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THE REPUBLIC OF UGANDA

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In any correspondence on
this subject please quote No. BPD 86/107/01

19th October 2018

See distribution list attached

INVITATION FOR CLUSTER MEETINGS ON THE BUDGET FOR FY2019/20

Reference is made to the National Budget Conference and the Economic Growth Forum for FY2019/20 held on Thursday 13th September 2018, at the Serena International Conference Center, where a number of policy recommendations were made for consideration in the Budget for FY2019/20.

The purpose of this letter is to invite you for meetings to discuss the inclusion of the recommendations into your Sector Budget Framework Papers (BFPs). The meetings shall take place at the Ministry's Conference Hall as per the attached schedule and tentative agenda. A report of the National Budget Conference is also herewith attached for your reference in preparation for the discussions.


Kerith Muhakanizi

PERMANENT SECRETARY/ SECRETARY TO THE TREASURY

Copy to: The Hon. Minister of Finance, Planning and Economic Development
All Hon. Ministers of State for Finance, Planning and Economic
Development

Mission

"To formulate sound economic policies, maximize revenue mobilization, ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development"

AGENDA FOR CLUSTER MEETINGS ON THE BUDGET FOR FY2019/20

1. Opening Remarks;
2. Presentation of the Recommendations from the National Budget Conference and Growth Forum; and,
3. Discussion and Way Forward.

SCHEDULE OF MEETINGS ON THE BUDGET FOR FY2019/20

No.	Sector/ Cluster	Date/ Time
1.	Infrastructure (Works and Transport, Energy)	Tuesday 30 th October 2018
2.	Production (Agriculture, Tourism, Trade and Minerals)	Wednesday 31 st October 2018
3.	Social Services (Health, Education)	Thursday 1 st November 2018
4.	Public Sector Management and Public Administration	Friday 2 nd November 2018



THE REPUBLIC OF UGANDA

Draft Report:

**NATIONAL BUDGET CONFERENCE AND
ECONOMIC GROWTH FORUM FY 2019/20**

Ministry of Finance, Planning & Economic
Development

September 2018

INTRODUCTION

As required by law and as has been the practice for several years now, this ministry organized the national budget conference to kick-start consultations on the budget for FY2019/20. The national budget conference for FY2019/20 was augmented with the economic growth forum which has been institutionalized in the budget process, following its appreciation as a key platform in informing the strategic focus of the budget of the current FY2018/19. The conference and growth forum were jointly held on 13th September 2018, building on earlier discussions on the annual government performance assessment that was conducted by OPM on 11th and 12th September 2018.

The conference and growth forum were convened primarily to discuss and agree on the strategic direction of the budget for FY2019/20, in view of the existing social economic challenges, to set the tone for later budget consultations on the interventions and measures required to achieve national aspirations spelt out in the NDPII.

The conference and the growth forum were attended by both political and technical heads of government institutions to provide policy guidance. The presence and contributions from private sector players, development partners, researchers and academics enriched the discussions on the proposed budget strategy for FY2019/20 with practical ideas and research findings relevant to the key policy questions facing Uganda.

The proposed budget strategy and strategic sector interventions for FY2019/20 was presented by the Hon. Minister of Finance, Planning and Economic Development. This was immediately followed by opinions by selected stakeholder heads such as the Head of Development Partners Group and Chairperson of Uganda Private Sector Foundation, on the proposals. The participants were later organized in focused group discussions, structured along the four thematic areas of growth (Agriculture and Agro-Industrialisation, Petroleum and Minerals, Tourism, and Trade). This provided ample time for detailed discussions and consensus on policy actions to be adopted for the budget of FY2019/20.

This report provide highlights of:

- i) The Proposed budget strategy presented;
- ii) The key messages from selected stakeholders on the proposed strategy; and,
- iii) Recommended policy actions for adoption in the strategy arising from the cluster discussions on the thematic areas of growth aforementioned.

OPENING SESSION FOR THE BUDGET CONFERENCE AND GROWTH FORUM

In his opening remarks, the Rt. Hon. Prime Minister commended the Ministry of Finance, Planning and Economic Development for broadening the scope of the budget consultations to include researchers, academics and the private sector which provided an opportunity for informed discussions on the growth path, interventions and policy choices to move the country to a middle income economy. The Rt. Hon. Prime Minister provided highlights of the issues that emerged from the Government Annual Performance Review (GAPR) for FY2017/18, and emphasized on the areas that the discussions on the budget strategy for FY 2019/20 should center around.

Highlights of GAPR 2017/18

The result of the performance assessment indicates considerable progress overall, in terms of supportive infrastructure and access to social services. However, there were some challenges that hindered achievement of targets set in the National Development Plan II. The key challenges included the following: - poor coordination within and across sectors and government institutions; lengthy procurement processes leading to delays in projects; delays in acquisition of right-of-way for infrastructure projects, especially under the electricity transmission projects; inability to ensure value for money due to delivery of poor quality inputs coupled with inadequate inspection of the distributed inputs; limited local content in most development projects leading to low private sector participation and consequently low value addition within the economy; slow progress on industrialisation arising from weak linkage of industrial development to agriculture and the minerals sectors which hold the potential for more job opportunities and growth; and, poor performance in the disbursement of the loans, in part due to poor project designs and implementation, compounded by cost overruns and delayed project completion among others.

Areas of emphasis for the Budget of FY2019/20

Fiscal year 2019/20 being the last year of NDP II and a near conclusion of the NRM agenda spelt out in the Manifesto 2016 -2021, the Rt. Hon. Prime Minister stressed the need to consolidate the gains that have been made and swiftly address the challenges that have hindered growth and development. He emphasized that the discussions on the budget strategy for FY 2019/20 should be centered on the following:

- i) Industrialisation of the economy based on agro-processing, export promotion of key commodities and products;
- ii) Addressing challenges to youth unemployment and private sector growth; and,
- iii) Expediting infrastructure investments to reduce the cost of doing business.

The Rt. Hon. Prime Minister called upon all stakeholders to collectively support the government's vision of transforming the Ugandan economy.

PROPOSED BUDGET STRATEGY FOR FY 2019/20

In presentation of the proposed budget strategy, the Hon. Minister of Finance, Planning and Economic Development highlighted the challenges facing the Ugandan economy, the opportunities for growth and the proposed strategic sector interventions as summarized below.

Challenges facing the Economy

Growth over the recent period has been constrained majorly due to the following reasons:

- i) Growth has been dominated by the services sector, with low growth in the agriculture sector, in part due to climate change.
- ii) Productivity has declined, especially in Agriculture and Manufacturing which are the two critical sectors for growth given the strong backward and forward linkages they possess.
- iii) Manufacturing value added as a proportion of GDP remains generally low within the EAC region, with Uganda scoring just below 10%. This has limited exploitation of trade and export opportunities that we have under EAC, COMESA, AGOA and other bilateral agreements for free trade;
- iv) High population growth constrains human capital development and social service delivery, as social sector spending has not increased at the same pace as population growth rate.

Despite these challenges and constraints, opportunities for higher growth lies in the following:

- i) Agriculture provides key benefits as Uganda can competitively produce and export food and commodities across to the region and internationally and can be used as a lever for value addition and agro-processing.
- ii) The variety and abundance of fauna and flora, together with rich cultural heritage provides opportunities to harness tourism.
- iii) Natural endowments of minerals, oil and gas present opportunities to generate significant resources and spur economic growth.
- iv) A young and vibrant population that can provide a demographic dividend once properly nurtured and skilled to unlock the potential of the infrastructure spending,

the technical demands of the petroleum sector and subsequent spill over into the manufacturing and service sectors.

- v) Investment in critical infrastructure that facilitates easy movement of goods and services and lowers the cost of doing business.

The Proposed Budget Strategy for FY 2019/20

The proposed budget strategy for FY2019/20 was prepared to consolidate and enhance interventions that have been implemented over the last few years. The strategic focus is to industrialise the economy based on agro and mineral processing to ensure inclusive growth and the creation of jobs, while promoting development of other key sectors of the economy such as tourism. The central focus is on addressing constraints that the private sector faces, given we run a private sector led economy. The budget strategy for FY2019/20 is therefore in line with our medium-term budget theme: - *'Industrialization for Job Creation and Shared Prosperity'*.

The proposed FY2019/20 budget strategy was presented along the following thematic areas:

- i) Harnessing Key Growth Sectors by increasing Production and Productivity in the Agricultural sector to support Agro-industrialization, commercializing mineral endowments as well as Promoting Tourism to realize gains from Uganda's natural, cultural and historical attractions;
- ii) Enhancing Private Sector Growth and Development, centered on Industrialization, Trade and Export Competitiveness aimed at enhancing product and enterprise development and access to markets both at regional and international levels;
- iii) Promoting Human Capital Development to provide a skilled and healthy labour force;
- iv) Strengthening Public Sector Management to enhance returns to public and private investment both at firm and farm-level; and
- v) Developing a Financing Framework anchored on both an effective Domestic Revenue Strategy and a responsive Debt Management Strategy, complemented by Public Financial Management reforms to maximize the impact of available resources.

Harnessing Key Growth Sectors

Agriculture and Agro-Industrialization:

The proposed strategic actions were: - (i) supporting agricultural production and rural based agro-processing industries based on the agricultural zoning strategy that will guide provision of inputs, extension services, and competitive marketing through producer cooperatives; (ii) promoting private sector investments in value addition, including use of PPP; and (iii) improving access and affordability to financing as well as rolling out the agricultural insurance scheme to reduce risk of lending.

Petroleum (Oil & Gas) and Other Minerals:

The development phase of the petroleum sector provides an opportunity for local enterprises to take advantage of the market and Ugandans with requisite skills to get employed. The most immediate priorities of Government in the development phase of the petroleum sector will require the following interventions in FY2019/20: - (i) continued prioritization of the Supportive Infrastructure for Oil Production such as implementation of Resettlement Action Plan (RAP) for Oil and Gas support infrastructures i.e. the Kampala-Hoima Infrastructure/Utility Corridor Project, and continued development of facilities in the Kabaale Industrial Park; (ii) phased financing of government equity contribution; (iii) dissemination of the detailed Physical Development Plan for the entire oil region and sensitization of the population to provide a signal to land owners of the investment opportunities; and (iv) operationalization of the Local Content Fund passed by Cabinet in 2018 to enable local enterprises benefit from the petroleum sector opportunities.

In the minerals sub-sector, the proposed strategy placed emphasis on addressing illegal mining, and increasing capacity for value addition to minerals, with the ultimate goal of creating a strong linkage between the mining sub-sector and industrial development. These will require continued registration of artisan miners, enforcing regulations in the minerals sector, reviewing of licensing policy for other minerals and increasing capacity for processing raw minerals for example the African Gold Refinery, supported by linking individual miners to refinery plant to enhance value addition.

Tourism:

Uganda's overall goal is to increase the contribution of tourism to GDP from Ushs.8trillion to Ushs. 15 trillion by 2020. The strategic actions to achieve this goal lies in: - intensifying tourism marketing, enhancing skills, development and upgrade of tourism infrastructure, conservation and protection of wildlife as well as diversification of product range.

Enhancing Private Sector Growth and Development

Government has pursued a private sector-led growth strategy by consistently addressing constraints the private sector faces. This has led to private sector growth which currently contributes about 80% of the country's GDP. In order to increase private sector competitiveness, enhance exports and enable the private sector play a key role in industrialization, the proposed strategy for FY2019/20 emphasizes the need to:

- i) Encourage private sector investors to promote backward and forward linkages with agriculture and mineral sectors, by adding value to Agriculture produce and promoting formal processing of Minerals.
- ii) Enhance SME contribution to GDP from the current 18% by supporting formalization of Small and Medium Enterprises to enable adequate provision of support through government-to-business linkages, and enable business-to-business linkages.
- iii) Develop skills to meet private sector skills demand.
- iv) Increasing the stock and access to Infrastructure in Energy, Transport and ICT.
- v) Increasing access to affordable and long term financing, especially for agro-enterprises through:- Enhancing Agricultural Credit Facility at a cheaper rate and on a more long term basis; continued capitalization of UDB; lowering cost of business for commercial banks and addressing causes of credit risks as well as improving the diversity and usage of financial instruments as alternative financing.
- vi) Implementation and strengthening of the BUBU policy through (i) prioritizing consumption of locally produced goods and supporting capacity of local firms to produce goods that can compete with foreign goods in quality, quantity and ensuring consistence in supply, and (ii) establishment of a local content unit to address information gaps between large firms and small firms.
- vii) Support private sector to meaningfully participate in the trade blocs Uganda has subscribed to such as EAC, COMESA, AGOA and other bilateral agreements for free trade through:- addressing quality; identifying and eliminating Non-Tariff Barriers e.g. through continuous engagement/negotiations with trading partners, especially within the EAC; establishment of a database of suppliers of exports to improve linkage between exporters and local industries and deepen domestic supply chain for export competitiveness; and, promotion of Business Outsourcing Centres to facilitate services exports.

Boosting Human Capital Development & Increasing Efficiency in Service Delivery

Uganda holds the opportunity to reap from the Demographic Dividend, if the population remains healthy and equipped with requisite skills. The budget strategy for FY2019/20 and the medium term should support the demographic transition to unlock the productivity gains.

In order to ensure a healthy and skilled labour force, the proposed strategy for FY2019/20 places emphasis on addressing social infrastructure deficit and maintenance, improvement in the quality of social services, promotion of healthy lifestyles and tackling population growth issues through the following measures. The proposed measures include: - enhancing quality of education and health service, teacher and health workers training, prioritization of vocational training for skill development, early diagnosis and treatment of Non Communicable Diseases, and improving water and sanitation facilities.

Strengthening Public Sector Investments and Management

To realize desired returns from public investments and support private sector investments in the growth opportunities, efficiency in execution of public infrastructure development is required. The existing stock of public assets, especially roads also need timely and adequate maintenance if they are to last the duration for which they have been built.

The proposed budget strategy for FY2019/20 therefore places emphasis on the following interventions:-

- i) Addressing issues of project delays arising from delayed acquisition of right of way for projects, especially for electricity transmission lines, through expeditious resolution of land disputes;
- ii) Optimal utilization and maintenance of public assets through capacity building in assets management, financial asset monitoring and reporting;
- iii) Enhancing value for money in public procurement for large projects through capacity building, transparency and automation of the procurement systems to the extent possible; and,
- iv) Strengthening and streamlining fiscal management and public administration to improve efficiency and ensure value for money through the following interventions. This will require among others, rationalization of administrative units and agencies to eliminate duplication and costs, strict enforcement of PFM Act, including ensuring that non-compliant Accounting Officers are not reappointed; enhancing budget transparency and credibility; and, continued phased enhancement of pay to public servants to improve work morale.

Immediate Reactions/Statements on the Proposed Budget Strategy FY2019/20

The proposed strategy was well received by the participants. The immediate feedback was as follows:

Development Partners

The Head of the Development Partner Group welcomed Government commitment to improving economic management and the strategic focus on industrialisation. However, as development partners, they cautioned against increasing public debt; declining share of resource allocation to social services which could reverse social progress; slow growth (1%) in per capita terms given the high population growth.

The development partners therefore underscored the need to ensure that:-

- i) Increase in public investment does not undermine debt sustainability as current debt repayment is higher than allocation to social service spending;
- ii) Measures to improve domestic resource mobilization should be strengthened through for example, review of exemptions which is now about 0.5% of GDP, broadening the tax base while ensuring pro-poor tax regimes; and,
- iii) Fiscal discipline is enforced and impact of aid maximized in development.

Private Sector Foundation Uganda

The Chairperson of Private Sector Foundation Uganda (Mr. Gideon Badagawa) noted that the proposed budget strategy was well pointed with regards to addressing private sector constraints. He however emphasized on the following issues that have a bearing on private sector activities:-

- i) Effects of political events on investment decision by the private sector. In addition, tourism is also affected by political events. Image building is therefore required to boost investors' confidence and tourism activities that thrive on perceptions;
- ii) Reversal in poverty trend. Intensity and prevalence of poverty is growing. This limits effective demand and therefore a bad investment signal. The government should scale up effort on in education and health – "a nation that does not invest in its people mortgages its future". In addition, inequality should be addressed especially focusing on uplifting the rural communities to participate meaningfully in the economy. Government should also ensure efficiency in implementation of wealth creation programmes in a coordinated manner. As a first step to improve implementation of wealth creation programmes, all livelihood programmes should be consolidated so as to create impact on poverty elevation that will contribute to a sustainable tax base and effective demand for goods and services.
- iii) Large informality of the private sector. This should be addressed so that the eligible tax payers are brought into the taxable bracket. This would not only lessen the tax burden on the few formal businesses but also improve the base and compliance given the burden would be shared on a broader base.

- iv) Weak PPPs. There is need to strengthen Public-Public, Public-Private and Private-Private Partnerships.
- v) Lack of transparency in handling of corruption cases. Government should share information on progress on the corruption cases, especially those with potential effects on businesses to improve investors' confidence.
- vi) Delayed enactment of business related laws and regulations e.g. the pension bill, local content bill, counterfeit bill etc. The development of business laws and regulations should be expedited to facilitate smooth operations of business enterprises.

Civil Society Budget Advocacy Group (CSBAG)

The Coordinator CSBAG (Mr. Julius Mukunda) applauded the Ministry of Finance for adopting more than 20% of the recommendations that CSBAG submitted for the budget of FY2018/19. He highlighted some key issues that should be addressed in the budget for FY2019/20, going forward:

- i) Weak adherence to the National Development Plan priorities. Analysis showed that as a country, we are implementing only about 50% of the plan. Government should enforce alignment of budgets, at all levels, to the National Development Plan.
- ii) Low domestic revenue. Revenue is below potential, in part due to tax fraud. Almost half a trillion is lost in tax fraud annually. Government was urged to scale up efforts on addressing tax fraud and increasing the revenue base, without discouraging investments and impacting negativity on poverty. This could be achieved through a more open discussion on tax proposals.
- iii) Restructuring exercise should be sped up and the scope widen to include downsizing the size of parliament, number of districts and Cabinet. This action would free resources to support service delivery, especially at decentralized units.
- iv) Increase in Poverty. Government should increase social sector financing to reverse poverty trends.

Uganda Local Government Association (ULGA)

The Chairperson ULGA (Mr. George Mutabazi) commended the Ministry of Finance, Planning and Economic Development for improving the release modalities which has resulted into timely release of budget resources to the Local Governments.

The pending issues for local governments that require redress are: - strengthening decentralization in terms of financing, improving coordination in the provision of decentralized services, harmonization of other laws (e.g. the PFM Act 2015) with the Local

Government Act, and accelerating progress on Local Economic Development. The local government association emphasized on the following points:-

- i) **Local Government Budget.** Local government share of the national budget should be increased from 12% to between 16 and 20 percent. ULGA proposed that Parliament should make a legal provision that establishes the minimum share of national budget to local governments. They cited Kenya and Thailand as countries that adopted this approach.
- ii) **Local Economic Development (LED).** Local Economic Development should be accelerated, focusing on export and capacity to supply the oil and gas sector. This will, in many ways improve income of the locals and resultantly local revenue performance.
- iii) **Harmonization of other laws with the Local Government Act.** The PFM Act 2015 and other laws that are not consistent with the Local Government Act should be harmonized with the Act.
- iv) **Coordination.** For better coordination, ULGA proposed repositioning of the ministry of local government as the overall for coordination of decentralized service delivery.

ISSUES & RECOMMENDED POLICY ACTIONS FOR THE BUDGET OF FY2019/20

Following the general statements, the conference participants were organized into four groups to further discuss and come up with policy actions to feed into the budget for FY2019/20, on the four thematic areas for growth i.e. (i) Agriculture and Agro-Industrialisation, (ii) Tourism, (iii) Petroleum and Minerals, and (iv) Trade and Marketing.

Agriculture & Agro-Industrialisation

The group discussion under Agriculture and Agro-Industrialization centered on three (3) key strategic directions:-

- ✚ Improving capacity for sustainable Production and Productivity which requires, among others, provision of critical farm inputs; improved varieties/breeds through agriculture research, agricultural mechanization, and provision of water for agricultural production.
- ✚ Agro-Industrialisation (Value Addition), right from improving post-harvest handling, agro- processing (small, medium and large scale), and storage infrastructure.
- ✚ Agro Produce and Product Competitiveness which requires, among others, assurance of quality of raw agricultural products, compliance of products with international standards, and certification as well as improved product branding to allow market access/widen product space.

Arising from the discussions and presentations, there was consensus on the key issues hindering progress in the aforementioned strategic directions. These issues include the following:-

- ✚ Weak raw material production base: - The annual budget plays more of a subsidy function to the cost of farming through free inputs, tax incentives but less of productivity function such as use of improved inputs i.e. superior varieties/breeds, technology, knowledge transfer in extension services.
- ✚ Uganda's agro-industrialisation policy is not clear: - The policy follows a generic approach and lacks prioritization within the many priority commodities (about 15 commodities in the National Export Strategy). In addition, the sector is characterized by adhocism and uncoordinated interventions, coupled with unsustainable agro-industry initiatives that do little in supporting exports. Countries where agro-industrialisation has worked (e.g. Chile and Malaysia) have adopted a specific model, prioritised fewer commodities and protect the selected agro-industries especially at infant stage.
- ✚ Other issues relate to low quality of products and absence of affordable financing.

In view of the issues above, the following policy recommendations were proposed for adoption in the budget for FY2019/20:

1. **Prioritisation of a few Strategic Commodities** i.e. Coffee, Tea and Fisheries that hold high potential for exports; Cotton, Veg oil, beef (by-products) with potential for import substitution; and, Maize, Dairy, Cassava for nutrition, food security as well as export.
2. **Improving Functionality of Domestic Raw Material Supply Chains:-** Investing to strengthen the production and supply of quality raw materials needed by industries; and, setting up an institutional framework (preferably farmer cooperatives) to enhance backward and forward linkages between farmers and agro-industrialists.
3. **Enhancing Quality and Standards:-** Investment in ensuring quality and standards of the raw materials as well as agro-industrial products. A key ingredient to support this is ensuring a stronger, effective and adaptive regulatory system backed by policies. In addition, the right infrastructure (such as regional hubs, industry commodity specific traceability platforms) should also be put in place.
4. **Dynamic, Adaptive and Flexible Agro-Manufacturing Sector:-** Requires agro-manufacturing industries to be innovative and responsive to needs of domestic and external markets. This calls for enhanced capacity to widen and deepen product space by agro-manufacturers guided by market dynamics.

5. **Market Penetration:-** This requires the promotion of demand for local products through import replacement; and deeper integration into global value chains. This calls for capacity to incentivize and enforce compliance with international standards and best practices.
6. **Financing:-** This requires long-term financing to foster and sustain the Agro-Industry (AGI) agenda, can be achievable through re-organization of the scattered public resources, adjusting the available funding mechanisms such as Agriculture Credit Facility to target AGI, recapitalization of UDB and UDC, and promotion of equity financing.

Tourism

The discussion on tourism was centered on how best to harness Uganda's tourism potential to foster Economic Growth and Structural Transformation. It was noted that currently the potential under the sector is hindered by a number of constraints which require redress. The emphasis were on the following areas:-

1. **Tourism Marketing and Promotion:** Uganda's Tourism Brand has not been consistent i.e. 'Pearl of Africa' versus 'Gifted by Nature' slogans and not widely recognised as compared to Kenya, Rwanda, Tanzania. The branding strategy should be revised and Public Relations efforts intensified in a coordinated manner, preferably through a single agency.
2. **Tourism Infrastructure:** Tourism roads need major improvement. Pronouncements were made on a number of roads but not implemented. Air fields, airports, and stopover facilities also need upgrading/renovations. In FY2019/20, government should identify priority roads, develop/upgrade other infrastructure such as regional airports near tourist sites, energy/internet supply lines, address water and sanitation issues along tourist routes and put in place barriers to safeguard on human-wildlife conflict – treated as infrastructure under central government.
3. **Tourism Product Range:** Current tourism product range is very narrow, mostly concentrated in wildlife/nature viewing. The product range should be broadened to include tourism near waterways (Lake Victoria, Nile), Karamoja Area, and other cultural/heritage sites.
4. **Wildlife Management,** focusing on addressing poaching, climate change, invasive plant species. More effort is still needed on protection and conservation of ecosystems, combating poaching, and ensuring community support. Raising conservation status of important natural and cultural areas such as Ichyuya forest reserve.

5. **Skills and Quality Assurance:** Weak enforcement of standards, poor customer service. Enforce quality assurance across the value chain – identification of body or mechanism to do this should be done. Develop human capacity along entire value chain through specialized training and education.
6. **Tourism activities at the Local Governments:** Activities are not adequately decentralized to regions. Mechanism should be worked out to regionalize tourism development so as to contribute to the Local Economic Development Strategy e.g. by building capacity of local government in identification and development of tourism products.
7. **Private Sector Investments:** there is still weak capacity for significant tourism development, arising in part due to lack of guidance for investors. Government should regularly consult with private sector and monitor targets and encourage private sector investments, especially in accommodation.
8. **Tourism Data:** Lack of reliable tourism statistics. There is need to set up tourism observatory centre (increasing resources for research). Emphasis should be placed on data collection, management, and dissemination by the Ministry of Tourism, Wildlife and Antiquities.

Petroleum and Minerals

The discussions on petroleum and minerals was focused on expanding and positioning Uganda's technical capabilities for the Minerals Sub-Sector, with particular emphasis on Oil and Gas. Participants appreciated the fact that national content is about value addition, creation, retention through employment and use of local goods and services but not ownership, protection or compromise on required standards.

The petroleum and minerals sub-sector is a critical sector as far as propelling Uganda to the middle income aspiration. However, whereas the requisite laws and regulations have been put in place, a major gap still remains in domestic capabilities along the entire value chain. Local content peaks during the initial stages of development and subsides at start of production. Therefore, in order to enable meaningful creation of value within the economy, the following actions were recommended for the budget of FY2019/20:-

1. **Training.** A training programme, designed to address both technical and business knowledge gaps should be developed and implemented. Timing and sequencing of the training should match with the timelines for the development and production to enable harnessing opportunities.
2. **Domestic Supplies Capacity.** High potential industries/firms for targeted supplier development should be prioritized. In addition, domestic supply constraints such

limited access to affordable credit should be addressed, complemented by continues dialogue with multinationals to source locally available goods and services.

3. **Local Content Implementation.** Local Content Steering Committee should be established to fast-track preparation of Ugandans, including intensifying monitoring of national content monitoring. This should be supported by establishment of specific tribunal for petroleum and minerals to address issues in procurement and contracting.
4. **Value addition to Minerals.** Need to establish a fully functional laboratory for minerals.

Trade and Marketing

The parcel discussions under this cluster focused on identifying actions that should be undertaken to facilitate exploitation of trade/market opportunities. The following areas were emphasized:

1. **Scaling up communication on trade opportunities:** Entry into markets is essential but survival in the markets is important – survival is more likely if firms export to the region first. Government should thus support firms to achieve this, for example through helping the matching process between firms by providing information on suppliers. In addition, inter-firm linkages should be strengthened through:- (i) peer to peer learning and partnerships for SMEs, (ii) anchor firm supplier program, and (iii) sensitize traders on trades procedures and standards to enable local suppliers meet standards to benefit from the BUBU policy.
2. **Addressing Quality Concerns:** Government should promote quality assurance and standardization through partnerships with the private sector, improvement of quality assurance infrastructure such as laboratories and extending services of Uganda National Bureau of Standards (UNBS) beyond Kampala. For the start, regional branches could be established.
3. **Cooperatives Development.** Government should focus on cooperatives development because they are a key avenue for increasing production and productivity, value addition, collective and complete marketing.
4. **Addressing Financial Market Failures:** Government involvement in strategic sectors to correct market failures particularly in the financial sector should be scaled up through the empowerment of institutions e.g. UDC and UDB to support financing for both industrialization and trade interventions.

5. **Review of Trade Policies:** Uganda's trade policy should focus on having a Common External Tariff (CET) that promotes export growth, addresses Non-Tariff Barriers (NTBs), implements trade facilitation measures and reduces the cost of trade logistics.

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Matrix of Recommended Policy Actions for the Budget of FY2019/20

Strategic Focus	Issues	Interventions/Policy Actions
Agriculture & Agro-Industrialisation		
Tourism		
Petroleum & Minerals		
Trade & Export Promotion		
Local Governments		

LIST OF PARTICIPANTS FOR THE CLUSTER MEETINGS ON THE BUDGET FOR FY2019/20

A.	BOARD OF DIRECTORS OF PARASTATALS AND SEMI-AUTONOMOUS INSTITUTIONS	
		All Chairpersons, Board of Directors of Parastatals and Semi-Autonomous Institutions
B.	ACCOUNTING OFFICERS/ PERMANENT SECRETARIES (CENTRAL GOVERNMENT VOTES)	
1	Dr. John Mitala	Head of Public Service and Secretary to Cabinet/Office of the President
2	Ms. Lucy Nakyobe Mbonye	State House Comptroller/State House
3	Mrs. Deborah Katuramu	Secretary/Office of the President
4	Ms. Mary Amajo	Principal Private Secretary to H.E the President
5	Ms. Lutaaya Kivumbi	Principal Private Secretary to H.E the Vice President
6	Ms. Christine Guwatudde Kintu	Permanent Secretary/Office of the Prime Minister
7	Ms. Rosettie K. Byengoma	Permanent Secretary/Ministry of Defence & Veteran Affairs
8	Ms. Buturo Edith	Under Secretary/ Ministry of Defence & Veteran Affairs
9	Ms. Catherine Bitarakwate Musingwiri	Permanent Secretary/Ministry of Public Service
10	Amb. Patrick M. Mugoya	Permanent Secretary/Ministry of Foreign Affairs
11	Mr. Francis Atoke	Solicitor General/Ministry of Justice and Constitutional Affairs
12	Ms. Betty Kasimbazi	Under Secretary/Ministry of Finance Planning and Economic Development
13	Dr. Benon .M. Mutambi	Permanent Secretary/ Ministry of Internal Affairs
14	Mr. Aggrey Wunyi	Under Secretary/Ministry of Internal Affairs
15	Mr. Pius Wakabi Kasajja	Permanent Secretary/Ministry of Agriculture , Animal Industry and Fisheries
16	Mr. Ben Kumumanya	Permanent Secretary/Ministry of Local Government
17	Mrs. Dorcas W. Okalany	Permanent Secretary/Ministry of Lands , Housing and Urban Development
18	Mr. Alex Kakooza	Permanent Secretary/Ministry of Education and Sports
19	Dr. Diana Atwine	Permanent Secretary/Ministry of Health
20	Amb. Julius B. Onen	Permanent Secretary/Ministry of Trade, Industry and Cooperatives
21	Mr. Bageya Waiswa	Permanent Secretary/Ministry of Works and Transport
22	Mr. Robert Kassande	Permanent Secretary/ Ministry of Energy and Mineral Development
23	Ms. Prisca Boonabantu	Under Secretary/Ministry of Energy and Mineral Development
24	Mr. Bigirimana Pius	Permanent Secretary/Ministry of Gender Labour and Social Development
25	Mr. Alfred Okidi Okot	Permanent Secretary/Ministry of Water and Environment
26	Mr. Vincent Bagire Waiswa	Permanent Secretary/Ministry of Information and Communication Technology
27	Mrs. Edith Mwanje	Permanent Secretary/Ministry of East African Community Affairs
28	Mrs. Doreen Sliver Katusiime	Permanent Secretary/Ministry of Tourism, Wild Life and Heritage
29	Mr. David O. O. Obong	Permanent Secretary/ Ministry of Science, Technology and Innovation
30	Mr. Kagole Expedito Kivumbi	Secretary/Judiciary
31	Mr. A. Rwakoojo Sam	Secretary/Electoral Commission
32	Mrs. Rose N. Kafeero	Secretary/Inspectorate of Government
33	Mrs. Kibirige Jane Lubowa	Clerk to Parliament/Parliamentary Commission
34	Mr. Lucas Omara Abong	Secretary/Uganda Law Reform Commission
35	Mr. Patrick Mabiliho Nyakana	Secretary/Uganda Human Rights Commission.
36	Dr. Nelson Musoba	Director General/Uganda AIDS Commission
37	Dr. Joseph Muvawala	Executive Director/National Planning Authority
38	Mr. Frank Nigel Othembi	Director/Law Development Centre
39	Prof. Charles G. Kwesiga	Executive Director/Uganda Industrial Research Institute
40	Mr. Matsiko Mutungwire Abert	University Secretary/Busitema University
41	Mr. Alex Bwangamoi Okello	Secretary/Directorate of Ethics and Integrity
42	Ms. Allen C. Kagina	Executive Director/Uganda National Road Authority
43	Mr. Asimwe Stephen	Chief Executive Officer/Uganda Tourism Board
44	Eng. Dr. Odongo Michael Moses	Executive Director/Uganda Road Fund
45	Mr. Bemanya Twebaze	Registrar General/Uganda Registration Services Bureau
46	Ms. Ekwang Josephine Apili Ali	Ag. Director/National Citizenship and Immigration Control
47	Dr. Jolly K. Zaribwende	Executive Director/Dairy Development Authority (DDA)
48	Ms. J. Semakula Musisi	Executive Director/Kampala Capital City Authority
49	Eng. Godfrey R. Turyahikayo	Executive Director/Rural Electrification Agency
50	Mr. Mujunu Mpitsi Pac Lawrence	Ag. Secretary/Equal Opportunities Commission
51	Dr. Charles Lagu	Executive Director/National Animal Genetic Resource Centre & Data Bank
52	Mr. James Saaka	Executive Director/NITA – U
53	Rev. Fr. Dr. Odubuker Picho Epiphany	University Secretary/Muni University
54	Mr. Daniel Nakrach Odongo	Executive Secretary/Uganda National Examinations Board
55	Mr. Asubo Sydney	Executive Director/Financial Intelligence Authority
56	Mr. Lawrence Semakula	Treasury Operations/Accountant General
57	Mr. Francis Masuba	Chief Operations Officer/Office of the Auditor General
58	Dr. Asumani Lukwago	Secretary/Education Service Commission

LIST OF PARTICIPANTS FOR THE CLUSTER MEETINGS ON THE BUDGET FOR FY2019/20

59	Mr. Ngolobe Amos	Deputy Director/Directorate of Public Prosecution
60	Ms. Wenene Mary Theopista	Secretary/Health Service Commission
61	Mr. Charles Barugahare	University Secretary/Makerere University
62	Mr. Melchoir Kihagaro Byaruhanga	Ag. University Secretary/Mbarara University
63	Prof. Wasswa Balunywa	Principal/Makerere University Business School
64	Mr. Charles Okello	University Secretary/Kyambogo University
65	Dr. James L. Nkafa	Director General/Uganda Management Institute
66	Ms. Doris Akol	Commissioner General /Uganda Revenue Authority
67	Dr. Agona James Ambrose	Ag. Director General/National Agriculture Research Organization (NARO)
68	Mr. Mungyereza Ben Paul	Executive Director/Uganda Bureau of Statistics
69	Mr. Muhirwa Rogers	Under Secretary/Uganda Police Force
70	Mr. Emiku Samuel Baker	Under Secretary/Uganda Prisons Services
71	Dr. John Geoffrey Mbabazi	Secretary/Public Service Commission
72	Mr. Lawrence Banyoya	Secretary/Local Government Finance Commission
73	Dr. Rose Nassali Lukwago	Secretary/Judicial Service Commission
74	Mr. Asaf Adebua	University Secretary/Gulu University
75	Dr. Tom Okia Okurut	Executive Director/National Environment Management Authority
76	Dr. Dorothy Kyeyune Byabazaire	Director/Uganda Blood Transfusion Services
77	Dr. Samuel K. Mugasi	Executive Director/National Agriculture Advisory Services
78	Mr. Benson Turyame	Executive Director/Public Procurement and Disposal of Public Assets Authc
79	Dr. Ben Manyindo	Executive Director/Uganda National Bureau of Standards
80	Jolly K Sabune (Mrs)	Managing Director/Cotton Development Organization
81	Mr. Robert Nyombi	Secretary/Uganda Land Commission
82	Mr. Paul Buyerah Musamali	Ag. Executive Director/National Forestry Authority
83	Amb. Joseph Ocwet	Director General/External Security Organization
84	Dr. Emmanuel Lyamulemye Niyibigira	Managing Director /Uganda Coffee Development Authority
85	Dr. Byarugaba Boneventura Baterand	Executive Director/Mulago (Hospital Complex) National Referral Hospital
86	Dr. Basangwa David	Executive Director/Butabika National Referral Hospital
87	Dr. Alex Adaku	Hospital Director/Arua Regional Referral Hospital
88	Dr. Tugumisirize Florence	Hospital Director/Fort Portal Regional Referral Hospital
89	Dr. Elima James	Hospital Director/Gulu Regional Referral Hospital
90	Dr. Mukobi Peter	Hospital Director/Hoima Regional Referral Hospital
91	Dr. Edward Nkurunziza	Hospital Director/Jinja Regional Referral Hospital
92	Dr. Sophie Namasopo	Hospital Director/Kabale Regional Referral Hospital
93	Dr. Onyachi Nathan	Hospital Director/Masaka Regional Referral Hospital
94	Dr. Emmanuel Tugaineyo	Hospital Director/Mbale Regional Referral Hospital
95	Dr. Mulwany Francis	Hospital Director/Soroti Regional Referral Hospital
96	Dr. Benard Odu	Ag. Hospital Director/Lira Regional Referral Hospital
97	Dr. Celestine Barigye	Ag. Hospital Director/Mbarara Regional Referral Hospital
98	Dr. Alex Andema	Hospital Director/Mubende Regional Referral Hospital
99	Mr. Mawa Geoffrey	Principal Administrator/Moroto Regional Referral Hospital
100	Dr Emmanuel Paul Battibwe	Hospital Director/China Uganda Friendship Naguru – Hospital
101	Dr. Orem Jackson	Director/Uganda Cancer Institute
102	Dr. John O. Omagino	Director/Uganda Heart Institute
103	Mr. Moses Kamabare	General Manager/National Medical Stores
104	Mr. Augustin Oyang Atubo	Under Secretary/Lira University
105	Mr. Feostus Luboyera	Executive Director/Uganda National Meteorological Authority
106	Mr. Grace K. Baguma Izio	Executive Director/National Curriculum Development Centre
107	Dr. Pontiano Kaleebu	Executive Director/Uganda Virus Research Institute
108	Mr. Kepher Kuchana Kateu	Deputy Director/Directorate Government Analytical Laboratory
109	Mr. Elly Twineyo Kamugisha	Executive Director/Uganda Export Promotion Board
110	Mr. Johnson Baryantuma Munono	Under Secretary/Kabale University
111	Ms. Ruth Achimo	Under Secretary/Soroti University
112	Ms. Judy Obitre-Gama	Executive Director/ NIRA
113	Mr. Basil Ajer	Ag. Executive Director/ Uganda Investment Authority
114	Dr. Josephine Wapakabulo	Chief Executive Officer/ Uganda National Oil Company (UNOC)
115	Mr. Ernest N.T. Rubondo	Executive Director/ Petroleum Authority of Uganda (PAU)
C.	HEADS OF OTHER GOVERNMENT INSTITUTIONS	
116	Prof. Emmanuel T. Mutebile	Governor/Bank of Uganda
117	Dr. Louis Kasekende	Deputy Governor/Bank of Uganda
118	Dr. Adam Mugume	Executive Director Research/Bank of Uganda

LIST OF PARTICIPANTS FOR THE CLUSTER MEETINGS ON THE BUDGET FOR FY2019/20

119	Mr. Martin Brownbridge	Economic Advisor to the Governor/Bank of Uganda
120	Mary Katarikawe	Executive Director/ Personal Assistant to Governor/Bank of Uganda
121	Akura Mugenyi	Senior Principal Banking Officer/ Bank of Uganda
122	David Sajjabi	Bank of Uganda
123	Christine Alupo	Bank of Uganda
124	Christine R. Asimwe Namanya	Bank of Uganda
125	Doreen K. Rubatsimbira	Bank of Uganda
126	Elizabeth Kasekende Kamukama	Bank of Uganda
127	Kezekia Kizito	Bank of Uganda
128	Hudson Bunya	Bank of Uganda
129	Emmanuel Ssemambo	Bank of Uganda
130	Patrick Kimera	Bank of Uganda
131	Opolot Jacob	Director Research/ Bank of Uganda
132	Hon. Dr. Ezra Suruma	Office of the Prime Minister
133	Dr Chris Mukiza	Director Macro Economic Statistics/UBOS
134	Mr. Moses T. Bisase	Director/ Parliamentary Budget Office
135	Sulaiman Kiggundu	Parliamentary Budget Office
136	Gen. Salim Saleh	Chairman/Operation Wealth Creation
137	Lt. Gen. Charles Angina	Deputy Coordinator/Operation Wealth Creation
138	Dr. Henry Mwebeza	Ag. Director General for Health Services/Ministry of Health
139		Executive Director/Uganda Investment Authority (UIA)
140	Mr. Mutabaazi George	The President/Uganda Local Government Association (ULGA)
141	Mr. Majib Batambuze	The President/Uganda Urban Authorities Association (UUAA)
142	Mr. Ofwono Opondo	Executive Director/Media Centre
143	Dr. Sarah Ssewanyana	Executive Director/Economic Policy & Research Centre (EPRC)
144	Mr. Peter Mujuni	Executive Director/Micro-Finance Support Centre Ltd.
145	Dr. Elly T Kamugisha	Executive Director/Uganda Export Promotions Board (UEPB)
146	Dr. Silver Mugisha	Executive Director/National Water and Sewerage Corporation (NWSC)
147	Eng. Kenneth Kajjuka	Ag CEO/Uganda National Housing and Construction
148	Prof. Opuda Asibo, J	Executive Director/National Council for Higher Education (NCHE)
149	Mr. David Nyakundi	Executive Director/Uganda Retirement Benefits Authority (URBRA)
150	Mr. Charles Ocici	Executive Director/Enterprise Uganda
151	Ms. Deborah Mbabazi	Resident City Commissioner/Kampala Capital City Authority (KCCA)
152	Mr. Wilberforce K Mugerwa	Chairperson/National Planning Authority (NPA)
153	Col. Frank Kaka Bugyenda	Executive Director/ Internal Security Organization (ISO)
154	Mr. Sam Mwandha	Director, Uganda Wildlife Authority (UWA)
155	Eng. Aaron Kabirizi	Director/ Directorate of Water Development
156	General Kale Kayihura	Inspector General of Police
157	Dr. Johnson Byabashaija	Commissioner General /Uganda Prisons Service
158	Mr. John Muwanga	Auditor General/ Office of the Auditor General
159	Mr. Charles Zirrema	Director/Population Secretariat
160	Mr. Mike Chibita	Director/Directorate of Public Prosecution
161	Prof. Mary Jossy Nakandha Okwakol	VC, Busitema University
162	Prof. Christine Dranzoa	VC, Muni University
163	Prof. Baranabas Nawangwe	VC, Makerere University
164	Prof. Celestino Obua	VC, Mbarara University
165	Prof. Eli Katunguka	VC, Kyambogo University
166	Prof. J.H. Nyeko Pen- Mogi	VC, Gulu University
167	Prof. Jaspher Ogwal'Okeng	VC, Lira University
168	Prof. Joy C. Kwesiga	VC, Kabale University
169	Prof. Ikoja Robert Odongo	VC, Soroti University
170	Prof. Dr. John M. Kasenene	VC, Mountains of the Moon
171	Eng. Zina Tibalwa Waako	Director/ERA
172	Ms. Irene Mulyagonja	Inspector General of Government (IGG)
173	Mr. Godfrey Mutabazi	Uganda Communications Com. (UCC)
174	Mrs Merian Sebunya	Chairman, Uganda Road Fund
175	Mr. Vincent B. Tumusiime	Ag. Director, Economic Affairs and Research , Office of the President
176	Mr. Chris Mugisha	Director/Privatization Unit
D.	CIVIL SOCIETY	
177	Mrs. Olive Z. Kigongo	The President/Uganda National Chamber of Commerce & Industry
178	Mr. Gideon Badagawa	Executive Director/Private Sector Foundation
179	Mr. Julius Mukunda	Co-ordinator/Civil Society Budget Advocacy Group (CSBAG)

LIST OF PARTICIPANTS FOR THE CLUSTER MEETINGS ON THE BUDGET FOR FY2019/20

180	Mr. Sebagala M. Kigozi	Executive Director/Uganda Manufacturers' Association
181	Ms. Barbara Mulwana	Chairperson/Uganda Manufacturers' Association
182	Mr. Richard Ssewakiryanga	Ag. Co-ordinator/NGO Forum
183	Mr. Grace Kavuma	Chairperson/Capital Markets Authority
184	Mr. Keith Kalyegira	Executive Director/ Capital Markets Authority
185	Mr. Bonifence Byamukama	President/Uganda Tourism Association
186	Ms. Cissy Kagaba	Executive Director/Anti-Corruption Coalition of Uganda
187	Dr. Arthur Bainomugisha	Executive Director/ACODE

LIST OF PARTICIPANTS FOR THE CLUSTER MEETINGS ON THE BUDGET FOR FY2019/20

E.	PROFESSIONAL BODIES	
188	The President Law Society	Uganda Law Society
189	The President	Institute of Professional Engineers
190	The President	Institute of Internal Auditors
191	The General Secretary	Uganda National Teachers Union
192	The President	Uganda Medical Workers Association
193	The President	Institute of Certified Public Accountants of Uganda
194	The President	Uganda Association of Architectures
F.	PRIVATE SECTOR & ACADEMIA	
195	Mr. Amos Nzeyi	Uganda Manufacturing Association
196	Dr. Eria Hisali	Principal/College of Business and Mgt Sciences Economic Unit
197	Dr. Edward Bbaale	Dean-School of Economics/College of Business & Mgt Sciences Economic Unit
198	Prof. Moses Muhwezi	Deputy Principal/Makerere University Business School
199	Fred Matovu	Economics Lecturer/Makerere University School of Economics
200	Prof. Badru Kateregga	Vice Chancellor/Kampala University
201	Mr. Moses K Sabiti	Director/ Trademark EA
202	Mr. Roland Sekaziga	Managing Director/Energy Services Ltd
203		Director Policy, Planning & Programming/National Population Council
204	Mr. Andre Dellevoet	Group CEO/ Agriculture Business Initiative (aBi) Trust
205	Mrs. Patricia Ojangole	CEO/Uganda Development Bank (UDB)
206	Mr. Patrick Mweheire	Chairman/ Uganda Bankers Association (UBA)
207	Mr. Richard Byarugaba	National Social Security Fund
208	Hon. Richard Kaijuka	Chairman/Africa Gold Refinery Limited (AGRL)
209	Mr. Moses Ogwal	Private Sector Foundation Uganda
210	Mr. Selestino Babungi	MD/ UMEME
211	Dr. Samuel K. Seijaaka	Seijaaka, Kaawaase & Co.
212	Ms. Olive Kigongo	President/ Uganda National Chamber of Commerce and Industry (UNCCI)
213	Mr. Jimmy Mugerwa	General Manager/Tullow Oil (U)
214	Mr. Eriasi Kiyemba	MD/ Uganda Electricity Transmission Company
215	Mr. Amos Wekesa	Chairman/ Uganda Safari Guides Association(USAGA)
216	Mr. Rakesh Bhatnagar	Managing Director/Uganda Baati
217	Mr. John Walugambe	Executive Director/Uganda Small Scale Industries Association(USSIA)
218		Country Director/ Trade Mark East Africa(TMEA)
219	Mr. Kitamirike Joseph	CEO/ALTEX East Africa
220	Mr. Lule David	Managing Director/ Horticulture Exporters' Association of Uganda (HOTEXA)
221	Mr. Kareebi Rogers	ED/Uganda Business Process Outsourcing Association (UBPOA)
222	Mr. Ssewakiryanga Richard	ED/ Uganda National Non-Government Organisation Forum (UNNGOF)
223	Ms. Jacqueline Mbabazi	ED/ Association of Micro Finance Institutions of Uganda (AMFI)
224	Mr. Patrick Mweheire	CEO/ Stanbic Bank
225	Mr. Juma Kisaame	MD/ DFCU Bank
226	Mr. Birdal Singh Dhaka	MD/ Bank of Baroda
227	Mr. Mathias Katamba	MD/ Housing Finance Bank
228	Mr. James Muhwezi	Manager, Business Development Services/Microfinance Support Finance Centre
229	Mr. Paulo Bwiso	CEO/Uganda Securities Exchange
230	Mrs. Ovia Katiti Matovu	ED/ Uganda Fish Processors and Exporters Association
231	Mrs. Mary Tamale	MD/ Maganjo Grain Millers
232	Mr. Andrew Rugasira	Chairman/Good African Coffee
233	Mr. Aga Sekalala (Snr)	ED/ Ugachick Poultry Breeders
234	Mr. Venugopal Pookat	MD/ Tilda Uganda Limited
235	Dr. Martin Kyeyune	Finance and Economic Advisor/ Roofings Group Limited
236	Mr. Simon Peter Nsereko	Economic Analyst/UNDP
237	Mrs. Jane Seruwagi Natunga	Country Director/Southern and Eastern Africa Trade Information and Negotiation Institute (SEATINI)
238	Mr. Fred Kawooya	Campaigns and Policy Manager/Action Aid Uganda
239	Ms. Sophie Nampewo	Budget Policy Specialist/ CSBAG

LIST OF PARTICIPANTS FOR THE CLUSTER MEETINGS ON THE BUDGET FOR FY2019/20

240	Dr. Birungi Korutaro	Program Team Leader, Markets and Policy Analysis Unit/Kilimo Trust
241	Mr. Jack Luyombya	Co-Chief Executive Officer/Madhvani Group
242	Ms. Sarah Arapta Wojega	Chief Executive/Citi Bank
243	Mr. Arthur Iskio	Managing Director/Bank of Africa
244	Mr. Albert Saltson	Chief Executive Officer/Standard Chartered Bank
245	Mr. Rakesh Jha	Managing Director /Barclays Bank
246	Mr. R.R Chadramouli	Managing Director /Exim Bank
247	Mr. Varghese Thambi	Chief Executive Officer/Diamond Trust Bank
248	Mr. Clement Dodoo	Managing Director/ Ecobank
249	Mr. Joram Kiarie -	Managing Director /KCB Bank
250	Mr. Johnson Agoreyo	Managing Director /United Bank of Africa
251	Mr. Stephen Mukweli	CEO/Post Bank
252	Mr. Ajay Kumar Panth	Managing Director /Bank of India
253	Mrs. Veronica Namagembe	Managing Director /Pride Microfinance
254	Mr. Samuel Odeke	Managing Director /Commercial Bank of Africa
255	Mr. Pooran Chand Kukreja	Managing Director /ABC Capital Bank
256	Mr. Sam Ntulumbe	Managing Director /NC Bank
257	Mr. Olufemi Omotoso	Managing Director /Guaranty Trust Bank
258	Mr. Samuel Kirubi	Managing Director /Equity Bank
259	Mr. Julius Kakeeto	Managing Director /Orient Bank
260	Mr. Wilbroad Owor	Executive Director/ Uganda Bankers Association
261	Mr. Okecho Lawrence Michael	Executive Director/ Uganda Manufacturers Association (UMA)
262	Mr. Kawuule Jooga	Director Membership Services/ Uganda Small Scale Industries Association (USSIA)
263	Mr. Hussein Kibed	Executive Director/ Uganda Freight Forwarders Association (UFFA)
264	Mr. Richard Kaweera	Executive Director/ Uganda Tourism Association
265	Mr. Stuart J. Mwesigwa	Business Development Manager (BDM)/ Roofings Uganda
266	Ms. Mariam Magala	Executive Director/ Uganda Insurers Association
267	Mr. George Walusimbi Mpanga	Executive Director/ Uganda Coalition of Service Industries
268	Mr. Kenneth Katungisa	Deputy Chief Executive/ Uganda National Farmers Federation (UNFFE)
269	Mr. Stephen Luyonjo	Chairman/ Investment Clubs Association in Uganda (ICAU)
270	Mr. Badru Ntege	Managing Director/ NFT Consult
271	Mr. Micheal Niyitegeka	Project Coordinator/ IHK University
272	Mr. Livingstone Mukasa	CEO/ Mazima Retirement Plan
273	Mr. James Kanyije	CEO/ KK Foods
274	Mr. Ronald Zaake	President/ Insurance Institute of Uganda
275	Mr. Fred Kibbeddi	Partner/ PKF Accountants and Business Advisors
276	Mr. Daniel Wellington	Chief Finance Officer/ Biyinzika Poultry International LTD
277	Ms. Judy Rugasira	Managing Director/ Knight Frank
278	Mr. Kaddu Kiberu	Executive Director/ Peacock Paints
279	Mr. Alykhan Karmali	Managing Director/ Mukwano Group of Companies
280	Mr. Wim Vanhelleputte	CEO/ MTN Uganda
281	Mr. Mark Shoebridge	Managing Director/ Uganda Telecom (UTL)
282	Mr. John Ndego	CEO/ Vodafone
283	Mrs. Elsie Nsiyona	Lecturer, Business Faculty/ Uganda Christian University
284	Mr. Allan Ssenyondwa	Lecturer, Business Faculty/ Uganda Christian University
285	Mr. Richard Mubiru	Head of Department, Statistics/ Uganda Christian University
286	Mr. Lalani Sikander	Managing Director/ Roofings (U) Ltd
287	Mr. S.C. Sharma	Managing Director/ Mehta
288	Mr. Vinay Dawda	Managing Director/ Britania Allied Industries
289	Mr. Athena Yu	Made in Africa Initiative
290	Mr. Pan Li	Made in Africa Initiative
291	Mr. Martin Roy Lukwago	Head- VP, Public Sector, Corporate & Investment Banking/ Barclays Bank (U) Ltd
292	Mr. Peter Kimbowa	Managing Partner/ International Financial Empowerment (IFE) Consultants
293	Mr. Mohamood Thobani	MD/ Fourways Investments Limited
294	Mr. Pradip Karia	Chairman/ Property Services Limited
295	Mr. Didier Habimana	Communication Officer/ United Nations Economic Commission for Africa
296	Ms. Anne Teddy Awori	General Manager/ The American Chamber for Commerce

LIST OF PARTICIPANTS FOR THE CLUSTER MEETINGS ON THE BUDGET FOR FY2019/20

297	Mr. Stephen Kaboyo	Managing Director/ Alpha Capital Partners
298	Ms. Doreen Mugisha	Clients and Markets Development/ PwC
299	Ms. Babirye Mercy	Head Partnerships/ Uganda Agribusiness Alliance
300	Mr. Alan Kiyemba	Consultant/FIDELI
301	Mr. Patrick Bakunda	CEO/ Uganda Central Co-operative Financial Services Ltd
302	Mr. Priscilla Nasibwa	CEO/ Forum
303	Mr. Mark Karamira	SPE
304	Mr. David Obot	ED/ Network of Uganda Researchers and Research Users (NURRU)
305	Ms. Dorothy Nakyambadde	Director, Research, Planning and DevelopmentURA
306	Mr. Gad Bend	Director/East African Centre for International
307	Mr. Mark Priestly	Senior Director for Country Programs/ TradeMark East Africa
308	Ms. Sandra Kirenga	Program Manager – Growth/ TradeMark East Africa
309	Mr. Martin Osengor	Director/ AFFORD African Foundation For Development
310	Ms. Miriam Kyasimire	Founder/ Kagera Safaris
311	Forouk Busulwa	Secretary to the Board, Association of Uganda Tour & Travel Operators
312	Dr. Dan Twebaze	Twed Consulting Company Limited - Twed Plaza
313	Ms. Rowena Nahuria Musinguzi	4th Floor, Tower 1, Nakawa House, UAP Business Park, Nakawa
314	Dr. Specioza Naigaga Wandira	Ministry of Information Communication Technology, 2nd Floor
315	Dr. Ramathan Ggoobi	Uganda Development Cooperation - Kampala
316	Mr. Henry Musisi	Uganda Grain Council
317	Mr. Philip Muhumuza	Managing Director, ENS Advocates
318	Mr. Hussein Kashillingi	Rugaba Kashillingi & Co. Advocates
319	Dr. Fred Muhumuza	