 2012/13 and is targeted to increase to 24.5% by 2019/20 under the NDP II (GoU, 2015). To support a green manufacturing process and growth, the NDP II aims to focus on the development of value-added industries in agriculture and minerals, increasing the stock of new manufacturing jobs, enhancing the use of standards and quality infrastructure in industry (hence SCP patterns are crucial here), promoting and accelerating the use of research, innovation and applied technology, and promoting green industry and climate-smart industrial initiatives. More specifically, the proposed interventions for a green industry include:

i. Popularise and encourage efficient and zero waste technologies and practices;
ii. Establish and support climate innovation centres to enable investment in industries producing and adopting green technologies;
iii. Develop decentralised village-based agricultural processing centres that incorporate low-carbon sources of energy, such as bio-gas-digesters and solar driers; and
iv. Build carbon trading capacity within the private sector to harness innovative funding opportunities provided by clean development mechanisms (CDM) and voluntary carbon markets (GoU, 2015).

To ensure SCP enforcement in manufacturing the NPSCP (2011) objective for the sector intends to promote a business practice of the industrial sector, which expand all the company's processes and decisions into the social and natural environments it operates in and affects, with the explicit objective of reducing or eliminating any negative impact, while pursuing the desired level of technological and economic performance. To achieve the objective of sustainable manufacturing, four major activities have been identified. These are:

i. Promotion of the introduction and adoption of SCP approaches for groups of smes engaged in various production and processing activities;
ii. Promotion of the introduction of SCP principles and approaches in the curricula of higher learning institutions;
iii. Conduct on-the-job training, including presentation of case studies at workshops and seminars for production managers and personnel in industrial establishment; and
iv. Introduction of eco-labelling practices for goods and services produced under SCP principles

The government estimated that implementing Resources Efficiency and Cleaner Production (RECP) concepts and methods would cost approximately US$ 2.6 million in capital investments but generate around US$ 2.0 million in annual savings (UNEP, 2013). Uganda's pursuit of rapid industrialisation and growth during the recent years has been fraught with poor resource efficiency that has resulted in reduced productivity and environmental problems. Most industries in Uganda use obsolete equipment often not properly maintained and others use environmentally inappropriate technologies. Due to the high costs of end-of-pipe technologies, the industrial wastes in form of either solid waste, effluent or air emissions are released untreated into the environment. Solid waste is mainly from rejected or expended raw materials, solvents and packaging materials. By introducing resource efficient and cleaner production methods, for example, water consumption in the beverage industry reduced from 3.79 litres to less than 2 litres of water/ hectolitre of product; water consumption in dairy processing in Uganda is 5-6 litres of water per litre of milk compared to 1 litre of water per litre of milk with Cleaner Production; water consumption in sugar factories reduced by 36%. This translated into a reduction in the water expenses and also significantly reduced the amount of effluent discharged into the environment; energy consumption in fish processing was reduced from 120KWh per ton of fish to 45 KWh per ton of fish equivalent, i.e. by 62.5% (UNEP, 2013). Low energy consumption per unit of product reduces costs and also makes more energy available for use by other consumers: for example, fuel wood consumption in tea processing improved from 358 kg to 680 kg of made tea per cubic metre of wood consumed, reducing carbon emissions and greenhouse gas. This translates into increased productivity and competitiveness of the company and contributes to a more sustainable industrialisation of Uganda. The total investment required to implement all the measures that have been identified is approximately US$ 2 million - this would result into a total saving of approximately US$ 3.5 million per year (UNEP, 2013). These cost savings and pollution reduction gains need to be replicated across the sector.

Significant efforts have been invested in securing markets and improving market access through trade negotiations. Improved access to the EU markets was secured when Uganda initialised a framework Economic Partnership Agreement (EPA) in 2007. Negotiations for an EAC common market and an EPA under EAC configuration are in progress. However, challenges are still being faced such as inadequate infrastructure in transport, energy, ICT, strategic storage facilities and limited access to long term financing which increases the cost of doing business. In addition, a weak policy and institutional framework governing the co-operative societies and MSME is another challenge facing the sector. The interventions include develop, regulate and ensure sustainability of free zones (hence the development of the Uganda Free Zones Authority), establish the Export Development Centre, broaden regulatory regimes to include emerging approaches such as self-regulation, co-regulation and Self-Declaration of Conformity

Table 1: Summary of agricultural policies and laws

Policy, Law	Year	Status (passed or not)	Implementation status (Yes or No)	Challenges	Gaps/Room of engagement
National Agricultural Policy	2013	Yes	Yes	-Limited use of productivity enhancing inputs such as improved seed, fertilizers as well as stocking material. -Lack of access to affordable technology (know-how and machinery), as well as the medium to long term financing for this type of investment, -Weak policy and regulatory environment; limited finance.	-There is need for ensuring that a comprehensive approach is adopted to promote sustainable agriculture and propose alternatives to "enhancing" inputs, -The laws and policies have been inconsistent and contradictory making it hard for stakeholders to have a uniform agenda for the agricultural sector
Uganda Food and Nutrition Policy	2012	Yes	Yes	Inadequate food supply and accessibility; poor means food processing and preservation; inefficient food standards and quality control; poor means of food storage, , marketing and distribution;	To date, the food and nutrition council has never been set up; Collaboration with NGO's and other departments has been minimal and implementation of the strategies has stalled.
Draft National Seed Policy	2014	No	No		It does not clearly elaborate the strategies that will be put in place to ensure effective protection of local seed varieties and genes amidst a pretty fast growing biotechnology industry; the policy does not seek to protect the rights of small scale farmers.
National Indigenous Knowledge Policy (IKP) for Uganda	2004	No	No	-Outside influence of western cultures. -Inadequate documentation.	It does not indicate any examples of documented IK in Agriculture; the institutional framework for policy implementation presented is lacking;
Biotechnology and Bio-safety Bill, Bio-safety Policy 2009	2012	No	No	Limited public awareness in biotechnology research and development and misinformation with regard to techniques, basic applications and safety of new and emerging technologies; lack of a code of ethics in biotechnology research in Uganda and the inadequate funding for biotechnology innovation and development.	-The policy lacks clear strategies that can lead to the parallel promotion of agriculture based on biotechnology. -the bill is also still inadequate as the risk assessment and no action can be taken on a Bill.

(SDoC) to encourage voluntary compliance to standards and regulations by businesses. A focus on industrial development is critical in manufacturing as Uganda does not have a strong industrial base.

The key steps Uganda has to take to overcome these challenges are:

i. Improve the infrastructure for undertaking standardisation testing and quality management including certification and accreditation of locally produced industrial goods;
ii. Reduce or subsidise the start-up costs for micro, small and medium industries (msmis); and
iii. Improve technical, production and managerial skills, among others. The uganda industrial research institute (uiri) is key to this endeavour.

Some of the policies and laws to-date that are guiding the sector to are classified in Figure 3. Their efficacy in fostering investments in SCP practices in manufacturing have been analysed.

Analysing some of the policies shows that: the National Trade Policy (NTP) 2007 puts in place measures that, if implemented, will create and diversify markets, develop and stabilize productive capacities with a focus on value addition and employment creation, and bridge the gap between the central and local government levels. To address these challenges, the NTP aims *to transform Uganda into a dynamic and competitive economy in which the trade sector stimulates the productive sectors; and to trade the country out of poverty, into wealth and prosperity*. The overall mission of the Policy is to develop and nurture private sector competitiveness, and to support the productive sectors of the economy to trade at both domestic and international levels, with the ultimate objective of creating wealth, employment, enhancing social welfare and transforming Uganda from a poor peasant society into a modern and prosperous society. In the NTP, the Government prioritises:

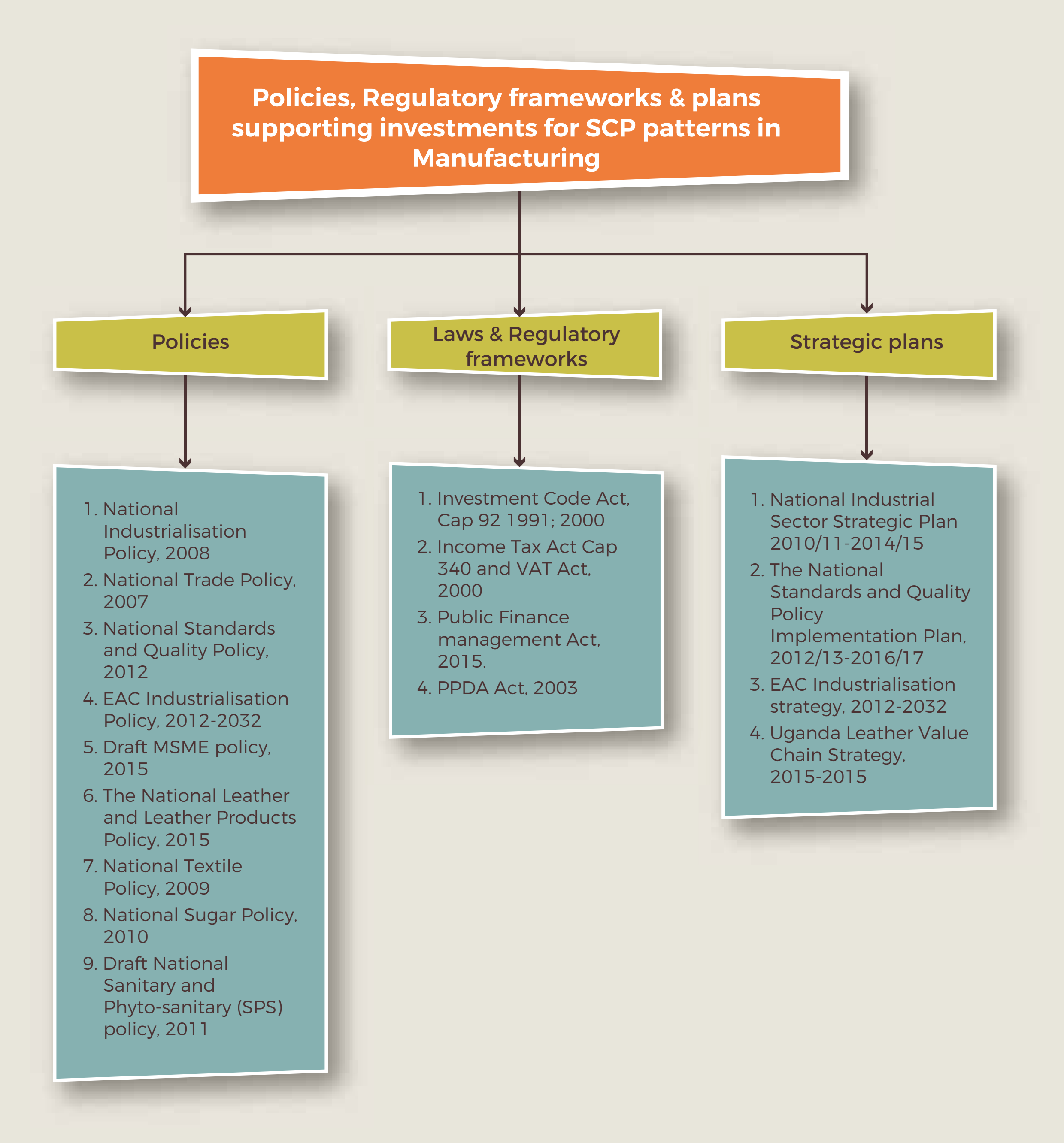
a. Enhancing the competitiveness of Uganda's products and services in the domestic, regional and international markets;
b. Facilitating the smooth flow of trade, while ensuring that trade conforms to national and international laws and regulations;
c. Strengthening trade institutions, such as those dealing with trade policy, standards, trade facilitation/customs, and provision of trade information;
d. Securing and maintaining improved market access to the regional and international markets for Uganda's goods and services;
e. Providing trade/market information to traders and all the business community to enable them to reach prudent and optimal investment decisions;
f. Developing capacity to exploit existing market access opportunities;
g. Boosting the trading capacities of the socially and economically disadvantaged sections of the community;
h. Developing domestic trade and ensuring that it is a foundation for developing Uganda's capacity to produce and engage in remunerative international trade;
i. Exploitation of policy synergies, coherence and complementarities among different policies on one hand and trade policy on the other; and
j. Ensuring that the gains from growth in trade are equitably shared, while cognizance is taken of the fact that more gains will accrue to those who participate more in trade activities or undertake deliberate efforts to harness the available opportunities.

The strategies outlined to meet the objective include:

i. Implement the re-organization and reform of the then Ministry of Tourism, Trade and Industry (MTTI), now MTIC, in line with its new functions as spelt out in this Policy and the Functional Analysis of the Ministry;
ii. Strengthen the MTTI, affiliated institutions, and the District Commercial Offices so as to create a closer link between the Ministry and the District Commercial Offices;
iii. Provide adequate resources, both financial and human, to facilitate trade development activities right from the grassroots;
iv. Provide resources for participation in activities that are aimed at securing improved and predictable market access for Uganda's products and services;
v. Develop and fund a Trade Sector Development Plan to guide the implementation and monitoring of the National Trade Policy;
vi. Review and strengthen commercial and/or trade laws, as well as complementary laws and policies;
vii. Formulate and implement policies and strategies that are complementary to trade policy;
viii. Develop a Market Information System to facilitate the collection, analysis and dissemination of trade information;
ix. Institutionalize and strengthen the Public-Private Sector Partnership in the formulation and implementation of the trade policy and trade development strategies and programmes;
x. Clarify and consolidate the relationship between the productive sectors on one hand and the trade sector on the other; and
xi. Work with the private sector to strengthen private sector apex associations.

While a number of set objectives are being met such as the

Figure 3: Classification of manufacturing regulatory frameworks



setup of institutions and a trade plan together with a market information system, there is no indication of fostering inclusive trade that promotes GE growth at a macro-level. Given that the MSME policy was not in place then, the NTP should have been the policy to protect the informal sector from unfavourable external trade, but this aspect is missing. Issues related to strengthening standards was included and the UNBS was created but the institution still requires capacity strengthening in monitoring and implementation as they are few on ground to address all industrial needs. However, we acknowledge that at the time of the policy formulation, emphasis was one export-led growth and not on green growth. Plans to review the policy should be underway but there is no indication on ground that this will be undertaken.

The National Industrial Policy, 2008 vision is to *build the industrial sector into a modern, competitive and dynamic sector fully integrated into the domestic, regional and global economies*. The underlying weaknesses the Policy foresees are poor industrial development, climate change, globalisation (requires demand for high quality goods at a low cost), shortage of industrial finances, low institutional development, inadequate infrastructure, poor knowledge management and low agricultural production. As a result, the focus of the policy to address some of the challenges is

i. Exploiting and developing natural domestic resource-based industries such as petroleum, cement, and fertilizer industries; and promoting competitive industries that use local raw materials;
ii. Agro-processing focused on food processing, leather and leather products, textiles and garments, sugar, dairy products, and value addition in niche exports;
iii. Knowledge-based industries such as ICT, call centres,

and pharmaceuticals that exploit knowledge in science, technology and innovation; and

iv. Engineering for capital goods, agricultural implements, construction materials, and fabrication / Jua Kali operations.

The specific objectives of the policy are:

i. Create a business friendly environment for private sector-led industrialisation in which industries will develop, improve productivity and the quality of products through, inter alia, creativity and innovation, and become more competitive in the global economy;
ii. Improve infrastructure development for an effective and efficient industrialisation program;
iii. Encourage and foster innovation, entrepreneurship, adjustment and adoption of best management practices in the quest for improved competitiveness;
iv. Create a framework that supports joint participation of the public and private sectors in the development of scientific and technological competencies for consumption and export;
v. Widen the tax base;
vi. Increase integration with the agriculture sector;
vii. Facilitate improved supply chain efficiency and market responsive product and brand development;
viii. Encourage foreign direct investment in industry and industry related services;
ix. Promote environmentally sustainable industrial development to reinforce national goals of long-term growth and development;
x. Support the growth and development of a skilled and productive labour force and to ensure that a body of experienced entrepreneurs and trained managers are particularly focused on industrial development;
xi. Promote safe work place practices in all industry sub-sectors;
xii. Promote the participation of disadvantaged sections of society in industrial development activities;
xiii. Create support systems for sustainable small and industries development; and
xiv. Create jobs for the widest section of the population.

One of the policy actions under this policy is that Government shall establish, revive, and strengthen leading policy implementing institutions to ensure effective coordination of all policy implementation initiatives (such as UIRI, UDC, UIA, MTAC, UEPB) which have a role in industrial development. While these institutions have been put in place to address both innovation and research needs, together with industrial training goals through provision of vocational skills and promotion of exports, supply side challenges in human capital remain a problem to fully support the roles of the institutions. In addition, we have an insufficient Industrial Policy that does not exhaustively address aspects of SCP enforcement in manufacturing. It's now 8 years and the policy is yet to achieve its basic target indicators of 25% contribution of manufactured products to total GDP; 30% contribution of manufactured exports to total exports; 30% value added in industry (as a % of GDP) and a 4.2 score on the Competitiveness Index. We note that some of the gaps exist because, at the time of the policy formulation, SCP enforcement and advocacy for safe workplaces was not a priority. This needs to be integrated when the policy is revised.

National Industrial Sector Strategic Plan 2010/11-2014/15 envisions an industrial sector that is modern, competitive, dynamic, and fully integrated into the domestic, regional and global economies. The core values of the plan are: Compliance (with policies, regulations, legislation and standards); Competitiveness; Productivity; Innovation and Creativity; Value addition; and Partnerships and Collaboration. Out of the original industrial policy strategies stipulated in the National Industry Policy 2008, seven (7) priority areas have been developed for purposes of guiding the implementation of the National Industrial Policy. These are listed below: institutional development; Public-Private-Partnership (PPP) enhancement; infrastructure development; deepening and widening the industrial base and making it internationally competitive, safe and sustainable science, technology and innovation; financial industrial sector transformation; and skills and human resource development.

Four (4) of the policy strategies have been found to be crosscutting. These are: Compliance with International Standards and Adoption of Quality Management Systems; Occupational Health and Safety; Sustainable Industrial Development; and Gender in Industrial Development.

The East African Community Industrialisation Policy (2012 – 2032)'s vision is to have *"a globally competitive, environment-friendly and sustainable industrial sector, capable of significantly improving the living standards of the people of East Africa by 2032"*. The Policy highlights several challenges facing industrialisation in the region. These include:

I. Addressing gaps in governance frameworks;
II. Addressing institutional gaps - inadequacies in institutional capabilities to provide support services;
III. Mobilising a critical mass of essential resources;
IV. Reducing shortages of essential industrial skills;
V. Building quality infrastructure;
VI. Enhancing research and development;
VII. Enhancing access to affordable finance; and
VIII. Instituting a conducive legal and regulatory framework.

Thus, to addresses some these challenges, the overall objective of the East African Industrialisation Policy (2012-2032) is to enhance industrial production and productivity and to accelerate the structural transformation of economies of the EAC region in order to enable sustainable wealth creation, improved incomes, and a higher standard of living for the

Community.

To ensure that the broad vision is attained, the policy sets out the following specific targets: Promoting the development of strategic regional industries and enhancing value addition; Strengthening national and regional institutional capabilities for industrial policy design and management; Strengthening the capacity of industry support institutions (ISIs) to develop and sustain a competitive regional industrial sector; Strengthening the business and regulatory environment; Enhancing access to financial and technical resources for industrialisation; Facilitating the development of and access to appropriate industrial skills and know-how; Facilitating the development of MSMEs; Strengthening industrial information management and dissemination systems; Promoting equitable industrial development in the EAC region; Developing supporting infrastructure for industrialisation along selected economic corridors; Promoting regional collaboration and development of capability in industrial R&D, technology and innovation; Promoting sustainable industrialisation and environment management; Expansion of trade and market access for manufactured products; and Promoting gender in industrial development. This is a very comprehensive policy and if followed through could yield phenomenal changes in the industrialisation of the Ugandan economy. The policy in its vision supports industrial green growth and as such, the Uganda national Industrial policy of 2006 needs to be aligned to the EA industrial policy to be up-to-date.

The 2010 National Sugar Policy responds to the concerns that for a long time, Uganda has had no national policy for the sugar sub sector to meet its challenges and global competitiveness. The proposed National Sugar Policy is two-pronged: it envisages expansion of sugar production with backward linkages to cane growing using modernized technology that is more environmentally sustainable while the policy forward linkages will focus on sugar cane bi-products to generate electricity for sale to the national grid as well as bio-fuels for blending with petroleum products. The weaknesses in the cane sector that motivated the formulation of the policy include: lack of regulatory institution to coordinate the sugar sector, overall high cost of production, many regional trade agreements (EPAs, COMESA, EAC Common market, etc) that have conflicting requirements, cane pricing formula, non-binding cane production contracts, high cost of finance to cane millers and out growers, insufficient number of vocational training institutions to support the sub-sector, and location of Jaggery mills in proximity to the sugar factories.

The policy aims to *"have a sustainable, diversified, harmonized, modern, and competitive sector to meet domestic regional and international sugar requirements"*, as a means of addressing the challenges. The overall objective of the Policy is to institutionalize harmony among all the Sugar industry stakeholders in order to promote and sustain steady industrial growth and development, and transform and diversify the sugar sector to becoming competitive and modernized. The specific objectives are;

i. Establish a sugar sector regulatory mechanism to oversee, monitor and possibly arbitrate in respect to major issues concerning the sugar sector;
ii. Establish cane growing zones so that the mills are within reasonable distance of areas where cane is grown;
iii. Provide a framework for product pricing based on market forces;
iv. Promote research and development into all aspects of sustainable sugar cane growing, sugar processing and value addition to by-products, in order to support the growth and productivity of the sector;
v. Promote sustainable land management practices in order to improve productivity of land and protect against destruction of the surface of land;
vi. Review the role of the sugar industry in order to formulate future plans for expansion of cane growing, sugar production and product revenue sharing;
vii. Develop relevant and meaningful social responsibility development projects within sugarcane growing areas;
viii. Provide a framework for development of sugar stakeholder associations.

The actors in its implementation include the private sector, MAAIF, MTIC, Ministry of Energy and Mineral Development, MoFPED, MoWE and supported by Ministry of Education, Technology, Science and Sports.

One of the guiding principles of the policy is to minimize and where possible eliminate the risk of harmful effects of sugar production on the environment. However, the policy does not specifically talk about how it will be implemented. Its execution has been a problem since 2010 as there is no established Sugar Board and implementation plan.

The National Standards and Quality Policy, 2012 and the draft National Standards and Quality Policy Implementation Plan (NSQPIP) 2012/13 – 2016/17 were developed when it was recognised that to expand regional and international trade, there is need to adopt and implement the internationally recognized and accepted Standards, Conformity Assessment and Accreditation (SMCA) practices. The policy and plan highlight the following challenges: an inadequate SMCA Policies and Regulatory Framework, inadequate institutional capacities for quality infrastructure, limited coordination and collaboration among SMCA agencies and organizations, low public awareness, participation and compliance, limited skilled human resources, and limited participation in regional and international SMCA settings for a low implementation of best agricultural practices, among others.

The policy vision is *'to have an effective and efficient national quality infrastructure that delivers goods and services that are internationally competitive'* with a mission "to develop an SMCA infrastructure that supports the production and consumption of quality goods and services." The strategic objectives of the National Standards and Quality Policy are to;

i. Rationalize, harmonize and strengthen the standards Regulatory Framework;
ii. Establish a framework to enhance coordination and collaboration among regulatory and standards development agencies;
iii. Develop and improve the national quality infrastructure;
iv. Strengthen human resource capacity in the national quality infrastructure;
v. Enhance SMCA awareness and dialogue to improve compliance;
vi. Support MSMEs to conform to national standards and comply to technical regulations; and
vii. Support both the public and private sector entities to conform with set standards.

Each of the policy objectives has specified policy actions. For instance on institutional arrangements, MTIC is expected to coordinate the implementation of the National Standards and Quality Policy (NSQP) in collaboration with other Ministries, Affiliated Institutions, Development agencies/partners, and the private sector. Given that the policy is still relatively new, if well implemented, it could go a long way in fostering SCP approaches in MSMEs and other business practices. As a result, the SAG Uganda programme should focus on institutional capacity building to foster its implementation.

The draft MSMEs Policy 2015 envisions creating *"A critical mass of viable, dynamic and competitive MSMEs, significantly contributing to socio-economic development"*. The Uganda Bureau of Statistics has adopted a categorisation of enterprises based on the fulfilment of any two of the following criteria: number of employees, capital investment and annual sales turnover. Micro enterprises are those businesses employing not more than 5 people and have a total asset base not exceeding Ush.10 million. On the other hand, small enterprises employ between 5 and 49 people and have total assets between Ush.10 million and Ush. 100 million. The medium enterprise employs between 50 and 100 people with total assets worth more than Ush. 100 million but not exceeding Ush. 360 million (MTIC, 2015). The draft policy highlights the challenges to MSME[9] sector development and they include: limited access to affordable finance, the dominant informality of the Sector, inadequate technical and business skills, limited access to appropriate technology, limited access to quality assurance and affordable certification services, limited infrastructural facilities, limited access to markets and business information services, and the uncoordinated structure of the MSME sector, among others.

9 The definition of micro, small and medium enterprises includes all types of enterprises irrespective of their legal form (such as family enterprises, sole proprietorships or cooperatives) or whether they are formal or informal enterprises to ensure inclusiveness.

To address these challenges, the draft policy specifically sets out:

i. To provide an enabling environment through policy alongside a legal and institutional coordination framework.
ii. To promote research, product/process development, innovation, value addition and appropriate technologies including ICT;
iii. To promote product and service standards for quality assurance;
iv. To support access to markets and business information services;
v. To increase access to credit and financial services; and
vi. To enhance capacity building entrepreneurship, vocational, business and Industrial development skills. The policy further lays out strategies to execute its objectives.

The formalisation of the Draft MSME policy will be key in strengthening the policy frameworks to harness private sector competitiveness and growth due to the high level of informality within the sector. This will encourage formalisation of business through registration and foster a business environment that is in support of MSME development in Uganda. The issue right now is to ensure that the policy is tabled for discussion by the Cabinet.

Public Procurement and Disposal of Public Assets (PPDA) Act 1 of 2003 emphasizes best practices including procurement and disposal principles, rules, complaints/appeal review system, codes of conduct, as well as suspension of providers for offences and disciplinary measures against public officers who commit malpractices. The law is also complimented by regulations, guidelines, forms and standard bidding documentation. These serve to assist the procurement and disposal of entities and providers of services, supplies and works. Under the Legal Provision: Reg. 188 (4) "the method of detailed evaluation shall be in accordance with the methodology selected and the solicitation document may use:

a. An assessment of whether the bid conforms to all the terms and conditions of the solicitation document, including the statement of requirements, without material deviation or reservation.

b. A pass / fail system against a minimum technical standard detailed in the statement of requirements to determine whether a bid is substantially responsive to the minimum standard required.

c. A merit point system with a variable number of points stated in the statement of requirements to obtain a total score indicating the relative quality of each bid; or

d. A combination of paragraph (a), (b) and (c).

The issue of non-quantifiable or subjective evaluation is not substantially covered in the law with clarity not being emphasised.

The Public Finance Management Act, 2015 provides for, under tax and revenue bills, that a report made under subsection (1) shall indicate— (a) the person exempted from the payment of tax; (b) the reasons for the exemption; (c) the amount of tax foregone by the Government; and (d) the benefits to Government from the exemption. The Act also calls for amendment of the Income Tax Act, Cap. 340, the Interpretation Act, Cap. The Income Tax Act is amended— (a) in section 89A by substituting for the definition of "petroleum revenue" the following— " tax" means tax charged on income derived by a person from petroleum operations;" and (b) by substituting the reference to "petroleum revenue", with a reference to "tax". The Act can be amended to specifically support exemptions/subsidies to businesses/investors enforcing out SCP practices.

The Investment Code Act, Cap 92 makes a provision in the law relating to local and foreign investments in Uganda by providing more favourable conditions for investment, establishes the Uganda Investment Authority and provides for other related matters. The code defines "manufacture" as transforming, on a commercial scale, raw materials into finished products including the assembling of inputs into finished or semi-finished products. It also differentiates a foreign from a local investor and stipulates regulations for foreign investment, highlighting that no foreign investor shall carry on the business of crop production, animal production or acquire, be granted or leased land for the purpose of crop production or animal production but he/she may provide materials or assistance to Ugandan farmers in crop production or animal production. This is rarely observed /enforced since several foreign investors in Uganda are dealing directly in crop/ animal production and not simply providing support as the Act reads. The Act has outlined provisions for foreign investors but says little for local investors. The Act mentions incentives where there are exemptions for investors from import duties and sales tax. Specific support to investments that adopt SCP practices is not addressed in the Act, which leaves room for the SAG Uganda programme to advocate for an addendum to the Code on green growth in investments.

In conclusion, our policy and regulatory frameworks review process in manufacturing has identified in some polices and regulations gaps and room for engagement that the SAG programme in Uganda can focus on. Issues of capacity building for key institutions to foster adoption, introduction and implementation of SCP practices in enterprises, development and provision of specific technical services and toolkits on SCP related issues, promotion of the development, adoption and equitable transfer of environmentally sound technologies, and financing mechanisms that promote investments in eco-innovation for domestic and international markets are highlighted.

A summary of the manufacturing sectoral policies and laws as well as gaps/room for SAG engagement is provided in Table 2 in the next page.

2.3. A Policy and Regulations Review of the Tourism Sector

Tourism in a green economy refers to tourism activities that can be maintained, or sustained, indefinitely in their social, economic, cultural and environmental contexts: "sustainable tourism" (UNEP, 2011). Broadly, sustainable tourism describes policies, practices and programmes that take into account not only the expectations of tourists regarding responsible natural resource management (demand-side), but also the needs of communities that support or are affected by tourism projects and the environment (supply). In other words, sustainable green tourism is committed to generating a low negative impact on the surrounding environment and community by acting responsibly while generating income and employment for the local economy and aiding social cohesion. Sustainable tourism aims to ensure that economic development as a result of tourism is a positive experience for everyone involved: local community, tourism businesses and visitors.

Tourism is the second highest contributor to Uganda's GDP at 9%, amounting to US$1.7 billion (World Bank, 2012). Within the NDP II, the sector's target is to increase its GDP contribution from 9% in 2012/13 to 15% in 2019/20 (GoU, 2015). Uganda is endowed with a unique biodiversity. It has 10 national parks (wildlife), mountains for hiking and mountaineering, distinctive wildlife assets, and is the source of the River Nile. In particular, Uganda is home to 60% of the world's mountain gorillas (where 360 out of 600 worldwide are in Uganda), 7.8% of the world's mammal species including unique tree climbing lions and white rhinos, 1/6 of the world's bird species (1,200 bird species out of 8000 in the world), and a variety of butterflies. Other attractions include mountain ranges, lakes, rivers, flora and fauna. Hence the need to encourage eco-tourism for a green economy. However, it has been pointed out that inadequate infrastructure and weak management and regulation of the sector, among others, were among the challenges being faced for full exploitation of the tourism potential of the economy. Thus, to develop sustainable tourism, it requires building climate change resilient tourism by, among others, strengthening ecotourism, conservation of wildlife resources and diversifying tourism products. The interventions identified in the NDP II include but are not limited to development of tourism training institutions as Regional Centres of Excellence, develop and review the necessary policy and regulatory standards, and provide support to communities around tourism sites to engage in income generating activities.

The NPSCP (2011) also advocates for sustainable tourism as a

Table 2: Summary of policies and laws in manufacturing sector

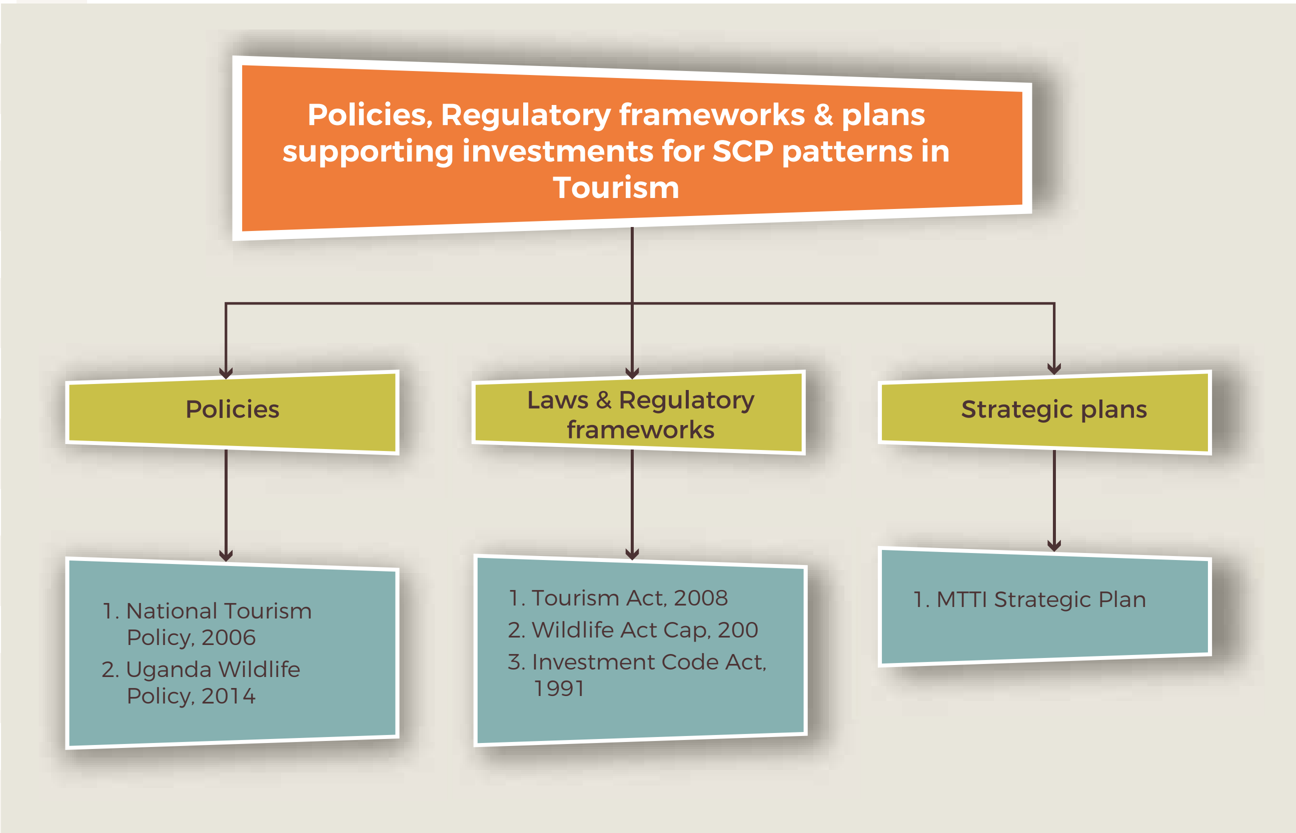
Policy and Law	Year	Status (passed)	Implementation status	Challenges	Gaps/SAG role
National Trade Policy (NTP)	2007	Yes	Yes	There is no indication of fostering an inclusive trade that promotes GE growth at a macro-level.	There is no indication of fostering an inclusive trade that promotes GE growth at a macro-level.
National Industrial Policy	2008	Yes	Yes	The unfriendly business environment for private sector-led industrialization; unfavourable infrastructure development for effective and efficient industrialization program; limited innovation, entrepreneurship; there is no create a framework that supports joint participation of the public and private sectors in the development of scientific and technological competencies for the consumption and export; widen the tax base; and increase integration with Agriculture; poor supply chain efficiency and market responsive product and brand development; limited foreign direct investment in industry and industry related services; unsafe work place practices in all industry sub-sectors	A holistic Industrial policy that will not exhaustively address aspects of SCP enforcement in manufacturing;
National Sugar Policy	2010	Yes	No	There is no mechanism to oversee, monitor and possibly arbitrate in respect to major issues concerning the sugar sector; limited research and development into all aspects of sustainable sugar cane growing, sugar processing and value addition to by-products; promote unsustainable land management practices; there is no framework for development of sugar stakeholder associations.	The policy does not specifically talk about how it will be implemented; there is no established Sugar Board and implementation plan
National Standards and Quality Policy	2010	Yes	No	Inadequate SMCA Policies and Regulatory Framework; inadequate institutional capacities for the quality infrastructure; limited coordination and collaboration among SMCA agencies and organizations; low public awareness; participation and compliance; Limited skilled human resources and limited participation in regional and international SMCA setting fora.	The issue here is that supporting the policy implementation process and creating public awareness is a niche the SAG programme can fill.
Draft MSMEs Policy	2015	No	No	Limited access to affordable finance, the dominant informality of the Sector; inadequate technical and business skills; limited access to appropriate technology; limited access to quality assurance & affordable certification services; limited infrastructural facilities; limited access to markets and business information services; Uncoordinated Structure of MSME Sector; among others.	The gap is to table the policy for discussion by the Cabinet and to ensure that businesses promote green entrepreneurship.
EAC Industrialization Policy	2012 - 2032	Yes	Yes	Lack of viable strategies, policies and systems of coherent laws and regulations to guide the industrialization efforts; inadequacies in institutional capabilities to provide support services; shortages of essential industrial skills; Infrastructure challenges; limited research and development; limited research and development; limited access to affordable finance; lack of a conducive legal and regulatory framework;	Gaps in governance frameworks, A non-conducive business environment both at national and regional levels, Gaps in requisite skills and technological know-how.

pilot activity to be implemented. In the report, the tourism SCP objectives aim to increase the contribution of tourism to SCP and employment while promoting sustainable development of Uganda's wild life resources and cultural heritage. The key activities within the sustainable tourism programme in the report are: (i) preliminary identification of the hot spots related to the tourism sector; (ii) conduct training on sustainable tourism practices and approaches targeting operators and tourists; (iii) develop and adopt a code of conduct that could be abided by the industry; (iv) promote labelling and recognition mechanisms for continuous improvement; and (v) promote sustainable building and design in the sector. Issues for measurement such as inputs, outcomes, target groups, verifiable indicators and project management have been well outlined in the NPSCP (2011). Policies that are in place to support eco-tourism and wildlife in Uganda are classified in Figure 4.

The Uganda Tourism Act 2008 and National Tourism Policy, 2006 aim at ensuring that tourism becomes a vehicle of poverty reduction in the future to the extent possible within the resource base and market limitations. The policy highlights several weaknesses that may hinder its implementation successfully. These include: insecurity and the poor image of Uganda as a tourism destination; the inadequate institutional capacity of both the public and private sectors to initiate tourism development; the low number of tourists; insufficient Government funding combined with the poor financial situation of the private sector; lack of awareness and appreciation of the tourism resources and development potential; lack of public transport to the parks; high costs involved in visiting parks (inadequate facilities and services for the domestic market) and lack of awareness of the importance of parks and protected areas for Uganda. Thus, the Policy objective is to define a new way ahead for tourism development, which should lead to an increase in the present level of tourist arrivals to Uganda from about 200,000 to about 500,000 during a 10 year period and in addition promote domestic tourism. The Tourism policy needs to be evaluated and revised given that it is almost 10 years since its formulation.

Wildlife has two regulatory instruments currently recognised and guiding the subsector. These are: the Uganda Wildlife Policy, 2014 and the Wildlife Act Cap, 200. The Uganda Wildlife Statute No. 14 of 1996 (now the Uganda Wildlife Act, Cap 200 of 2000), Uganda Wildlife Training Institute Statute of 1996 (now Uganda Wildlife Training Institute Act, Cap 139 of 2000), Uganda Wildlife Education Centre Trust Deed of 1994, and the Uganda Game (Preservation and Control) Act Cap 198, provided for rationalization of the wildlife sector to the current set up. The 1995 Constitution of the Republic of Uganda provides for state protection of important natural resources such as land, water, wetlands, minerals, fauna and flora on behalf of the people of Uganda under Objective XIII. The Uganda Wildlife Act, Cap 200 of 2000 provides for the establishment of wildlife conservation areas and management of wildlife resources within and outside these areas. The Act also establishes wildlife use right (that is either for gaming, conservation, tourism, bi-products) and the institutional framework for programme development and implementation. The wildlife sector is currently governed under Uganda Wildlife Act, Cap 200 of 2000, the Uganda Wildlife Education Centre Trust Deed and the Universities and other Tertiary Institutions Act, 2001 in relation to Uganda Wildlife Authority, Uganda Wildlife Education Centre Trust and the

Figure 4: Classification of tourism and wildlife policies and regulations



Uganda Wildlife Training Institute respectively.

The Wildlife Policy 1999 and the more recent one of 2014 highlight the various systems of environmental protection in the country e.g. National Parks, Wildlife Reserves, Sanctuaries, Controlled Hunting Areas and National Forests. The Policy justifies biodiversity conservation as being necessary for sustainable natural resource extraction and tourism. The Policy's guiding principles include:

i. Identification and protection of critical habitats and ecosystems;
ii. Monitoring and protecting important wildlife populations;
iii. Reintroducing trans-locate wildlife;
iv. Management of rare species for their value to tourism; and
v. The need for ex-situ species conservation to assist in-situ conservation measures.

To build a consensus for implementation of the NPSCP (2011), the SAG programmein Uganda should foster green tourism by focusing on the promotion of eco-tourism (including through eco-labelling[10]), adoption of and training for sustainable tourism and SCP practices, development of local capacities in the installation, operation and maintenance of renewable energy technologies for energy efficiency and pollution reduction in hotels, waste management for hotels, enforcement of regulations, and environmental education of tourists and pupils/students/locals. Institutional stakeholders should also be trained from MoWE, NEMA, UCPC, Uganda Investment Authority, Private Sector Foundation Uganda (PSFU), the Hotel and Tourism Training Institute (HTTI), Uganda Wild Life Training Institute (UWTI), Uganda Tourism Board (UTB), Uganda Wild Life Authority, Ministry of Tourism, Wildlife and Antiquities (MTWA), and Uganda Wildlife Education Centre (UWEC).

Table 3 summaries the policies and regulations that support eco-tourism.

2.4 Integrated Waste Management

While the NPSCP (2011) had identified Integrated Solid Waste management as a pilot activity to be carried out separately, during the UNEP Mission in Uganda as a country piloting the SAG programme, it was agreed upon by all stakeholders consulted that IWM would be handled as a cross-cutting issue in the three sectors that SCP approaches are to be piloted. The underlying idea was that IWM is an issue that affects all the three sectors and is an activity that should be incorporated in attaining sustainable agriculture, sustainable tourism and sustainable manufacturing. Consequently, in all the above sectors, integrated waste management mechanisms must be addressed given that Uganda is facing rapid urbanisation and increasing population at a rate of 5.1% and 3.3% per annum respectively, leading to overcrowding and the development of slums and informal settlements with poor waste management practices. Hence, the establishment of recycling in the agro-processing, manufacturing and tourism sectors is one of the key components of integrated solid waste management as this will create jobs for the youth and women who are currently engaged in 'scavenging' at dumpsites of municipalities in conditions that expose them to health hazards.

The SCP objective for IWM in the NPSCP (2011) aims at strengthening the national capacity for solid waste management in Uganda through developing waste programs that include components such as waste minimisation, recycling and reuse, and informal sector micro enterprises that link income generation to environmental protection. Some of the activities identified to attain this objective include:

i. Establishment of baselines for characterisation of current waste streams in order to identify potential for reduction, reuse and recycling activities;

ii. Advocate for segregation of waste at source and waste-to-resource conversion activities including composting and production of biogas from organic waste fractions as well as recycling of plastics;

iii. Promote integrated mechanisms for effective collection and transfer of waste;

iv. Promote appropriate disposal methods including proper handling of hazardous waste;

v. Sensitise the public on the 3-R principle (Reduce, Reuse and Recycle) through education and participation in community clean up and pilot activities; and

vi. Put in place a national solid waste management policy coupled with a tax waiver on solid waste management facilities.

NEMA is currently coordinating a solid waste composting project in twelve municipalities that aims at emission reduction (reduction of methane gas) through composting of organic solid waste.

10 It is the practice of marking products with a distinctive label so that consumers know that their manufacture conforms to recognized environmental standards.

Table 3: Summary of Tourism policies and laws

Policy and Law	Year	Status (passed or not)	Implementa-tion status	Challenges	Gaps/room for SAG engagement
National Tourism Policy, and Uganda Tourism Act 2008	2006	Yes	Yes	-Insecurity and the poor image of Uganda as a tourism destination. -The inadequate institutional capacity of both the public and private sectors is to initiate tourism development. -The low number of tourists; insufficient Government funding combined with the poor financial situation of the private sector. -Lack of awareness and appreciation of the tourism resources and development potential. -Lack of public transport to the parks; high costs involved in visiting parks (inadequate facilities and services for the domestic market). -Lack of perception of the importance of parks and protected areas for Uganda.	-Enforcing of the policy and more awareness of the policy content to communities living within catchment areas is important for sustainability.
Uganda Wildlife Policy and Wildlife Act Cap, 200	2014	Yes	Yes	-Limited protection of areas with high levels of biological diversity. -Unsustainable management of Uganda's wildlife populations and protection of threatened and endangered species and their habitats. -Human wildlife conflicts; inefficient public private partnerships in wildlife resources management and conservation policy development. -Inadequate alternative funding sources to finance wildlife sector policies, plans and programs. -Human, wildlife and livestock disease interface. -Limited awareness of wildlife conservation issues among policy makers, local communities and general public. -Limited applied wildlife research. High population growth rate. -Insecurity associated with the global terrorism threats. -Impacts of climate change on wildlife populations and habitats.	-This is still relatively new and so supporting its implementation is vital.

3. An Assessment of Uganda's Business Environment: Investment Climate and Tax Incentive Structure

A friendly business environment enhances business performance and fosters compliance by business owners. Uganda is still classified as a factor driven economy, implying that the key pillars for competitiveness are still the basic requirements such as adequacy of infrastructure, functional institutions, macroeconomic environment, health and primary education (World Bank, 2013). Since Uganda is a land locked country, it is a strategic commanding base for regional trade and investment. In the EAC, Uganda enjoys pivotal trade partnerships that create a viable market for business. The EAC, which has a population of 149 million people, is Uganda's main market. Plus, Uganda is a member of the Common Market for Eastern and Southern Africa (COMESA) with 19 member states and a population of 470 million and is also part of the Free Trade Area (UIA, 2015). Trading in Uganda provides the opportunity for duty and quota free access for over 650 products into China, the USA (AGOA), Generalized System of Preferences (GSP) scheme, and EU (EBA) markets. The 2013 Index of Economic Freedom ranked Uganda the 8th freest economy out of the 46 Sub-Saharan Africa countries (UIA, 2015). The business environment allows the full repatriation of profits (at a risk of high levels of capital flight) after the mandatory taxes have been paid, as well as 100% foreign ownership of private investments. The incentive regime is structurally embedded in the country's tax laws making them non-discriminatory and thus accessible to both

A incubatee at Taxfad Ltd, a company located in Kampala, weaving a mat from fibre extracted from banana stalk. This was previously disposed as waste.

Photo | Timothy Shitagwa

domestic and foreign investment depending on the sector and level of investment. Uganda has managed to maintain a stable inflation rate at 4.9% as of June, 2015 (BoU, 2015) but this comes at the cost of suppressing wages and loss of jobs. The country's political and economic environment has been consistently improving and stable since 1986 hence fostering investments especially FDI.

3.1 Analysis of the investment and business climate

Finance and Investment Climate

Uganda has moved away from an ad hoc, venture-specific approach to supporting investment at sector level through the Uganda Investment Authority (UIA) and also codified investment incentives in its tax laws (e.g. Investment Code Act 1991). In addition, Uganda's financial sector has undergone impressive growth in the past decade, following the passage of a series of laws that have improved governance (such as the Public Finance Management Act 2015). Uganda now has a tiered system of financial institutions: commercial banks, credit institutions, microfinance deposit-taking institutions and non-regulated institutions such as savings and credit cooperatives, as well as credit only NGOs that offer microfinance services to the poor in rural and remote areas of Uganda. All these support MSME growth. On the downside, the Bank of Uganda began raising interest rates in mid-2012 to control inflation, leading to commercial lending rates to soar as high as 34%, and resulting in more loan defaults, business closures, and slower investment and growth (Whitley and Tumushabe, 2014). Such a move has seen many MSMEs especially the Micro and Small entrepreneurs closing business probably due to high repayment on loans (GEM, 2014).

The key drivers of investment in Uganda have been the credible financial institutions that can offer credit (both short and long-term), favourable tax incentive structures, security, good infrastructure and energy availability, skilled labour force, and established institutions that foster investment registration and information. To improve the investment climate, the GoU established the Uganda Investment Authority (UIA) in 1991 as a semi-autonomous government agency to assist investors and facilitate the process of registering a business. UIA's priority sectors are matched with the priorities under the country's Vision 2040 and the NDP, which are agriculture, agricultural processing, ICT, tourism, and minerals (including oil and gas). In 2009, UIA established a Domestic Investment Division to assist local small and medium enterprises (SMEs) and is currently supporting the development of industrial parks and special economic zones. Despite this move, local investors (MSMEs) cite unfavourable tax incentive structures from government where it is noted that the regulations are highly favour foreign investors more compared to domestic investors. In addition, the lending rates are disproportionately high for local businesses compared to those that foreigners get in their home countries.

Using data on investments on licenced projects by UIA on an annual basis, we note that majority of investments are from: Uganda, China, India, Kenya, United Kingdom and USA and the larger share are foreign owned (Figure 1). There was a notable decline in investment projects by foreign companies in 2009 to 2011, generally attributed to the Global Financial Crisis, which hindered FDI in the economy. The local investments are mainly MSMEs with small business portfolios and turnover compared to the foreign owned investments.

Investments projects are also concentrated in specific sectors for both locals and foreign investors (Table 4). Significant investment (local and foreign) is highest in manufacturing, finance, information communication technology (ICT), agriculture, and construction (Table 4 & 5). A notable decline in projects and investments over time in the wholesale/retail services is noted (Table 5). This could partly be attributed to the new investment criteria set out by UIA in opening up wholesale and retail trade, which has resulted in a high increase in the amount of investment now required to meet the set standards

Figure 5: Number of investment projects by ownership

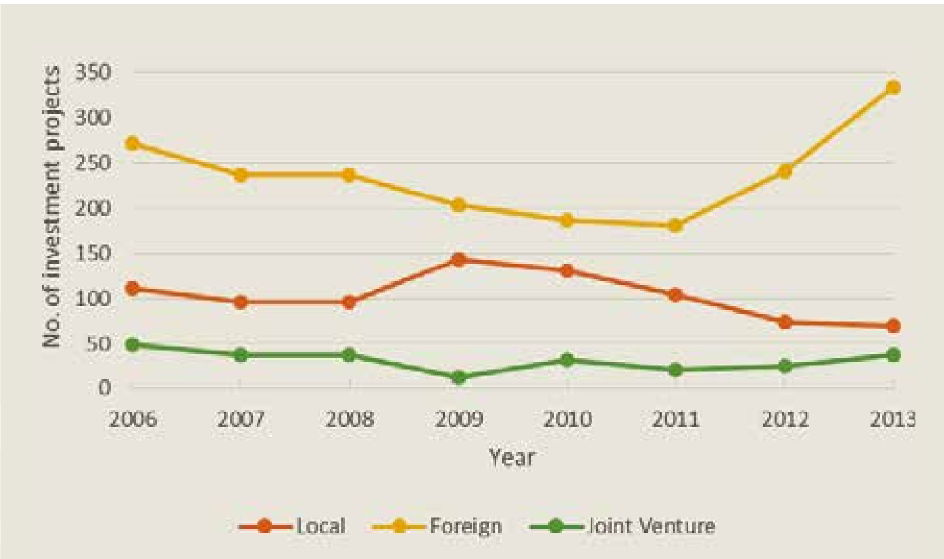


Table 4: Number of investment projects by sector

Sector	2006	2007	2008	2009	2010	2011	2012	2013
Agric, Hunt, Forest & Fish	49	23	23	46	49	37	45	36
Community & Social Services	10	9	9	12	3	7	16	23
Construction	40	38	38	21	27	20	13	35
Electricity, Gas & Water	17	20	20	6	5	5	12	17
Fin, Insurance, Real Estate & Business Services	54	35	35	72	67	88	59	82
Manufacturing	168	151	151	136	133	105	151	192
Mining & Quarrying	6	14	14	12	11	11	17	20
Transport, Storage & Communication	35	25	25	28	24	14	9	20
Wholesale & Retail , Catering &Accommodation Svs	51	54	54	27	30	19	18	16
Not Specified		1	1					
Total	430	370	370	360	349	306	340	441

Source: Uganda Investment Authority, 2015

thus discouraging many investors despite the setting up of the SME division in UIA.

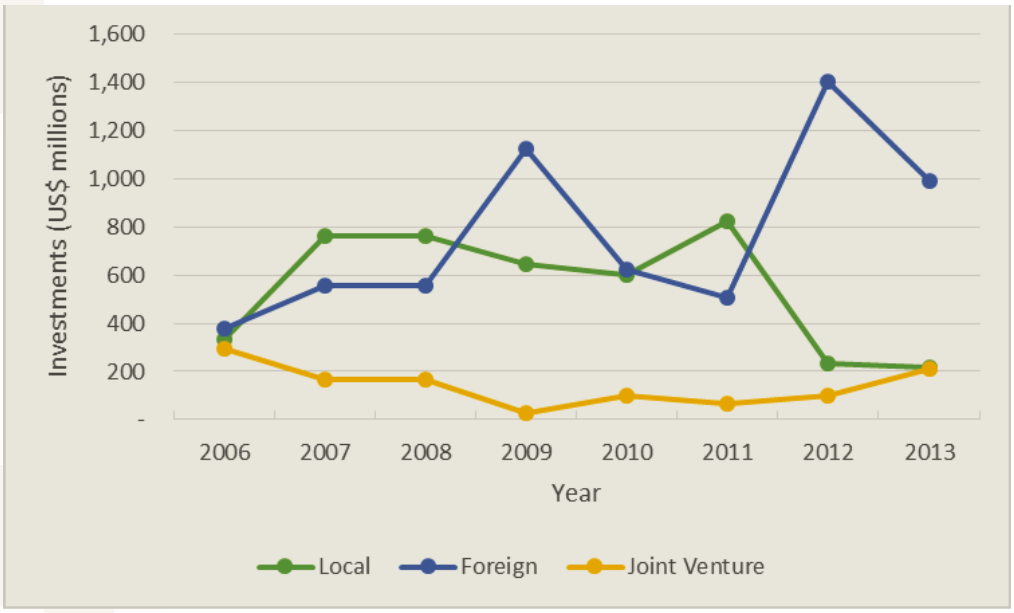
Generally, investments are ad hoc depending on ownership. We note that FDI was highest in manufacturing in 2009 period when the number of projects declined from 151 to 136 (Figure 6 and Table 4, 5). Some of these fluctuations are driven by huge investments in manufacturing in 2009 and investments in energy and transport (mostly the Standard Gauge Railway) in 2012 whose investment portfolio requirements are very high.

With regard to employment, foreign firms were the highest employers in 2012 and 2013, but we also note commendable employment creation by local investors in 2009, 2010 and 2011, which are tandem and, in some areas,, exceeded FDI firms (Figure 7 and Table 6). Employment creation has been consistently being highest in the manufacturing and agriculture sectors. These are the sectors that were agro processing investments by MSMEs is highest.

Business climate

The registration and formalization of businesses is guided by the Business Names Registration Act 1918 Cap 109. Uganda's business and regulatory environment is cited as one of the major challenges constraining private investment and growth. Evidence shows a negative correlation between firm entry

Figure 6: Planned investments by ownership (in US$ millions)



Source: Uganda Investment Authority, 2015

Table 5: Planned investments (USD in million) by sector

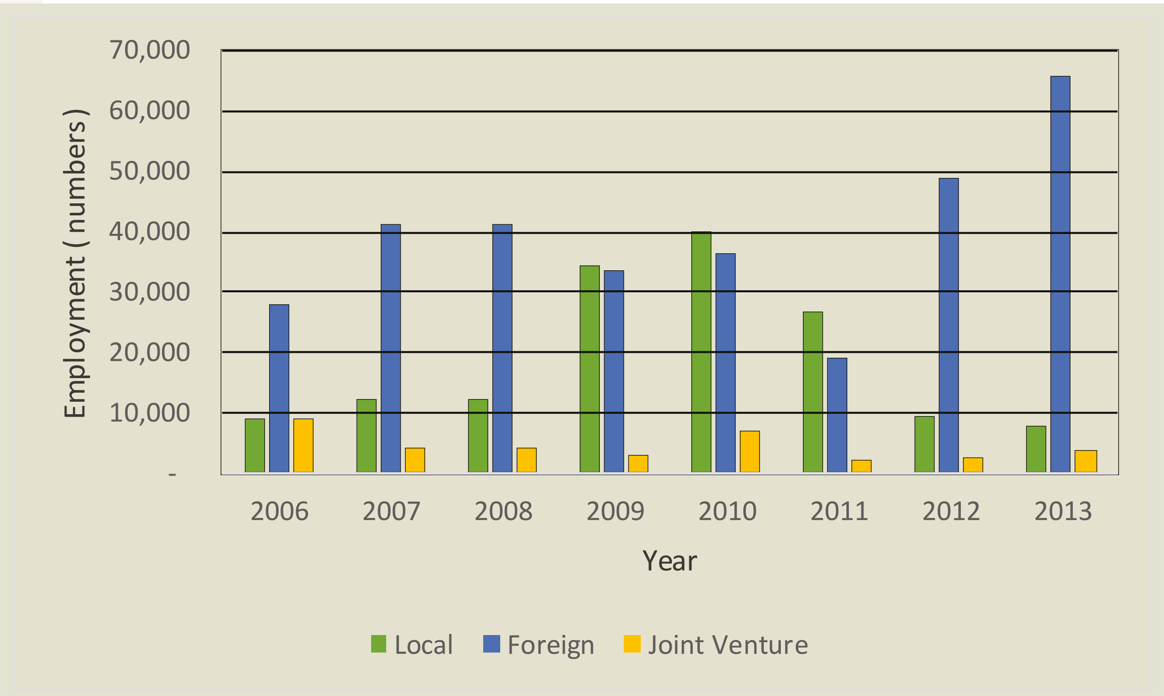
Sector	2006	2007	2008	2009	2010	2011	2012	2013
Agric, Hunt, Forest & Fish	109.90	71.12	71.12	205.27	277.39	281.03	158.58	127.73
Community & Social Ser-vices	23.83	42.42	42.42	66.35	4.47	9.36	52.30	117.52
Construction	139.78	96.22	96.22	215.88	147.99	45.39	32.77	100.91
Electricity, Gas & Water	77.22	225.90	225.90	92.43	14.57	74.58	575.46	140.54
Fin, Ins, Real Est & Biz Svs	136.41	102.32	102.32	310.28	308.02	254.16	173.75	415.15
Manufacturing	192.11	331.35	331.35	718.69	354.54	655.11	311.45	330.34
Mining & Quarrying	10.48	45.07	45.07	30.84	103.57	20.98	121.15	127.85
Transport, Storage &Comm	102.76	95.51	95.51	127.35	51.76	29.70	299.27	48.08
Who& Ret, Cat &Accom Svs	220.72	477.59	477.59	33.64	63.17	22.73	15.44	10.00
Not Specified	-	0.47	0.47	-	-	-	-	-
Total	1,013.19	1,487.97	1,487.97	1,800.72	1,325.48	1,393.05	1,740.17	1,418.11

Source: Uganda Investment Authority, 2015

and extensive regulatory barriers, which are measured by the number of procedures required, the time it takes to comply, and the cost involved (Djankov et al., 2000). Most enterprises in Uganda are in the informal sector due to the high costs of formalisation (MTIC, 2014). The lack of formalisation among MSMEs limits their ability to access credit, subcontracting opportunities, business linkages and marketing. The World Bank "Doing Business 2015" report reveals that the ease of doing business in Uganda is still poor and in 2015, Uganda was ranked 150th out of 189 countries surveyed (WB, 2015) (Figure 8).

In the EAC alone, the Global rank puts Uganda in the fourth position in the doing business environment. Considering the indicator on number of procedures of starting a business, the World Bank Doing Business report (2015) reveals that although Uganda reduced the number of procedures for starting a business from 18 in 2010 to 15 in 2013, the current pace of reform continues to be exceptionally slow and the number of procedures remains the highest in East Africa. The number of procedures required also stands in stark contrast to Uganda's neighbour, Rwanda, which has only two procedures. While it takes approximately two days to complete the process of registering a business in Rwanda, this process takes approximately 32 days in Uganda (Figure 9). These bureaucratic procedures contribute to the high levels of business informality that is apparent in Uganda. Investors (both local and international) are tied up in red tape and end up losing entrepreneurial moral.

Figure 7: Planned employment (numbers) by ownership



Source: Uganda Investment Authority, 2015

Table 6: Planned employment by sector

Sector	2006	2007	2008	2009	2010	2011	2012	2013
Agric, Hunt, Forest & Fish	12,091	3,792	3,792	27,950	25,826	12,925	32,548	9,272
Community & Social Services	523	1,308	1,308	1,180	142	543	1,581	1,908
Construction	4,008	6,196	6,196	3,709	7,690	2,428	959	5,790
Electricity, Gas & Water	4,982	3,427	3,427	2,655	15,355	817	1,712	4,209
Fin, Insu, Real Est & Biz Svs	4,860	4,328	4,328	10,890	9,241	14,561	4,515	6,332
Manufacturing	12,891	16,108	16,108	20,411	19,422	13,941	13,375	35,615
Mining & Quarrying	280	1,072	1,072	885	727	866	1,771	12,347
Transport, Storage & Comm	2,689	17,434	17,434	1,765	2,846	997	3,244	1,459
Who& Ret, Cat & Accom Svs	3,989	3,604	3,604	1,557	2,110	852	914	613
Not Specified		25	25					
Total	46,313	57,294	57,294	71,002	83,359	47,930	60,619	77,545

Source: Uganda Investment Authority, 2015

Uganda's Doing Business ranking is based on 10 indicators (Table 7).

From Table 7, globally, Uganda stands at 104 in the ranking of 189 economies in the ease of paying taxes. On average, firms make 31 tax payments a year, spend 209 hours a year filing, preparing and paying taxes and pay 36.5 percent of their profit in taxes. The ranking in 2014 was partly driven by Uganda's simplified registration for a tax identification number (TIN) and value added tax through the introduction of an online system. Although the government under the Uganda Registration Services Bureau (URSB) and Uganda Investment Authority (UIA) is deepening reforms to create a one-stop Centre for registration services, challenges remain. Economies around the world have made paying taxes faster and easier for businesses by consolidating filings, reducing the frequency of payments or offering electronic filing and payment, and Uganda could do the same. Generally, a tax process administration that is transparent encourages compliance and ease of payment.

Moreover, DB, 2015 statistics also show that Uganda is ranked 131 out 189 countries in getting credit, scoring zero (0 out of 8) on depth of credit information and credit registry coverage in 2015. This shows the rigidity in credit markets; potential entrepreneurs do not have enough available information on which credit schemes they can access. Enhancing and fostering inclusion of SCP and GE practices in agriculture, manufacturing and tourism sectors will most likely improve employment but the obstacles to doing business (such as obtaining credit to start and enhance a business) need to be addressed to encourage uptake and enforcing of SCP approaches in business development.

Reforms to improve the business environment

In order to provide a conducive environment for doing business in Uganda, the government of Uganda has:

- Created a One-Stop Centre (OSC) for business registration and licensing at the Uganda Investment Authority. The OSC also assists in tax advice and

Figure 8: Uganda's rank on ease of doing business-trends

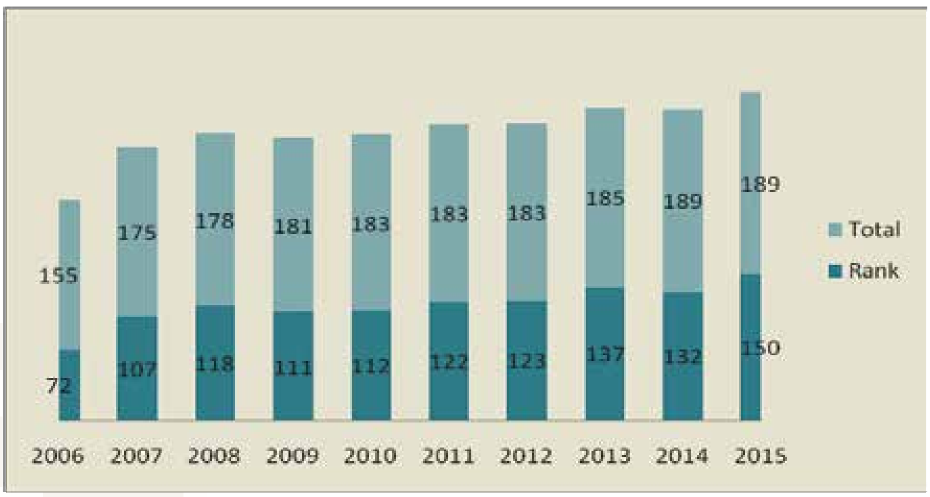
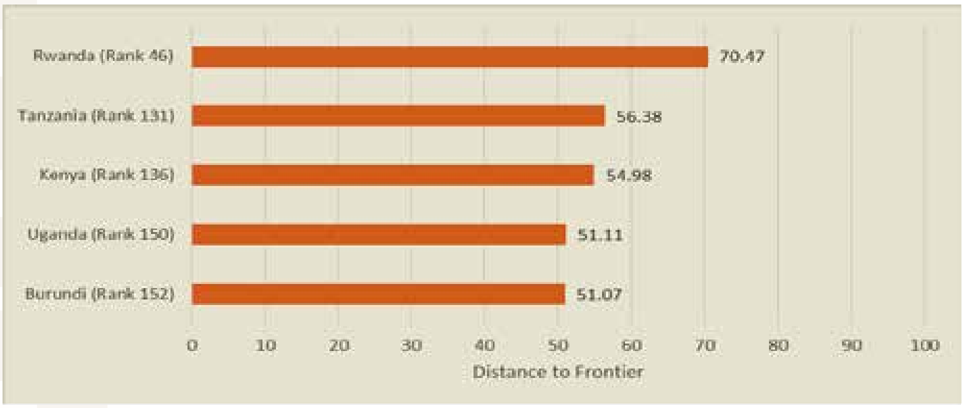


Figure 9: Comparison of Uganda with other EAC countries in DB, 2015



Source: World Bank-Doing Business 2015 Report

registration, immigration and work permit issues, as well as environmental compliance and approvals. Accessing all these services under one roof saves the investor both time and money to have their projects licensed and implemented expeditiously.

- Establishment of the Uganda Free Zones Authority: The Uganda Free Zones Authority (UFZA) is a body corporate, established by the Free Zones Act, 2014 (Act No. 5 of 2014). The Authority plays a major role in co-ordinating with all the other government and private Agencies on behalf of its investors in Free Zones to ensure efficiency and ease of doing business in The Free Zones. Free zones are defined under section 2 of the Act as designated areas where goods introduced into the designated areas are generally regarded, so far as import duties are concerned, as being outside the customs territory. The definition of free zones also includes export processing zones and free port zones.
- ASYCUDA: Uganda made trading across borders easier by implementing the ASYCUDA World electronic system for the submission of export and import documents.
- Resolving insolvency: Uganda made resolving insolvency easier by consolidating all provisions related to corporate insolvency in one law, establishing provisions on the administration/reorganisation of companies, clarifying standards on the professional qualifications of insolvency practitioners, and introducing provisions allowing the avoidance of undervalued transactions.

Table 7: Indicators of Uganda's business regulatory environment by rank, 2007-2015

Indicator rank	2007	2008	2009	2010	2011	2012	2013	2014	2015
Starting a business	107	114	129	129	137	143	50	151	166
Acquiring construction permits	110	81	81	84	133	109	183	143	163
Getting electricity					129	166	178	184	
Registering property	166	163	167	149	150	127	149	126	125
Getting credit	159	158	109	113	46	48	23	42	131
Protecting minority investors	60	122	126	132	132	133	117	115	110
Paying taxes	43	55	70	66	62	93	165	98	104
Trading across borders	160	141	145	145	148	158	145	164	161
Enforcing contracts	71	119	117	116	113	116	42	117	80
Resolving insolvency	44	48	51	53	56	63	157	79	98
Total	175	178	181	183	183	183	185	189	189

Notes

(dark)	Reform making it easier to do business
(blue)	Change making it more difficult to do business

3.2 Tax and Tax Incentive Structures

In Uganda, tax incentives and exemptions are mainly provided for under the Investment Code, 1991, the Income Tax Act Cap 240 and the Value Added Tax Act, 2000. Uganda provides a range of tax incentives for companies exporting – such as import duty and stamp duty exemptions – and offers corporate income tax holidays for certain categories of businesses, such as companies engaged in agro-processing and those exporting finished consumer and capital goods. In particular, all investors with a licence from UIA are exempt from import duties and VAT on imports of any plant, machinery, equipment, vehicles or construction materials for an investment project; receive a VAT refund on building materials for industrial/commercial buildings; and are given "first arrival privileges" in the form of duty exemptions for personal effects and a motor vehicle (previously owned for at least 12 months).

On the other hand, incentives granted to companies exporting include: import duty exemptions on plant and machinery and other inputs; stamp duty exemptions; duty draw back, which allows a refund of all or part of any duty paid on materials and inputs imported to produce for export; and with-holding tax exemptions on plant and machinery, scholastic materials, human and animal drugs, and raw materials. In addition, the Income Tax Act (ITA) specifies businesses and individuals that are exempt from corporate income tax and withholding tax. Most significantly, businesses engaged in agro-processing or running an educational institution are exempt from corporate income tax with no time limit and companies exporting finished consumer and capital goods - when exports account for at least 80% of production – are exempt from corporate income tax for ten years.

The newly passed Free Zones Act of 2014, creates free trade areas and offers a range of tax incentives such as: A 10-year corporate income tax holiday, duty exemption on the import of raw materials, plant and machinery, and other inputs, stamp duty exemption, duty drawback to apply on import of goods from the domestic tariff area, no export tax on exported goods, exemption of withholding tax on external loans, and the ability to repatriate dividends to get relief from double taxation. Some of these can be revised to support MSME growth in mind.

At least 35 goods and services – including petrol, diesel, gas, computers and software– are VAT exempt. The standard rate of VAT on taxable supplies is 18%. Uganda offers further incentives to companies operating in specific sectors (See Box 1). See Appendix 1 for other tax incentives provided by category in Uganda.

Beneficiaries of Uganda's tax exemptions and incentives are large domestic firms and foreign multinational companies that are well established. This leaves the large informal sector mainly composed of MSMEs at a disadvantage given the characteristics of these enterprises-not registered, small, capital investments requirements in start-up is very low, turnover is minimal, survival of business for more than five years is not guaranteed- hence not competitive. According to estimates from the African Development Bank (AfDB), Uganda loses "at least 2%" of GDP from tax incentives and exemptions (AfDB, 2010). This amounted to around USh 690 billion (US$272 million) in 2009/10[11]. The country is therefore being deprived of badly needed resources to reduce poverty and improve the general welfare of the population. Uganda's provision of tax incentives is part of the tax competition among the members of the East African Community (EAC) to attract FDI.

In 2009/10, Uganda collected USh 4.07 trillion (US$1.6 billion) in tax revenues, mainly from income taxes, VAT and excise taxes, which amounted to 11.8% of GDP[12]. However, estimates suggest that collections could increase to 16% if tax collections were improved and if some of the revenue-negating measures, such as tax incentives, were removed (AfDB, 2010). The gap between current and potential collections is enormous, amounting to UShs 1.46 trillion (US$582 million). It is also worth noting that currently in Uganda, there is no tax on import of machinery and no tax on procurement of local raw materials. Enterprises still, however, have to pay VAT and Income tax as soon as production begins. There is also a corporation tax paid by all enterprises, although this comes with a shelter grace period for new investors (5 or 10 years). This period varies as specified in the Financial Act from time to time. The SAG programme should thus look into different fiscal policies that can encourage the MSMEs to grow and take up green business and incorporate SCP practices in particular.

11 Based on figures in IMF, Uganda: Second Review under the Policy Support Instrument and Request for Waiver of Assessment Criteria, Country Report No.11, October 2011, p.24. Nominal GDP in 2009/10 of UShs 34.5 trillion.

12 IMF, Uganda: Second Review under the Policy Support Instrument and Request for Waiver of Assessment Criteria, Country Report No.11, October 2011, p.24.

Box 1: some sector-specific tax incentives in Uganda

Mining	
Mining companies are given special consideration through a variable rate income tax (VRIT). A minimum of 25% and a maximum 45% VRIT have been put in place depending on the level of profitability	
Duty free import of mining plant and equipment with VAT deferment facilities.	
Mineral exploration expenditures are expensed 100%.	
Import taxes such as customs duty for all mining equipment are zero-rated.	
Depreciation allowance for all depreciable mining assets is 30%.	
Forestry	
The Income Tax Act exempts interest earned by a financial institution on a loan granted to any person for the purpose of forestry from withholding tax.	
Floriculture	
There is 0% import duty and VAT deferral on import of a complete unit of a green house.	
Flower exporters get a 10-year tax holiday (awaiting approval of relevant regulations).	
Tourism	
The supply of accommodation in tourist lodges and hotels outside Kampala district is exempt from VAT.	
Equipment imported for use in licensed hotels is exempt from customs duties.	
Large-scale enterprises receive a tax waiver on fuel used in the generation of power for business operations.	

Source: Action Aid International, 2012

4. Best Practices of SCP Practices in Uganda: A Case Study Approach

This section provides analysis of businesses that are fostering SCP practices and can be used as benchmarks for upscaling countrywide. A few case studies on biomass waste management, agro-processing and eco-tourism are presented.

4.1 Case study 1: Briquette Business in Uganda

Biomass briquettes are a form of solid fuel that can be burnt for energy. They are created by compacting loose biomass residues such as wood, agricultural waste, animal manure and municipal solid waste into solid blocks that can replace fossils, charcoal and natural firewood for domestic and institutional cooking and industrial heating processes (Hamish, 2012). The briquettes are of two types: carbonized and non-carbonized briquettes. The carbonized ones are preferred to charcoal since they are nearly smokeless making them more appropriate for cooking but are made from charcoal dust which creates dependency on charcoal. Non-Carbonized briquettes on the other hand are a replacement for natural firewood and raw biomass fuel and offer greater energy per unit weight than wood but release smoke, and are thus more appropriate for industrial processes or institutions where emissions can be controlled. Stages of production of Briquettes involve carbonation, preparation of feed-stock, binding with a binder, compacting and then drying. Carbonating is the conversion of raw biomass to char which is a controlled process that reduces the amount of emissions compared to when the raw biomass is burned, after which it is turned to powder form either manually by crushing or by use of a machine. Afterwards it is moulded together by binders like cassava flour, molasses, wheat flour, or fine clay then compacted and sundried (Hamish, 2012). JKL factory (Box 2).

Box 2: Kampala Jellitone Suppliers, Uganda (Source: www.ashdenawards.org/winners/KSJ09)

Case study 1: Briquette Business in Uganda: Kampala Jellitone Suppliers

Kampala Jellitone Suppliers (KJS) is located on Plot 259, Sir Albert Cook Road, Wakaliga – Nateete, Uganda. KJS was founded by Mr. Abasi Musisi in 1976 to produce cosmetic products from petroleum jelly. The business diversified into coffee processing and baking using LPG as fuel. In 1992 Mr. Musisi started to look for cheaper alternative fuels and experimented with using loose biomass residues, but found that these burned too quickly. The Danish Embassy funded a feasibility study on biomass briquetting, and with funding provided from DANIDA, KJS bought the first briquetting machine and set up production.

In 2008/9, the company had a turnover of US$160,000 and employed 43 staff. Funding is mainly from revenue earnings, but with grants for specific programs. Biomass residues are produced by factories such as rice mills, coffee mills and furniture factories, mostly in the south west of Uganda. Residues are usually simply dumped in large heaps that are disposed of by burning. KJS has contracted a local agent to collect and bag the waste and transport it to the KJS factory near Kampala. The mixed biomass is fed into the briquetting machine, which compresses it into a rod. The rod is then cooled and broken up into sticks. KJS has also designed an efficient briquette-burning stove for institutions such as schools and colleges, and for food processing industries.

The supplier of the first briquetting machine gave KJS staff some maintenance training. Briquette manufacturing causes considerable wear in the machines due to the pressures involved, and the pistons and dies have to be changed regularly. Staff from KJS train users to operate the stoves; so they have a direct relationship with each customer. KJS would like to improve the quality and design of their large stoves and also develop a portable stove for households. KJS can produce about 2,000 tonnes/year of briquettes, with one-shift working on the two existing briquetting machines. In 2008, total production was 1,530 tonnes or about 130 tonnes/month and by March 2009, 1,309 stoves had been installed for 36 different organizations. Most are in public institutions like the halls of residence of schools, colleges and universities such as Makerere University. Five businesses also have a total of 50 stoves and baking ovens. These businesses are involved in coffee roasting, baking and brewing. Nine domestic stoves have been installed on a trial basis and several thousand cooks benefit directly from improved working conditions.

4.2 Case study 2: Sugarcane Production and Processing

Up until 2006 sugar production in Uganda was in the hands of Kakira Sugar Ltd., Kinyara Sugar Ltd., Sugar Corporation of Uganda Ltd. (the big three) and Sango Bay Estates Ltd., which produced 191,561 metric tons of sugar. As a result of increased capacity installations among the big three and the coming on board of six more factories (Mayuge Sugar Industries Ltd., G. M. Sugar Ltd, Sugar & Allied Industries Ltd., Kamuli Sugar Ltd., Seven Star and Sezibwa), sugar production increased by 129 percent to 438,360 metric tons in 2014 when compared to the 2006 production. Sugar production is expected to rise further to 508,500 metric tons in 2015.

Box 3: Kakira Sugar Limited (Source: Okumu I, (2015). Contract Farming in the Ugandan Sugar Industry)

Sugarcane Production and Processing: Kakira Sugar Limited

Kakira Sugar Ltd. owns a 10,000 hectare estate where sugarcane is grown and has 26,000 hectares of land run by sugarcane out-growers in its catchment area. The factory is engaged in out-grower development programs that include establishment of demonstration farms with the objective of enlightening farmers about the scientifically optimal practices in sugarcane farming. Such practices include: preparing land for planting; weeding; fertiliser application; and harvesting; among others.

Sugarcane production

Sugarcane requires fertile, deep and free draining soils on a field characterised by a gentle gradient. Land preparation involves bush clearance, flattening of anti-hills and removal of tree stumps. This is followed by first and second ploughing. Ploughing is aimed at: breaking down the hard compact sub-pan layer; incorporating previous crop residues and organic manures while at the same time destroying weeds; re-shaping the field so as to give it an appropriate gradient to ensure easy drainage of excess water; and breaking clods. Second ploughing is followed by furrowing. With regard to planting, clean seed from secondary seed cane (S2) nurseries with preferably growth of 12 months is usually recommended. Typically about 3 tonnes of seed cane is required per acre. The seedling is cut into sets of preferably 3 internodes. The sets are placed in an overlapping position in the middle of the furrow and then covered with approximately 6 inches of soil. After planting, weeding can be done using either herbicides or manual weeding. Unlike many other perennial crops, sugarcane is a high feeder, necessitating fertiliser or manure application. It is advisable to apply the fertilisers at the time of planting, 6 to 8 weeks after planting, and when full growth is attained - that is at 12 to 16 weeks. Manure may be applied before and after planting.

Harvesting and processing of sugarcane

Typically sugarcane is harvested at 20 and 18 months for Plant and Ratoon crops respectively. At the respective maturities, sugarcane is said to have the optimal content of sugar and therefore leads to high recovery. Otherwise, where there is a scarcity of sugarcane supply, harvesting can be undertaken at 18 and 16 months for Plant and Ratoon crops respectively.

Harvesting involves ensuring that clean sugarcane is supplied to the factory. As such, the harvesting process involves cutting the sugarcane at the bottom to allow for regeneration. Equally during the harvesting process, water shoots, long tops, and trash must be removed. If adhered to, such a harvesting process not only delivers clean sugarcane but also sugarcane with a high recovery. Upon delivery to the factory, sugarcane is crushed so as to extract juice. Thereafter the evaporation process is undertaken to get rid of water. Chemicals are then added to improve the colour and then a separation process is executed to get crystalline sugar and molasses. Upon separation crystalline sugar is dried and packed ready for the market.

Decisions regarding variety grown, quality and timing of harvest

The factory decides what varieties are grown, especially for aided farmers. The varieties recommended are usually characterised by: pest and disease resistance, high sugar content, high yield, and hardiness. Typically the agronomy department, at least in Kakira Sugar Ltd., engages in the selection of varieties and tests them for the suitability of conditions in Busoga region. Before a harvesting permit is issued, samples from a field are collected and taken to the agronomy department so as to establish that the sugar cane is of a quality worth being harvested. A permit will be issued only if the sugarcane is mature. Also, in terms of quality of sugar cane, it is especially important at the time of harvesting that the 'Kill to Mill' time is less than 48 hours. The more time cut cane lies in the field, the lower the sugar content. Also at the time of harvesting, farmers are advised to eliminate immature sugar cane and binding matter. Inspectors at the factory sample to check the quality of sugarcane before the delivery truck is allowed to weigh.

The estimated average cost of growing and delivering a MT of plant crop cane to the mill with fertiliser application is UGX 87,013, the cost without fertilizer is UGX 79,442. At the mill price of UGX 73,000 per MT, this implies that on average, out-growers using fertilisers incur an estimated loss of UGX 6,442 per MT while those not using fertilizer have an average loss of UGX 14,013 per MT. For the ratoon crop 1 however, given a price of 73,000 Uganda Shillings per MT, out-growers on average make an estimated profit of UGX 19,731 per MT when using fertilisers and UGX 9,938 when no fertilizer is applied.

4.3 Case study 3: Eco-system Conservation

Tourism in Uganda began in the 1950s with the gazetting of Queen Elizabeth National Park, Murchison Falls National and Kidepo National Park. The principal attractions were the super abundance of animals and incredible diversity of scenery. The tourist attractions in Uganda include national parks, people and culture, lakes and rivers, bird life, the Ssesse Islands, swamps, and wetlands. National Parks in Uganda include: Murhcison Falls, Queen Elizabeth, Kidepo, Bwindi Impenetrable Forest, Mgahinga Gorilla Park, Kibale Forest National Park and Lake Mburo National Park. Mountains include: Mt. Elgon, Rwenzori Mountains and other smaller ranges. Box 4 shows conservation at Bigodi Wetlands Sanctuary.

Box 4: Bigodi Wetlands Sanctuary (Source: United Nations Development Programme, (2012). Kibale Association for Rural and Environmental Development (KAFRED), Uganda. Equator Initiative Case Study Series. New York, NY.)

Ecosystem Conservation: Bigodi Wetlands Sanctuary

Bigodi Wetlands sanctuary is located in western Uganda near Fort Portal. The swamp straddles an eight kilometre stretch of papyrus wetland and is home to an abundance of wildlife. The wetland contains 8 primate species and more than 200 bird species, which draw tourists from neighbouring Kibale National Park hence forming an important wildlife corridor. Through the Kibale Association for Rural and Environmental Development (KAFRED), a community-based organisation working in Kamwenge District in Western Uganda, the area benefitted substantially from the ecotourism trade.

The group was founded in 1992. In 1996 the group had 30 members and by 2012 there were more than 120 people. The group uses ecotourism and other environmentally sustainable enterprises to promote biodiversity conservation and community development in the Bigodi Wetland sanctuary. With participation from local farmers, the original members of KAFRED were able to halt encroachment on the wetland area and created guided wildlife trails for the tourists. The revenues from tourism have been used in building a secondary school and promoting environmental education in the area, instituting a loan scheme for farming families, and supporting a local women's group producing artisanal handicrafts.

Ecotourism activities in Bigodi consist mainly of guided tours (operated by trained guides) via a boardwalk constructed through the wetlands/swamps and the village, supplemented by the sale of handicrafts by the village women's group. They allow tourists to see at close hand the 200 species of bird and eight primate varieties. The KAFRED guides were educated on different species by primate researchers from the Makerere University Biological Field Station. They include: the black and white Colobus, red Colobus, Baboon, Grey-cheeked Mangabey, Red Tailed Monkey, Blue and Vervet Monkeys and the L'Hoest's Monkey. In addition, village walks were initiated to allow tourists to see the traditional means of living within the village and to explore the history of Bigodi. Wetlands conservation was initiated by a participatory planning workshop held in Bigodi in 1995. Facilitators from the National Wetlands Program (NWP) and The Kibale and Semliki Conservation and Development Programme(KSCDP) helped to establish village by-laws governing the use of Bigodi Wetlands. These concerned matters such as the distance of human activities from the swamp's edge; restricting it to the level it had already reached. They also regulated firewood collection, grazing practices, and fruit gathering, while banning the digging of trenches to drain the wetland and burning within the conserved area. These by-laws have played a crucial role in preserving the remaining wetlands area.

Furthermore, voluntary efforts have targeted the planting of eucalyptus trees around the wetlands area. While fast-growing and therefore good for timber, the tree species has a destructive effect in regards to draining water from the land and leaves the soil too acidic for other species to grow. Activities have been undertaken since 2008 in cutting back eucalyptus trees and encouraging villagers not to plant more. KAFRED's seedlings scheme has encouraged the planting of indigenous tree species such as codia and prunus Africanus for agroforestry, with at least 5000 tree seedlings raised in 2010 and these seedlings are given to community members for free.

However, the monitoring of biodiversity has been irregular and led by various individuals. Human-wildlife conflicts have also posed a significant social problem for residents of Bigodi, especially for those living on the edge of the conversed area. Crop raiding has been the main challenge although research has shown that domestic animals do more harm to crops than the wild animals. Kibale Forest National Park has employed ditches and fences to stop elephants from crossing into human settlement area. KAFRED has also encouraged villagers to use traditional methods such as planting thorn hedges and monitoring to prevent primates from raiding their crops.

The socio-economic impacts of KAFRED are improvement in education as evidenced by the school constructed in the area, support for local women in developing fine handicrafts and artisanal goods for sale to tourists, a clean water programmeto reduce reliance on unclean water sources within the wetland, encouraging alternative livelihood activities that have helped to increase household incomes and encouraged Bigodi farmers to refrain from encroaching on the wetlands. These alternative businesses include pig rearing, goat rearing and growing vegetables for sale, and have funded the revolving loan fund.

5.Conclusion and Recommendations

The objective of the SWITCH Africa Green programme in Uganda is to achieve sustainable development by engaging in transition towards an inclusive GE based on SCP patterns while generating growth, creating decent jobs and reducing poverty. Thus, this country implementation report provides a synthesis of existing policies, laws and regulatory frameworks that directly or indirectly can be supported or strengthened to promote SCP practices in agriculture, manufacturing and tourism sectors in Uganda. In addition, the report assesses the business environment and analyses the extent to which it supports investments and identifies the gaps, challenges and makes suggestions to the regulatory and business environment frameworks that if implemented will lead to SCP practice-uptake for inclusive green growth. The review is further accentuated with evidence from case studies that post best practices in promoting eco-innovation, eco-tourism and eco-entrepreneurship for promoting an inclusive green economy.

The analysis reveals that broad policies in relation to SCP and GE practices exist and incorporate strategies aimed at fostering MSMEs development with inclusion of SCP management practices for a greener Uganda. However, the challenge lies in their effective implementation. Given the cross-cutting nature of mainstreaming SCP practices in policies affecting agricultural production, manufacturing and tourism, it is noted that these sectors are under the mandate of different Ministries, Departments and Agencies (MDAs) e.g. (MAAIF, MTIC and MTWA). This implies that for successful policy development and implementation, collaboration between the different line ministries that have a stake in fostering SCP practices that enhance private sector growth is important. In addition, policies need to have clear implementation and funding mechanisms that promote green growth. Institutions seem to work independently often duplicating efforts with no intermediate impacts in the policy arena.

The key drivers in investment in Uganda have been the credible financial institutions that offer credit (both short and long-term), favourable tax incentive structures, security, good infrastructure and energy availability, skilled labour force, and established institutions that foster investment registration and information. Evidence from the "Doing Business" World Bank report (2014) shows that Uganda's business and regulatory environment is one of the constraining factors hindering private investment and growth in Uganda. As a result, many private sector businesses are still informal, inhibiting their growth. Factors such as hindrances in starting a business, access to finance, and poor infrastructure are some of the factors that are leading to poor private business growth in the country.

On the other hand, analysis on the tax incentives structure shows that beneficiaries of Uganda's tax exemptions and incentives are large domestic firms and foreign multinational companies. This leaves the large informal sector mainly composed of MSMEs at a disadvantage. According to estimates from the African Development Bank (AfDB), Uganda losses "at least 2%" of GDP from tax incentives and exemptions (AfDB, 2010). This amounts to around UShs 690 billion (US$272 million) in 2009/10[13].

Recommendations

i. Policies for support: The select committee, chosen during the analytical Inception report and draft implementation plan validation meeting held on 28th July, 2015 at Golf Course Hotel, Entebbe, selected the PPDA Act, 2003; Draft MSME policy, 2015; Draft SPS policy, 2011; National Standards and Quality Policy, 2012; Free Trade Zones Act, 2014; Public Finance Management Act, 2015; National Industrialisation Policy, 2006; National Biotechnology and Bio-safety Policy, 2009; and the National Biotechnology and Bio-safety Act, 2012, as the laws, regulatory frameworks and policies of focus in the implementation plan.

ii. Policy push and awareness: There is a persistent delay in pushing policies for approval by policy makers. Policy makers should know that it is their responsibility to help pass the most relevant policies that invest in the people. But again, for policy makers to act more swiftly, there is need for demand for policy push from the public. Simply put, there is need to make the draft policies a public concern and here the CSOs need to play a very active advocacy role. Issues of advantages of adopting SCP practices in policy agendas should come out strongly. Incentives/subsidies should be accorded to businesses that are taking up SCP practices. This will motivate other MSMEs to follow suit but these provisions have to be stipulated in the policies suggested for amendments in this programme.

iii. Institutional support: Building capacities for both individuals and institutions will be required during the implementation of SCP issues. Many policy makers and economic actors do not know enough about SCP practices or a green economy. There is a need to participate and influence the development of the Uganda's Green Growth Development Strategy, an exercise NPA has been undertaking since July, 2015.

iv. Support inclusion of SCP practices in implementation frameworks: While some of the line policies provide a framework for implementations of SCP aspects, not all do. Our policy review reveals that a framework for streamlining the SCP patterns to ensure that they work together to pursue a common goal with cohesive actions across Ministries, Departments and Agencies (MDAs) and engage Local Government (LGs) actively through regional governance structures (due to decentralization), Non-Governmental Organizations (NGOs), the public and private sector, is missing. Hence, the need for a Green Implementation Plan for Uganda.

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13 Based on figures in IMF, Uganda: Second Review under the Policy Support Instrument and Request for Waiver of Assessment Criteria, Country Report No.11, October 2011, p.24. Nominal GDP in 2009/10 of UShs 34.5 trillion

6. Implementation Plan

The draft "Green" implementation plan lays out the initial steps required to achieve the vision of "SWITCHING UGANDA GREEN" and addresses the most pressing challenges facing sustainable use of natural resources (land, water, forests, birds, animals, flora and fauna). This plan describes the specific actions stakeholders need to take to deliver tangible results to Ugandans in attaining SCP in their day-to-day lives and businesses to curb poverty, generate wealth and create decent jobs. This plan does not encompass all government actions relating to SCP practices in agriculture, manufacturing and tourism, it focuses on priority objectives of attaining SCP for green growth and is guided by three themes as highlighted in the programme document.

i. Policy support
ii. Green business development
iii. Networking

Specifically, policy support will ensure review and identification of gaps in related policies and regulatory frameworks. While green business development will require identifying and implementing Uganda based-pilot projects that foster an SCP approach in managing natural resources for inclusive green growth. And lastly, networking will require several dissemination events to be organised through which policies and good green business practices will be shared.

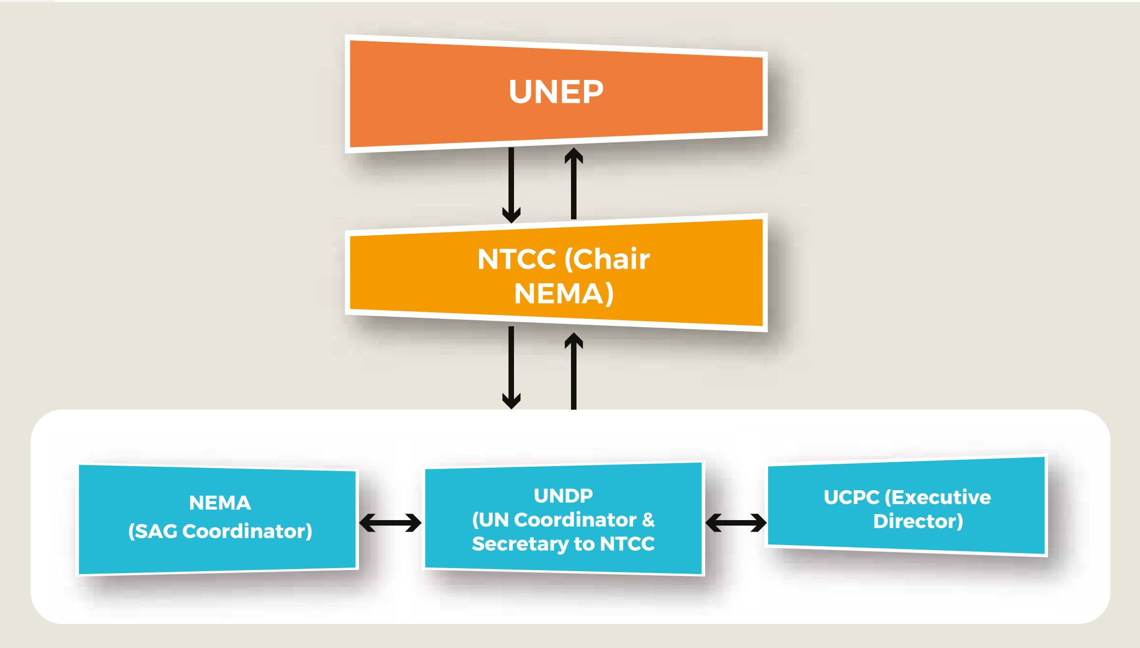
Thus, for each theme, output (s), planned activities, indicators, means of verification and outcomes are described in a logical framework. For programme output, a breakdown of sub-outputs is provided, Lead Institutions (LIs) and Partner Institutions (PIs) are identified and timeframes for deliverable suggested (Table B.2). This structure is designed to provide a clear layout of what will be accomplished when and who will be engaged. To enable programme implementation towards achievement of the overall objective, the management structure for SWITCH Uganda Green at the National level and composition of the NTCC was constituted.

6.1 Management structure

With input from a stakeholder's inception meeting held on 7-8 July, 2010, a core national management structure for SWITCH Africa Green in Uganda was developed. The overall management of the SAG programme would be managed by UNEP and supported at country level by the National Technical Coordination Committee (NTCC) and the core programme coordinating unit. The Chairperson of the NTCC was NEMA as delegated by the Ministry of Water and Environment (MoWE). In NEMA, the SAG coordinator in charge of the programme would represent the institution and in UNDP, the recruited UN SAG coordinator and Secretary to the NTCC would be the focal person while at the Uganda Cleaner Production Centre (UCPC), the Executive Director would be the lead for the programme(Figure 10).

NEMA as the SAG Coordinator in Uganda shall be responsible for the overall programme implementation in collaboration

Figure 10: National Level Management of the SAG project in Uganda



with Uganda Cleaner Production Centre (UCPC) and the UN Coordinator. The UN Coordinator shall be responsible to oversee the programme on behalf of UNEP and UNDP and report directly to UNEP.

Composition of the National Technical Coordination Committee

It was agreed that the National Technical Coordination Committee (NTCC) would hold regular meetings as organised by NEMA and UNDP to review progress of the programme and provide guidance and assistance in refining the log-frame and work plan. The composition of members of the Uganda NTCC was revised during the stakeholders' inception meeting. These are categorised under Government, Private sector/CSOs, Agencies and Development partners below.

Government

1. Ministry of Water and Environment
2. Ministry of Tourism, Wildlife and Antiquities
3. Ministry of Energy and Mineral Development
4. Ministry of Agriculture, Animal Industry and Fisheries
5. Ministry of Finance, Planning and Economic Development
6. Ministry of Trade, Industry and Cooperatives
7. Ministry of Gender, Labour and Social Development
8. Ministry of Local Government

Private sector, CSOs,

9. Uganda Private Sector Foundation
10. Uganda Small Scale Industries Association
11. Uganda National Farmers Federation
12. Uganda Manufacturers Association

Agencies

13. NEMA
14. Uganda Investment Authority
15. Uganda Cleaner Production Centre
16. Uganda Wildlife Authority
17. National Planning Authority
18. Uganda National Council for Science and Technology
19. Uganda Industrial Research Institute
20. Uganda Free Zone Authority
21. Uganda Tourism Board
22. Civil Society (ENR CSO network, IUCN, WWF etc)

Development Partners

23. European Union
24. UNDP (representing the UN agencies)

6.2. Log-frame for Uganda

With input from a select NTCC subcommittee, the new log frame was modified from the draft matrix provided in the project documents by UNEP. Table 8 presents the new log-frame for Uganda

It is Important to leverage existing resources and prioritise use of funds among sector specific projects and programmes. Thus, as we developed actions in Table 8, we considered 3 questions:

1. What activities can be accomplished with existing national and development partners' resources?
2. How can existing resources/finances be repurposed for greater efficiency and effectiveness?
3. Where do we need to include activities that with minimal additional resources may allow for truly transformative and far-reaching impacts?

General SAG Uganda Objective

Support Uganda to achieve sustainable development by engaging in transition towards an inclusive Green Economy based on SCP patterns while generating growth, creating decent jobs and reducing poverty.

Table 8: Log Frame for SAG Uganda

COMPONENT OBJECTIVE	EXPECTED OUTPUTS	PLANNED ACTIVITIES	PROPOSED INDICATORS	MEANS OF VERIFICATION	EXPECTED OUTCOME
OUTPUT 1-Component A	**Output 1.1**				
To Create an enabling environment in form of clear policies, sound regulatory frameworks, incentives structures, tax and other fiscal and market -based instruments that support SCP patterns in the target sectors in Uganda.	A comprehensive inventory containing reviewed policies, laws, administrative measures, standards, regulations and guidelines undertaken.	1.1.1 Conduct a thorough inventory that reviews and identifies weaknesses and gaps in existing policies in relation to SCP practices.	1.1.1 Existence of an inventory highlighting existing policies, administrative measures, standards, regulations and guidelines reviewed and gaps identified.	1.1.1 Inventory in place highlighting existing policies, administrative measures, standards, regulations and guidelines reviewed and gaps identified.	1.1.1 Policies reviewed and implemented in Uganda which provide the regulatory framework and other incentives which enable industry and particularly MSMEs to invest and apply SCP practices.
		1.1.2 Conduct a review of SCP-relevant laws, regulations, enactments, acts and bills.	1.1.2 Existence of an inventory highlighting relevant laws, regulations, enactments, acts and bills reviewed and gaps identified.	1.1.2 Inventory in place highlighting relevant laws, regulations, enactments, acts and bills reviewed and gaps identified.	1.1.2 Bills passed into Acts and regulations designed and implemented in Uganda which provide the regulatory framework and other incentives which enable industry and particularly SMEs to invest and apply SCP practices.
		1.1.3 Identify potential legislative changes that would fill gaps and support full implementation of SCP.	1.1.3 Existence of Guidelines/ administrative measures/ instruments/tools such as certification mark for self-regulation (Voluntary standards), green taxes, and incentives in place.	1.1.2 Guidelines/administrative measures/instruments/tools in place	1.1.3 Implementation of suggested/recommended institutional changes
					1.1.4 Enabling business environment supporting green business development in MSMEs.

		1.1.4 Develop and formulate guidelines/administrative measures/instruments that support adoption of SCP practices in the target sectors.			
		1.1.5 Provide/suggest policies and laws that should be targeted during the programmelifetime.			
		1.1.6 Prepare a country analytical inception report.			
		1.1.7 Submit the draft country Inception report after consultations with relevant stakeholders.			
	Output 1.2				
	A platform through which awareness on policy gaps and recommendations are shared.	1.2.1 Identify the composition of the Core Management Team.	1.2.1 Existence of National Technical Coordination Committee (NTCC).	1.2.1 A complete selection of the composition of the NTCC approved and in place.	1.2.1 Policy makers and economic actors aware and advocating for addendums to policies in support of a green business development.
		1.2.2 Review and suggest new members to compose the NTCC.	1.2.2 Number of forums in which identified gaps and recommendations are shared with key stakeholders.	1.2.2 One (1) platform established and active.	

		1.2.3 Hold awareness engagements to strengthen information sharing activities on SCP principals among the policy and economic actors on the identified gaps and recommendations workshops, policy briefs, etc			
	Output 1.3				
	Improved institutional capacity of policy and economic actors to integrate SCP practices in target sectors.	1.3.1 Identify and review institutional capacity building needs, training opportunities and constraints in target sectors.	1.3.1 Roles and responsibilities for implementing SCPs assigned to the Core Management Team.	1.3.1 Roles and responsibilities of policy and economic actors are well assigned to MDAs and Development Partners in the NTCC.	1.3.1 Institutional Proficiency supporting, adoption and diffusion of SCP principles and practices.
		1.3.2 Conduct an inventory of and develop means/ training/learning programmes to strengthen existing institutions in integrating SCP efforts, focusing on collaboration, efficiency, consistency and transparency.	1.3.2 Existence of sector plans that integrate SCP practices.	1.3.2 Sector plans integrate SCP practices; the Annual State of the Environment and business assessment reporting systems in place with mechanism to track performance on SCP implementation approaches.	1.3.2 Institutional Proficiency in SCP principles, best practices, and use of decision-support tools to enable decision makers and managers fully adopted.
		1.3.3 Monitoring, evaluation and revision to training programmes for NTCC to supervise SCP mechanisms in target sectors.		1.3.3 Indicators to monitor SCP practices identified and are part of NTCC reporting.	
		1.3.4 Identify activities and training of core management and members of the NTCC and relevant policy makers in SCP principles and sharing of best practices.			

	Output 1.4				
	Baseline survey on business conditions in MSMEs conducted.	1.4.1 Review and assess the current state of the business environment in agriculture, manufacturing and tourism.	1.4.1 A report on business environment detailing the tax and incentive structure.	1.4.1 Business conditions of the MSMEs in target sectors assessed.	1.4.1 Tracking the business environment on the uptake of SCP practices for upscaling.
		1.4.2 Conduct a baseline survey of MSMEs business conditions in the agriculture, tourism and manufacturing.	1.4.2 Materials/tools to use in collecting baseline data available.	1.4.2 Case studies reviewed to inform baselines on economic performance, resource efficiency, environmental impacts and social returns.	1.4.2 Awareness on the business environment created and MSMEs taking advantage created from this for sustainability.
		1.4.3 Design and review questionnaires/tools to capture business conditions for MSMEs.	1.4.3 Effective checklist on business conditions.	1.4.3 Identified capacity building needs for MSMEs in target sectors.	1.4.3 Business improving in using SCP practices.
		1.4.4 Select case studies across sectors that depict best practices in SCP practices usage to inform baselines.			
		1.4.5 Identify capacity building needs of MSME managers and other stakeholders.			
	Output 1.5				
	A national road map for the implementation of SCP in the target sectors established.	1.5.1 Develop and review the National Road map in support of integrating SCP practices in subsequent updates.	1.5.1 A work delivery schedule that is updated throughout the programmeperiod.	1.5.1 An implementation framework/plan approved and in place.	1.5.1 A work delivery schedule that is updated throughout the programmeperiod.
		1.5.2 Assign roles and responsibilities for implementing SCP practices to institutions economic actors.	1.5.2 An operational National road map in place.	1.5.2 Roles and responsibilities of institution/individuals vetted and agreed upon.	1.5.2 Shared goals and a collaborative approach to SCP will improve management and yield businesses that support green growth.

		1.5.3 Attach budgets/inputs on activities in the plan.	1.5.3 Existence of a framework for implementation plan detailing collaboration across MDAs.		1.5.3 Implementation of the National road map.
		1.5.4 Submit a draft country implementation document detailing the management structure for SAG at national level, composition of the NTCC, delivery work plan and schedule of activities.			1.5.4 Institutions carrying out their roles with continuous collaboration.
		1.5.5 Submit a final version of the Uganda Implementation document and Analytical Inception Report after validation.			
		1.5.6 Drafting an implementation plan to share in NTCC validation meeting (s).			
		1.5.7 Annual review of the implementation plan/road map.			
OUTPUT 2-Component B	**Output 2.1**				
To equip Micro, Small and Medium Enterprises (MSME) and business service providers to seize opportunities for green business development.	A comprehensive identification and engagement of MSME beneficiaries undertaken.	2.1.1 Identify beneficiary MSMEs and implement place-based pilot projects that foster an SCP approach to managing natural resources/input through awareness programmes.	2.1.1 Number of pilot MSMEs identified and recruited into the SAG programme.	2.1.1 All beneficiaries identified.	2.1.1 Pilot projects in locations primed for near-term implementation of SCP will facilitate the development and improvement of tools, methods, and capabilities for broader use.
		2.1.2 Collect baseline information on beneficiary MSME practices.	2.1.2 Number of SCP and green economy pilot projects implemented – better access to cleaner technologies and redirection of investment for greener economies promoted.	2.1.2 All grantees awarded funds.	2.1.2 SCP patterns implemented at MSME level relevant to address specific sustainable resource management activities.

		2.1.3 Compile and disseminate SCP best practices and case studies to MDAs via the UNEP networking portal.	2.1.3 Existence of criteria for identifying priority areas for pilot projects implementation of SCP.	2.1.3 Grantees should have identified MSMEs who will be targeted.	2.1.3 Continuous use and sharing of best practices by pilot projects.
	Output 2.2				
	Establish a scientific approach to support science-based SCP implementation.	2.2.1 Carry out a comprehensive capacity needs assessment of the individuals and businesses (MSMEs).	2.2.1 Existence of an inventory on programs and projects that use SCP approaches, analyse their success and shortcomings.	2.2.1 All MSMEs that are targeted by core grantees receive technical support to implement SCP practices.	2.2.1 An SCP scientific framework will enable reliable natural and social science data and tools to inform management decisions, evaluate trade-offs between alternative management scenarios.
		2.2.2 Programmegrantees to provide technical support to MSMEs to integrate SCP mechanisms.	2.2.2 Capacity needs assessment report of the individuals and businesses (MSMEs) in place.	2.2.2 An inventory in place on programs and projects that use SCP approaches, analyse their success and shortcomings.	
				2.2.3 Capacity needs assessment report of the individuals and businesses (MSMEs) completed.	
				2.2.4 A list of SCP approaches to be enforced available.	
	Output 2.3				
	Build capacity of business actors to implement SCP through training on principles, best practices, and decision-support tools.	2.3.1 A comprehensive business actors' assessment of their training needs.	2.3.1 Existence of national guidelines and best practices for SCP implementation based on engagement of non-state actors and stakeholders. This should be based on the inventory in B.1 and honed considering the results of pilot projects/grantees.	2.3.1 Manuals are available for use in subsequent trainings.	2.3.1 Building proficiency in SCP principles, best practices, and use of decision-support tools will further enable decision makers and managers to fully adopt an SCP approach.

		2.3.2 Develop focused introductory and advanced training materials for policy actors and economic actors to obtain a common understanding of SCP principles, best practices, and latest decision-support tools.	2.3.2 Existence of a Toolkit on eco-entrepreneurial skills (thinking sustainable business). A Toolkit on Resource Efficient and Cleaner Production (RECP) developed. A Toolkit on eco-innovation formulated.	2.3.2 Several managers of MSMEs appreciating the advantages of incorporating SCP approaches.	2.3.2 Manuals are available for use in subsequent trainings.
		2.3.3 Provide formal training on SCP principles, best practices and latest decision-support tools to stakeholders.	2.3.3 Number of people imparted with skills on SCP principles and best practices.	2.3.3 National guidelines and best practices for SCP implementation based on engagement of non-state actors and stakeholders in place.	
		2.3.4 Monitoring, evaluation and revision of training programmes.		2.3.4 Training manuals/toolkit on various components of capacity building in SCPs in place.	
	Output 2.4				
	Enhanced technical and managerial capacity of institutions and businesses to integrate SCP practices for a green economy.	2.4.1 Provide technical support to target MSMEs during assessment and implementation of SCP practices.	2.4.1 Number of MSMEs provided with technical support in implementation of SCP practices.	2.4.1 Number of MSMEs provided with technical support in implementation of SCP practices.	2.4.1 Technical experts and management integrating SCP practices.
		2.4.2 Conduct technical evaluations of MSMEs in SCP practices and green economy.	2.4.2 One (1) MSMEs report on the nature of technical support provided.	2.4.2 Number of staff trained.	
			2.4.3 Number of technical trainings conducted.	2.4.3 One (1) MSMEs report on the nature of technical support provided.	

OUTPUT 3-Component C	Output 3.1				
Knowledge, lessons learned and good practice from the projects are distilled and disseminated nationally and through regional and Africa wide networks and programmes among key stakeholders in the private sector, governments and consumers of the pilot countries and other countries in the region.	Documentation of practice (BEP, BATs, GAPs, SCPs and GE).	3.1.1 Complete and disseminate the analytical Inception report to include a review of existing policies and legislation, a compendium of best practices.	3.1.1 Existence of knowledge products/Information on the programmes and its projects and successful programmepractices.	3.1.1 Knowledge, lessons learned and good practice from the projects are distilled and disseminated nationally.	3.1.1 Best practices on sustainable production, green business entrepreneurship identified and disseminated for adaptation, replication and scaling up in Uganda.
		3.1.2 Develop information, education and communication materials on SCP practices at National level.			
		3.1.3 Pilot project reports detailing the implementation process and results.	3.1.2 Knowledge of programme practices distilled, lessons learned, good practices capitalized and effective replication being promoted in Uganda.	3.1.2 Analytical inception report available.	3.1.2 Evidence (e.g. user survey results) of the relevance of development solutions to national partners that are shared over the knowledge platform.
		3.1.4 Disseminate at the national validation workshop of the draft country implementation document and draft inception phase report.	3.1.3 Three (3) presentations at the national validation workshop on the implementation plan and inception report.	3.1.3 Validate the analytical inception report and implementation plan.	
		3.1.5 Organise an inception phase meeting with the expanded NTCC.	3.1.5 A validated report in place.	3.1.5 Information material, tools, guidelines/manuals.	
		3.1.6 Organise a validation meeting.			
		3.1.7 NTCC quarterly review meeting.			

		3.1.8 Compile and make publicly available online SAG pilot studies.			
	Output 3.2				
	Encouraged learning-by-doing.	3.2.1 NTCC and programme grantees make Exchange visits to other SAG implementing countries.	3.2.1 Networking for sharing of experience and lessons learned amongst countries, projects and stakeholders involved strengthened.	3.2.1 At least 6 exchange visits among the grantees within Uganda conducted.	3.2.1 Best practices and sustainable products shared and disseminated to the rest of sub-Saharan Africa and to regions beyond, through the Network Facility and the global Ten-Year Framework Plan (10YFP) on SCP.
		3.3.2 Set up visiting mechanisms between local MSMES for the better off to learn from the worse off and vice versa.		3.3.2 At least 2 exchange regional visits undertaken.	3.3.2 Use of report findings to inform SCP processes.
		3.2.3 Seek National platforms to participating in activities that promote and increase awareness of SCP practices.		3.3.3. Number of National events that the programme has show-cased in e.g. National Environment day.	
	Output 3.3				
	A peer training network and database to support integrated SCP mechanisms is established to serve Uganda and the regional stakeholders.	3.3.1 Create a list of stakeholders to be included in the network for sharing programme documents.	3.3.1 A comprehensive Email list generated.	3.3.1 An updated emailing list of policy and economic actors in place.	3.3.1 Continuous networking and building relationships.
	Output 3.4				
	Monitoring and Evaluation.	3.4.1 NTCC monitoring visits.	3.4.1 Number of evaluations.	3.4.1 Programme implementation well documented.	3.4.1 Enhanced capacity and quality control checks in pilot projects.

		3.4.2 Develop biannual progress reports on meeting SCP and adaptive management, engaging economic actors and key stakeholders.	3.4.2 Number of progress reports summarising programmeperformance.	3.4.2 Programme information is readily available.	
		3.4.3 UNEP and Government to establish Project Office to: identify and make Programme Office operational and Hire programme staff.	3.4.3 Programme information readily available; revision of training manuals/programmes.	3.4.3 Back from field reports.	
		3.4.4 Closing of project	3.4.4 One high event held in 2019.	3.4.4 A ceremony inviting all stakeholders held where programme achievements are shared and best performers recognised.	
		3.4.5 Manage and administer the programme according to UNEP/UNOPS/UNDP procedures. This will involve: Producing Annual Work Plans. Develop the budget and implement. UNEP/UNOPS/UNDP administrative procedures. Develop ToRs for experts/Consultants. Implement the M & E plan. Produce monthly, quarterly and annual programme progress reports.		3.4.5 A bi-annual progress report shared.	

6.3. National delivery work plan and activity schedule

Table 9: Delivery work plan and activity schedule

COMPONENT OBJECTIVE	EXPECTED OUTPUTS	PLANNED ACTIVITIES	LEAD INSTITUTION (LI)	PARTNER INSTITUTION (PIs)	BUDGET/ INPUT (USD)	TIMEFRAME			
						2015	2016	2017	2018
Outcome 1-Component A	Output 1.1								
To have in place an enabling environment in form of clear policies, sound regulatory frameworks, incentives structures, tax and other fiscal and market -based instruments that support SCP patterns in the target sectors in Uganda.	A comprehensive inventory containing reviewed policies, laws, administrative measures, standards, regulations and guidelines undertaken.	1.1.1 compile an inventory of weaknesses and gaps in existing policies in relation to SCP practices.	NTCC	Research Institution	5,000	X			
		1.1.2 Conduct a review of SCP-relevant laws, regulations, enactments, acts and bills.	NTCC	Research Institution		X			
		1.1.3 Identify potential legislative changes that would address gaps and support full implementation of SCP.	NTCC	Research Institution		X			
		1.1.4 Identify opportunities to incorporate SCP principles into laws, regulations, and policies.	NTCC	Research Institution		X			
		1.1.5 Provide/suggest policies and laws that should be targeted during the programme implementation period.	NTCC	Grantees		X			

		1.1.6 Develop and formulate guidelines/administrative measures/instruments to support adoption of SCP practices in the target sectors	NTCC	Grantees	15,000		X	X	
		1.1.7 Prepare a country analytical inception report.	NTCC	Research Institution	3,000	X			
		1.1.8 Submit the draft country Inception report after consultations with relevant stakeholders.	NTCC	Research Institution	2,000	X			
	Output 1.2								
	A platform through which information is shared on policy gaps and recommendations on how to address the gaps.	1.2.1 Formally constitute the Core Management Team.	NTCC	Research Institution		X			
		1.2.2 Review ToR of NTCC and suggest new members to compose the NTCC.	NTCC	UNEP/UNDP		X	X	X	X
		1.2.3 hold awareness raising activities to enhance dissemination of information on recommendations to address existing policy gaps, among policy makers and key actors in the economy, through workshops, policy briefs etc	NTCC	UNEP/UNDP	75,000		X	X	X
	Output 1.3								
	Improved institutional capacity of policy and economic actors to integrate SCP practices in target sectors.	1.3.1 Identify and review institutional capacity building needs, training opportunities and gaps in capacity for target sectors.	UNEP/UNDP	NTCC	140,000		X	X	

		1.3.2 Conduct an inventory of and develop means/training/ learning programmes to strengthen existing institutions in integrating SCP efforts, focusing on collaboration, efficiency, consistency and transparency.	NTCC	NTCC/UNEP/UNDP/ Research Institution		X			
		1.3.3 Monitoring, evaluation and revision to training programmes for NTCC to supervise SCP mechanisms in target sectors.	NTCC	UNEP/UNDP/ Research Institution	20,000		X	X	X
		1.3.4 Identify activities and training of core management and members of the NTCC and relevant policy makers in SCP principles and sharing of best practices.	NEMA	UNEP/UNDP/ UNOPS	30,000		X	X	
	Output 1.4								
	Conduct baseline survey on business conditions in MSMEs.	1.4.1 Review and assess the current state of the business environment in agriculture, manufacturing and tourism sectors.	NTCC	Research Institution	5,000	X			
		1.4.2 Conduct a baseline survey of MSMEs business conditions in the agriculture, tourism and manufacturing.	NTCC	Research Institution	40,000		X		
		1.4.3 Design and review questionnaires/tools and collect data on business conditions for MSMEs.	Grantees	UNOPS		X	X	X	X

		1.4.4 Select case studies across sectors that depict best practices in adoption of SCP practices to inform baselines.	NTCC	Research Institution		X			
		1.4.5 Identify capacity building needs and carry out capacity building of MSME managers and other relevant stakeholders.	Grantees	UNOPS		X	X		
	Output 1.5								
	A national road map for the implementation of SCP in the target sectors established.	1.5.1 Develop and review the National Road map in support of integrating SCP practices for subsequent updates.	NTCC	Research Institution		X			
		1.5.2 Assign roles and responsibilities for implementing SCP practices to institutions economic actors.	NTCC	Research Institution		X			
		1.5.3 Prepare budgets/inputs on activities in the plan.	NTCC, Grantees	UNEP, UNDP		X			
		1.5.4 Submit a draft country implementation document detailing the management structure for SAG at national level, composition of the NTCC, delivery work plan and schedule of activities.	NTCC	Research Institution		X			
		1.5.5 Submit a final version of the Uganda Implementation document and Analytical Inception Report after validation.	NTCC	UNEP, Research Institution	10,000	X			

		1.5.6 Drafting an implementation plan to share in NTCC validation meeting (s).	NTCC	UNEP, Research Institution	3,000	X			
		1.5.7 Annual review of the implementation plan/road map.	NTCC	UNEP	45,000		X	X	X
		1.5.8 Provide communication & accountability Reports	UNEP			X	X	X	X
Outcome 2- Component B	**Output 2.1**								
To equip Micro, Small and Medium Enterprises (MSME) and business service providers to seize opportunities for green business development.	A comprehensive identification and engagement of MSME beneficiaries undertaken to adopt SCP practices.	2.1.1 Identify beneficiary MSMEs and implement place-based pilot projects that foster an SCP approach to managing natural resources/ input through awareness programmes.	UNOPs	UNDP/UNEP/NTCC	1,200,000	X	X		
		2.1.2 Collect baseline information on beneficiary MSME practices.	Grantees	UNOPS/UCPC/ NTCC/UNEP		X	X	X	X
		2.1.3 Compile and disseminate SCP best practices and case studies to MDAs via the UNEP networking portal.	Grantees	UNOPS/NTCC/ UNEP		X			X
	Output 2.2								
	Establish a scientific approach to support science-based SCP implementation.	2.2.1 Carry out a comprehensive capacity needs assessment of the individuals and businesses (MSMEs).	Grantees	NTCC					

		2.2.2 Programme grantees to provide technical support to MSMEs to integrate SCP mechanisms.	Grantees	NTCC					
	Output 2.3								
	Build capacity of business actors to implement SCP through training on principles, best practices, and decision-support tools.	2.3.1 A comprehensive business actors assessment of their training needs	Grantees	UNOPS/NTCC/ UNEP		X			
		2.3.2 Develop focused introductory and advanced training materials for policy actors and economic actors to obtain a common understanding of SCP principles, best practices, and latest decision-support tools.	Grantees	UNOPS/UNEP/ NTCC		X			
		2.3.4 Provide formal training on SCP principles, best practices and latest decision-support tools to stakeholders.	Grantees	UNOPS/UCPC/ NTCC/UNEP		X	X	X	X
		2.3.5 Monitoring, evaluation and revision of training programmes.	Grantees	NTCC/UNOPS/ UNEP		X	X	X	X
	Output 2.4								
	Enhanced technical and managerial capacity of institutions and businesses to integrate SCP practices for a green economy.	2.4.1 Provide technical support to target MSMEs during assessment and implementation of SCP practices.	Grantees	UNOPS/UCPC/ NTCC/UNEP		X	X	X	X
		2.4.2 Conduct technical evaluations of MSMEs in SCP practices and green economy.	Grantees	UNOPS/UCPC/ NTCC/UNEP		X	X	X	X
		2.4.3 Communication & accountability Reports	UNEP			X	X	X	X

Outcome 3- Component C	Output 3.1								
Knowledge, lessons learned and good practice from the projects distilled and disseminated nationally and throughout regional and Africa wide networks and programmes among key stakeholders in the private sector, governments and consumers of the pilot countries and other countries in the region.	Knowledge, lessons learned and good practice from the projects are distilled and disseminated nationally and through regional and Africa wide networks and programmes among key stakeholders in the private sector, governments and consumers of the pilot countries and other countries in the region.	3.1.1 Complete and disseminate the analytical Inception report to include a review of existing policies and legislation, a compendium of best practices.	NTCC	NTCC/NEMA/ UNDP/Research Institution	20,000	X			
		3.1.2 Develop information, education and communication materials on SCP practices at National level.	NTCC	Research Institution	50,000		X	X	
		3.1.3 Pilot project reports detailing the implementation process and results.	Grantees	UNOPS/UNEP/ NTCC		X			
		3.1.4 Disseminate at the national validation workshop of the draft country implementation document and draft inception phase report.	NTCC	Research Institution/UNEP	2,000	X			
		3.1.5 Organise an inception phase meeting with the expanded NTCC.	NEMA	UNDP/UNEP	4,500	X			
		3.1.6 Organise a validation meeting.	NEMA	UNDP	6,500	X			
		3.1.7 NTCC quarterly review meeting.	NEMA	UNDP	24,000		X	X	X
		3.1.8 Compile and make available on line SAG pilot projects.	UNEP	UNDP/ /UNOPS		X			X

	Output 3.2								
	Encouraged learning-by-doing.	3.2.1 NTCC and programme grantees make Exchange visits to other SAG implementing countries.	UNEP/UNOPS	UNDP/UCPC	200,000			X	X
		3.2.2 Set up visiting mechanisms between local MSMES to learn from each other.	NTCC	UNDP/UNEP	20,000		X		X
		3.2.3 participation in National platforms to promote and increase awareness of SCP practices.	NTCC	UNEP/UNDP	100,000		X	X	
	Output 3.3								
	A peer training network and database to support integrated SCP mechanisms is established to serve Uganda and the regional stakeholders.	3.3.1 Create and update the list of stakeholders to be included in the network for knowledge sharing.	NEMA	UNDP		X	X	X	X
	Output 3.4								
	Monitoring and Evaluation.	3.4.1 NTCC monitoring visits.	NEMA	UNDP/UNEP	36,000	X	X	X	X
		3.4.2 Develop biannual progress reports on meeting SCP and adaptive management, engaging economic actors and key stakeholders.	NEMA	UNDP/UNEP	6,000		X	X	X
		3.4.3 UNEP and Government to establish Project Office to: identify and make Project Office operational and Hire project staff.	UNEP	UNDP		X			
		3.4.4 Closure of project.	NTCC	UNEP	20,000				

		3.4.5 Manage and administer the programme as per UNEP/UNOPS/UNDP procedures.	UNDP and NEMA	UNEP/UNOPS	85,200[14]	X	X	X	X
		This will involve:							
		a. Producing Annual Work Plans.				X	X	X	X
		b. Develop the budget and implement. UNEP/UNOPS/UNDP administrative procedures.				X	X	X	X
		c. Develop ToRs for experts/Consultants.							
		d. Implement the M & E plan.				X	X	X	X
		e. Produce monthly, quarterly and annual programme progress reports.				X	X	X	X
		f. Communication & accountability Reports	UNEP			X	X	X	X

14 This is 10 percent of the total cost of the project. The total cost is USD852,000, this excludes USD30,000 for Component A first round of activities directed to EPRC and USD1,200,000 for Component B directed by UNOPS to Grantees

6.4. Way Forward

The actions for each priority programme output in this draft implementation plan were developed to meet high standards and results in SCP management practices, sound data and information, efficiency in process and coordinated effort. This implementation plan will guide promotion and uptake of SCP practices in agriculture, manufacturing and tourism sectors in Uganda, through the collaboration of respective stakeholders identified. Moving forward, the implementation plan shall be regularly reviewed to include lessons derived from experiences in implementing pilot projects as well as inputs from policy makers and experts on SCP and green growth mechanisms. Hence, the plan lays emphasis on the need for partnership and collaboration amongst all stakeholders to build a *"Green Uganda"*.

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Appendix A: Other specific investment incentives

Corporate income tax incentives

- Tax holidays or reduced tax rates
- Tax credits
- Investment allowances
- Accelerated depreciation
- Reinvestment or expansion allowances

Other tax incentives

- Exemption from or reduction of withholding taxes
- Exemption from import tariffs
- Exemption from export duties
- Exemption from sales, wage income or property taxes
- Reduction of social security contributions

Financial and regulatory incentives

- Grants or loan guarantees
- Provision of infrastructure, training
- Preferential access to government contracts
- Protection from import competition
- Subsidised delivery of goods and services
- Derogation from regulatory rules and standards

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