

# ECONOMIC AND COMMERCIAL DIPLOMACY STRATEGY

FY2025/26 – FY2029/30



## THEME:

**Harnessing Coordination and Partnerships**

A Unified Framework for Advancing  
Uganda's Trade Investment, and National  
Prosperity through Diplomacy





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# ABBREVIATIONS AND ACRONYMS

<b>AfCFTA</b>	The African Continental Free Trade Area
<b>ATMS</b>	Agro-processing, Tourism Development, Mineral-Based Industrial Development and Science, Technology and Innovation
<b>BIT</b>	Bilateral Investment Treaties
<b>BTTB</b>	Background to the Budget
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>CSOs</b>	Civil Society Organisations
<b>CY</b>	Calendar year
<b>DRC</b>	Democratic Republic of Congo
<b>EAC</b>	East African Community
<b>ECD</b>	Economic and Commercial Diplomacy
<b>ESG</b>	Environmental, Social, and Governance
<b>EUDR</b>	European Union's Deforestation Regulation
<b>FDI</b>	Foreign Direct Investment
<b>GATS</b>	General Agreement on Trade in Services
<b>GATT</b>	General Agreement on Tariffs and Trade
<b>GoU</b>	Government of Uganda
<b>IGAD</b>	Intergovernmental Authority on Development
<b>JPC</b>	Joint Permanent Commission
<b>KPIs</b>	Key Performance Indicators
<b>LGs</b>	Local Governments
<b>MAAIF</b>	Ministry of Agriculture, Animal Industry and Fisheries
<b>MDAs</b>	Ministries, Departments and Agencies
<b>MEACA</b>	Ministry of East African Community Affairs
<b>MEMD</b>	Ministry of Energy & Mineral Development
<b>MoIT&amp;NG</b>	Ministry of ICT and National Guidance
<b>MICE</b>	Meetings, Incentives, Conferences, and Exhibitions
<b>MoFA</b>	Ministry of Foreign Affairs
<b>MoPFED</b>	Ministry of Finance, Planning and Economic Development
<b>MoPS</b>	Ministry of Public Service
<b>MTIC</b>	Ministry of Trade, Industry and Cooperatives
<b>MTWA</b>	Ministry of Tourism, Wildlife and Antiquities
<b>MWE</b>	Ministry of Water and Environment
<b>NDPIV</b>	Fourth National Development Plan



<b>NEC</b>	National Enterprise Corporation
<b>NEDS</b>	National Export Development Strategy
<b>NRM</b>	National Resistance Movement
<b>NTBs</b>	Non-Tariff Barriers
<b>OIC</b>	Organisation of Islamic Cooperation
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental, and Legal
<b>PPPs</b>	Public-Private Partnerships
<b>PSFU</b>	Private Sector Foundation Uganda
<b>SADC</b>	Southern African Development Community
<b>SDGs</b>	Sustainable Development Goals
<b>SEZs</b>	Special Economic Zone
<b>SGR</b>	Standard Gauge Railway
<b>SMEs</b>	Small and Medium-sized Enterprises
<b>STI</b>	Science, Technology and innovations
<b>TGA</b>	Tenfold Growth Agenda
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UCC</b>	Uganda Chamber of Commerce
<b>UEPB</b>	Uganda Export Promotion Board
<b>UFZEPA</b>	Uganda Free Zones and Export Promotions Authority
<b>UIA</b>	Uganda Investment Authority
<b>UGX</b>	Uganda Shillings
<b>UMA</b>	Uganda Manufacturers Association
<b>UNBS</b>	Uganda National Bureau of Standards
<b>NDPIV</b>	Fourth National Development Plan
<b>UAE</b>	United Arab Emirates
<b>URA</b>	Uganda Revenue Authority
<b>USD</b>	United States Dollars
<b>UTB</b>	Uganda Tourism Board
<b>WTO</b>	World Trade Organization

# FOREWORD FROM THE MINISTER OF FOREIGN AFFAIRS

**The Economic and Commercial Diplomacy Strategy marks a significant milestone in our nation's pursuit of economic transformation and prosperity. As Minister of Foreign Affairs, I am proud to present this strategy, which embodies our commitment to leveraging diplomacy for economic growth.**

Our missions abroad are a vital component of this strategy. With their contributions, we can unlock new opportunities for trade, investment, and development. This strategy recognizes the potential of our global Ugandan family and seeks to engage them in our economic journey and is a testament to our government's commitment to economic transformation.

The strategy outlines our approach to promoting Uganda's economic interests abroad, fostering strong international partnerships, and creating an enabling environment for business. It highlights the importance of economic diplomacy in driving growth, creating jobs, and improving livelihoods.

Our mission is to position Uganda as a competitive destination for investment, trade, and tourism. We aim to diversify our economy, increase exports, and attract investments that create opportunities for our people.

I invite all stakeholders to join us in this journey. Together, we can harness the power of economic diplomacy to transform Uganda's economy and improve the lives of our citizens. I am confident that with our collective efforts, we will achieve our vision of a prosperous and globally competitive Uganda.



Gen. Odongo Jeje Abubakhar  
**MINISTER OF FOREIGN AFFAIRS**



**Our mission is to position Uganda as a competitive destination for investment, trade, and tourism. We aim to diversify our economy, increase exports, and attract investments that create opportunities for our people.**

# FOREWORD FROM THE MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

Uganda stands at a pivotal moment in its economic development journey. Our national aspirations, as enshrined in Uganda Vision 2040 and the Fourth National Development Plan (NDP IV), are clear: to transform our nation into a modern, prosperous, and competitive upper-middle-income country. Central to achieving this vision is the need to strategically engage with the global economy to expand market access and penetration for our goods and services, attract transformative investments in key growth sectors, and harness international partnerships for sustainable development. These undertakings will serve to operationalise some of the core NRM Manifesto commitments on providing a roadmap for achieving Uganda's economic objectives from diplomatic efforts.

This Strategy for Economic and Commercial Diplomacy (ECD) provides the essential blueprint for coordinating this engagement. It moves beyond traditional diplomacy to embrace a proactive, economically-focused statecraft that places our nation's prosperity at the heart of our international relations.

The success of this Strategy hinges on three fundamental principles:

First, coordination and a whole-of-government approach. ECD outcomes are not the sole preserve of the Ministry of Foreign Affairs. It requires a collective national endeavour. This Strategy mandates an unprecedented level of collaboration across all Ministries, Departments, Agencies (MDAs) and Local Governments (LGs) with our Missions Abroad, serving as the frontline platform. By breaking down silos and fostering a unified national effort, we will speak with one voice and present a coherent, attractive proposition to the world. This integrated mechanism is the bedrock upon which all our ECD successes will be built.

Second, direct contribution to the Tenfold Growth Strategy. This ECD Strategy is not an isolated document; it is a critical implementation tool for our national economic agenda. It is meticulously designed to directly support the strategic anchor



**I, therefore, dedicate this Strategy to all stakeholders across the public and private sectors. Its implementation requires our shared commitment, energy, and resolve. Let us work together, in a coordinated and results-focused manner, to harness the full power of our diplomatic network and unlock Uganda's immense economic potential for the benefit of all our citizens.**

sectors identified for exponential growth. Through targeted diplomacy, we will secure the markets, the technology, the partnerships, and the investments needed to realise our goal of a tenfold increase in the size of our economy. Every trade agreement negotiated, every investment promoted, and every market intelligence report generated will be directly linked to this overarching objective.

Thirdly, strengthening accountability for results through commitment to results-based financing. To ensure accountability and demonstrable value for money, this Strategy champions a new culture of performance. Resources will be allocated and justified based on clear, measurable outcomes—increased export volumes, increased tourist and investment inflows. This focus on results will ensure that our diplomatic efforts are impact-driven.

I, therefore, dedicate this Strategy to all stakeholders across the public and private sectors. Its implementation requires our shared commitment, energy, and resolve. Let us work together, in a coordinated and results-focused manner, to harness the full power of our diplomatic network and unlock Uganda's immense economic potential for the benefit of all our citizens.



Ramathan Ggoobi

**Permanent Secretary/Secretary to the Treasury**  
**Ministry of Finance, Planning and Economic Development**

# FOREWORD FROM MINISTRY OF FOREIGN AFFAIRS

**In today's competitive world, economic and commercial diplomacy has become an essential tool for advancing a country's economic interests and strengthening global cooperation. As we navigate the challenges of the 21st-century global economy, our overseas embassies and high commissions are essential in ensuring our tenfold growth agenda is achieved and that our goods and services have access and presence in foreign markets.**

The Economic and Commercial Diplomacy Strategy outlined in this document emphasises the importance of leveraging diplomatic efforts to promote trade, investment, and economic growth as envisioned in the Fourth National Development Plan (NDP IV). By working closely with our Missions Abroad, we can identify new opportunities, build strategic partnerships, and address trade barriers that hinder our economic progress.

Our Missions Abroad are at the forefront of implementing this strategy, utilising their expertise and networks to facilitate trade, resolve disputes, and advocate for our economic interests. By empowering our diplomats with the necessary tools, training, and resources, we can ensure they effectively represent our country's economic needs and priorities.

The success of this Strategy will heavily rely on strengthened collaboration across all the Ministries, Departments, and Agencies of Government, together with the private sector. I therefore enjoin all stakeholders, both public and private, to focus their efforts on achieving the strategic objectives outlined in the Strategy.

The Ministry of Foreign Affairs remains committed to tracking and enforcing the actualisation of undertakings laid out in this Strategy to enhance our economic diplomacy efforts, drive economic growth, and promote prosperity for our citizens. I am confident that with the dedication of



our diplomatic corps and the support of all the line government departments and agencies, we will achieve significant progress in advancing our economic interests and strengthening Uganda's global position.

A handwritten signature in black ink, appearing to be 'B. Waiswa'.

Bagiiire Vincent Waiswa  
**Permanent Secretary**  
**Ministry of Foreign Affairs**



# EXECUTIVE SUMMARY

This Economic and Commercial Diplomacy (ECD) Strategy presents a sharpened scope focusing mainly on the supply-side of the ECD value chain, specifically enhancing the capacity of Uganda's Missions Abroad to contribute to the ATMS through their ECD mandate, whilst emphasising the need for sustained parallel investments, collaboration and alignment with demand-side MDAs to ensure a cohesive and effective approach to promoting Uganda's economic interests abroad. To avoid duplication and pre-emption, the Strategy, therefore, recognises the critical role of in-country Ministries, Departments, and Agencies (MDAs) such as Trade and Agriculture in driving demand-side interventions which are the preconditions for realising the ECD outcomes in the theory of change.

Therefore, demand-side efforts (such as improving trade infrastructure and sustaining quality standardized products) will be coordinated under their respective strategic plans. It outlines strategic interventions to strengthen the diplomatic infrastructure, improve service delivery, and promote Uganda's economic interests globally. It outlines strategic interventions to strengthen the diplomatic infrastructure, improve service delivery, and promote Uganda's economic interests globally.

Government has undertaken a deliberate approach to enhance the development returns from Uganda's ECD efforts and investments. This strategy is motivated by the need to enhance effective and efficient approaches for the promotion of agro-industrialisation, tourism potential, mineral development, science and technology. This effort will be guided through a strategic approach of harnessing collaboration and strategic partnerships in the ECD ecosystem as well as strengthening accountability for results to ensure value for money in the ever-constrained funding landscape of the country.

To ensure a refined scope, the ECD Strategy serves as a high-level framework designed to harness ECD objectives among key players, operating under the assumption that existing institutional and programme-specific strategic plans, such as Trade, Investment, and Industry, have prescribed approaches for addressing technical-level issues. Rather than pre-empting these institutional-level strategies, the ECD Strategy augments and is underpinned by them, focusing on fostering interagency coordination and creating feedback loops, enabling the responsible MDAs to share critical business analytics, including international market requirements, to inform and enhance their respective strategic plans, ultimately driving economic growth and development.

In adopting a whole-of-government approach, this Strategy has taken cognisance of the fact that the ECD value chain extends beyond the Missions Abroad. The anticipated outcomes will require concerted efforts from all key actors identified along with their strategic fit into strategy. Given the paramount importance of inter-agency coordination for a unified and coherent push towards ECD objectives, the Strategy features a dedicated analysis of ECD value chains (under 5.4 Strategic Entry Points). This analysis highlights the strategic role of key players, addressing a critical gap that has contributed to a culture of missed ECD opportunities and sub-optimal performance in key strategic papers. By identifying



and leveraging these strategic entry points, the Strategy aims to break down silos and foster a more collaborative approach to achieving ECD objectives.

Arising from the problem analysis conducted, the overall problem statement was adopted accordingly: Uganda's Economic and Commercial Diplomacy (ECD) efforts are constrained by weak coordination, inadequate intelligence, limited accountability for results, and overstretched diplomatic coverage, resulting in missed opportunities, inefficient use of resources, and a lack of strategic direction.

**The overall goal of the strategy is:** To enhance Uganda's Economic and Commercial Diplomacy (ECD) effectiveness to deliver investments, export markets and tourism for the Tenfold Growth Agenda.

To achieve Uganda's Economic and Commercial Diplomacy (ECD) goals, the following strategic objectives have been identified to guide the country's efforts over the next 5 years:

- i. To Identify and pursue new market opportunities for Ugandan products (goods and services) in key international markets, with a focus on increasing Uganda's export value by 30 % within the next 5 years.
- ii. To attract and increase Foreign and Domestic Investment (FDI) in Uganda's priority sectors by 30% in the next 5 years (focusing on the ATMS).
- iii. To leverage Uganda's Missions Abroad to attract and facilitate Science, Technology, and Innovation (STI) partnerships, resulting in a 5% increase in the export value of processed Ugandan goods within the next 5 years.
- iv. To leverage Uganda's diplomatic missions to increase tourist arrivals from key source countries by 20% within the next 5 years, through targeted tourism promotion, partnerships, and investment facilitation in tourism infrastructure.
- v. To leverage Uganda's diplomatic missions to attract (USD 6 billion in 5 years) climate financing within the next 5 years, supporting the country's transition to a low-carbon economy and enhancing its resilience to climate change.
- vi. To foster strategic institutional co-ordination and partnerships in Uganda, enhancing the country's economic diplomacy efforts and increasing its global competitiveness

To practically emphasise and demonstrate alignment, the ECD Strategy dedicates a section to illustrating how ECD cross-cutting strategies contribute Agro-Industrialisation, Tourism Development, Mineral Development, or Science, Technology, and Innovation (ATMS) Strategy, aligned with key ECD strategic objectives. This alignment enables the development of an ECD action plan tailored to support ATMS, providing a framework for Missions Abroad and key actors to articulate and organise their ECD plans, budgets, and reports relating to ATMS. This planning framework also enables the Ministry of Foreign Affairs (MoFA) and the Ministry of Finance, Planning and Economic Development (MoFPED) to enforce alignment, track progress, and ensure accountability for ECD funding.

This Strategy recognises the need for a targeted approach and understanding of regional markets by profiling key emerging regional markets, analysing their potential in terms of Uganda's ECD outcomes. Each market profile highlights trade and investment opportunities, existing challenges, and recommendations for Uganda's ECD strategy to maximise its economic benefits from these regions. MoFA will provide technical leadership of the key players, particularly the Missions Abroad, with MoFPED rendering strategic oversight and coordination of players along the ECD value chain.

**Accountability for results:** The ECD Monitoring and Evaluation (M&E) Strategy commits actors to enhanced budget prioritisation, particularly for Missions Abroad, over the medium term. To further underscore commitment and strengthen accountability, a results-based financing approach will be adopted, linking funding to the delivery of pre-agreed, verifiable results. To facilitate attribution and accountability, intermediate results closely aligned with Missions' span of control have been established, enabling them to clearly articulate their contributions to broader ECD outcomes and track progress towards tangible objectives.

**Financing strategy:** The ECD Strategy will be supported by a robust financing framework. MoFPED will commit UGX 120 billion annually to address capacity constraints and facilitate aligned activities among partnering entities. By adopting a reform-oriented approach, this funding will be strategically allocated to the most impactful ECD actors and Missions Abroad, optimising resources to drive maximum impact and fostering a more efficient and effective ECD ecosystem.

## Conclusion

The Strategy recognises Missions Abroad as strategic agents for attracting opportunities in the Key growth sectors of the country for accelerated economic growth in the next 15 years. The Missions will be repositioned to raise their efforts in promoting ECD. By approaching ECD as a key reform in Uganda's economic growth strategy, the government is signalling a significant shift in its approach to promoting economic development.

## 1.1 Introduction

Uganda's Economic and Commercial Diplomacy (ECD) Strategy is a medium-term plan (FY 2025/6 – FY 2029/30) designed to harness the country's diplomatic resources to drive economic growth, increase trade and investment, and promote sustainable development. Building on the country's strategic location, natural resources, and entrepreneurial spirit, this ECD Strategy aims to position Uganda as a competitive player in the global economy, while promoting economic transformation, industrialisation, and job creation. However, achieving these ambitious goals requires a unified and coordinated approach. This Strategy, therefore, seeks to provide a rallying point and strategic direction for all stakeholders, including Government Ministries, Departments and Agencies (MDAs), the private sector, and diplomatic missions, to work together in pursuit of Uganda's economic interests abroad.

Moreover, this Strategy ensures alignment with the National Development Plan IV (NDPIV) and growing the economy tenfold by 2040 (ATMS growth agenda), guaranteeing a cohesive and coordinated approach to achieving Uganda's economic objectives. By providing a rallying point and strategic direction for all stakeholders, including government MDAs, the private sector, and diplomatic missions, this ECD Strategy will facilitate a unified effort to promote Uganda's economic interests abroad.

Whilst recognising that the mandate of Uganda's diplomatic missions to achieve the desired ECD outcomes, this Strategy acknowledges the imperative of a coordinated effort by in-country MDAs involved in the investment and trade promotion value chains. It will, therefore, require the concerted efforts of key stakeholders from both the supply and demand sides of the ECD, including MoFA, MoPFED, MTIC, MAAIF, MEMD, STI, UNBS, UCC, UIA, URA, UFZEPA, UMA and MoIT&NG, and all the other ATMS-contributing line MDAs, including MTWA, MAAIF, UEPB, and UTB. By fostering a collaborative approach, this Strategy seeks to ensure that all stakeholders work in tandem to achieve the anticipated outcomes, thereby maximising Uganda's economic benefits from its diplomatic engagements.

## 1.2 The Mandate

The Government of Uganda has put in place an enabling environment to facilitate trade and investments with its neighbours and the region at large, through various frameworks. Uganda's export earnings and volumes and FDI have been increasing due to stable macro-economic policies, a liberalised business environment, proximity as a logistics hub within the Great Lakes region, and increased regional trade (UIA, 2023). Furthermore, most FDI has been directed towards oil-related activities, mining and quarrying, manufacturing, agriculture, construction, finance, insurance, real estate and business services.

The Ministry of Foreign Affairs (MoFA) and Missions Abroad are charged with the mandate of promoting and protecting Uganda's interests abroad that encompass national security (regional peace and security), national prosperity provided through ECD, wellbeing of Ugandans (provision of protocol and consular services at home and abroad, and protection of the Ugandan diaspora).

As part of the Budget Strategy for FY 2024/25 and the approved strategic direction for the Fourth National Development Plan (NDP IV), Government took a decision to reposition key Missions Abroad to play a pivotal role in mobilising private sector players to capitalise on existing opportunities in the anchor areas of the Tenfold Growth Strategy. This is through ECD.

Economic and Commercial Diplomacy (ECD) is the use of diplomacy to focus on the development of trade, tourism and investment between countries. The ECD functions are embodied in MoFA's mandate and are supported by Uganda's Missions Abroad. MoFPED and MoFA have been working to scale up ECD through Missions Abroad.

MoFA and Missions Abroad play a pivotal role of linking strategic partners with MDAs to ensure that their respective actions are harmonised to enhance regional and international relations in support of national economic growth objectives. For example, in investment promotion, which is a mandate of MoFPED and Uganda Investment Authority (UIA), the Missions attract FDIs and channel them to different sectors through the responsible MDAs. In the tourism sector, Missions promote tourism, and in the trade sector, they negotiate market access for our exports, and monitor market entry conditions with a view to keeping responsible agencies informed of any changes that affect our exports.

In FY 2016/17, the Government of Uganda selected eight Missions and allocated to them resources to pilot ECD activities focusing on trade promotion (marketing Ugandan products in countries of accreditation), tourism promotion and attraction of FDI by marketing Uganda as a conducive destination for investments. A total of UGX 3.95 billion was allocated to selected Missions annually. This was expected to cause an increase in FDI, export earnings, tourism inflows and appropriate technology transfers in specific industries.

### 1.3 Key Concepts

**Economic and Commercial Diplomacy (ECD)** is the use of diplomacy to strengthen the development of trade, business, and investment between countries. Government has undertaken a deliberate approach to enhance the development returns from Uganda's ECD efforts and investments. ECD is undertaken through export promotion and import substitution, attracting targeted investors for foreign direct investment (FDI), tourism development, and technology transfer.

#### 1.3.1 Economic Diplomacy

**1. Scope: Economic diplomacy** focuses on promoting national economic interests abroad and encompasses broader economic issues, such as:

- a. Trade policies
- b. Investment climate
- c. Economic cooperation
- d. Monetary and fiscal policies

It aims to:

- a. Enhance economic stability and security – a conducive trade environment
- b. Promote sustainable economic growth
- c. Strengthen bilateral economic relations

- 2. Specific Interventions and Actions:** Typically involves:
- a. Government-to-government negotiations
  - b. International organizations (WTO, IMF, World Bank)
  - c. Economic research and analysis

### 1.3.2 Commercial Diplomacy

- 1. Scope: Commercial diplomacy** focuses on promoting specific business interests abroad and concentrates on:
- a. Export promotion
  - b. Foreign direct investment (FDI)
  - c. Market access
  - d. Business facilitation

It aims to:

- a. Increase trade volumes
- b. Enhance business competitiveness
- c. Support small and medium-sized enterprises (SMEs)

**2. Specific Interventions and Actions**

Typically involves:

- Business-to-business (B2B) relationships
- Trade shows and exhibitions
- Market research and intelligence

## 1.4 Legal and Policy Frameworks

Under the 1995 Constitution and Objective XXVIII of the National Objectives and Directives of State Policy, the Ministry of Foreign Affairs and its Uganda Missions are charged with the mandate of promoting and protecting Uganda's interests abroad that broadly include national security, national prosperity provided through economic and commercial diplomacy, and the wellbeing of Ugandans. ECD is undertaken through export promotion and import substitution, attracting targeted investors for foreign direct investment (FDI), tourism development, and technology transfer.

Overview of the legal mandate and policy framework that underpins Uganda's Economic and Commercial Diplomacy (ECD) objectives:

### I. Legal Framework

- a. The Constitution of the Republic of Uganda (1995): Article 125 mandates the Government to promote the country's foreign policy objectives, including economic diplomacy.
- b. Foreign Service Act (2006): The Act establishes the Ministry of Foreign Affairs and its mandate to promote Uganda's economic interests abroad.
- c. Diplomatic Service Act (2006): The Act regulates the conduct of diplomatic relations, including economic diplomacy.
- d. Export and Import Act: The Act regulates international trade, including export promotion and import regulation.
- e. Investment Code Act: The Act provides a framework for investment promotion, protection, and regulation.

- f. Taxation Laws: These Include the Income Tax Act, Value Added Tax Act, and Customs Tariff Act, which govern taxation and customs procedures.

## II. Policy Framework

- a. The National Development Plan (NDPIV) (2025/26 – 2029/30): This prioritises economic transformation, industrialisation, and export-led growth.
- b. Uganda Vision 2040: The Vision aims to transform Uganda into a middle-income country, with economic diplomacy playing a key role.
- c. The MoFA Strategic Plan 2025/25 – 2029/30.
- d. The Foreign Policy Framework: The policy outlines Uganda's foreign policy objectives, including promoting economic interests and cooperation (still in draft from 2019).
- e. The Trade Policy Framework (2016): The framework guides Uganda's trade policy, including negotiating trade agreements and promoting exports.
- f. The Investment Policy Framework (2016): The framework aims to promote and facilitate investment in Uganda.
- g. The National Industrial Development Policy (2020) under Ministry of Trade, Industry and Cooperatives (MTIC): The policy seeks to promote industrialisation and manufacturing exports.
- h. The Tourism Policy (2015): The policy aims to promote tourism development and exports.
- i. The Uganda Tourism Act: This Act reforms, consolidates, and streamlines laws related to tourism. It provides for licensing, regulating, and controlling the tourism sector.
- j. The National Trade Policy (2007): The policy has been undergoing review and countrywide stakeholder consultations. The final validation is scheduled for September 2025 and the policy will thereafter presented to Cabinet for final endorsement.
- k. The National Industrial Policy (2020).
- l. The National Export Development Strategy, 2017–2022: The strategy has undergone two in-depth reviews. Following the proposed final validation in September 2025, it will also be tabled for Cabinet approval.
- m. The External Trade Act (as amended 2025).
- n. The National Trade in Services Policy 2017 and Implementation Plan 2017-2022.
- o. The Uganda National Export Services Strategy 2021/22–2025/26.

## III. International Agreements and Treaties

- a. The African Continental Free Trade Area (AfCFTA): Uganda is a signatory to the AfCFTA, which aims to create a single, unified market for Africa.
- b. The East African Community (EAC) Treaty: Uganda is a member of the East African Community (EAC), which promotes regional economic integration and cooperation.
- c. The World Trade Organisation (WTO) Agreements: Uganda is a member of the WTO and has ratified several agreements, including the General Agreement on Tariffs and Trade (GATT) and the General Agreement on Trade in Services (GATS).
- d. The Bilateral Investment Treaties (BITs): Uganda has signed BITs with several countries, including the United Kingdom, the Netherlands, and China, to promote and protect foreign investment.
- e. The UN Charter.
- f. The Vienna Convention on Diplomatic relations 1961.
- g. The Vienna Convention on Consular Relations 1963.



- h. The Tripartite Free Trade Areas 2015 covering COMESA, EAC and SADC.
- i. The EAC Treaty: The treaty was signed in 1999. It is bound by the Customs Union and the Common Market Protocol.
- j. The AfCFTA: It was signed in March 2018, and ratified in November 2018.
- k. The COMESA Treaty: It was signed 1993, and ratified in 1994.
- l. WTO: Uganda has been a founding member since 1995, and ratified the Trade Facilitation Agreement in 2018.

## 1.5 Design Principles of the Strategy

The design process of this strategy was guided by the following key principles:

- i. **Scoping:** This ECD Strategy focuses on the supply side of the ECD value chain, specifically enhancing the capacity of Uganda's Missions Abroad to deliver on their ECD mandate. It outlines strategic interventions to strengthen the diplomatic infrastructure, improve service delivery, and promote Uganda's economic interests globally. To avoid duplication and ensure a unified effort, this strategy recognises the critical role of in-country MDAs such as Trade and Agriculture in driving demand-side interventions. Their efforts will be coordinated under their respective strategic plans, while this ECD Strategy emphasises the need for close collaboration and alignment with these MDAs to ensure a cohesive and effective approach to promoting Uganda's economic interests abroad.
- ii. **Adopting whole-of-government approach** – The cardinal principle adopted for this strategy is the adoption of a systems view thinking that requires a deliberate interrogation of the entire ECD value chain to ensure that all the potential role players are brought into play.
- iii. **Prioritisation** – All ideation was constrained to time, resources, considerations of international and regional competitive advantage and strategic fit with current direction (e.g., Tenfold Growth Strategy) to inform a phased approach and leverage quick wins. Therefore, interventions are based on consolidating past gains whilst candidly addressing the most urgent problems in an evidence-based approach.
- iv. **Readiness and political support** – Commitment to reform is required for successful delivery at the political, management and technical levels, including active involvement and participation by stakeholders to ensure compliance and conformity with legislation and procedures, as well as ownership of the strategy and consensus on the problems and reform goals.
- v. **Sustainability** – All proposed interventions should be financially sustainable and should ensure continuity in making use of synergies with other ECD investments across Government.
- vi. **Stakeholder participation** – Effective communication and institutional coordination is critical for all key players both on the supply side at Central Government level as well the demand side, including relevant stakeholders in the private sector and

civil society. This will enhance down accountability for results and identification of working solutions.

- vii. **Complementing and leveraging existing institutional strategic papers** – The ECD Strategy serves as a high-level framework designed to harness ECD objectives among key players, operating under the assumption that existing institutional and programme-specific strategic plans, such as Trade, Investment, and Industry, have prescribed approaches for addressing technical-level issues. Rather than pre-empting these institutional-level strategies, the ECD Strategy augments and is underpinned by them, focusing on fostering interagency coordination and creating feedback loops, enabling responsible MDAs to share critical business analytics, including international market requirements, to inform and enhance their respective strategic plans, ultimately driving economic growth and development.

## 1.6 Relevance: Strategic Alignment

### 1.6.1 NDPIV Commitments

The strategic intent of this strategy is anchored in the NDPIV FY 2025/26 – FY 2029/30 focus on Strategic Objective 3 of the NDPIV (*Support the private sector to drive growth and create jobs dedicated to creating a conducive environment for private sector*). This cites a critical commitment (*under Strategy 3.3*) to increase market access and competitiveness of Ugandan products. This will ultimately improve terms of trade, create more jobs and increase household incomes as well as drive the industrialisation process. Government critical action is to leverage economic and commercial diplomacy to negotiate targeted markets for the country's exports

In addition, the aspirations of ECD are also contributing to NDPIV Objective 1 of sustainably increasing production, productivity, and value addition in agriculture, minerals, oil and gas, tourism, ICT, and financial services. ECD will support this programme by bolstering the deliberate efforts to increase market access and support systems for effective marketing through market research, commercial diplomacy, etc.

### 1.6.2 Tenfold Growth Agenda (TGA)

The TGA presents key strategic anchors to drive the economy forward in the next 15 years by increasing productivity of the key growth-enhancing sub-sectors. This has the potential to generate about 2.5 percentage points of GDP annually.

The action agenda for delivering exponential economic growth in Uganda is based on five strategic anchor sectors for attaining a sustainable breakthrough into a new and higher economic frontier:

- i. Tourism Development;
- ii. Agro-Industry Development;
- iii. Mineral-based Industrial Development;
- iv. Oil and Gas Development (Petrochemical Industries); and
- v. STI, including ICT (Knowledge Economy Mainstreaming)

However, the ECD outcomes of enhancing the competitiveness of the Ugandan economy are presented in principle as the cornerstone for achieving the TGA objectives. The Agenda acknowledges that penetrating new global and regional markets, as well as growing Uganda's market share of high

value-added goods and services in the above five strategic anchor sectors is the centre of gravity for the economic vision.

Whereas the services sector of the economy will continue to play an important role in supporting productivity gains across the economy, the battle frontier under the economic order for exponential GDP growth lies in advancing the tradable sector as the sure route for introducing new wealth and modern technologies into the country. This is the essence of building a competitive economy – the ability of a country to progressively trade across international borders under favourable terms. It is also the basis of development cooperation based on mutual interests.

### **1.6.3 Revised National Export Development Strategy (NEDS)**

The ECD Strategy will also be underpinned by the NEDS tenets (export development and export promotion) even as it goes through various updates. Export development should enable us to produce the required quantities and quality on a sustainable and regular basis and to add value to what we produce, while export promotion should enable us to 'get' our products and services onto the market and 'keep' them there. To achieve this, the Strategy adopts the approach of product and market focusing: over the next five years, we will focus on particular products for specific markets. Our main focus will be on the preferential markets; and the approach with respect to the selected priority products and services will address issues along entire value chains. The ECD Strategy, therefore, assumes successful implementation of the NEDS to address the export value chain constraints.

### **1.6.4 Executive Commitments and Manifesto**

The NRM Manifesto on export emphasizes market access for export-oriented growth and the development of strategic commodities to boost national export earnings and household incomes. It further aims to establish border export zones to leverage regional trade benefits by improving on the trade infrastructure, capacity building of the cross-border traders, compliance with standards, and marketing quality products.

The Manifesto underscores the importance of ECD in driving Uganda's economic growth and transformation. Specifically, the Manifesto commits to leveraging Uganda's diplomatic missions to promote exports, attract foreign investment, and strengthen trade relationships. Furthermore, it emphasises the need to enhance the country's economic competitiveness, increase its share of global trade, and create jobs and wealth for Ugandans.

The NRM Manifesto identified the roles of ECD as a key instrument for increasing market access for exports. With plans to industrialize Uganda, the Manifesto identified the market as one of the leading bottlenecks facing producers, citing market access challenges ranging from the global unfair "rules of the game" — restrictions, standards and subsidies used by wealthy nations — down to regional and local-level factors. The Executive noted that there is a shift in Africa's ECD orientation away from its traditional trading partners, the European Union (EU) (with Africa's exports going to EU reducing from an average of 40% in 2000 to 25% in 2017) and the US (from nearly 25% in 2000 to 8% in 2017), and increasing its exports to China (from 5% in 2000 to over 20% in 2017) and India (from 3% to 10%).

The Manifesto noted that the private sector and exporters had not taken full advantage of the available and emerging markets despite government efforts to negotiate trade agreements. The Manifesto also elevates the need to build capacity for precise market information and knowledge aimed at buyers in

the target markets. To get pragmatic, the emerging strategy needs go beyond overseas negotiations by strengthening linkages and working directly with private sector organizations such as Uganda Manufacturers Association (UMA), chamber organizations — like mines and petroleum, oil and gas, trade, investment — and the Private Sector Foundation Uganda (PSFU) to help manufacturers and other producers identify markets and look for buyers of Ugandan products, both in the regional and international markets. This, again, signals strengthening stronger ties on the demand side of the ECD efforts.

## 1.7 Overview of ECD Environment Analysis

Uganda's ECD efforts are critical to promoting the country's economic interests, attracting foreign investment, and enhancing trade competitiveness. To inform the development of effective ECD strategies, this environment analysis employs SWOT and PESTEL analytical frameworks to examine the internal and external factors influencing Uganda's economic diplomacy landscape.

### 1.7.1 Internal Environment

This SWOT analysis highlights the key strengths, weaknesses, opportunities, and threats that can impact ECD efforts in Uganda at both the macro and micro levels (limited to the frontline actors, particularly the Missions Abroad and investment-facilitating agencies). By understanding these factors, policymakers and diplomats can develop effective strategies to promote economic growth, trade, and investment in Uganda.

#### I. Strengths

##### Macro (National Level)

- a. **Government commitment:** Uganda ECD efforts are enshrined in the Manifesto and there is growing acknowledgment of the contribution of ECD in the core technical economic papers including evidence of enhanced funding.
- b. **Strategic location:** Uganda's location in the heart of Africa, with access to the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA), provides a strategic advantage for trade and investment.
- c. **Natural resources:** Uganda is rich in natural resources, including oil, gas, minerals, and fertile land, which can attract foreign investment and drive economic growth.
- d. **Growing economy:** Uganda's economy has been growing steadily, with a GDP growth rate of around 6%, providing opportunities for trade and investment.
- e. **Diaspora community:** Uganda's diaspora community can play a significant role in promoting trade and investment, as well as providing remittances.
- f. **Open refugee policy:** Uganda's open refugee policy has given the country increased diplomatic influence in regional and international forums, particularly on migration and refugee issues.
- g. **Planned infrastructural developments:** Developments in the transport sector such as the Standard Gauge Railway (SGR) are critical to supporting trade facilitation and stimulating economic growth by connecting Uganda to regional and international markets, promoting trade, and creating jobs.

##### Micro (Missions Abroad)

- a. **Strategic locations:** Uganda's Missions are located in strategic countries, providing access to key markets, trade routes, and diplomatic networks.

- b. **Experienced diplomats:** Many of Uganda's diplomats have extensive experience in international relations, trade, and diplomacy.
- c. **Existing official communication channels:** Uganda's Missions have established effective communication channels with host countries, international organisations, and Ugandan stakeholders.
- d. **Cultural diplomacy:** Uganda's Missions can leverage cultural diplomacy to promote Ugandan culture, values, and interests abroad.
- e. **Capacity for economic diplomacy:** Uganda's Missions can facilitate economic diplomacy by promoting trade, investment, and tourism between Uganda and host countries.

## II. Weaknesses

### Macro Issues (National Level)

- a. **Infrastructural challenges:** Uganda's infrastructure, including roads, energy, and transportation, is still underdeveloped, which can increase costs and reduce competitiveness.
- b. **Limited export diversification:** Uganda's export base is relatively narrow, with a few primary commodities dominating exports, making the economy vulnerable to external shocks.
- c. **Skills gap:** Uganda faces a skills gap, particularly in areas like technology, engineering, and finance, which can limit the country's ability to attract high-value investment.

### Micro Issues (Missions Abroad)

- a. **Inadequate and dilapidated infrastructure:** Some Missions lack adequate infrastructure, including office space, technology, and transportation, which risks eroding the credibility of the country's ECD outfit and value proposition.
- b. **Limited staff establishment:** Missions are understaffed, especially in the specialised areas, which undermines negotiation efforts. Comparatively, other countries have deployed selected specialists in interest areas to augment the efforts of the diplomats.
- c. **Missions overstretched in terms of geographical coverage:** Overstretched Missions may struggle to maintain effective relationships with host countries, international organisations, and other stakeholders.
- d. **Uganda's Missions Abroad often lack access to timely and accurate data and intelligence on specific opportunities for ECD:** This issue is occasioned by limited comprehensive market research and analysis, making it challenging to identify specific ECD opportunities and, therefore, Uganda's Missions may struggle to compete with other countries' diplomatic missions.
- e. **Inadequate training:** Some diplomats may lack adequate training in technical areas such as trade, tax policy, investment, negotiation skills and generally economic diplomacy. There is, therefore, need for continuous support.
- f. **Sub-optimal coordination and communication:** Communication between Uganda's Missions and key actors, as identified in the stakeholder's analysis, can be inadequate, as seen, for instance, in response rates and broken feedback loops between other players in the value chains, leading to coordination challenges.
- g. **Limited network:** Uganda's Missions may have limited networks and connections in host countries, hindering their ability to promote Ugandan interests.



### III. Opportunities

#### National Level

- a. **Regional integration:** Uganda's participation in regional economic communities, such as the EAC and the AfCFTA, provides opportunities for increased trade and investment.
- b. **Investment in infrastructure:** Investing in infrastructure development, such as roads, energy, and transportation, can improve the business environment and attract investment.
- c. **Diversification of exports:** Diversifying Uganda's export base can reduce the economy's vulnerability to external shocks and increase competitiveness.
- d. **Technology and Innovation:** Leveraging technology and innovation can drive economic growth, improve productivity, and increase competitiveness (e.g. digital marketing strategies in promotion; tourism; investment facilitation; business opportunities).
- e. **Upcoming international events:** Hosting international events can raise Uganda's global profile, showcasing its culture, tourism, and economic opportunities. The events can be a platform for Ugandan officials, business leaders, and diplomats to network with foreign counterparts, promoting economic and diplomatic ties.

#### Missions Abroad

- a. **Growing global economy and new markets beyond the West:** The growing global economy presents opportunities for Uganda's Missions to promote trade, investment, and tourism.
- b. **Regional integration:** Uganda's participation in regional organisations such as the EAC and the AfCFTA presents opportunities for economic integration and cooperation.
- c. **Diaspora engagement:** Uganda's Missions can engage with the Ugandan diaspora to promote investment, trade, and tourism.
- d. **Digital diplomacy:** Uganda's Missions can leverage digital diplomacy to promote Ugandan interests, engage with foreign publics, and facilitate economic diplomacy.
- e. **Upcoming digital transformations in the Ministry of Foreign Affairs through the proposed Management Information System (MIS):** This should be preceded by a comprehensive business process review to enhance the potential for strengthening communication and coordination with Missions Abroad and other actors at home and in the diaspora.

### IV. Threats

#### National Level

- a. **Global economic uncertainty:** Global economic uncertainty, including trade tensions and economic downturns, can impact Uganda's economy and trade relationships.
- b. **Climate change:** Climate change can impact Uganda's agricultural sector, which is a significant contributor to the country's economy.
- c. **Regional security concerns:** Regional security concerns, including terrorism and instability, can impact Uganda's economy and trade relationships.
- d. **Dependence on primary commodities:** Uganda's dependence on primary commodities, such as oil and minerals, can make the economy vulnerable to external shocks and price volatility.
- e. **Ineffective participation of Uganda's private sector in ECD:** Private sector companies may not have access to timely and accurate market information, making it challenging for them to identify opportunities. In addition, some private sector companies may lack the capacity, including resources and expertise, to effectively maximise emerging opportunities.



## Missions Abroad

- a. **Limited competitiveness of Uganda's offerings:** Uganda's Missions face competition from other countries' diplomatic missions, and the country's competitiveness strategy needs comprehensive improvement to promote Ugandan interests.
- b. **Limited financial resources:** Uganda's Missions Abroad often face funding constraints, limiting their ability to effectively promote Ugandan interests.

### 1.7.2 External Environment Analysis

To contextualise Uganda's ECD efforts, this section examines the external macro-environment using a PESTEL analysis, highlighting key trends, opportunities, and challenges shaping the playing field of ECD. Understanding these factors facilitated the prioritisation of effective strategies to promote economic growth, trade, and investment in Uganda.

## Political Factors

- a. **Government stability:** Uganda has a relatively stable government, but occasional protests and elections can impact business operations.
- b. **Uganda is politically neutral:** Neutrality and non-alignment also provide increased flexibility, giving countries the freedom to maneuver and form partnerships based on mutual interests rather than being limited by pre-existing alliances. This flexibility can lead to increased trade opportunities, as countries are not restricted by alliance obligations or trade agreements.
- c. **Trade policies:** Uganda is a member of the EAC and the AfCFTA, offering opportunities for regional trade.
- d. **Corruption:** The strategy noted the need to augment government efforts to fight corruption in some of the critical actors. Corruption is deemed to include inefficiencies in terms of limited professionalism and timeliness of execution of commitments, which can pose a risk to ECD efforts, and can affect business operations and investor confidence.
- e. **Regional integration:** Uganda's participation in regional economic communities can facilitate trade and investment.
- f. **International and regional conflicts.** The ongoing conflicts can disrupt trade routes, leading to increased costs and reduced access to markets. This can negatively impact Uganda's export-led growth strategy and its efforts to attract foreign investment. These also can challenge Uganda's diplomatic efforts, making it difficult to maintain good relations with other countries and navigate complex geopolitical situations.
- g. The declining concessional borrowing window by most development partners will constrain the capacity to generate financing of government programmes in the ATMS. This is worsened by the rising national debt levels. However, Uganda hopes to leverage the anticipated oil revenues that will be prudently invested in line with the Charter of Fiscal Responsibility.
- h. **The emerging Environmental, Social, and Governance (ESG) directives and sustainability requirements that are likely to affect Uganda's external trade potential:** Directives such as traceability of products by the EU are biased against Uganda's traditional ways of production.

## Economic Factors

- a. **Economic growth:** Uganda's economy has been growing steadily, with a GDP growth rate of around 6%.
- b. **Inflation:** Uganda's inflation rate has been relatively stable, averaging 5%.
- c. **Tax policy:** Uganda's tax policy is characterized by relatively low tax rates, making Uganda an attractive destination for investors. The tax policy has also been relatively stable, providing a predictable environment for investors. In addition, Uganda offers various incentives to attract foreign investment and promote economic growth. These incentives include investment incentives, export-led growth incentives, and tax holidays. For instance, investors in priority sectors such as agriculture, manufacturing, and tourism are eligible for tax incentives.
- d. **Debt burden:** Increasing debt levels and reducing concessional financing windows strain the economy, increase vulnerability to external shocks, and limit investment in critical sectors. Measures are in place to manage this.
- e. **Infrastructure:** Uganda's infrastructure, including roads, energy, and transportation, is improving but still requires investment.
- f. **Remittances:** Remittances from Ugandans living abroad contribute significantly to the country's foreign exchange earnings.

## Social Factors

- a. **Demographics:** Uganda has a young and growing population, with over 70% of citizens under the age of 30.
- b. **Education:** Uganda's education system is improving, but access to quality education remains a challenge.
- c. **Healthcare:** Uganda's healthcare system faces challenges, including limited access to quality healthcare services.
- d. **Cultural diversity:** With over 40 dialects, Uganda's cultural diversity can be leveraged to develop tourism and attract investments. This can also be used as a tool to engage the diaspora community, promoting investment, trade, and cultural exchange.
- e. **Racism:** Racism can have a profound impact on ECD strategies for African countries. For example, it perpetuates negative stereotypes about African countries and products, affecting how they are perceived by international partners and investors. This leads to limited access to markets, resources and opportunities, hindering African countries' economic growth and development.

## Technological Factors

- a. **Digital infrastructure:** Uganda's digital infrastructure is improving, with increasing access to internet and mobile services.
- b. **Innovation:** Uganda has a growing innovation ecosystem, with various hubs and incubators supporting startups.
- c. **Cybersecurity:** Cybersecurity remains a challenge in Uganda, with increasing cases of cybercrime.
- d. **Technology transfer:** Uganda can benefit from technology transfer partnerships to enhance productivity and competitiveness.

## Environmental Factors

- a. **Climate change:** Climate change affects Uganda's agricultural sector, which is a significant contributor to the country's economy.
- b. **ESG and traceability requirements:** Compliance with the European Union's Deforestation Regulation (EUDR) is crucial for maintaining market access. Uganda's exports, particularly coffee, face significant challenges due to EUDR's requirements for deforestation-free certification and traceability.
- c. **Natural resources:** Uganda is rich in natural resources, including oil, gas, and minerals, which can attract foreign investment.
- d. **Environmental regulations:** Uganda has environmental regulations in place, but enforcement can be a challenge.
- e. **The EU deforestation regulations and traceability requirements for Ugandan products:** These may affect export penetration of the EU market.
- f. **Sustainable development:** Uganda aims to achieve sustainable development through initiatives like the Fourth National Development Plan.

## Legal Factors

- a. **(a) Business regulations:** Uganda's business regulations are improving, but bureaucratic processes can still be challenging in some of the actors, which is why Government is leveraging automation of critical processes.
- b. **Intellectual property protection:** Uganda has laws in place to protect intellectual property, but enforcement can be a challenge.
- c. **Dispute resolution:** Uganda has a relatively effective dispute resolution mechanism, with the Commercial Court and arbitration options available.
- d. **Compliance with international standards:** Uganda aims to comply with international standards, including those related to trade, investment, and human rights.

### 1.7.3 Summary of Lessons Learnt

- i. **Importance of strategic planning:** The lack of a coherent ECD strategy for each Mission highlights the need for careful planning and alignment with overall economic goals.
- ii. **Coordination is key:** Limited coordination with home-based MDAs emphasises the importance of effective communication and collaboration to maximise opportunities. In the ECD value chain, every stakeholder plays a crucial role, and effective collaboration is essential for achieving cohesive and integrated outcomes. The interdependence of stakeholders means that weaknesses in any link can compromise the entire effort, highlighting the need for a holistic approach that leverages the strengths of each stakeholder to drive economic development and avoid the risk of missed opportunities.
- iii. **Market readiness matters:** The readiness of Uganda's markets to take advantage of trade promotion opportunities underscores the need for capacity building and preparedness.
- iv. **Funding alone is not enough:** Increased funding without a clear strategy and effective implementation mechanisms may not yield the desired results.

- v. **Need for monitoring and evaluation:** Regular monitoring and evaluation of ECD efforts can help identify areas for improvement and ensure effective use of resources.
- vi. **Institutional capacity:** Strengthening institutional capacity within Missions and MDAs can enhance ECD efforts and improve outcomes.
- vii. **Stakeholder engagement:** Engaging relevant stakeholders, including private sector and civil society, can help identify opportunities and challenges.

## 2.1 Structure of Uganda's Economy

Uganda has, over the years, harnessed the creation of a conducive economic terrain with an efficient policy and regulatory framework that enables competition across businesses with no government restrictions, which attracts investments. Uganda's investment policy aims at attracting investments in various sectors. The policy provides for tax and non-tax incentives to both domestic and foreign investors. These incentives are provided in the UIA Guide to tax incentives/exemptions of July 2023.

### According to the African Economic Outlook (2024):

- i. Uganda's economy expanded 4.6% in 2023, lower than 6.3% in 2022 due to lower manufacturing output and contractions in food production and public administration.
- ii. The economy is projected to expand by 6.0% in 2024 and 7.0% in 2025, sustained by stronger regional growth as global supply chains normalize. The oil sector will continue ramping up investments in wells and pipelines, further underpinning growth and future exports.
- iii. Productivity has advanced 294% in manufacturing and 164% in trade services, but these sectors employ only a small fraction of the workforce. Manufactured goods constituted only 13% of total exports in 2022.
- iv. Inflation is expected to converge to 5% as Bank of Uganda maintains a tight monetary policy set at 10.25%.
- v. Rising imports of goods and services will keep the current account deficit elevated.
- vi. Net foreign assets declined during the second half of 2023, marginally depreciating the shilling-US dollar exchange rate by 1.8% in 2023.

From the World Bank's projections (2024), this growth is accelerating, supported by agriculture and services, and the outlook for FY 2025 is improving to 6.2%. Over the medium term, growth is projected to significantly accelerate to 10.8% in FY 2026 as oil production starts, and later return to around 6% as the oil production plateaus. Growth will also be driven by a recovery in tourism.

## 2.2 Strategic Positioning of Uganda

This section highlights Uganda's strategic positioning for ECD analysed against performance in selected key ATMS sectors:

### 2.2.1 Trend analysis on Key Results and Key Performance Indicators (KPIs)

This sub-section provides a quick overview of trends on exports, tourism, and foreign direct investments – three of the key KPIs related to the ATMS growth agenda.

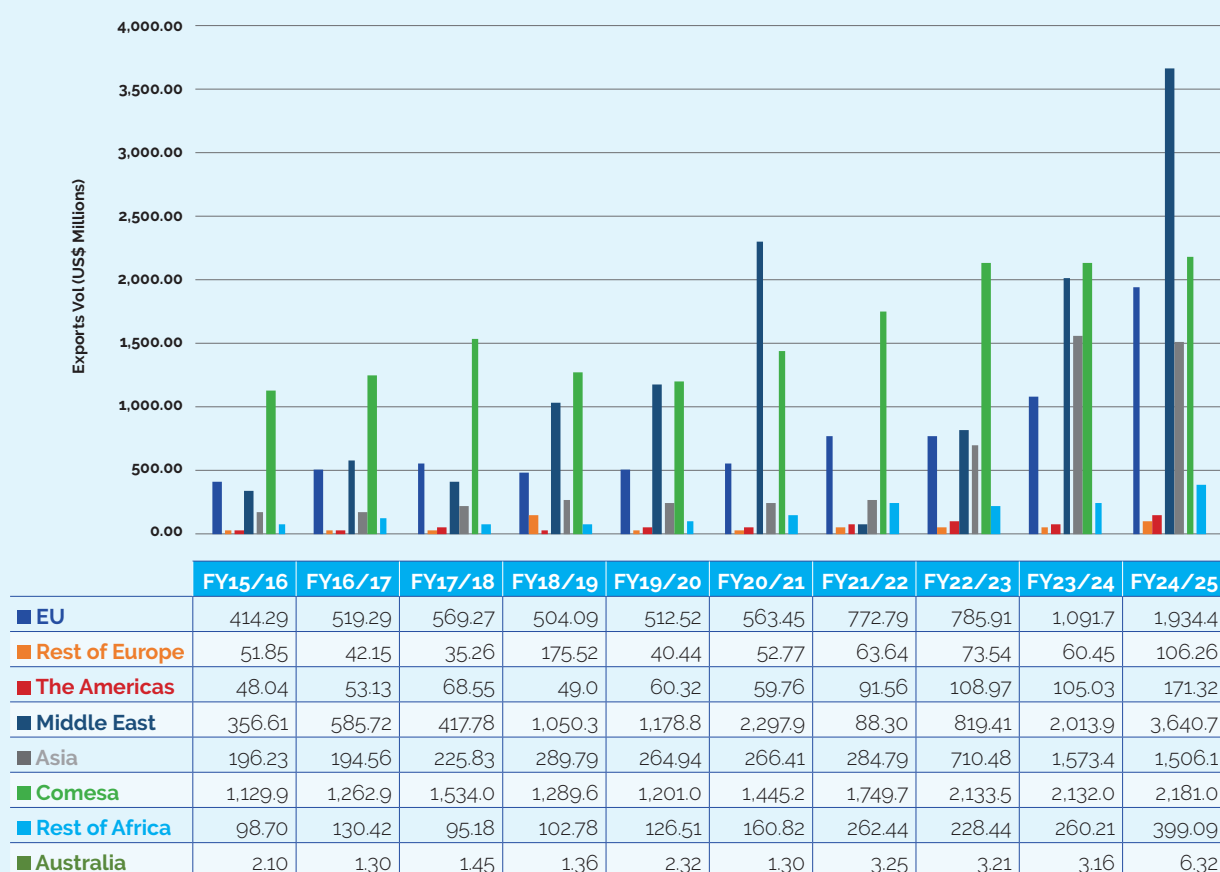
#### Performance of Exports

Africa's footprint in the global market remains small, accounting for just 2.3% of global exports, with its product space largely dominated by primary commodities and natural resources. Approximately 14% of the region's exports are directed to other African countries, much of which involves transformed

products. Intra-African trade is more diversified and technologically advanced compared to Africa's trade with the rest of the world. Investment in economic diversification and the strengthening of regional value chains under the AfCFTA will be critical to unlocking Africa's full economic and development potential.

This notwithstanding, Uganda is projected to experience an upturn in trade fortunes. As borne out by the Background to the Budget (BTTB) FY 2025/26, Uganda made significant strides, particularly within the EAC, COMESA, and the AfCFTA in terms of trade. For the first time in the country's history, monthly receipts from merchandise exports reached and exceeded the one billion US dollar mark (USD 1.11 billion), which shows the opportunity at hand to further contribute to the economy. Figure 1 shows an overview of the direction of trade exports from Uganda to external blocs, which is consistent with this expectation, and demonstrates the criticality of the Middle East trading bloc, given its contribution over a 10-year trend analysis, as well as COMESA, which reflects intra-trade potential.

**Figure 1: Trend Analysis of Trade Exports by Regional Blocs**



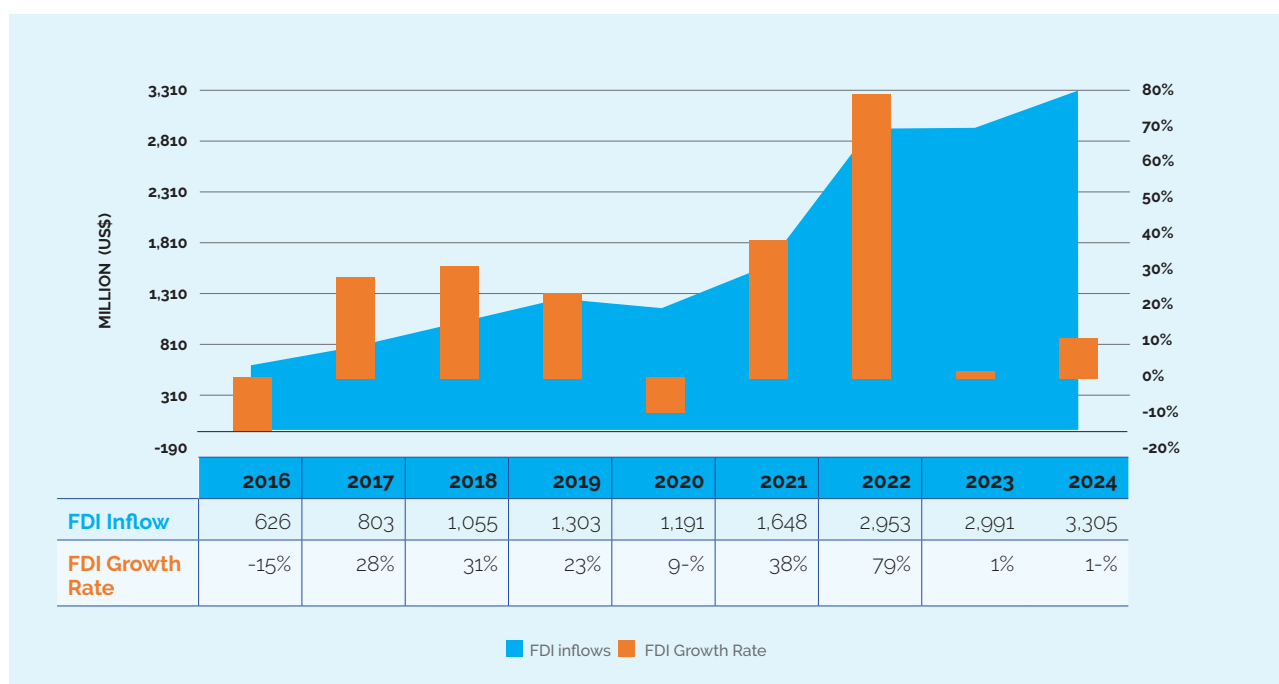
**Source:** Bank of Uganda Statistics



## Trends in Foreign Direct Investments

Developing countries face ongoing challenges in the global investment landscape, particularly in sectors crucial for meeting the Sustainable Development Goals (SDGs), which heavily rely on international project financing. Uganda saw a steady increase in Foreign Direct Investment (FDI) inflows, rising from \$2,952.9 million in 2022 to \$2,991.2 million in 2023, and further growing by 10.5% to \$3,304.9 million in 2024 (figure 2). This growth was primarily driven by significant advancements in the mining sector, particularly the transition from exploration to development in preparation for oil production (BoU, 2024). Looking ahead, Uganda's FDI outlook appears promising, with anticipated investments in oil and related sectors, as well as government infrastructure projects such as roads, dams, and bridges, expected to drive higher inflows.

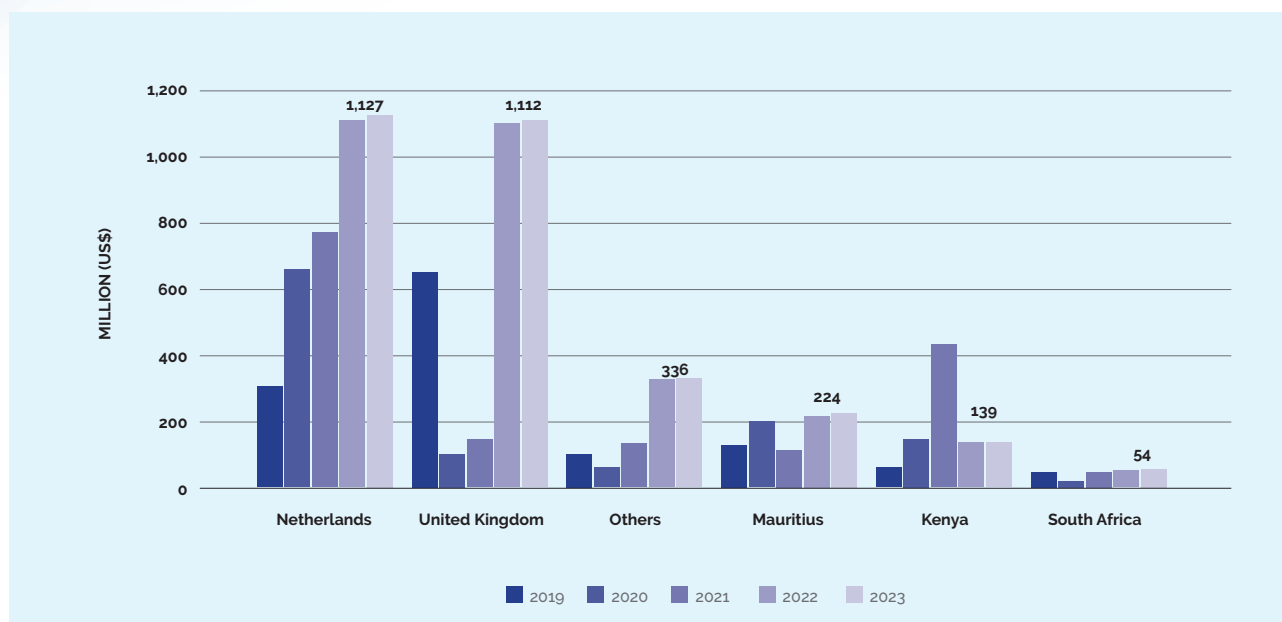
**Figure 2: Foreign Direct Investment Trends 2016 – 2024**



**Source:** BTTB 2025/26

In 2023, Uganda's FDI inflows were primarily sourced from the Netherlands, which accounted for 38% (\$1,127 million) of the total. The UK was a close second, contributing 37% (\$1.1 billion). Other significant contributors included Mauritius (7%, \$224 million) and Kenya (5%, \$139 million). This is further demonstrating the need for regional profiling to maximize the potential of the contributing missions in harnessing FDIs.

**Figure 3: FDI Inflow into Uganda by Source Country**

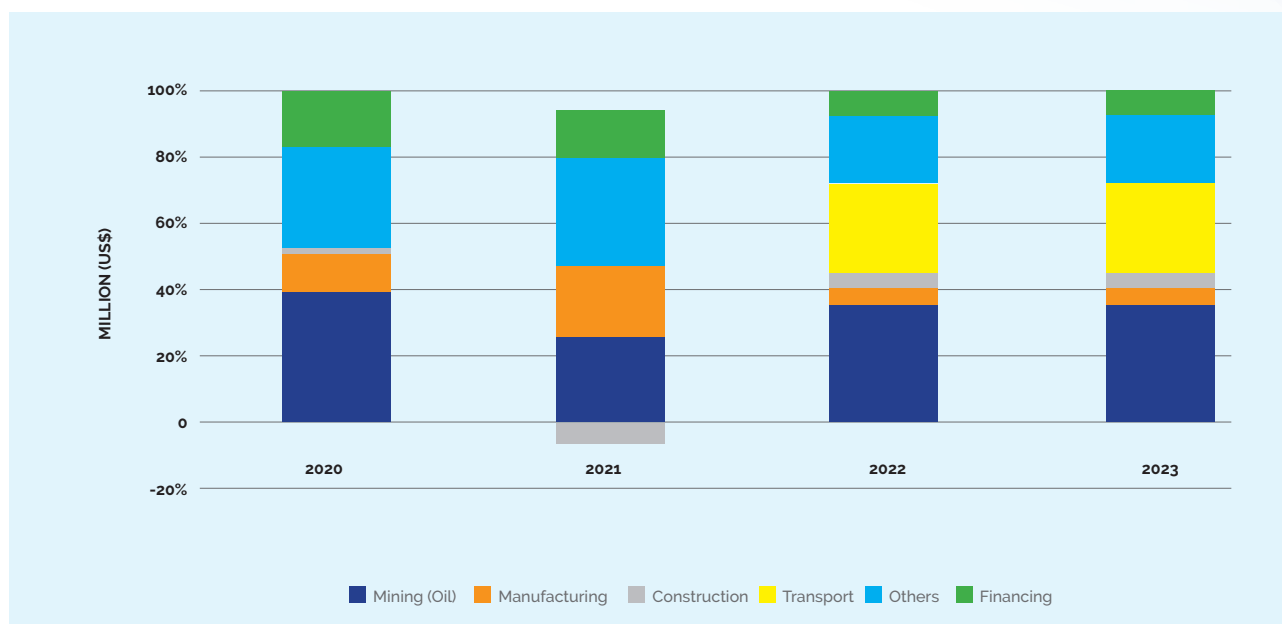


**Sources:** BTTB 2025/26

### Sectoral Distribution of FDI

In 2023, the mining (oil) sector attracted \$1,057.53 million in FDI, accounting for 35.4% of total inflows. This represented a 1.3% increase from 2022, driven by heightened activity as the sector transitioned from exploration to development. According to the Bank of Uganda (2024), oil sector activities dominated FDI inflows, with 67.3% going to mining and 30.1% to transportation, mainly for pipeline development. The oil sector is poised to remain a major draw for foreign investment as Uganda approaches commercial oil production. The transport, storage, and communication sector was the second-largest recipient of FDI, with \$806.7 million (27% of total). Other key sectors included finance, insurance, and business services (\$216.9 million), manufacturing (\$157.6 million), and construction (\$115.9 million).

**Figure 4: FDI Performance by Sector, 2020 to 2023 (Million USD)**



Source: BTTB FY 2025/26

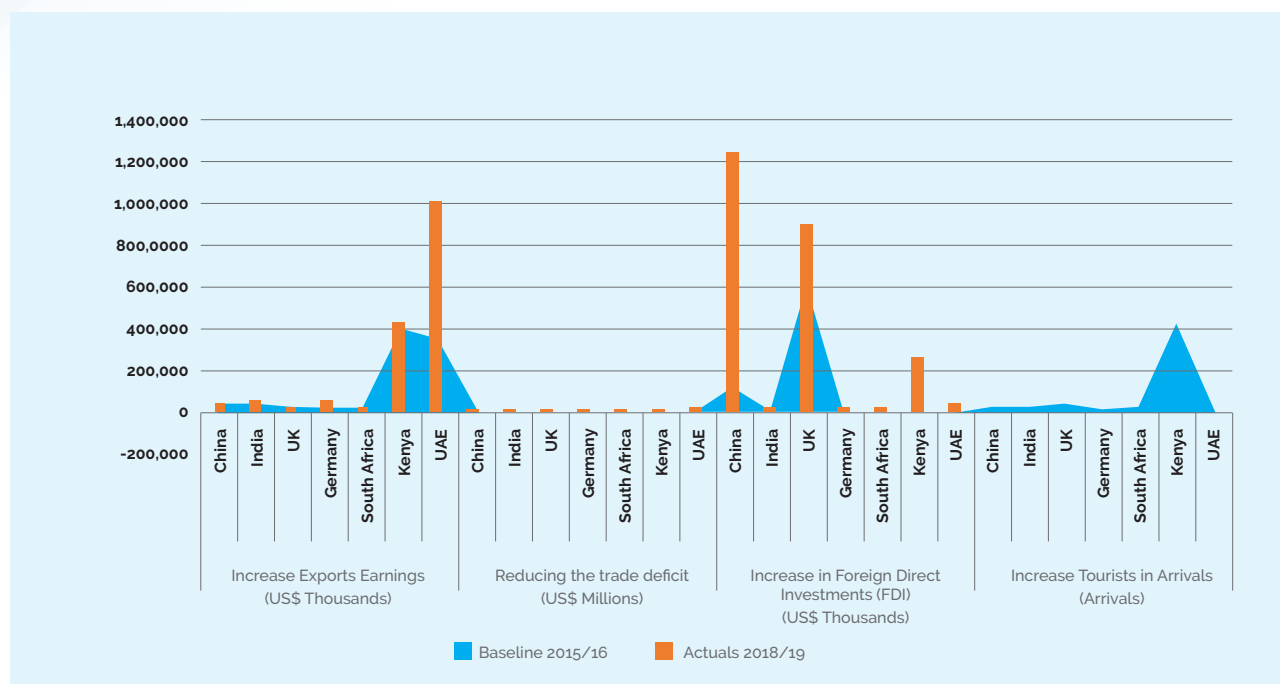
### 2.1.2 Analysis of Key Results from the Review of the ECD Pilot as of 2022

In 2016, H.E. the President directed the Ministry of Foreign Affairs (MoFA) to enhance Economic and Commercial Diplomacy (ECD) as an approach to deliver on the Presidential Directives. Consequently, the Ministry of Finance, Planning and Economic Development (MoFPED) provided UGX 4.0 billion to eight Ugandan Missions in FY 2016/17 to pilot the implementation of ECD.

The pilot Missions were Berlin, Abu Dhabi, New Delhi, London, Beijing, Guangzhou, Pretoria and Nairobi. They accordingly carried out export promotion and import substitution, attracting foreign direct investment (FDI), tourism development, and appropriate technology transfer.

The performance for the period 2016/17–2018/19 is reflected in the evaluation of the outcome indicators in **Figure 5** based on statistics from UBOS (Trade Statistics) and the Immigration Department of the Ministry of Internal Affairs (Tourist Arrivals). \*\*Arrival stats yet be updated

**Figure 5: Trend analysis of Key Results and Key Performance Indicators (KPIs)**



**Source:** MoFA ECD Evaluation Report (2022) based on UBOS and Immigration Statistics

Further evaluation of ECD performance of these piloted Uganda Missions for the period 2018–2023 (BoU, UBOS, UIA, Ministry of Internal Affairs on tourist arrivals, Uganda Missions performance reports) revealed that:

- i. In the region, Bank of Uganda reported Uganda to have had a favourable balance of trade with Kenya in the year 2017/18, e.g., a trade surplus of USD 122.78 million with Kenya (exports of USD 628.47 million against imports of USD 505.70 million). Uganda also registered a record of the highest trade balance in the EAC region of USD 413.86 million (exports of USD 1,220.63 million against imports of USD 806.77 million) in 2017/18. These statistics are partly attributed to the Ministry's efforts in convening and coordinating the Joint Permanent Commissions (JPCs)/Joint Economic Commissions (JECs) under the ECD Approach.
- ii. According to UBOS (2021), the COMESA regional bloc was the leading final destination for Uganda's exports, accounting for 39.9% of total exports in 2021 and valued at USD 1,476.8 million, the Middle East sub-continent region was the second largest destination for Uganda's exports, with the United Arab Emirates (UAE) leading with USD 1062.9 million, and the European continent was the third destination, accounting for 16.3% of the total exports in Calendar Year (CY) 2021 compared to 12.4% in CY 2020, and the EU bloc was the main destination for Uganda's exports to Europe, with major destinations being Italy, Germany, the Netherlands and Belgium.
- iii. For China, Uganda's exports increased from USD 32 million to USD 88.33 million, remittances by Ugandan workers in China rose from USD 7.6 million to USD 27 million, tourist arrivals rose from 100 in 2018 to over 1,500 in 2023, FDI, which had declined from USD 226 million in 2018 to USD 2.1 million in 2021, rose to USD 106.1 million in 2022, and Uganda received over 550 scholarships over the same period.

- iv. For the UAE, trade with Uganda increased from USD 300 million to USD 1.950 billion, turning a trade deficit of USD 68.3 million into a surplus of USD 1.5 billion, labour export increased from 2,556 to over 20,461, whereas remittances from the diaspora increased from USD 30 million to USD 250 million.
- v. For the United Kingdom, trade value increased to USD 523 million as a result of export growth by 9.1%, and FDI increased to USD 34 million, making the UK Uganda's 109th ranked trading partner from the 136th position.
- vi. For Kenya, formal and informal exports increased by 15.4% and back to pre-COVID19 levels of USD 737 million, and FDI inflows increased from USD 230m to USD 257 million.
- vii. For South Africa, trade increased from USD 6.1 million in 2018/19 to USD 19 million in 2022/23, and agribusiness earnings increased to USD 2.7 million in 2022/2023.

Effective 2021, MoFA designed and pursued a robust ECD approach through Uganda's Missions Abroad as part of the foreign policy and strategic fit for the country. However, there was no proper ECD Framework, Strategy and financing mechanism to implement the planned interventions.

### 2.1.3 ATMS Performance Trends for Exports

The section highlights prospects for exports under Agro-processing, Tourism Development, Mineral Development and Science, Technology and Innovation (ATMS). Uganda's economic outlook, fiscal and monetary policies, and prospects for exports under the ATMS require constant monitoring in the wake of ECD. While undertaking ECD, Uganda's Missions Abroad need to be conversant with the current trends, policies and prospects, including the foundations of Uganda's economy.

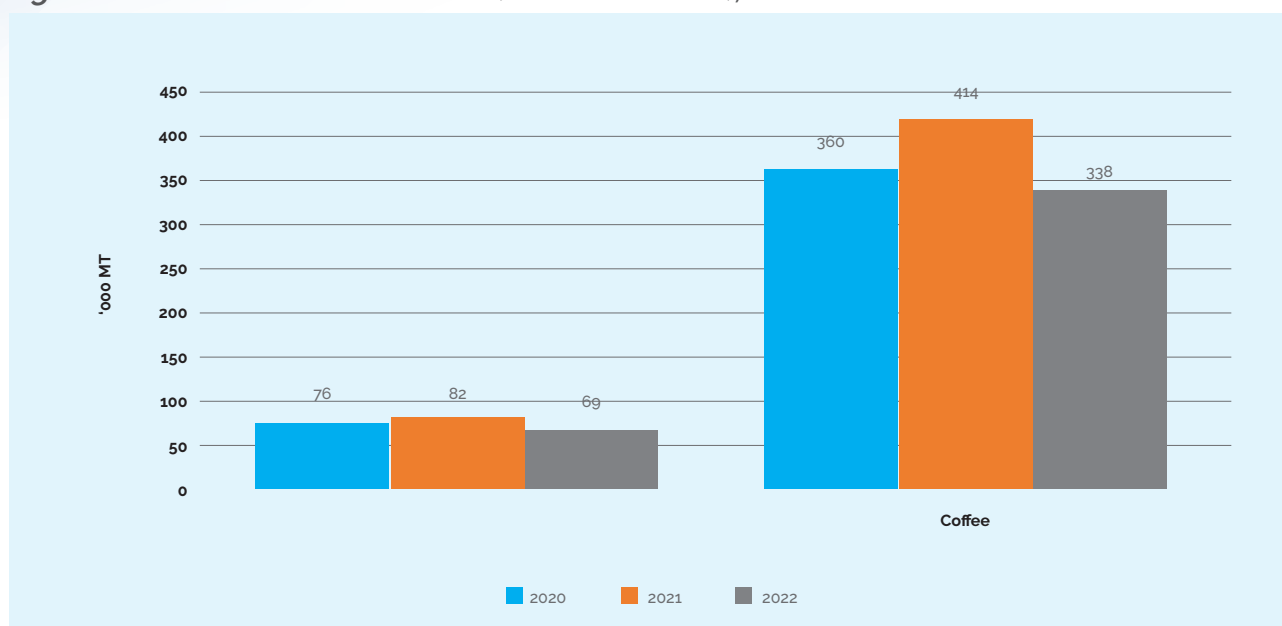
The performance trend of the foundations of Uganda's economy, such as agriculture, manufacturing, services, and technology, is provided as follows:

#### I. Agriculture and Fisheries

The sector of agriculture and fisheries includes food crop production; cash crop production, such as coffee, tea, cotton, and tobacco; livestock and poultry products; and fish catch production.

In 2022, there was a decrease of 18.4% in the volume of coffee produced from about 414,000 metric tons (MT) to 338,000 MT, and tea production decreased by about 16% (82,000 MT to 69,000 MT) in the same year, as shown below:

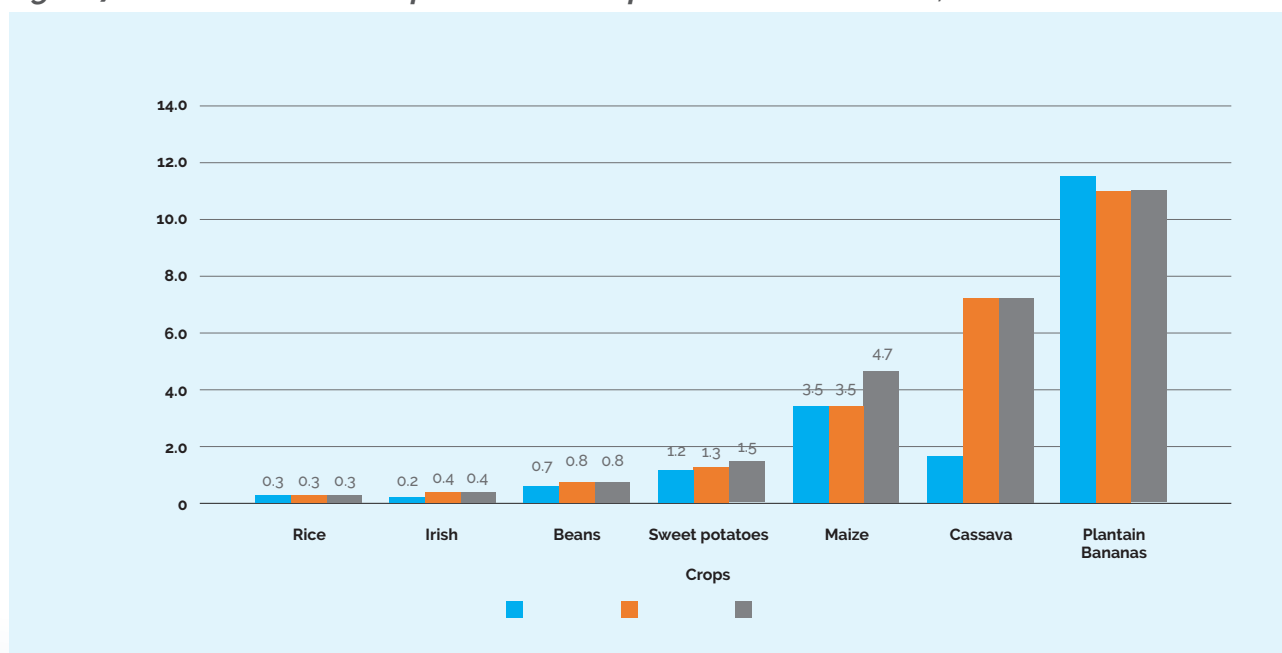
**Figure 6: Tea and Coffee Production ('000 Metric Tons), 2020 – 2022**



Source: UBOS (2023)

On food crops, there are over 10 grown food crops in the country that are also sold to generate income at household level. These include: maize, millet, sorghum, rice, cassava, sweet potatoes, Irish potatoes, beans, cow-peas, field peas, pigeon peas, groundnuts, soya beans, simsim (sesame), and plantain. In 2022, plantain bananas were the biggest food crop produced, while rice was least produced in the same period (UBOS, 2023), as reflected below:

**Figure 7: Production Volumes for Selected Crops (Million Metric Tons), 2020–2022**



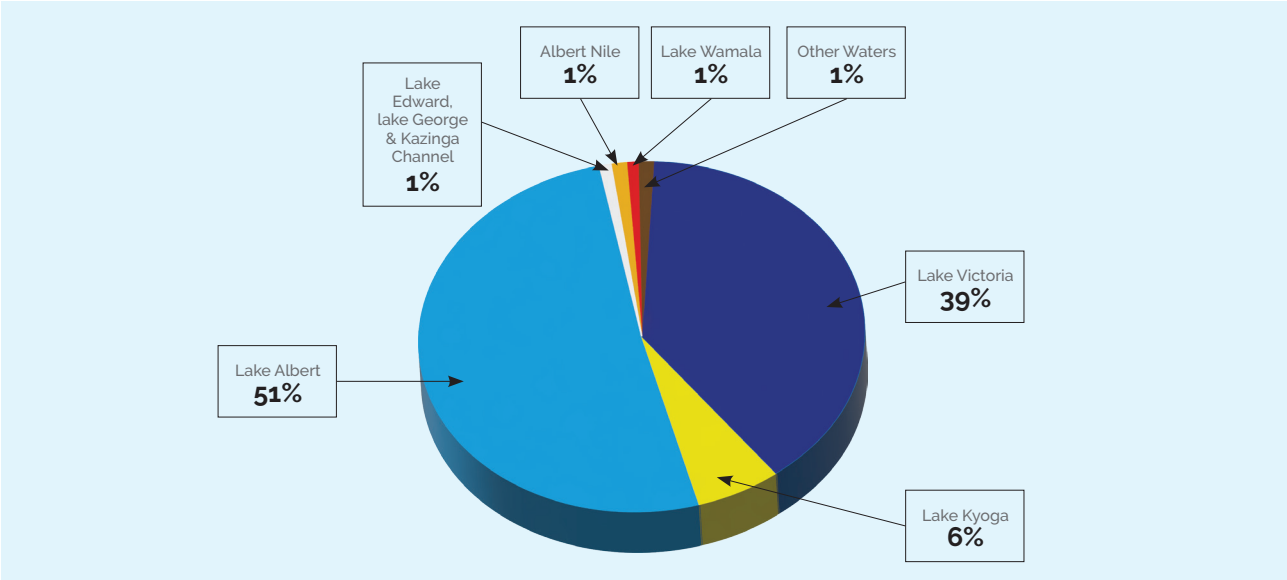
Source: Ministry of Agriculture, Animal Industry and Fisheries and UBOS (2023)

On the fish catch, it continues to be a vital source of livelihood, with open water sources covering 15.5% of the country's total surface area (Lakes Victoria, Albert, and Kyoga as major contributors). In 2022, L.



Albert maintained its position as the largest contributor to fish catch (51% total fish catch production), followed by L. Victoria (39%), L. Kyoga (6%), and other waters, which contribute 1% to the overall fish catch production (UBOS, 2023), as reflected in the figure below. This indicates the sustained importance of L. Albert as the primary fishing resource in the country, with Lakes Victoria and Kyoga also playing significant roles in Uganda's fishery sector (UBOS, 2023).

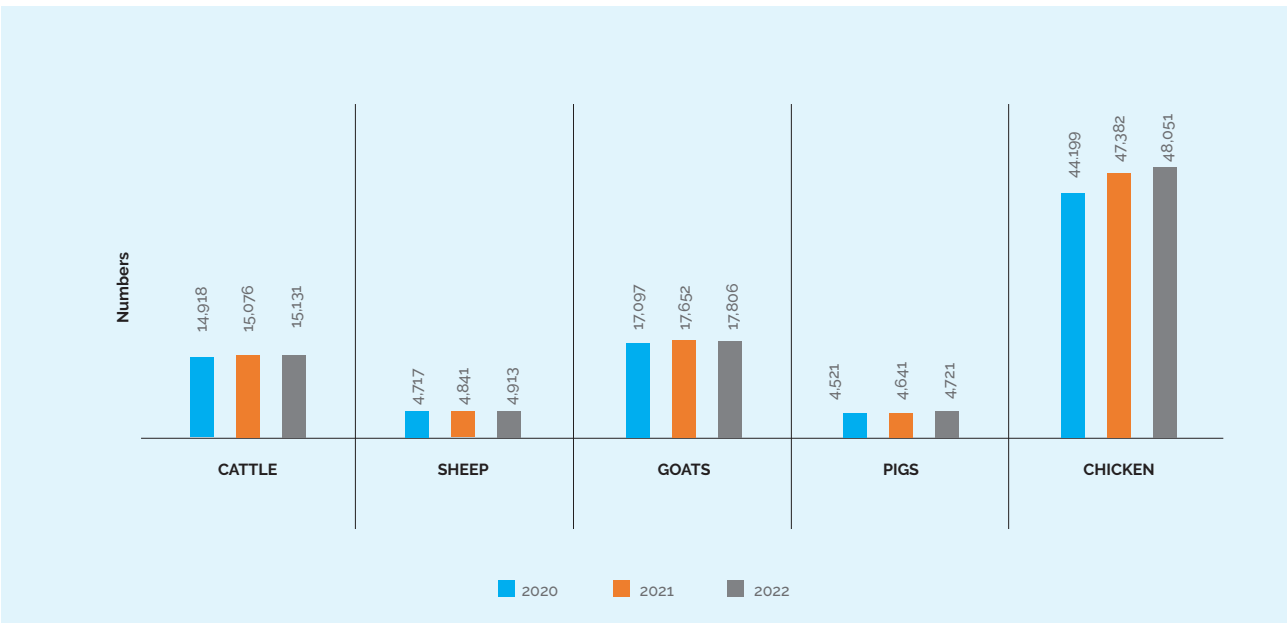
**Figure 8: Proportion of Fish Catch by Water Body, 2022**



**Source:** Ministry of Agriculture, Animal Industry and Fisheries and UBOS (2023)

On livestock and poultry, in 2022 the cattle population increased slightly to 15.1 million from 15.0 million in 2021, and the populations of sheep, goats, pigs and chickens also saw a modest increase, rising to 4.9 million, 17.8 million, 4.7 million and 48.1 million, respectively, from 4.8 million, 17.1, 4.6 and 47.4 million, respectively (UBOS 2023), as reflected below:

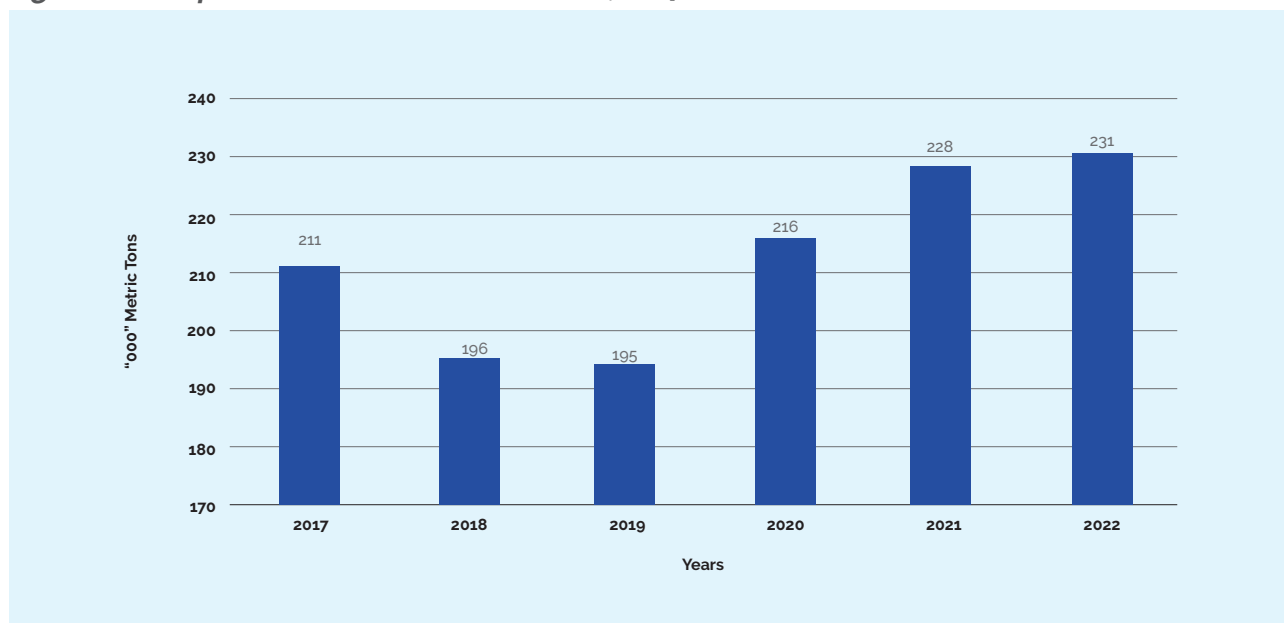
**Figure 9: Livestock Numbers ('000) 2019- 2022**



**Source:** Ministry of Agriculture, Animal Industry and Fisheries and UBOS (2023)

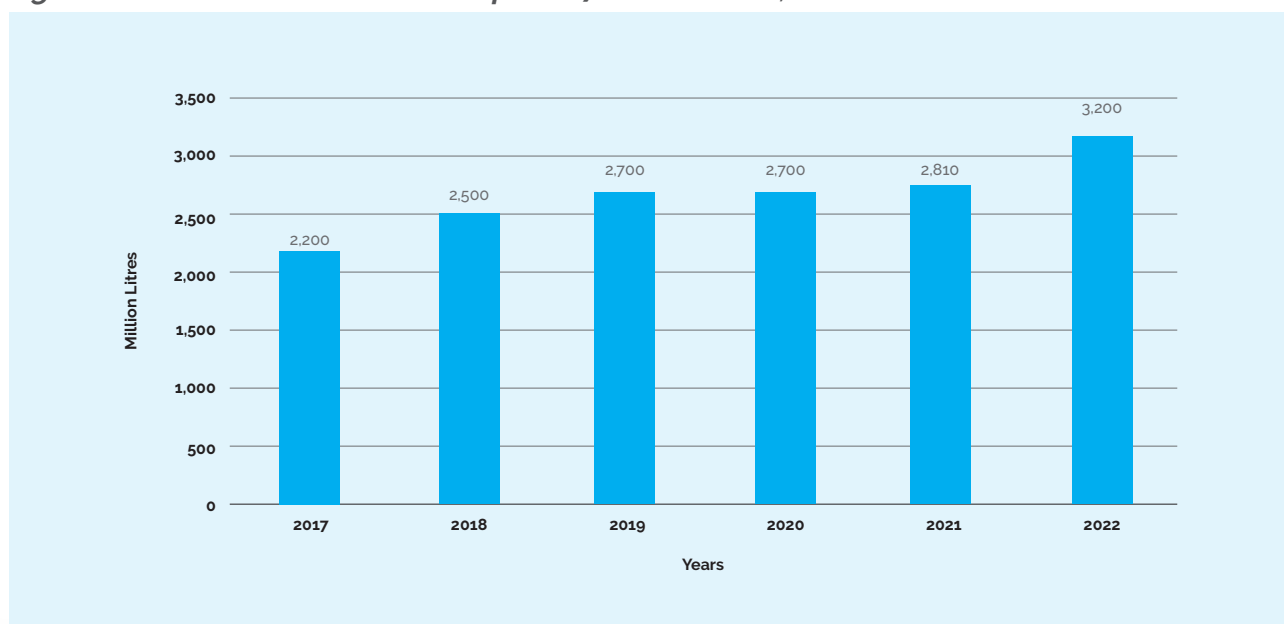
On beef and milk production, beef production registered a 5.5% increment from 228,000 MT to 231,000 MT. This upward trajectory signifies the country's potential for expanding its beef industry and meeting the growing demand for beef products, as reflected in the figures below. Furthermore, there was an increase in the production of milk in 2022 to 3.2 billion litres from the 2.81 billion litres produced in 2021 (UBOS, 2023), as reflected below:

**Figure 10: Beef Production ('000 Metric Tons), 2017–2022**



*Source: Ministry of Agriculture, Animal Industry and Fisheries and UBOS (2023)*

**Figure 11: Trends in Milk Production for 2017–2022 in (000,000) Litres**



*Source: Ministry of Agriculture, Animal Industry and Fisheries and UBOS (2023)*

## II. Industrial Production and Manufacturing

Uganda's industrial production and manufacturing encompass food processing, textiles, drinks and beverages, among others. In 2022, there was an annual average increase of 4.3% (compared to 2021) in the production of manufactured goods, as reflected below:

**Table 1: Index of Industrial Production, Annual Production Levels (2002=100), CY 2018–2022**

Description	Weights	Year					Annual Percentage Changes (2021-2022)
		2018	2019	2020	2021	2022	2022
<b>Total Manufacturing</b>	1000	268.34	277.69	293.25	316.00	329.74	4.3
<b>Food Processing</b>	400	264.04	251.64	257.83	284.24	295.69	4.0
<b>Drinks and Tobacco</b>	201	324.91	363.34	347.22	412.25	454.07	10.1
<b>Textiles, Clothing and Footwear</b>	43	170.48	204.08	284.58	268.87	277.12	3.1
<b>Sawmilling, Paper and Printing</b>	35	324.51	296.62	274.97	283.28	285.67	0.8
<b>Chemicals, Paint, Soap &amp; Foam Products</b>	97	261.21	316.73	363.60	383.65	373.70	-2.6
<b>Bricks &amp; Cement</b>	75	336.88	345.66	443.81	427.52	433.20	1.3
<b>Metal Products</b>	83	154.13	149.50	162.09	164.64	173.12	5.2
<b>Miscellaneous</b>	66	230.61	238.02	248.95	226.75	228.86	0.9

*Source: Uganda Bureau of Statistics (2023)*

## III. Travel and Tourism

### Global Tourism Performance

Analysis from MTWA provides an insight into Uganda's position in the global tour and travel economy in 2024, a year in which international tourism generally recorded recovery globally. International tourist arrivals reached 99% of 2019 pre-COVID levels in 2024, signaling a rebound from the crisis period. An estimated 1.445 billion tourists travelled internationally in 2024, about 11% more than in 2023 and virtually the same number as in 2019.

Results were driven by strong post-pandemic demand across all regions, robust outbound travel from many large source markets, and the ongoing recovery of Asia and the Pacific. International tourism receipts reached USD 1.6 trillion in 2024, about 3% more than in 2023 and 4% more than in 2019 (real terms).

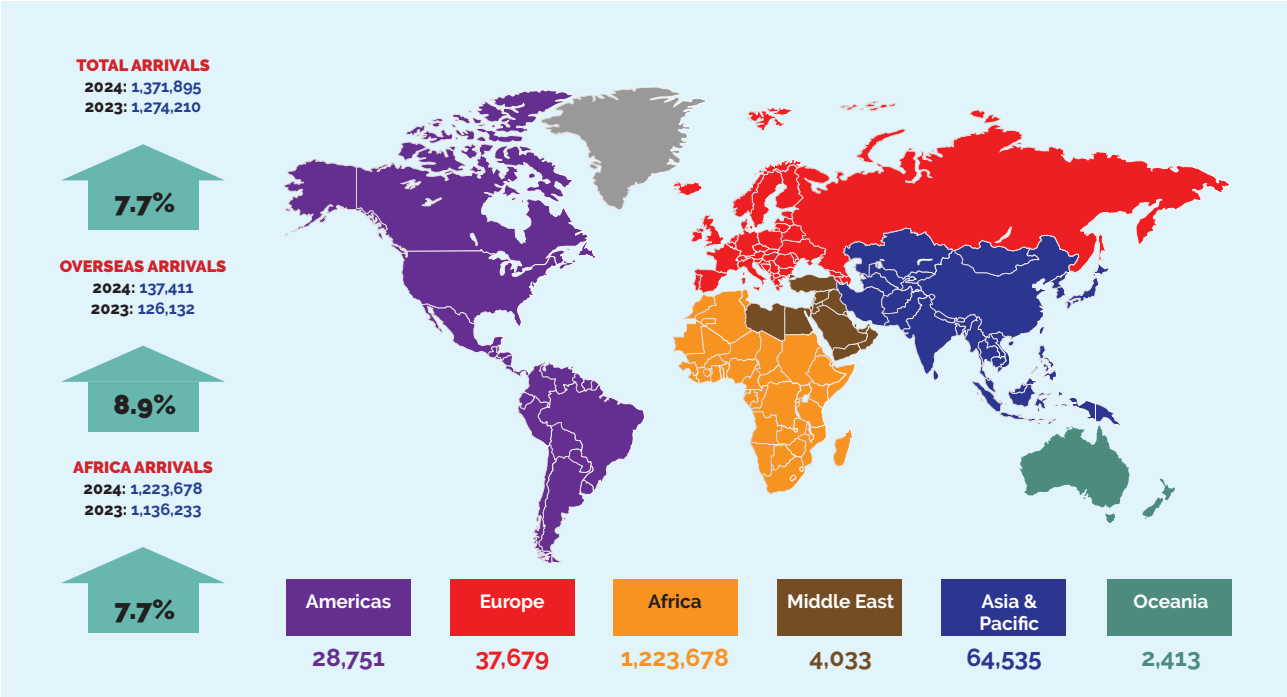
Total exports from tourism (including passenger transport) reached a record USD 1.9 trillion in 2024, about 3% higher than before the pandemic (real terms), according to preliminary estimates. International tourist arrivals are expected to grow by 3% to 5% in 2025 compared to 2024, assuming a continued recovery of Asia and the Pacific and solid growth in most other regions.

Tourism exports (including passenger transport) hit a record USD 1.9 trillion in 2024, up 3% from pre-pandemic levels. Looking ahead, international arrivals in 2025 are expected to grow by 3% to 5%, driven by Asia's recovery and strong global demand.

Over the last four-years, Uganda's tourism industry has experienced parallel recovery and is now positioned as a key cog in the country's economic growth. Uganda's tourism recovery is attributed to international confidence and strategic marketing efforts led by the key actors, which should enhance Uganda's share of the tourism returns from a global perspective.

Figure 12 shows the geographical distribution of tourist arrivals in Uganda. Total tourist arrivals in Uganda grew by 7.7%, increasing from 1,274,210 in 2023 to 1,371,895 in 2024, with Africa remaining the largest source market at 1,223,678 visitors. Overseas visitor arrivals increased by 8.9%, reaching 137,411 in 2024, with significant contributions from Europe (39,596), the Americas (28,751), and Asia and the Pacific (67,176).

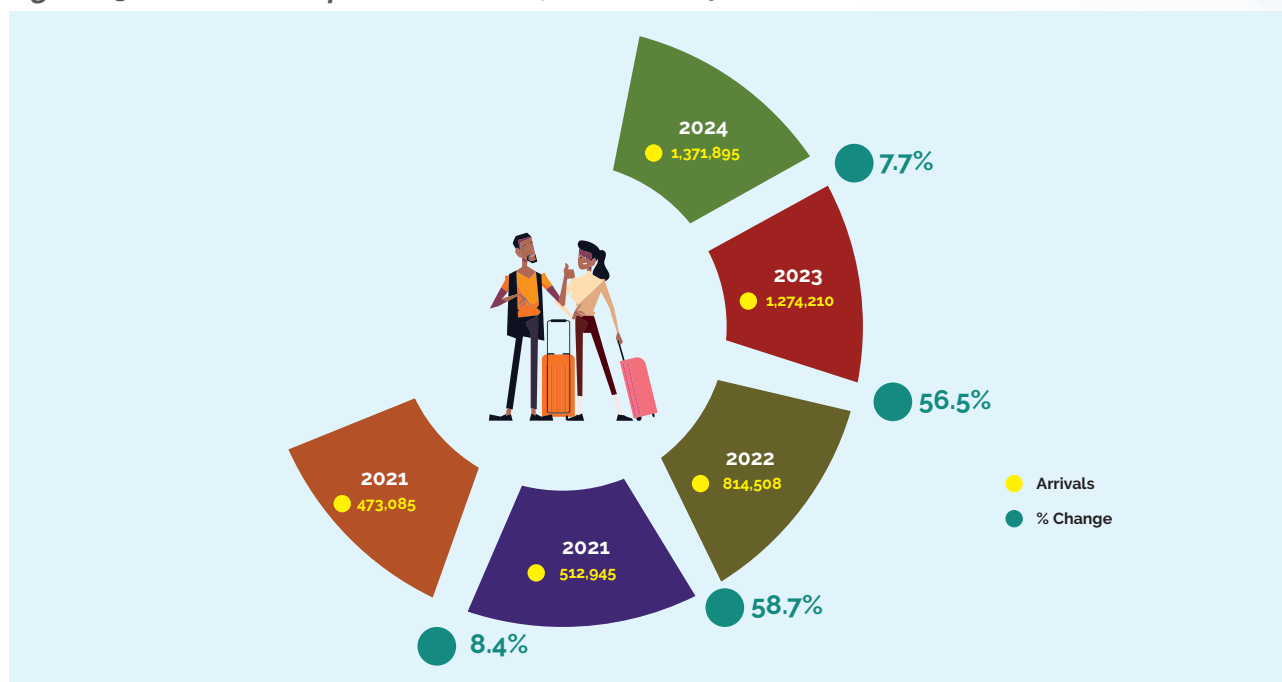
Figure 12: International Tourist Arrival in Uganda by Source – 2024



Source: MTWA Statistical Abstract 2025

Uganda recorded 1,371,895 tourist arrivals, contributing a market share of 0.1% to the World.

Figure 13: Distribution of Visitor Arrivals, 2020 – 2024



Source: MTWA Statistical Abstract 2025

#### Top 10 Tourism markets for Uganda

2023					2024				
Rank		Market	Arrival	% Share	Rank		Market	Arrival	% Share
1.		India	31,324	24.8	1.		India	39,208	24.9
2.		USA	17,712	14.0	2.		USA	16,237	11.8
3.		United Kingdom	11,069	8.8	3.		China	10,961	8.0
4.		China	9,944	7.9	4.		United Kingdom	10,197	7.4
5.		Germany	4,864	3.9	5.		Canada	9,688	7.1
6.		Pakistan	4,320	3.4	6.		Pakistan	5,208	3.8
7.		Canada	3,900	3.1	7.		Bangladesh	4,897	3.6
8.		France	3,002	2.4	8.		Germany	4,223	3.1
9.		Netherlands	2,937	2.3	9.		France	3,169	2.3
10		Ireland	2,388	2.0	10.		Ireland	2,702	2.0

Source: MTWA Tourism Statistical Abstract 2025

## 2.1.4 Uganda's Unique Selling Proposition and Prospects – an Overview

### A. Profile

1. **Strategic location:** Uganda is strategically located in the heart of Africa, making it an ideal hub for trade and investment in the region.
2. **Natural resources:** Uganda is richly endowed with natural resources, including oil, gas, minerals, and fertile land, making it an attractive destination for investment and tourism.
3. **Young and growing population:** Uganda has a young and growing population, providing a large and dynamic market for goods and services.
4. **Highly competitive labour costs:** Uganda boasts competitive labour costs comprised of a young and educated demographic profile in the East African region, making it an attractive destination for labour-intensive investments.
5. **Growing economy:** Uganda's economy is growing, with a GDP growth rate of 6.5% in 2020, making it an attractive destination for investment.
6. **Improved business environment:** Uganda has made significant strides in improving its business environment, including simplifying regulatory processes and enhancing investor aftercare services, as reflected in efforts such as the investment one-stop centre and access to fully serviced land in the industrial parks.

Uganda's policy of allowing 100% profit repatriation is a key incentive for foreign investors, supporting ECD objectives by fostering a favourable investment climate, attracting foreign direct investment, and enhancing the country's competitiveness in the global market.

The initiative to provide access to affordable industrial and business credit serves as a vital incentive, supporting ECD objectives by reducing borrowing costs, increasing investor confidence, and stimulating economic growth through enhanced investment activities.

7. **Leading entrepreneurial country in the world:** The Global Entrepreneurship Monitor (GEM) 2019/2020 ranked Uganda as one of the most entrepreneurial countries in the world, with 30% of Ugandans starting businesses annually. In the United States of America and Japan, that figure stands at 7% and 11% , respectively. This is a signal of domestic investment confidence and competitiveness.
8. **Business Process Outsourcing and IT-Enabled Services:** Uganda had 42 Business Process Outsourcing/Information Technology Outsourcing (BPO/ITO) known operators as of 2023, with an estimated talent pool of 10,205, majorly comprising youth of 18–35 years, amounting to 55,694 Ugandans for IT services, 99,284 for customer support and sales, and 36,037 for HR management services. What is need is investors, partnerships etc. BPO has export potential in the EU, Asian and African markets.

### Potential for Investors:

- A growing market size estimated at USD 131 million with a projected annual growth of 19.8%
- Uganda has an enabling ecosystem.
- Low attrition rates (as low as 5%).
- Strong government backing.
- Low operating expenses (OPEX) costs compared to other countries in the region.



- A large and educated youth population.
- Ugandans have a good command of the English language.
- Most companies have unique high value propositions.
- They cover a wide range of sectors: data entry, customer experience, management and analysis, software application and development maintenance, eGovernment service delivery, payroll services, travel and tourism, retail and ecommerce, tele-medicine, legal support services, and insurance.

## B. Broad Markets Scoped for Detailed Targeted Profiling

1. **The East African Community (EAC):** Uganda is a member of the EAC, providing access to a market of over 150 million people.
2. **The African Continental Free Trade Area (AfCFTA):** Uganda is a signatory to the AfCFTA, providing access to a market of over 1.3 billion people.
3. **The European Union (EU):** Uganda has a preferential trade agreement with the EU, providing access to a market of over 500 million people.
4. **Asia:** Uganda has growing trade and investment ties with Asia, particularly China, India, and Japan.
5. **The Middle East:** The Middle East presents a significant target market for Uganda as it pursues the ATMS growth agenda, particularly in hospitality, mineral development and extractives, capitalising on the emergence of its significant gold reserves, as well as promoting agro-industrialisation, offering lucrative opportunities for export diversification and economic growth.

## C. Priority Sectors

1. **Agriculture:** Uganda's agriculture sector has significant potential for growth and investment, in areas such as tea and coffee and, even more critically, in products over which the country has a competitive advantage. Uganda's competitive niche lies in the exportable products but which will require further value addition to remain competitive: milk; poultry and poultry products; sugar and sugar confectionery; vegetable and vegetable oils; rice; maize flour; baking flour; pasta; palm oil; and spices.
2. **Manufacturing:** Uganda's manufacturing sector has the potential for growth, particularly in areas such as textiles, food processing, and pharmaceuticals.
3. **Tourism:** Uganda's tourism sector has significant potential for growth, particularly in areas such as wildlife tourism, cultural tourism, and adventure tourism.
4. **Oil and gas:** Uganda's oil and gas sector has significant potential for growth and investment, particularly in areas such as exploration, production, and refining.
5. **Mineral development:** Mineral development constitutes a pivotal sector within Uganda's economic framework, exhibiting strong linkages with key industries such as agriculture, manufacturing, and tourism. Specifically, the sector provides essential inputs to agriculture and manufacturing, while also facilitating construction activities that underpin tourism infrastructure development. This is prioritised under the Agro-Industrialisation, Tourism Development, Mineral Development, Science, Technology, and Innovation (ATMS) strategy, with a focus on driving export growth in both the medium and long term. By leveraging its mineral resources, Uganda aims to diversify its export base, enhance revenue generation, and stimulate economic growth, ultimately contributing to the achievement of its ECD objectives.

## D. Strategic Partnerships

1. **Government-to-government partnerships:** Uganda can establish partnerships with other governments to promote trade, investment, and economic cooperation.
2. **Private sector partnerships:** Uganda can establish partnerships with private sector companies to promote investment, trade, and economic growth.
3. **International organisation partnerships:** Uganda can establish partnerships with international organisations, such as the World Bank, the International Monetary Fund (IMF), and the African Development Bank (AfDB), to promote economic growth and development.

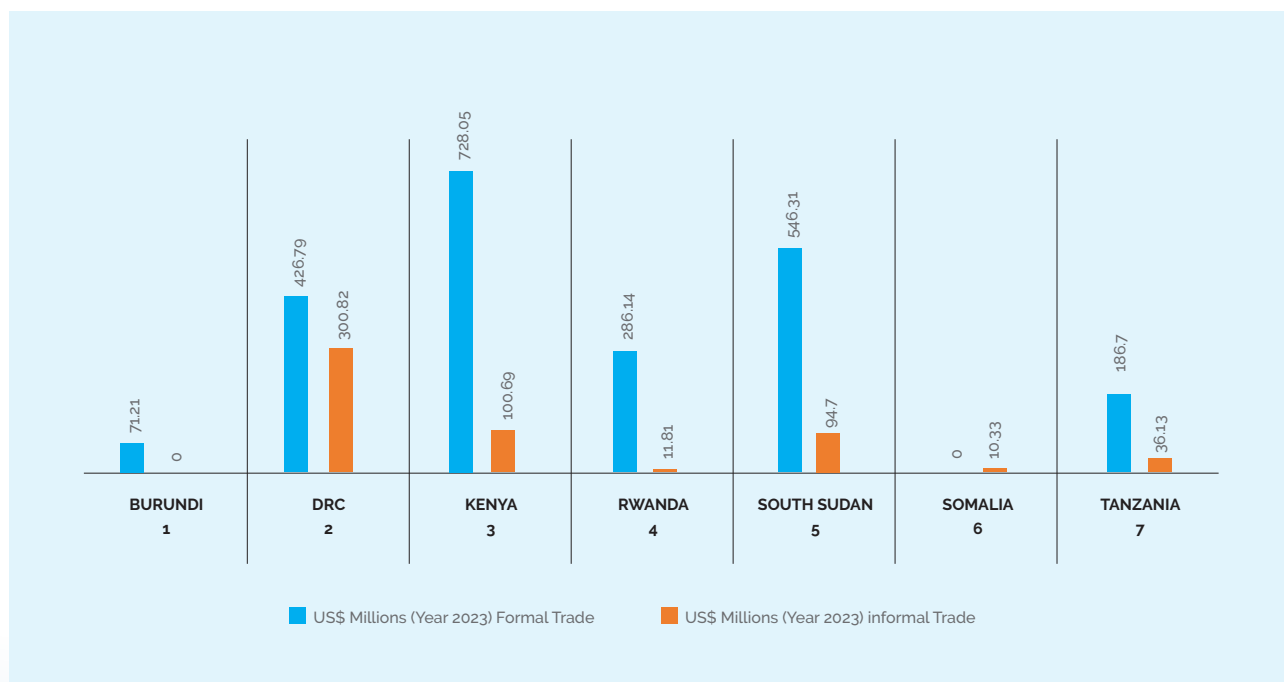
### 2.1.5 Prospects for Uganda's Exports under ATMS

This section highlight Uganda's prospects for exports under Agro-Processing, Tourism Development, Mineral Development and Science, Technology and Innovation (ATMS).

Uganda's commodity exports (formal trade by value) to Africa, the Middle East, Europe and Asia in 2022 accounted for USD 3,577,419 from agricultural, manufactured and mineral products such as coffee, cotton, tea, tobacco, live animals, fish and fish products, flowers, beans and other legumes, bananas, fruits, pepper, maize, ground nuts, sesame seeds, cocoa seeds, hides and skins, vanilla, soya beans, sorghum, animal/vegetable fats and oils, sugar and sugar confectionery, rice, vegetables, gold, petroleum products, cement, beer, mineral water, telephones, plastic products, electric current, soap, iron and steel etc., as listed with respective value in Table 4 (Uganda's formal exports by value ('000 USD).

A highlight of the magnitude of Uganda's trade in the region in the year 2023 has been disaggregated between formal and informal, as shown below:

**Figure 14: Uganda's Formal and Informal Trade to the Region in the Year 2023**



Source: BoU (2023)

## 2.2 Overview of Regional Market Profiling for Uganda ECD Objectives

As Uganda seeks to diversify its trade and investment relationships, expand its economic footprint, and leverage its strategic location, a thorough understanding of regional market opportunities is crucial. This section profiles various regional markets, analysing their potential in terms of Uganda's ECD outcomes. Each market profile highlights trade and investment opportunities, existing challenges, and recommendations for Uganda's ECD strategy to maximise its economic benefits from these regions.

For closer outlook, mapping of data aligned to the ATMS will be critical. This includes data on prospective companies/investors in countries of accreditation matched to the respective ATMS in Uganda, which will be continuously updated by the ECD Coordination Secretariat in liaison with UBOS. This data will include, but will not be limited to, the following opportunities: quantities required, quality (ISO, EAC, Q-Marks), standards, product taste and preferences, logistics (packaging/branding, transport, insurance etc.), export/investment value, competitors, comparative advantage, non-tariff barriers (NTBs), tariff barriers (TBs), and others.

### 2.2.1 Europe Profile Highlight

#### I. Market Overview

The European market offers significant opportunities for Uganda's economic growth and development. With a combined GDP of over USD 18 trillion, the European Union (EU) is one of the world's largest and most lucrative markets.

#### II. Key Sectors for Ugandan Exports

- a. **Agriculture:** Europe is a significant market for Ugandan agricultural products, including coffee, cotton, tobacco, and fresh produce.
- b. **Manufacturing:** Uganda can leverage Europe's demand for manufactured goods, such as textiles, leather products, and processed foods.
- c. **Tourism:** Europe is a key source market for Uganda's tourism industry, with opportunities for cultural, adventure, and wildlife tourism.

#### III. Trade Agreements and Initiatives

- a. **Everything But Arms (EBA):** Uganda benefits from the EU's EBA initiative, which grants duty-free and quota-free access to the EU market for all Ugandan exports, except arms and ammunition. However, this strategy notes the need to reposition Uganda as the country graduates to middle-income status given the limited focus of EBA on low-income countries.
- b. **Generalised System of Preferences (GSP):** Uganda is eligible for the EU's GSP scheme, which offers preferential tariff rates for Ugandan exports.
- c. **The East African Community Cooperation Agreement** provides a framework for EAC Partner States to negotiate trade agreements with third parties. The same framework should guide negotiations for market access with Singapore, the UAE, Turkey and China.

#### IV. Investment Opportunities

- a. **Infrastructure development:** Europe can provide financing and expertise for Uganda's infrastructure development projects, such as roads, bridges, and energy generation.
- b. **Agricultural modernisation:** European investors can partner with Ugandan farmers and agribusinesses to modernise agriculture and increase productivity.

- c. **Manufacturing and industry:** Europe can invest in Uganda's manufacturing sector, including textiles, leather products, and processed foods.
- d. **Technology transfer:** European companies can transfer technology and expertise to Ugandan businesses, enhancing their competitiveness and productivity in sectors such as:
  - Renewable energy
  - ICT
  - Manufacturing
  - Agriculture
- e. **Climate financing:** Uganda can access climate financing opportunities from European institutions, such as:
  - The Green Climate Fund (GCF).
  - The European Union's Climate Fund.
  - The African Renewable Energy Initiative (AREI).
  - Climate-resilient agriculture and infrastructure projects.

## V. Challenges and Opportunities

- a. **Negative competition rules:** Ugandan exporters face unfair trade practices from EU players in the market, including dumping, subsidies, and non-tariff barriers (NTBs) that disadvantage local businesses.
- b. **Regulatory compliance:** Ugandan businesses must comply with EU regulatory requirements, such as sanitary and phytosanitary standards.
- c. **Uganda's infrastructure development** is hindered by the absence of a regional approach, limiting interconnectivity and economic integration.
- d. **Technology gap:** Uganda's technology gap can hinder its ability to compete effectively in the global market.

## VI. Conclusion

The European market offers significant opportunities for Uganda's economic growth and development. By leveraging trade agreements, investing in infrastructure and agricultural modernisation, promoting manufacturing and industry, and facilitating technology transfer, Uganda can increase its exports, attract foreign investment, and create jobs.

### 2.2.2 Asia Profile Highlight

#### I. Market Overview

The Asian market offers significant opportunities for Uganda's economic growth and development. With a combined GDP of over USD 30 trillion, Asia is the world's largest and fastest-growing economic region.

#### II. Key Sectors for Ugandan Exports

- a. **Agriculture:** Asia is a significant market for Ugandan agricultural products, including coffee, cotton, tobacco, and fresh produce (fruits and vegetables, fish, tea, simsim).
- b. **Manufacturing:** Uganda can leverage Asia's demand for manufactured goods, such as textiles, leather products (shoes, bags for ladies), crafts (wall hangings, lampshades, chandeliers), shea butter products and processed foods.
- c. **Tourism:** Asia is a growing source market for Uganda's tourism industry, with opportunities for cultural, adventure, and wildlife tourism. In terms of tourism arrivals, Africa welcomed

74 million international tourists in 2024, a 7% increase from 2019 levels. This growth is expected to continue, with the African tourism industry poised to benefit from the growing demand for international travel.

### III. Trade Agreements and Initiatives

- a. **Uganda and other EAC Partner States** are exploring negotiating a Free Trade Agreement with China.
- b. **AfCFTA-ASEAN FTA:** Uganda can leverage the African Continental Free Trade Area (AfCFTA) agreement to access the ASEAN market.
- c. **China-Uganda FTA:** Uganda is negotiating a Free Trade Agreement (FTA) with China, which will provide preferential access to the Chinese market.

### IV. Investment Opportunities

- a. **Infrastructure development:** Asian investors can provide financing and expertise for Uganda's infrastructure development projects, such as roads, bridges, and energy generation.
- b. **Agricultural modernisation:** Asian investors can partner with Ugandan farmers and agribusinesses to modernise agriculture and increase productivity.
- c. **Manufacturing and industry:** Asia can invest in Uganda's manufacturing sector, including textiles, leather products, and processed foods.
- d. **Technology transfer:** Asian companies can transfer technology and expertise to Ugandan businesses, enhancing their competitiveness and productivity.

### V. Climate Financing Opportunities

Uganda can access climate financing opportunities from Asian institutions, such as:

- a. **The Asian Development Bank (ADB):** ADB provides financing for climate-resilient infrastructure projects in Uganda.
- b. **China's Green Climate Fund:** China has established a Green Climate Fund to support climate change mitigation and adaptation projects in developing countries, including Uganda.
- c. **India's Lines of Credit:** India provides lines of credit to Uganda for infrastructure development projects, including those related to climate change.

### VI. Challenges and Opportunities

- a. **Regulatory compliance:** Ugandan businesses must comply with Asian regulatory requirements, such as sanitary and phytosanitary standards.
- b. **Technology gap:** Uganda's technology gap can hinder its ability to compete effectively in the Asian market.
- c. **Supply quantities** and quality requirements.

### VII. Conclusion

As Asia's economic powerhouses continue to drive global growth, their increasing appetite for Africa's natural resources presents a transformative opportunity for Uganda. With China, India, and Japan seeking to diversify their energy sources, secure food supplies, and tap into Africa's vast mineral wealth, Uganda's rich endowment of oil, gas, minerals, and fertile land positions it as a prime investment destination. As Asia's investment in Africa surges towards USD 2 trillion by 2030, Uganda is

poised to emerge as a strategic partner, supplying the resources that will fuel Asia's continued ascent. By harnessing this momentum, Uganda can unlock its full economic potential, drive industrialisation, and create prosperity for its people.

### 2.2.3 USA Profile Highlight

#### I. Market Overview

The United States is one of the world's largest and most lucrative markets, with a GDP of over USD 22 trillion. Uganda can leverage the USA market to increase its exports, attract foreign investment, and create jobs.

To further bolster Uganda's export growth, there is a pressing strategic need to explore alternative pathways for accessing the US market, notably through the Most-Favoured-Nation (MFN) and Generalised System of Preferences (GSP) frameworks. This strategic imperative can significantly enhance Uganda's export competitiveness, increase trade volumes, and foster economic growth by reducing tariffs, increasing market access, and improving the country's attractiveness to foreign investors. The ECD strategic coordination mechanism, spearheaded by MoFA and MoFPED, will prioritise highlighting this requirement to line MDAs as a key action item, ensuring a coordinated effort to enhance Uganda's export competitiveness and trade relations with the US.

#### II. Key Sectors for Ugandan Exports

- a. **Agriculture:** The USA is a significant market for Ugandan agricultural products, including coffee, cotton, tobacco, and fresh produce.
- b. **Manufacturing:** Uganda can leverage the USA's demand for manufactured goods, such as textiles, leather products, and processed foods.
- c. **Tourism:** The USA is a key source market for Uganda's tourism industry, with opportunities for cultural, adventure, and wildlife tourism.
- d. **Trade Agreements and Initiatives**
- e. **Trade and Investment Framework Agreement (TIFA):** Uganda has a TIFA with the USA, which aims to increase trade and investment between the two countries.
- f. **Millennium Challenge Corporation (MCC):** Uganda is eligible for MCC funding, which supports economic development projects in areas such as infrastructure and agriculture.

#### III. Investment Opportunities

- a. **Infrastructure development:** American investors can provide financing and expertise for Uganda's infrastructure development projects, such as roads, bridges, and energy generation.
- b. **Agricultural modernisation:** American investors can partner with Ugandan farmers and agribusinesses to modernise agriculture and increase productivity.
- c. **Manufacturing and industry:** The USA can invest in Uganda's manufacturing sector, including textiles, leather products, and processed foods.
- d. **Technology transfer:** American companies can transfer technology and expertise to Ugandan businesses, enhancing their competitiveness and productivity.



## VI. Climate Financing Opportunities

Uganda can access climate financing opportunities from American institutions, such as:

- a. **USAID:** USAID provides funding for climate change mitigation and adaptation projects in Uganda.
- b. **Millennium Challenge Corporation (MCC):** MCC funding supports climate-resilient infrastructure projects in Uganda.
- c. **US Trade and Development Agency (USTDA):** USTDA provides funding for climate-resilient infrastructure projects in Uganda.

## V. Challenges and Opportunities

- a. **Competition:** Ugandan exporters face competition from other USA trading partners, particularly in the agricultural sector.
- b. **Regulatory compliance:** Ugandan businesses must comply with USA regulatory requirements, such as sanitary and phytosanitary standards.
- c. **Infrastructure constraints:** Uganda's infrastructure challenges, such as poor roads and limited energy generation, can hinder trade and investment.
- d. **Technology cap:** Uganda's technology gap can hinder its ability to compete effectively in the USA market.

## VI. Conclusion

The USA market offers significant opportunities for Uganda's economic growth and development. By leveraging trade agreements, investing in infrastructure and agricultural modernisation, promoting manufacturing and industry, facilitating technology transfer, and accessing climate financing opportunities, Uganda can increase its exports, attract foreign investment, and create jobs.

### 2.2.4 Africa Market Profile Highlight

Uganda has significant opportunities for export growth and trade relations within Africa, especially under the AfCFTA and existing regional blocs like EAC, COMESA, and IGAD.

#### Martlet Opportunities

##### 1. Leverage of AfCFTA

Duty-free, quota-free access to a market of 1.3+ billion people across African countries.

Potential to increase Uganda's intra-African exports by over 60% by 2035 (UNECA).

Uganda can supply agro-processed products, livestock, fish, and light manufactured goods to emerging markets like the DR Congo, Zambia, South Sudan, and West Africa.

##### 2. Agro-industrial Exports

Uganda's agro-exports are competitive in many African markets due to fertile land and year-round production. High-potential exports include coffee and tea, maize flour and cereals, milk and dairy products (already going to Kenya, Rwanda, DRC), poultry and eggs (to South Sudan, Rwanda), fresh fruits and vegetables (especially to the EAC, Sudan, the DRC). The key opportunities lie in value-added agro-processing to replace raw exports. Uganda's processed goods can replace Asian imports in African markets.

### 3. Construction and Manufactured Goods

Growing African economies need cement, steel and iron products, furniture and tiles, plastics and packaging. Ugandan manufacturers already export to Rwanda, Kenya, the DRC, and South Sudan, with opportunities to scale under the AfCFTA.

### 4. Fish and Livestock Products

Uganda's lakes and rivers provide a strong comparative advantage in key products such as Nile perch and tilapia, which are exported to Congo, Rwanda, and urban West African markets, and live cattle, meat, and hides, mainly exported to South Sudan and Congo.

### 5. Light Manufacturing and Textiles

Under the AfCFTA, Uganda's small textile and leather goods industries can target clothing, shoes, bags, school uniforms, and low-cost fashion for African middle-class markets. The main markets are Rwanda, DRC, Malawi, Zambia, and Angola.

### 6. Pharmaceuticals and Processed Products

Locally made sanitary products, medicines, herbal treatments, and beauty/cosmetics have the potential for regional markets. Uganda can position itself as a regional pharmaceutical manufacturing hub in East and Central Africa.

### 7. Tourism and MICE

Africa's growing middle class and improving regional air connectivity create a demand for intra-African tourism. Medical tourism, religious tourism, and regional conferences (MICE) in Uganda have potential, especially with EAC e-passport and visa-free zones. Opportunity lies in regional tourist destination marketing that can be enabled by creating partnerships with regional market players.

### Bilateral and Regional Partnerships, Trade Agreements and Frameworks

Uganda already has frameworks with:

- i. EAC – deep trade and customs integration
- ii. COMESA – broader access to markets like Egypt, Zambia, and Malawi
- iii. IGAD – includes Ethiopia, Djibouti, and Sudan
- iv. Signed bilateral trade pacts with South Sudan, the DRC, and Rwanda to address NTBs.

### Challenges

Uganda must address the follow challenges to fully leverage regional export opportunities within Africa, especially under the AfCFTA and other trade frameworks:

- i. Limited value addition and export diversification.
- ii. Infrastructure and logistics gaps, i.e., poor roads, rail, and border infrastructure, which raise the cost of doing business; delays at border posts, especially with South Sudan and the DRC, which undermine trade flows; limited cold chain and storage facilities, which affect perishable goods like fish, fruits, and milk.

- iii. Non-tariff barriers (NTBs): Frequent export bans, border closures, and customs inefficiencies in the region; product standards and certification bottlenecks, which slow down market entry; lack of mutual recognition of quality and safety certifications within COMESA/EAC.
- iv. Weak trade facilitation and customs coordination.

## 2.2.5 Middle East Profile Highlight

### I. Market Overview

The Middle East region offers significant opportunities for Uganda's economic growth and development. With a combined GDP of over USD 2.5 trillion, the Middle East is a lucrative market for Ugandan exports.

Over the recent past, the UAE has emerged as a critical market for Uganda's exports, particularly for mineral products and serves as a strategic trade hub connecting Uganda to the broader Middle East and beyond. With growing demand for food products, the UAE presents opportunities for Ugandan exporters, while also offering investment prospects in sectors like agriculture and infrastructure, ultimately contributing to Uganda's economic growth and diversification.

The Arabian Peninsula, comprising countries such as Saudi Arabia, UAE, and Oman, offers significant opportunities for Uganda's economic growth and development. The region's strategic location, growing economy, and investments in infrastructure make it an attractive market for Ugandan exports and investments.

Saudi Arabia, with a GDP of over USD 1 trillion, is the largest economy in the Gulf and a central hub for energy, finance, and logistics. Guided by *Vision 2030*, the Kingdom is diversifying into agribusiness, tourism, technology, manufacturing, and renewable energy, creating significant opportunities for Uganda's ECD agenda.

### II. Key Sectors for Ugandan Exports

- a. **Mining:** The Arabian region is a significant market for Ugandan minerals, such as copper, cobalt, iron ore, and gold.
- b. **Energy:** Opportunities for Ugandan oil and gas exports.
- c. **Construction materials:** Demand for construction materials, such as cement, aggregates, and steel.
- d. **Agriculture:** The Middle East is a significant market for Ugandan agricultural products, including coffee, cotton, tobacco, and fresh produce, livestock, fish, simsim, animal feeds (livestock and poultry).
- e. **Manufacturing:** Uganda can leverage the Middle East's demand for manufactured goods, such as textiles, leather products, and processed foods, and crafts.
- f. **Tourism:** The Middle East is a growing source market for Uganda's tourism industry, with opportunities for cultural, adventure, and wildlife tourism, religious, culinary attractions.

### III. Trade Agreements and Initiatives

- a. **Uganda-Saudi Arabia Trade Agreement:** Uganda has a trade agreement with Saudi Arabia, which aims to increase trade and investment between the two countries. The agreement is still in draft form.
- b. **GCC-Uganda Trade Agreement:** Uganda is negotiating a trade agreement with the Gulf Cooperation Council (GCC), which will provide preferential access to the GCC market for Ugandan exports.
- c. Uganda is a signatory to the OIC Trade and Investment Promotion Agreement.
- d. The Joint Technical Committee between Uganda and Saudi Arabia under the General Authority on Foreign Trade (GAFT) which offers to train Ugandans in anti-dumping measures, among others.
- e. The Bilateral Air Service Agreement between Uganda and Saudi Arabia.
- f. Halal cooperation to enforce standards in production.

### IV. Investment Opportunities

- a. **Exploration and extraction:** Opportunities for Arabian companies to invest in Uganda's mining sector.
- b. **Mineral processing:** Potential for joint ventures in mineral processing and value addition.
- c. **Infrastructure development:** Investments in infrastructure, such as roads, railways, and ports, to support mining activities.
- d. **Infrastructure development:** Middle Eastern investors can provide financing and expertise for Uganda's infrastructure development projects, such as roads, bridges, and energy generation. (The UAE has invested USD 100 million in Uganda's infrastructure development since 2015; the Saudi Government invested USD 30 million in the construction of the heart specialised hospital in Naguru; and Kuwait has potential in water and electricity;
- e. **Agricultural modernisation:** Middle Eastern investors can partner with Ugandan farmers and agribusinesses to modernise agriculture and increase productivity. (Saudi Arabia has invested USD 50 million in Uganda's agricultural sector since 2010.) Uganda is one of the countries in Africa designated in the food security strategic plan. There is need for an agreement of cooperation on agriculture and livestock.
- f. **Manufacturing and industry:** The Middle East can invest in Uganda's manufacturing sector, including textiles and garments, plastics industry, leather products, and processed foods. (Uganda's manufacturing sector has attracted USD 200 million in foreign investment from the Middle East since 2015; Saudi Arabia has a prospective investment of USD 150 million, and this has the potential to substitute migrant labour.) There is potential for transfer of industries to Uganda.
- g. **Technology transfer:** Middle Eastern companies can transfer technology and expertise to Ugandan businesses, enhancing their competitiveness and productivity. There is a pipeline project for the training of the National Enterprise Corporation (NEC) in railway construction by the General Transport Authority of Saudi Arabia. There is also funding from the Saudi Fund for Development for the construction of technical institutes (Bukedea, Lyantonde, Butalangu in phase one), and the potential exists for further funding for this project.
- h. **The Saudi Fund for Development indicated willingness to fund** the construction of a fully-fledged industrial park in Uganda if a request is presented. This represents high potential for free zones development.

## V. Climate Financing Opportunities

Uganda can access climate financing opportunities from Middle Eastern institutions, such as:

- a. **The Abu Dhabi Fund for Development:** The Abu Dhabi Fund for Development provides financing for climate change mitigation and adaptation projects in Uganda.
- b. **Saudi Arabia's Public Investment Fund:** Saudi Arabia's Public Investment Fund provides financing for climate-resilient infrastructure projects in Uganda.
- c. **There are potential climate investors in afforestation (Vedara Co. Ltd).** 100,000 ha of land is required for tree planting, and support of communities with basic services. This is mainly in connection with carbon credits. However, the Ministry of Water and Environment (MWE) needs to identify and allocate the required land. Discussions on this are still ongoing. There is potential for rewarding communities and individuals with carbon credits to encourage afforestation in line with international standards.

## VI. Challenges and Opportunities

- a. **Competition:** Ugandan exporters face competition from other Middle Eastern trading partners, particularly in the agricultural sector.
- b. **Regulatory compliance:** Uganda's regulatory framework for mining needs to be attractive and competitive. In addition, Ugandan businesses must comply with Middle Eastern regulatory requirements, such as halal certification standards.
- c. **Inability to meet quantity requirements** for the market due to production and supply-side constraints in Uganda
- d. **Infrastructure constraints:** Uganda's infrastructure challenges, such as a poor transport network and limited energy transmission, can hinder trade and investment.
- e. **Absence of market support infrastructure** for processed and fresh goods may hinder trade in exportable products.
- f. **A mutual protection of investments agreement** is yet to be signed.
- g. **Delayed handling** and significant alteration of the draft bilateral agreements by MAAIF. There is need to renegotiate interagency discussions to fast-track the pending agreements.
- h. **Economic relations between Uganda and the Middle East** have not been properly harnessed due to inaction by Government MDAs.
- i. **Policy gaps:** Freehold titles to forest reserves have been approved, and that makes it difficult to recover the land for reforestation.

## VII. Conclusion

As the Middle East continues to expand its economic footprint in Africa (a pillar in the Saudi Arabia Vision 2030), Uganda can benefit from the region's growing investment appetite. With the UAE, Saudi Arabia, and Qatar already investing heavily in African infrastructure, agriculture, and energy, Uganda can leverage its strategic location and natural resources to attract a significant share of this investment. By deepening its economic ties with the Middle East, Uganda can accelerate its economic transformation, drive industrialisation, and create jobs, ultimately cementing its position as a key player in the Africa-Middle East economic corridor.





# PROBLEM ANALYSIS AND STRATEGIC CONSTRAINTS

## 3.1 Overview of the Problem

A comprehensive problem analysis was undertaken through a consultative process, which brought together stakeholders from Government MDAs, the private sector, and sample diplomatic missions. This collaborative effort aimed to identify the key challenges and constraints hindering Uganda's ECD efforts. The problem analysis examined the institutional, policy, and operational factors that limited Uganda's trade and investment performance, and hindered its ability to leverage diplomatic efforts to drive economic growth and transformation. The findings of the problem analysis informed the development of Uganda's Economic and Commercial Diplomacy (ECD) Strategy.

## 3.2 Problem Statement

Uganda's Economic and Commercial Diplomacy (ECD) efforts are constrained by poor coordination, inadequate intelligence, limited accountability for results, limited technical capability and overstretched diplomatic coverage, resulting in missed opportunities, inefficient use of resources, and a lack of strategic direction.

## 3.3 Specific Challenges

- i. **Poor inter-agency coordination:** Lack of effective coordination between government agencies, ministries, civil society, and the private sector, leading to duplication of efforts and inefficient use of resources.
- ii. **Inadequate intelligence gathering:** Limited access to timely and accurate market research, intelligence, and analysis, hindering Uganda's ability to identify and capitalise on ECD opportunities.
- iii. **Overstretched diplomatic coverage on account of multiple accreditation:** Uganda's diplomatic missions are overstretched, with limited coverage of target countries, hindering the country's ability to effectively promote its ECD interests.
- iv. **Lack of strategic direction:** Insufficient strategic direction and planning, resulting in ECD efforts that are not well aligned with Uganda's national interests and priorities.
- v. **Inefficient resource allocation:** Inefficient allocation of resources, including funding and personnel, hindering the effectiveness of ECD efforts.
- vi. **Limited accountability for results:** Lack of clear performance metrics, monitoring, and evaluation frameworks, making it challenging to hold officials accountable for ECD results.

## Consequences

- i. **Missed ECD opportunities:** Poor coordination, inadequate intelligence, limited accountability for results, and overstretched diplomatic coverage result in missed opportunities for trade, investment, and tourism. Overstretched diplomatic coverage results in reduced depth of engagement with target countries, limiting Uganda's ability to build strong, meaningful relationships with key stakeholders, including government officials, business leaders, and civil society organisations.

- ii. **Low allocative efficiency of resources:** Duplication of efforts and inefficient use of resources result in low motivation, wasted resources and reduced impact of ECD efforts. Without clear performance metrics and accountability mechanisms, Uganda's ECD efforts may not be able to learn from successes and failures, and make necessary adjustments to improve allocation towards the most productive centres and missions.
- iii. **Lack of credibility:** Poor coordination, limited capability and inadequate intelligence damages Uganda's credibility and reputation abroad.

### 3.4 Analysis of Root Causes, Key Constraints, and Remediation

A deeper problem analysis was conducted during stakeholder consultations on the key constraints. The following section outlines the key constraints that were identified and how they shaped the development of our ECD Strategy. By identifying the key limitations and challenges hindering ECD efforts, stakeholders pinpointed the root causes of the problems and crafted a tailored solution analysis. This, in turn, informed the design of strategic interventions aimed at addressing these constraints and unlocking Uganda's full ECD potential.

#### 3.4.1 Institutional Fragmentation and Set-up: Challenges in ECD Coordination Efforts

Institutional fragmentation poses a significant risk to achieving coordinated ECD efforts, thereby increasing the likelihood of missed opportunities. When multiple agencies and departments operate in silos, without a unified strategy or coordination mechanism, they may miss critical opportunities to promote exports, attract investments, and foster economic growth. This fragmentation leads to duplicated efforts, inconsistent messaging, and a lack of strategic focus, ultimately causing Uganda to miss out on potential economic benefits, such as new markets, partnerships, and investments, that could arise from a more coordinated and effective ECD approach.

The strategic importance of coordination in ECD cannot be overstated. Coordination enhances effectiveness, efficiency, and communication among stakeholders, ensuring a unified and cohesive approach to ECD. It enables better resource allocation, improves credibility, and increases private sector engagement. Additionally, coordination promotes policy coherence, better risk management, and enhanced monitoring and evaluation.

The coordination challenges are analysed at three critical levels: at institutional level within MoFA and Missions Abroad; at the inter-MDA level as line MDAs respond to support ECD opportunities; and the external non-government stakeholder engagement.

#### I. Institutional Coordination Challenges

- a. **Dilapidated physical coordination infrastructure of Missions Abroad:** Run-down buildings failing to offer an appropriate ECD coordination environment and adequate support services for networking opportunities, and trade facilitation. This further projects a negative image of Uganda, undermining the country's credibility and reputation abroad. MoFA, in consultation with MoFPED, will undertake to develop and rationalise an infrastructure improvement plan for Missions Abroad. This will be rationalised, and aligned with the detailed market opportunities profiling of Missions Abroad to ensure the return on investment.

- b. **Unclear roles and responsibilities:** Unclear roles and responsibilities among Government MDAs leads to duplication of efforts, confusion, and inefficiencies. There is need for inter-agency dialogue, which should be regular. These processes should be digitalised, including standardised protocols for diplomats for purposes of quality control.
- c. **Insufficient coordination mechanisms:** Inadequate coordination mechanisms, such as regular meetings, joint planning, and information sharing, hinder effective collaboration among stakeholders. There is need to strengthen governance frameworks for inter-agency engagements and to encourage joint action planning. The Joint Permanent Commission(JPC) structures and approach should be enhanced through regularity and frequency with a fixed agenda around the ECD strategic objectives and follow-up of actions and decisions. A dedicated secretariat for the frameworks supported with technical assistance would ensure multiple levels of engagement, e.g., a Technical Coordination Committee led by heads of MDAs for joint accountability and tracking of opportunities.
- d. **Inadequate resource allocation:** Insufficient resource allocation, including funding, personnel, and equipment, impedes the effective implementation of ECD initiatives. A dedicated medium-term ECD strategy coupled with results-based financing will inspire confidence and guide on resource allocation.

## II. Inter-MDA Coordination Challenges

- i. **Limited trust and cooperation:** Mistrust, competition, and lack of cooperation among Government MDAs hinder effective coordination and collaboration. This is occasioned in part by lack of clarity on the scope of mandates in the value chain (in terms of where the parent MDA stops and where the missions come in). There is need to define shared targets, and avoid being seen as working in silos. Change management should be engaged for line MDAs on complementarities. There is need to have joint annual planning to avoid short-notice engagements as well as standardised guidelines for ECD.
- ii. **Different priorities and agendas:** Different priorities and agendas among Government MDAs lead to conflicting interests and hinder effective coordination. Opportunities should be created for the PWG to align with ECD and MDA strategic plans for participating MDAs.
- iii. **Inadequate communication and information sharing:** Inefficient communication and information sharing among Government MDAs lead to misunderstandings, duplication of efforts, and inefficiencies. There is need to leverage technology for tracking communications, e.g., the opportunity presented by the MOFA MIS that is under development and ensuring a detailed BPR to ensure optimisation.

## III. Stakeholder Coordination Challenges

- i. **Private sector engagement:** Insufficient engagement with the private sector hinders the effective implementation of ECD initiatives and limits the potential for economic growth and development. There include the PSFU, the Chamber of Commerce, UMA, the National Committee on Trade Facilitation. It is critical to appreciate the roles of each platform based on the relevant ECD target or objective is and optimise the use of their mandate.
- ii. **Civil society participation:** Limited participation of civil society organizations (CSOs) reduces the effectiveness of ECD initiatives and limits the potential for inclusive

economic growth and development. Ensure the participation of specialised ECD CSOs in the consultative quarterly engagements.

- iii. **Community involvement:** Insufficient involvement of local communities hinders the effective implementation of ECD initiatives and limits the potential for sustainable economic growth and development. This involves collaborating with the media (4th estate), especially for image building.

### 3.4.2 Technical Capacity Constraints: Human Resource Gaps in Missions Abroad

Technical capacity constraints due to human resource gaps in Missions Abroad risk missed ECD opportunities and limit Uganda's competitiveness by hindering effective promotion of exports, attraction of investments, and negotiation of favourable trade agreements. Specifically, limited proficiency in specialised areas such as trade law, intellectual property, and digital commerce, as well as emerging areas like renewable energy, biotechnology, and e-commerce, undermines Uganda's ability to navigate complex global markets, capitalise on new trade opportunities, and negotiate favourable agreements, ultimately limiting its ability to diversify exports, attract foreign investment, and enhance its global reputation as a reliable trade partner.

Having the requisite technical capacity and expertise is, therefore, crucial for effective ECD. Moreover, technical capacity is vital for identifying and pursuing economic opportunities, analysing economic data, and providing insights to inform policy decisions.

Beyond skills gaps, another critical limitation in capacity is the limited numbers of personnel in Uganda's foreign missions. This numerical constraint limits the scope and depth of Uganda's economic diplomacy efforts, hindering its ability to effectively pursue new trade opportunities, build strategic partnerships, and protect its economic interests abroad. This is particularly important in the face of multiple accreditations (*discussed separately in the next section*), where diplomats must navigate complex relationships with multiple countries.

Technical capacity is constrained by the following:

- a. **Insufficient expertise** among government officials, private sector actors, and civil society organisations hinders the effective implementation of ECD initiatives.
- b. **Inadequate training and development programmes:** Limited training and development programmes reduce the capacity and expertise of stakeholders, hindering the effective implementation of ECD initiatives. MoFA should consider capacity building for officers, especially before they are deployed.
- c. **Bureaucratic inefficiencies:** Slow decision-making processes, and inadequate coordination among government agencies and diplomatic missions.
- d. **Competing priorities:** Multiple demands on limited resources, and competing priorities that divert attention and resources away from economic and commercial diplomacy.
- e. **Limited staffing structures:** Inadequate staff to handle the workload at some of the busier Missions, risking decreased productivity. For the long term, MoFA should leverage the ongoing restructuring as an opportunity to align the staffing structure for key Missions. There is need to include the Ministry of Public Service (MoPS) as a stakeholder as they need to carry out an analysis on the staffing structures in the Missions. In the immediate term, missions should hire short-term Technical Assistance.

## Strategies for capacity enhancement

To address the challenge of limited personnel numbers in Uganda's foreign missions, this strategy proposes a multifaceted approach that prioritises efficiency measures and innovative solutions. Recognising the catch-22 scenario where budget constraints exacerbate limited staffing and capacity, the strategy proposes exploring alternative models of support in addition to leveraging technology and digital platforms to enhance communication, and information sharing, among others, thereby optimising the impact of existing personnel. By embracing efficiency measures and out-of-the-box approaches, Uganda can maximise its limited resources and achieve greater returns on its economic diplomacy investments.

### a. **Virtual ECD support hubs at MOFA**

These are remote teams that provide specialised support, such as climate, finance, or trade analysis. They are centralised teams that provide support to multiple Missions within a region and also increase access specialised skills and shared expertise that may not be available locally to the Mission. This will also have the added benefit of providing home-based support across different time zones and regions.

Other countries' diplomatic missions often have an advantage over Uganda's Missions due to their multi-specialised skilled personnel, who provide technical expertise across various areas of interest. These countries can also afford to have representation in multiple forums and fronts simultaneously, allowing them to promote their interests more effectively. In contrast, Uganda's diplomatic missions face significant resource constraints, with even a single additional staff member costing hundreds of thousands of Uganda shillings. However, not all staff supporting missions need to be stationed at a given mission, opening up possibilities for remote support and shared resources.

### b. **To open up possibilities for remote support and shared resources, Uganda can consider the following strategies:**

#### **Remote support (Virtual/Remote ECD Technical Support Scheme)**

Virtual teams: Establish virtual teams that provide support to multiple missions, reducing the need for physical presence. Dedicate funds to a diplomacy scheme of staff to work remotely from the missions, enabling them to provide support from Uganda. These teams can be arranged around regions. MoFPED, as part of the its coordination function, should consider the feasibility and operationalisation of such a scheme, starting with an assessment of specialisations that can work remotely, including:

- **Economic analysis:** Conduct market research, analyse trade data, and provide insights on economic trends to inform ECD strategies. This includes statistics and data analysis, i.e., providing data-driven insights to inform ECD decisions.
- **Trade agreement negotiation preparation:** Provide technical expertise on trade agreement negotiation, including WTO, AfCFTA, and bilateral agreements.
- **Climate financing and climate diplomacy:** Supporting Uganda's efforts to access climate finance, develop green economy projects, and promote sustainable development. Providing expertise on climate change policy, negotiations, and diplomacy to support Uganda's interests in international climate talks.



- **Mission-specific tourism development and strategy:** Developing strategies to promote Uganda's tourism sector, including market research, product development, and marketing.
- **Value transfer through digital transformation:** Advisory from environmental scanning of possible opportunities for tech sharing.
- **Trade policy analysis:** Analysing trade agreements, policies, and regulations to inform ECD strategies.

In a practical sense, remote staff can play a crucial role in supporting mission heads in preparing for agreement negotiations and conferences. Here are some ways remote staff can assist:

### Preparatory documentation

- **Research and analysis:** Conduct research on the negotiating partner's position, interests, and priorities.
- **Drafting background papers:** Prepare background papers on key issues, including trade data, market analysis, and regulatory frameworks.
- **Developing negotiation briefs:** Create concise briefs outlining Uganda's position, objectives, and fallback positions.

### Analysis and advisory

- **Economic data analysis:** Analyse trade data, economic indicators, and market trends to inform negotiation positions.
- **Risk assessment:** Identify potential risks and opportunities associated with different negotiation scenarios.
- **Strategic advice:** Provide strategic advice on negotiation tactics, including identifying potential areas of agreement and conflict.

### Pre-negotiation support

- **Simulating negotiations:** Conduct mock negotiations to prepare mission heads for different scenarios.
- **Developing negotiation scripts:** Prepare scripts outlining key messages, arguments, and counterarguments.
- **Coordinating with stakeholders:** Liaise with relevant stakeholders, including government agencies, private sector organisations, and civil society groups.

### Leveraging technology

With advancements in technology and communication, it is possible to have remote support staff across multiple missions for critical functions such as data analysis and budgeting.

- **Data analytics:** Utilise data analytics tools to analyse economic data, identify trends, and inform policy decisions, enabling more effective economic diplomacy.
- **Digital diplomacy platforms:** Establish digital diplomacy platforms to engage with foreign publics, promote Ugandan interests, and provide information on trade and investment opportunities.



- **Online training and development:** Provide online training and development opportunities to enhance staff skills and knowledge, reducing the need for physical presence.

### 3.4.3 Operational Stretch: Managing Multiple Accreditations and Coverage Gaps

Multiple accreditations is a common practice in international diplomacy, particularly for smaller countries with limited resources. It allows countries to maintain diplomatic relations with multiple countries while minimising the costs associated with establishing and maintaining separate diplomatic missions in each country. Whereas it allows Uganda membership in multiple international organisations, forums, or agreements, with various benefits such as increased influence and enhanced cooperation, there are problems. This has posed various efficiency issues in addition to constraints over the years, and has not been feasible, given the increase risk of non-payment of subscriptions.

Operational capacity constraints due to accreditation-related challenges pose a significant risk to Uganda's ECD efforts, leading to missed opportunities and limited competitiveness. With multiple accreditations to manage, Uganda's diplomatic missions are often overstretched, struggling to provide adequate coverage and support to Ugandan businesses and investors.

This results in missed opportunities, such as failure to participate in key trade fairs, inability to respond to time-sensitive business inquiries, and delayed or lost investments due to inadequate diplomatic support. Furthermore, accreditation-related challenges limit Uganda's competitiveness by hindering its ability to project a strong and cohesive national brand, negotiate favourable trade agreements, and provide effective advocacy for Ugandan businesses and investors in foreign markets.

Constraints include:

#### I. Multiple accreditations at country level

##### Country level

- Increased workload: Multiple accreditations leads to an increased workload for diplomats and support staff, potentially impacting performance.
- Failure to pay annual subscriptions affects Uganda's missions' ability to conduct ECD.
- Reduced focus: Multiple accreditations dilute the focus of Uganda's diplomatic efforts, making it challenging to prioritise ECD objectives.
- Complexity in coordination: Multiple accreditations add complexity to coordination efforts between Uganda's diplomatic missions, government agencies, and other stakeholders.

#### II. Approaches for enhancing the effectiveness and efficiency of multiple accreditation

At this phase of Uganda's development, multi-accreditation is unavoidable because it allows Ugandan diplomats to cover a wider range of countries and regions, maximising the country's limited diplomatic resources and enabling it to pursue multiple foreign policy objectives simultaneously. However, to deepen the effectiveness of Missions and manage associated risks, Uganda could consider the following approaches:

- Clear prioritisation:** Establish clear priorities for each Mission, focusing on key objectives and sectors, such as trade, investment, and tourism.

- b. **Specialisation:** Encourage specialisation among diplomats, allowing them to develop expertise in specific areas, such as trade negotiations or investment promotion.
- c. **Collaboration with other agencies:** Foster collaboration between Missions and other Ugandan agencies, such as the Uganda Investment Authority, the Uganda Tourism Board, and the Uganda Export Promotion Board.
- d. **Regular performance monitoring:** Establish a system for regular performance monitoring and evaluation, allowing for adjustments to priorities and strategies as needed.
- e. **Diplomatic training and capacity building:** Invest in diplomatic training and capacity building, ensuring that Ugandan diplomats have the necessary skills and knowledge to effectively promote Uganda's interests abroad.
- f. **Risk management strategies:** Develop and implement risk management strategies to mitigate potential risks associated with multi-accreditation, such as conflicts of interest, divided loyalties, or reputational damage.

### III. Rationalisation of multiple accreditation at organisational level

To address the challenge of unpaid annual subscription fees, Uganda should prioritise membership in organisations that align with its strategic interests and offer tangible benefits. By navigating the benefits and challenges of multiple accreditation, Uganda can optimise its engagement with international organisations and advance its national interests.

### IV. Multiple accreditations also pose challenges, such as:

- a. **Increased financial burden:** Membership fees, contributions, and other financial obligations have added up quickly, with Uganda accumulating huge subscription arrears amidst funding constraints.
- b. **Complexity and overlap:** Multiple memberships leads to complexity, overlap, and potential conflicts between different organisational mandates and priorities.
- c. **Resource constraints:** Managing multiple memberships strains the country's diplomatic resources, including personnel, expertise, and infrastructure.

### V. Consequences

1. **Loss of access to international organisations:** Non-payment of subscriptions leads to loss of access to international organisations. This can hinder Uganda's ability to participate in international trade negotiations, access technical assistance, and benefit from global best practices.
2. **Reduced influence and credibility:** Failure to pay subscriptions damages Uganda's reputation and credibility within international organisations. This can reduce the ability to shape global policies and decisions that affect its economic interests.
3. **Limited access to market information:** Non-payment of subscriptions can limit Uganda's access to market information, trade data, and research reports from international organisations.
4. **Difficulty in attracting foreign investment:** Risks creating uncertainty and doubt among foreign investors about Uganda's commitment and its ability to provide a stable and predictable business environment.
5. **Inability to participate in international trade agreements:** Risks preventing Uganda from participating in international trade agreements, such as the African Continental Free Trade Area (AfCFTA) etc., limiting its ability to increase its exports, attract foreign investment, and create jobs.

## Strategies for addressing operational overstretch

**Using defined selection prioritisation criteria**, such as: (a) Alignment with Uganda's strategic interests, especially these with the closest linkages to the Tenfold Growth Strategy; (b) Tangible benefits to Uganda's economy, security, or social development; and (c) Availability of resources (financial, human etc.) to support membership. MoFPED and MoFA will agree on a rationalisation framework for prioritisation that could involve categorising international organisations into three tiers:

**Tier 1.** Essential organisations: These are organisations critical to Uganda's national security, economic development, and global governance. They may include, but are not limited to:

1. The African Union.
2. The East African Community.
3. The United Nations.

**Tier 2.** Important organisations: These offer significant economic and social benefits. They may include, but are not limited to:

1. The World Trade Organisation.
2. The International Labour Organisation.

**Tier 3.** Desirable organisations: These are specialised UN agencies and other organisations considered for membership if resources permit. They may include, but are not limited to:

1. Specialised UN agencies (e.g., FAO, WHO, UNESCO).
2. Other international organisations (e.g., the Commonwealth, OIC).

### 3.4.4 Intelligence Gaps: Insufficient Insights for Effective ECD

The absence of timely and accurate data on market trends, competitor activity and trade dynamics negatively impacts the development and implementation of targeted strategies to deliver ECD outcomes. As Uganda competes with other countries for a limited global market share, the need for data-driven targeted approaches has become more critical than ever, particularly in the face of dwindling resource envelopes, which demand that missions and key stakeholders optimise their efforts for maximum impact.

The following strategic information issues are constraining ECD objectives:

#### I. Inadequate investment promotion

- a. Limited understanding of investor needs:** Inadequate data and intelligence on investor needs and preferences lead to ineffective investment promotion strategies. There is need to strengthen strategic collaborations with the international business associations, IPAs, and Chambers of Commerce/agencies in the host countries. There is also need for a conducive investment environment, i.e., legal frameworks.
- b. Inability to identify investment opportunities:** Limited access to reliable data and insights hinders the ability to identify investment opportunities and attract investors. Missions know the trends and priorities in the different regions (profiling) and have to work backwards to fit in by segmenting the different regions – training of Missions by UIA. Avail updated data on investment opportunities in Uganda. Leverage existing technology on licensing and permitting. Improve data strategy on ECD. Engage R&D, develop proposals, have an ECD strategy on Data and Statistics under UBOS.

## II. Ineffective trade promotion

- a. **Limited understanding of market trends:** Inadequate data and intelligence on market trends and competitor activity lead to ineffective trade promotion strategies. Market intelligence solutions where trends for products are demand-driven. Missions should obtain trend analysis of those products within their areas as part of market research.
- b. **Inability to identify export opportunities:** Limited access to reliable data and insights hinders the ability to identify export opportunities and promote Ugandan products.

## III. Poor economic policy decision-making

- a. **Limited access to reliable data:** Inadequate data and intelligence lead to poor economic policy decision-making, hindering Uganda's ability to achieve its economic development goals.
- b. **Inability to monitor and evaluate ECD efforts:** Limited access to reliable data and insights hinders the ability to monitor and evaluate ECD efforts, making it challenging to adjust strategies and improve outcomes.

## IV. Inefficient and inadequate financial resource allocation

- a. **Limited understanding of resource allocation:** Inadequate data and intelligence on the market to inform meaningful resource allocation for ECD lead to inefficient allocation of resources, hindering Uganda's ability to optimise its ECD efforts.
- b. **Inability to prioritise ECD initiatives:** Limited access to reliable data and insights hinders the ability to prioritise ECD initiatives, making it challenging to achieve economic development goals.

## V. Reduced competitiveness

- a. **Limited understanding of competitor activity:** Inadequate data and intelligence on competitor activity lead to reduced competitiveness, hindering Uganda's ability to attract investment and promote trade. There is need for competition data, i.e., intelligence about our competitors. Look out for collaborative opportunities, as well as linkages. Missions need dedicated technical assistant officials to provide quality data from the market in the different cities, as well as data analysis.
- b. **Inability to identify areas for improvement:** Limited access to reliable data and insights hinders the ability to identify areas for improvement, making it challenging to enhance competitiveness.

## VI. Solution analysis and considerations for improving quality and access to ECD data

**Market and business profiling:** To effectively promote Uganda's trade and investment interests abroad, missions must possess a deep understanding of the local market dynamics, business environments, and competitive landscapes. Undertaking market and business profiling enables missions to gather critical insights on target markets, identify opportunities and challenges, and develop tailored strategies to promote Ugandan exports and attract foreign investment. By conducting thorough profiling, missions can make informed decisions, optimise resources, and ultimately drive economic growth and development in Uganda.

The Ministry of Foreign Affairs (MoFA) and the Ministry of Finance, Planning and Economic Development (MoFPED) shall support Uganda's Missions Abroad to undertake market and business profiling.

This collaborative approach will ensure that profiling efforts are tailored to the specific needs and priorities of each Mission, and that the resulting insights inform effective trade promotion and investment attraction strategies. Profiling objectives include:

- a. Identifying Uganda's competitive advantages in each country.
- b. Analysing prospects for Uganda's emerging opportunities.
- c. Informing mission-specific strategies for trade promotion and investment attraction.

**Strategic collaboration on essential and timely ECD data:** Strengthening partnerships with the Uganda Bureau of Statistics (UBOS) and investment promotion agencies (UFZEPA, UIA) is a great strategy to access better and more contextualised data for Economic and Commercial Diplomacy (ECD) efforts. Potential benefits and areas of collaboration:

### Benefits of Strategic Collaboration on ECD Data

1. **Improved data quality:** UBOS can provide reliable and accurate data, which is essential for informed decision-making.
2. **Contextualised data:** UBOS can help provide data that is tailored to Uganda's specific economic and commercial diplomacy needs.
3. **Enhanced data analysis:** UBOS, UFZEPA, and CSOs can support the analysis of data to identify trends, patterns, and insights that can inform ECD strategies.

### Areas of Collaboration

1. **Trade data analysis:** UBOS can provide data on Uganda's trade performance, including exports, imports, and trade balances.
2. **Economic indicators:** UBOS can provide data on key economic indicators, such as GDP, inflation, and unemployment rates.
3. **Market research:** UBOS can support market research to identify opportunities and challenges for Ugandan businesses in foreign markets.
4. **Data dissemination:** UBOS can help disseminate data and insights to stakeholders, including diplomatic missions, government agencies, and private sector organisations.
5. **Capacity building:** UBOS can provide training and capacity-building programmes to enhance the data analysis and interpretation skills of diplomatic staff and other stakeholders.

### Next Steps

1. **Establish a memorandum of understanding:** Formalise the partnership on ECD Statistics for Missions between the MoFA and UBOS and other agencies. UBOS is mandated to assure credibility of national data.
2. **Develop a joint work plan for strategic ECD data:** Outline specific areas of collaboration, timelines, and expected outcomes for all sources of investment intelligence and data. These include: (a) Government agencies (*Uganda Investment Authority (UIA), Uganda Export Promotion Board (UEPB), and Ministry of Trade, Industry and Cooperatives; BoU*); (b) International organisations (*World Bank, International Monetary Fund (IMF), and United Nations Conference on Trade and Development (UNCTAD)*); (c) Private sector organisations (*Uganda National Chamber of Commerce and Industry, Private Sector Foundation Uganda (PSFU), and Uganda Manufacturers Association (UMA)*); as well as (d) Market research firms (*companies specialising in market research, such as Euromonitor, Nielsen, and McKinsey*).



### 3.4.5 Disjointed Branding and Positioning of Uganda, and Limited Tourism Offering: A Missed Opportunity for Tourism Growth

The uncoordinated branding and positioning of Uganda's tourism offerings is one of the risk factors potentially limiting returns on investment in tourism promotion, hindering the country's ability to capitalise on its rich natural and cultural heritage. Despite boasting some of the most spectacular and diverse tourism attractions in the region, Uganda's share of regional tourism arrivals remains dismally low. This underperformance is in part due to inadequate capacity to strategically leverage Uganda's brand and popularisation of Uganda's destination brand identity, inconsistent messaging, uncoordinated marketing efforts, which confuse potential visitors, investors, and partners, and the limited tourism product offerings due to underdeveloped tourism products. Consequently, Uganda is not only missing out on critical revenue streams from tourism but also struggling to attract foreign investment in the sector, further exacerbating the country's competitiveness challenges in the regional and global tourism market.

The following issues with Uganda's brand promotion strategy in the context of ECD are prominent:

- a. **The destination brand identity for Uganda** ('Explore Uganda, the Pearl of Africa') has not been well publicised and rolled out to key stakeholders.
- b. **Inconsistent branding:** Inconsistent branding across different platforms, materials, and stakeholders dilutes the impact of Uganda's brand promotion efforts. *Missions should harmonise their branding in line with UTB.*
- c. **Limited brand awareness:** Uganda's brand may not be well-known globally, making it challenging to attract investors, tourists, and businesses. Caution should be taken to ensure that branding is not only be about tourism but also about investment, agriculture, mineral development etc., and all this should be included on the brand website. MoICT and NITA-U are key stakeholders in this, i.e., updating our digital communication channels. Publicize the brand; ensure that the Missions and other MDAs use documents with the same brand; trade officials should be equipped with an authorised brand, and vast online presence is important, i.e., via websites, social media, travel celebrities.
- d. **Negative perceptions:** Negative perceptions about Uganda, such as concerns about security, corruption, or infrastructure, hinders brand promotion efforts. There is need to improve Missions' office infrastructure as a low-hanging fruit for improving the image and brand of the country.
- e. **Insufficient digital presence:** Uganda's digital presence may be limited, making it challenging to promote the country's brand, attractions, and investment opportunities online.
- f. **Lack of engagement with target audiences:** Uganda's brand promotion strategy may not effectively engage with target audiences, such as investors, tourists, and businesses.
- g. **Limited collaboration with stakeholders:** Uganda's brand promotion strategy may not effectively collaborate with stakeholders, including government agencies, private sector companies, and civil society organisations.
- h. **Inadequate measurement and evaluation:** Uganda's brand promotion strategy may not have adequate mechanisms for measuring and evaluating its effectiveness.
- i. **Lack of alignment with ECD objectives:** Uganda's brand promotion strategy may not be aligned with the country's ECD objectives, hindering its effectiveness in promoting economic growth and development.



The following approaches should be adopted to address the disjointed branding:

- a. **Partnerships and collaborations:** Foster partnerships with local tour operators, travel agencies, and airlines to undertake the following:
  - **Joint marketing efforts:** Partner with local tour operators to co-fund marketing campaigns, trade shows, and exhibitions.
  - **Promote the national destination brand** identity.
  - **Tourism product development:** Collaborate with local tour operators to develop and promote new tourism products, such as packages and itineraries.
  - **Attract investments in the tourism sector** to address infrastructure gaps and tourism product development
  - **Information sharing:** Share information on Uganda's tourism attractions, events, and festivals with local tour operators.
  - **Referral services:** Provide referral services to connect potential tourists with local tour operators.
  - **Training and capacity building:** Organise training and capacity-building programmes for local tour operators to enhance their skills and knowledge.
  - **Familiarisation trips:** Organise familiarisation trips for local tour operators to experience Uganda's tourism attractions firsthand.
  - **Networking events:** Host networking events to connect local tour operators with potential tourists, travel agents, and other industry stakeholders
- b. **Targeted marketing:** Targeted marketing by Missions involves promoting Uganda's tourism to specific, high-potential audiences abroad. Utilise social media, trade shows, and travel fairs to promote Uganda's tourism. The following can be undertaken:
  - **Destination branding:** Promote Uganda's unique brand identity through cultural events, exhibitions, and performances.
  - **Influencer engagement:** Invite social media influencers, market destination representatives and travel writers to experience Uganda's tourism attractions.
  - **Trade shows and exhibitions:** Participate in international trade shows and exhibitions to showcase Uganda's tourism products.
  - **Information dissemination:** Provide information on Uganda's tourism attractions, visa requirements, and travel guidelines to potential tourists.

### 3.5 Broad Cross-cutting Recommendations from the Situation and Problem Analysis

The following section highlights reoccurring recommendation for immediate term proposed to enhance the operations and contribution of ECD actors. The prioritisation process during the validation process highlighted the following top 10 recommendations as guided by the design principles adopted at inception.

- a. **Increase funding and rationalise membership:** Provide adequate funding to support the operations of Ugandan Missions Abroad and an optimal number of international memberships.
- b. **Staffing and capacity building:** Ensure adequate staffing and provide training to diplomats and support staff in specialised areas like trade, investment, and economic diplomacy.

To this end, MoFA will develop a coherent and dedicated capacity-building programme informed by a detailed gap analysis for Missions Abroad and other critical players in the ECD value chains.

- c. **Clear communication:** Strengthen communication channels between Ugandan Missions Abroad, the MoFA, and other stakeholders. Maximise MIS at MoFA, and licensing and permitting tools at UIA to track opportunities and enhance transparency.
- d. **Performance monitoring:** Establish a performance monitoring framework to assess the effectiveness of Ugandan Missions Abroad and key stakeholders.
- e. **Develop economic intelligence capabilities:** Develop economic intelligence capabilities within Uganda's Missions to gather and analyse information on host countries' trade policies, regulations, and market trends.
- f. **Strengthen coordination mechanisms for ECD:** Reform coordination engagements and enhance the contribution of all the critical actors in the value chain, including improving Joint Permanent Commission (JPC) mechanisms and tracking emerging agreed actions.
- g. **Deepen the role of public-private partnerships (PPPs) to enhance their participation:** PPPs allow Uganda to leverage the expertise and resources of the private sector in promoting ECD efforts.

## 4.1 Strategic Direction

### 4.1.1 Direction: Where we want to go

#### 4.1.1.1 Goals

The overall goal of the strategy is:

**To enhance Uganda's Economic and Commercial Diplomacy (ECD) effectiveness to deliver investments, export markets and tourism for the Tenfold Growth Agenda.**

The specific goals (what we want to accomplish)

Specifically, this strategy is set out to contribute to the following (targets detailed in the section on monitoring and evaluation (M&E) in line with the Tenfold Strategy:

- i. Increase export values and Uganda's market share within 5 years.
- ii. Attract foreign direct investment (FDI).
- iii. Increase the volume and value of tourist inflows.
- iv. Enhance economic cooperation and partnerships.
- v. Attract technology and knowledge transfer to the country.

#### 4.1.1.2 Strategic objectives (How we want to accomplish)

To achieve Uganda's ECD goals, the following strategic objectives have been identified to guide the country's efforts over the next 5 years:

1. To identify and pursue new market opportunities for Ugandan products (goods and services) in key international markets, with a focus on increasing Uganda's exports value by 30 % within the next 5 years.

#### OBJ1 KPIs

1. **Export Value:** Total value of Ugandan exports to target markets (from USD 7.9 billion in FY 2022/23 to USD 10.3 billion by FY 2029/30).
2. Market share in new markets: Evaluate the market share of Ugandan products in new markets.

#### Intermediate

1. **Number of new trade partnerships established:** Establish partnerships with at least 5 export intermediaries within the next 5 years.
2. **Identify at least 3 new markets** for Ugandan products per annum.
3. **Establish contacts** with at least 3 potential buyers of Uganda products per annum.
4. **Number of trade leads initiated.**
5. **Obtain quality certification** for at least 1 manufactured product per year in each target market.

2. To attract and increase Foreign and Domestic Investment (FDI) in Uganda's priority sectors by 30% in the next 5 years (focusing on the ATMS).

#### **OBJ 2: KPIs**

**Investment Value:** Percentage growth in FDI to 30% by 2029/30

#### **Intermediate**

1. **Investment Leads:** Number of investment leads generated by Uganda's diplomatic Missions Abroad (by value and by number).
2. **Investor Engagement:** Number of investor engagements, including meetings, seminars, and roadshows, facilitated by Uganda's Missions Abroad.

3. To leverage Uganda's Missions Abroad to attract and facilitate Science, Technology, and Innovation (STI) partnerships, resulting in a 5% increase in the export value of processed Ugandan goods within the next 5 years.

#### **OBJ3: KPIs**

1. Competitiveness Index: Improve private sector competitiveness ranking (per UBOS from 49 in FY 2022/23 to 58.73 in 2029/30) by 2030.<sup>1</sup>
2. Export Value Growth Rate: 28% increase in the export value of processed Ugandan goods within 5 years.<sup>2</sup>
3. Annual percentage change in skilled STI human capital of 30% per annum.<sup>3</sup>

#### **Intermediate**

1. **Number of Technology Transfer Agreements:** Sign at least 3 technology transfer agreements with international partners within 5 years.
2. **Number of Value Addition Initiatives:** Implement at least 5 value addition initiatives in key sectors within 5 years.
3. **Proportion of STI partnerships facilitated by Missions Abroad** resulting in technology transfer, value addition, or joint research and development.

4. To leverage Uganda's diplomatic missions to increase tourist arrivals from key source countries by 90% within the next 5 years, through targeted tourism promotion, partnerships, and investment facilitation in tourism infrastructure.

<sup>1</sup> However, at international level, Uganda's competitiveness index ranking is currently 115 out of 140 countries, according to Trading Economics. This ranking indicates how competitive Uganda's economy is compared to other countries.

<sup>2</sup> NDPIV target of percentage export value added rising from 39% in FY 22/23 to 50% in 2029/30.

<sup>3</sup> NDPIV target.

#### OBJ 4: KPIs

1. **Tourist Arrival Growth Rate:** Increase annual tourist arrivals by 90% within 5 years (2.3 million tourists in 2029/30).<sup>4</sup>
2. **Tourism Forex Earnings Growth Rate:** Increase tourism foreign earnings by 31.2 %<sup>5</sup> per annum.

#### Intermediate

1. **Established Tourism Partnerships for Regional Tourism:** At least 3 new partnerships per year with tourism stakeholders (e.g., tour operators, travel agencies) in countries of accreditation are over 5 years.
2. **Tourism Investment Commitments:** Contribute gainfully to FDI from tourism investment commitments from countries of accreditation within 5 years.<sup>6</sup>
3. **Potential tourism investment deals identified** (by value) (e.g., worth a minimum of USD 50 million within the next 5 years).
4. **Increased Tourism Awareness:** At least 50% of the target audience in key source countries are aware of Uganda's tourism offerings and attractions within 5 years.

5. To leverage Uganda's diplomatic missions to attract (USD 6 billion in 5 years) climate financing within the next 5 years, supporting the country's transition to a low-carbon economy and enhancing its resilience to climate change.

#### OBJ 5: KPIs

1. **Climate Financing Mobilised:** Attract USD 6 billion climate financing within 5 years.<sup>7</sup>
2. **Climate Finance Commitments:** Secure at least USD 9 million per annum (per mission in developed economies) in climate finance proposals from host-country governments, climate finance institutions, or private sector entities within 5 years.

#### Intermediate

1. **Number of Climate Finance Proposals:** Submit at least 5 climate finance proposals to host-country governments, climate finance institutions, or private sector entities within 5 year.
2. **Climate Diplomacy Engagement:** Establish partnerships with at least 10 climate finance institutions supporting climate action within 5 years.
3. **Sign at least 2 climate cooperation agreements** with host countries or climate finance institutions within 5 years.

6. To foster strategic institutional co-ordination and partnerships in Uganda, enhancing the country's economic diplomacy efforts and increasing its global competitiveness.

<sup>4</sup> NDPIV target, which is 13.95 per annum.

<sup>5</sup> NDPIV target to increase forex 3-fold within 5 years from USD 1.025 billion to USD 4 billion in 203.

<sup>6</sup> While the tourism sector has significant potential and is an important source of foreign exchange for Uganda, its direct contribution to overall FDI is not consistently disaggregated in recent economic reports.

<sup>7</sup> NDPIV targets climate finance contributions of USD 1.2 billion per annum. However, this is still below the NDC (Nationally Determined Contribution) target of 24.1 billion over 7 years (i.e., USD 3.44 billion per annum).

#### OBJ 6: KPIs

Percentage of ECD investment and trade leads submitted by Missions Abroad that are successfully converted into actual investments in Uganda (across the ATMs).

#### Intermediate

1. **ECD Institutional Framework Operationalised:** Develop and implement an institutional framework for economic diplomacy, clarifying roles and responsibilities among government agencies, private sector entities, and civil society organisations within 5 years.
2. **Proportion of ECD opportunities rated on-track.**
3. **Functionality of ECD Governance Frameworks:** Regular convention of the respective ECD governance working groups to monitor ECD commitments.
4. **Average Lead Response Time to ECD Opportunities:** Average response time to business inquiry/problem logged to a coordinated platform (less than 48 hours).

## 4.2 Strategies (How we want to get there)

### I. Market access and trade agreements

- a. **Negotiate trade agreements:** Negotiate trade agreements with countries for key markets to increase market access and reduce trade barriers.
- b. **Market research and intelligence:** Conduct market research and gather intelligence on target markets to inform trade and investment decisions.
- c. **Trade facilitation:** Implement trade facilitation measures, such as simplifying customs procedures and reducing bureaucratic hurdles.

### II. Economic and commercial intelligence

- a. **Economic intelligence:** Gather and analyse economic data and intelligence to inform ECD decisions.
- b. **Commercial intelligence:** Gather and analyse commercial data and intelligence to identify business opportunities and risks.
- c. **Competitor analysis:** Analyse competitors' strengths, weaknesses, and strategies to inform ECD decisions.

### III. Public-private partnerships

- a. **PPP development:** Develop and implement public-private partnerships (PPPs) to support ECD objectives.
- b. **PPP facilitation:** Facilitate PPPs by providing information, guidance, and support to private sector partners.
- c. **PPP promotion:** Promote PPPs as a mechanism for supporting ECD objectives.

### IV. Digital economy and e-commerce

- a. **Digital economy development:** Develop and implement strategies to support the growth of Uganda's digital economy.
- b. **E-commerce development:** Develop and implement strategies to support the growth of e-commerce in Uganda.
- c. **Digital trade facilitation:** Implement digital trade facilitation measures, such as electronic single windows and digital payment systems.



## V. Branding and marketing

- Country branding: Develop and implement a country branding strategy to promote Uganda's image and reputation abroad.
- Export branding: Develop and implement an export branding strategy to promote Ugandan exports abroad.
- Marketing and promotion: Implement marketing and promotion strategies to support ECD objectives.

## VI. Leverage the internal re-known firms and automation to reduce reliance on local capabilities in monitoring ECD actions

### 4.3 Tactics and Interventions (Aligned with the ATMS Themes)

To achieve the strategic objectives outlined in this Economic and Commercial Diplomacy Strategy, a series of targeted actions and interventions will be undertaken to operationalise the strategy's objectives aimed at strengthening trade and investment relationships and enhancing the country's economic competitiveness. **The detailed actions, and responsible parties are outlined in the Action Plan Matrix, which is annexed to this document.**

Notably, whereas Uganda's diplomatic missions and other stakeholders have been implementing various initiatives aimed at promoting economic interests, the Economic and Commercial Diplomacy Strategy provides a coherent framework that brings these efforts together under a joint purpose-driven approach, ensuring greater coordination, impact, and sustainability.

### Broad Interventions in the four key growth drivers to propel Uganda to a 500-billion-dollar economy by 2040:

Key Growth Drivers	Intervention
Agriculture and Agro-processing	Commercializing and formalizing farming
	Developing and deepening structured trade of value-added agricultural products.
Tourism Development	Increasing tourist inflows five-fold under the current spend-per-tourist and length-of-stay approach.
	Doubling average spend-per-tourist and average stay-per-tourist.
Mineral Development	Finalising the quantification of mineral deposits and their governance regime.
	Commercialising mining operations and products.
	Delivering first oil.
	Commercialising the petrochemical industry.
	Attracting investors in the Mining Industry.
Science, Technology and Innovation (STI)	Adding value to our traditional exports.
	Creating the new economy using STI to increase the contribution of nascent sectors to GDP.

### 4.3.1 Strategic Placement for Agro-industrialisation

Strategies for enhancing Uganda's agro-industrialisation through ECD:

#### I. Market access and trade agreements

- a. **Negotiate trade agreements:** Negotiate trade agreements with countries for key markets, such as the European Union, China, and the United States, to increase market access for Ugandan agro-products.
- b. **Compliance with international standards:** Ensure compliance with international standards, such as sanitary and phytosanitary (SPS) measures, and sustainability standards to increase market access.
- c. **Market research and intelligence:** Conduct market research and gather intelligence on target markets to inform trade and investment decisions.

#### II. Investment promotion and facilitation

- a. **Investment promotion:** Promote Uganda's agro-industrialisation sector to attract foreign investment, including from countries like China, India, and the Netherlands.
- b. **Investment facilitation:** Facilitate investment by providing information, guidance, and support to investors, including assistance with licensing, registration, and tax incentives.
- c. **Special Economic Zones (SEZs):** Establish SEZs to provide a conducive environment for agro-industrialisation investments.

#### Attracting agricultural aid and investments

- i. **Agricultural aid:** Missions attract agricultural aid and investments to support Uganda's agricultural development. For instance, the Ugandan Mission in China facilitated a USD 10 million agricultural aid package from the Chinese government to support Uganda's agricultural modernisation.
- ii. **Private sector investments:** Missions facilitate private sector investments in Uganda's agricultural sector. For instance, the Ugandan Mission in the UK facilitated a £ 5 million investment by a UK-based company in Uganda's coffee sector.

#### International cooperation for knowledge transfer

- i. **Phytosanitary technology transfer:** Missions facilitate the transfer of phytosanitary technologies, such as disease diagnostic tools and pest management practices. For instance, the Ugandan Mission in the Netherlands facilitated the transfer of potato seed technology from Dutch companies to Ugandan farmers.
- ii. **Agricultural research and development:** Missions facilitate collaborations on agricultural research and development, supporting Uganda's efforts to improve crop yields, disease resistance, and climate resilience. For example, the Ugandan Mission in the UK facilitated a partnership between Ugandan and UK-based researchers to develop new varieties of disease-resistant cassava.
- iii. **Scholarships and training:** Missions facilitate scholarships and training programmes for Ugandan agricultural professionals, enabling them to acquire new skills and knowledge. For instance, the Ugandan Mission in the US facilitated scholarships for Ugandan agricultural students to study at American universities.

- iv. **Expertise exchange:** Missions facilitate the exchange of expertise between Ugandan and international agricultural professionals. For instance, the Ugandan Mission in Israel facilitated an exchange programme between Ugandan and Israeli agricultural experts on irrigation and water management practices.

### III. Value chain development and upgrading

- a. 1. Value chain analysis: Conduct value chain analysis to identify areas for improvement and upgrading in Uganda's agro-industrialisation sector.
- b. **Value addition:** Promote value addition in Uganda's agro-products, such as coffee, cotton, and tobacco, to increase their competitiveness in global markets.
- c. **Linkages and partnerships:** Facilitate linkages and partnerships between Ugandan farmers, processors, and exporters to enhance coordination and cooperation along the value chain.

### IV. Branding and marketing

- a. **National branding:** Develop a national brand for Ugandan agro-products to enhance their visibility and competitiveness in global markets.
- b. **Marketing and promotion:** Promote Ugandan agro-products through various marketing channels, including social media, trade shows, and advertising.
- c. **Certification and standards:** Promote certification and standards, such as organic and fair trade, to enhance the quality and competitiveness of Ugandan agro-products.

### V. Infrastructure development and logistics

- a. **Transportation infrastructure:** Develop transportation infrastructure, including roads, railways, and airports, to enhance the efficiency and cost-effectiveness of agro-product transportation.
- b. **Storage and warehousing:** Develop storage and warehousing facilities to enhance the quality and safety of agro-products during storage and transportation.
- c. **Logistics and supply chain management:** Promote logistics and supply chain management best practices to enhance the efficiency and competitiveness of Uganda's agro-industrialisation sector.

#### 4.3.2 Strategic Placement for Tourism

The goal is to use ECD to position the country as a preferred tourist destination as outlined in NDP IV. The key focus areas are: increasing tourism-related research and uptake; and strengthening and harmonising marketing. The key actions are to:

- 1. Market and promote Uganda's tourist attractions in key external source markets (Americas, Europe, Africa, China, Japan, and Asia):
  - i. Hire market destination representative firms in key source markets.
  - ii. Undertake aggressive marketing and promotion (media advertising and roadshows) in key source markets.
  - iii. Participate in expos/activations including media activations.

2. Invest in Uganda's destination brand, "Explore Uganda, the Pearl of Africa", and roll it out in key tourist source markets:
  - i. Develop and implement an elaborate communication strategy in partnership with mainstream and non-mainstream media.
  - ii. Carry out brand marketing campaigns.
  - iii. Brand foreign missions in key source markets.
3. Invest in MICE promotion, facilities, and bidding for major international conferences and events.
4. Equip missions with marketing toolkits.
5. Build the capacity of the Missions to equip them with soft skills.

**Undertake and improve the uptake of tourism-related research and market intelligence:**

- i. Invest in tourism data capture, management, and utilisation.
- vi. Diversify product development beyond nature.

### 4.3.3 Strategic Placement for Uganda's Mineral-based Development

Strategies for enhancing Uganda's mineral-based development through ECD:

#### I. Market access and trade agreements

- a. 1. Negotiate trade agreements: Negotiate trade agreements with key markets, such as China, India, and the European Union, to increase market access for Ugandan minerals.
- b. 2. Compliance with international standards: Ensure compliance with international standards, such as those set by the International Organization for Standardization (ISO), to increase market access.
3. Market research and intelligence: Conduct market research and gather intelligence on target markets to inform trade and investment decisions.

#### II. Investment promotion and facilitation

- a. 1. Investment promotion: Promote Uganda's mineral sector to attract foreign investment, including from countries like China, India, and Canada.
- b. 2. Investment facilitation: Facilitate investment by providing information, guidance, and support to investors, including assistance with licensing, registration, and tax incentives.
3. Special Economic Zones (SEZs): Establish SEZs to provide a conducive environment for mineral-based investments.

#### III. Technology transfer and capacity building

- a. 1. Technology transfer: Facilitate technology transfer from countries with advanced mineral extraction and processing technologies, such as Australia and Canada.
- b. 2. Capacity building: Provide training and capacity-building programmes for Ugandan miners, processors, and exporters to enhance their skills and knowledge in mineral extraction and processing.
3. Research and development: Collaborate with research institutions and universities to develop new technologies and innovations in mineral extraction and processing.

#### IV. Value chain development and upgrading

- a. **Value chain analysis:** Conduct value chain analysis to identify areas for improvement and upgrading in Uganda's mineral sector.
- b. **Value addition:** Promote value addition in Uganda's minerals, such as copper, cobalt, and gold, to increase their competitiveness in global markets.
- c. **Linkages and partnerships:** Facilitate linkages and partnerships between Ugandan miners, processors, and exporters to enhance coordination and cooperation along the value chain.

#### V. Environmental and social responsibility

- a. **Environmental impact assessment:** Conduct environmental impact assessments to identify potential environmental risks and develop strategies to mitigate them.
- b. **Social responsibility:** Promote social responsibility among Ugandan miners, processors, and exporters, including respect for human rights and labour standards.
- c. **Community engagement:** Engage with local communities to promote awareness and understanding of the mineral sector and its impacts.

#### VI. Infrastructure development and logistics

- a. **Transportation infrastructure:** Develop transportation infrastructure, including roads, railways, and airports, to enhance the efficiency and cost-effectiveness of mineral transportation.
- b. **Storage and warehousing:** Develop storage and warehousing facilities to enhance the quality and safety of minerals during storage and transportation.
- c. **Logistics and supply chain management:** Promote logistics and supply chain management best practices to enhance the efficiency and competitiveness of Uganda's mineral sector.

### 4.3.4 Strategic Placement for Uganda's Science and Technology (S&T)

Strategies for enhancing Uganda's Science and Technology (S&T) through ECD:

#### I. International collaboration and partnerships

- a. **Bilateral agreements:** Establish bilateral agreements with countries like China, India, and the United States to promote S&T cooperation and collaboration.
- b. **Multilateral agreements:** Participate in multilateral agreements like the African Union's Science, Technology and Innovation Strategy for Africa (STISA-2024) to promote regional S&T cooperation.
- c. **International research collaborations:** Collaborate with international research institutions and universities to conduct joint research projects and promote knowledge sharing.

#### II. Technology transfer and acquisition

- a. **Technology scouting:** Identify and scout for new and emerging technologies that can be transferred to Uganda to support S&T development.
- b. **Technology transfer agreements:** Establish technology transfer agreements with foreign companies and research institutions to acquire new technologies and promote knowledge sharing.
- c. **Capacity building:** Provide training and capacity-building programmes for Ugandan scientists, engineers, and technicians to enhance their skills and knowledge of S&T.

### III. Innovation and entrepreneurship

- a. **Innovation hubs and incubators:** Establish innovation hubs and incubators to support startups and entrepreneurs in developing new products and services.
- b. **Funding and financing:** Provide funding and financing mechanisms, such as venture capital and angel investors, to support innovation and entrepreneurship.
- c. **Mentorship and coaching:** Provide mentorship and coaching programmes for entrepreneurs and startups to enhance their business skills and knowledge.

### IV. Human capital development

- a. **STEM education:** Promote Science, Technology, Engineering, and Mathematics (STEM) education and training programmes to develop a skilled and knowledgeable workforce.
- b. **Research and development funding:** Provide funding for research and development projects to support the development of new technologies and products.
- c. **International scholarships and fellowships:** Provide international scholarships and fellowships for Ugandan scientists, engineers, and technicians to pursue further education and training abroad.

### V. Infrastructure development

- a. **Research infrastructure:** Develop research infrastructure, including laboratories, research centres, and innovation hubs, to support S&T research and development.
- b. **ICT infrastructure:** Develop information and communication technology (ICT) infrastructure, including high-speed internet, data centres, and cybersecurity systems, to support S&T development.
- c. **Transportation infrastructure:** Develop transportation infrastructure, including roads, railways, and airports, to support the movement of goods, services, and people.

### VI. Commercialisation and intellectual property protection

- a. **Commercialisation of research results:** Promote the commercialisation of research results and intellectual property to support innovation and entrepreneurship.
- b. **Intellectual property protection:** Strengthen intellectual property protection laws and regulations to protect Ugandan innovators and entrepreneurs.
- c. **Licensing and technology transfer:** Promote licensing and technology transfer agreements to support the commercialisation of research results and intellectual property.

## 4.3.5 Strategic Placement for Uganda's Access to Climate financing through Economic and Commercial Diplomacy (ECD)

Strategies for enhancing Uganda's access to climate financing through ECD:

### I. International climate diplomacy

- a. **Climate change negotiations:** Engage in climate change negotiations under the United Nations Framework Convention on Climate Change (UNFCCC) to advocate for Uganda's climate financing needs.
- b. **Climate finance mobilisation:** Mobilise climate finance from international sources, including the Green Climate Fund (GCF), the Global Environment Facility (GEF), and bilateral donors.



- c. **Climate policy and governance:** Strengthen climate policy and governance frameworks to enhance Uganda's credibility and attractiveness to climate finance providers.

## II. Climate finance readiness

- a. **Climate finance strategy development:** Develop a climate finance strategy that outlines Uganda's climate financing needs and priorities.
- b. **Climate finance capacity building:** Build capacity for climate finance management, including training and technical assistance for government officials and other stakeholders.
- c. **Climate finance project development:** Develop climate finance projects that meet international standards and requirements, including feasibility studies, environmental impact assessments, and social impact assessments.

## III. Green economy and low-carbon development

- a. **Green economy policy development:** Develop policies and strategies to promote a green economy and low-carbon development in Uganda.
- b. **Renewable energy development:** Promote the development of renewable energy sources, including solar, wind, and hydroelectric power.
- c. **Sustainable land use planning:** Promote sustainable land use planning and management practices, including agroforestry, permaculture, and conservation agriculture.

## IV. Climate resilience and adaptation

- a. **Climate resilience and adaptation planning:** Develop plans and strategies to enhance climate resilience and adaptation in Uganda, including climate risk assessments and management plans.
- b. **Climate-resilient infrastructure development:** Promote the development of climate-resilient infrastructure, including roads, bridges, and buildings.
- c. **Climate information and early warning systems:** Establish climate information and early warning systems to enhance climate resilience and adaptation in Uganda.

## V. Private sector engagement and partnerships

- a. **Private sector climate finance mobilisation:** Mobilise private sector climate finance, including from impact investors, venture capitalists, and corporate investors.
- b. **Public-private partnerships (PPPs):** Establish PPPs to support climate-resilient infrastructure development, renewable energy development, and sustainable land use planning.
- c. **Climate innovation and entrepreneurship:** Promote climate innovation and entrepreneurship, including through incubators, accelerators, and innovation.

## 4.4 Change Management

Effective change management will involve a crucial adoption of the reforms in the ECD Strategy both by domestic actors in pursuit of a cultural shift from aspects such as silo action.

Change management ensures a smooth adoption of the ECD Reform while minimizing disruptions and ensuring a smooth transition. By fostering stakeholder engagement, communication, and participation, it is expected to build stakeholder support and ownership of ECD efforts.

Furthermore, change management will enhance collaboration and coordination among ECD actors, ensuring alignment and synergy in their efforts. It will also improve adaptability and resilience, support institutional strengthening and foster a culture of continuous improvement. By promoting accountability and transparency, change management will ensure that ECD actors' actions are guided by a clear sense of purpose and responsibility.

As part of this Strategy, MoFA and MoFPED will undertake the following Change Management Strategies:

- a. **Stakeholder engagement:** Establish regular communication channels with stakeholders to ensure their concerns and needs are addressed.
- b. **Capacity building:** Provide training and capacity-building programmes for stakeholders to enhance their understanding of ECD objectives and benefits.
- c. **Collaboration and coordination:** Foster a culture of collaboration and coordination among stakeholders to ensure alignment and synergy in ECD efforts.
- d. **Communication and awareness:** Develop a comprehensive communication and awareness strategy to ensure stakeholders are informed about ECD initiatives and progress.
- e. **Monitoring and evaluation:** Establish a monitoring and evaluation framework to track progress, identify challenges, and make adjustments to the change management plan as needed.

# CHAPTER 5.0

## STAKEHOLDER ANALYSIS

### 5.1 Who We Need: Stakeholder Analysis and Value Chains

Given the recurring theme of coordination issues in the problem statement, the stakeholder analysis section is pivotal in anchoring the ECD strategy on improved coordination, which begins with recognizing the value, roles, and criticality of key players and MDAs in achieving the stated ECD objectives.

### 5.2 Analysis of Value Chains

In adopting a whole-of-government perspective, understanding the ECD value chain helps governments and stakeholders optimize their economic and commercial diplomacy efforts, address inefficiencies, and create sustainable economic growth. The ECD value chain outlines the sequence of activities that create value for a country's economic and commercial interests. Understanding the value chain demonstrates the critical role of players, which fosters better collaboration of actors throughout the chain. Missions Abroad serve as a bridge between Uganda and foreign markets, helping to identify opportunities, build relationships, and drive economic growth.

**Upstream (Input) Phase:** Actions focused on securing essential inputs, resources, and capabilities to support economic growth, including natural resources, human capital, infrastructure, technology, and finance

<ol style="list-style-type: none"> <li>1. Market Research and Analysis</li> <li>2. Trade Policy Development</li> <li>3. Diplomatic Engagement</li> <li>4. Capacity Building and Training</li> <li>5. Resource Allocation (budget, personnel)</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Missions Abroad:</b> Identify potential investors, technology providers, and best practices to support Uganda's economic growth. <ul style="list-style-type: none"> <li>• Facilitate trade and investment agreements, negotiate market access, and provide market intelligence to support Ugandan businesses.</li> <li>• Identify Opportunities: Missions Abroad identify potential business opportunities, such as trade leads, investment prospects, and partnerships.</li> </ul> </li> <li>2. <b>Ministries/MDAs (e.g., Agriculture, Trade):</b> Provide policy guidance, regulations, and incentives to attract investment and support private sector development.</li> <li>3. <b>Private Sector (Traders, Manufacturers, Farmers):</b> Invest in research and development, adopt new technologies, and develop business plans to take advantage of emerging opportunities.</li> </ol>
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**Midstream (Throughput) Phase:** Actions focused on facilitating trade, investment, and economic growth through policies, regulations, and initiatives that support the production, processing, and export of goods and services

<ol style="list-style-type: none"> <li>1. Trade Promotion and Facilitation</li> <li>2. Investment Attraction and Retention</li> <li>3. Business Facilitation and Support</li> <li>4. Image and Brand Promotion</li> <li>5. Partnership Development (public-private partnerships)</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Ministries/MDAs (e.g., Agriculture, Trade):</b> Implement policies, regulations, and programmes to support private sector development, trade facilitation, and investment promotion. <ul style="list-style-type: none"> <li>• Follow-up on Deals: Respective Ministries/MDAs follow up on the opportunities identified by Missions Abroad, ensuring that they are pursued and converted into tangible deals.</li> </ul> </li> <li>2. <b>Private Sector (Traders, Manufacturers, Farmers):</b> Produce goods and services, invest in manufacturing, and develop export-oriented businesses.</li> </ol>
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**Downstream (Output) Phase:** Actions focused on delivering final products and services to domestic and international markets through marketing, sales, distribution, and after-sales support, driving revenue growth and customer satisfaction

<ol style="list-style-type: none"> <li>1. Increased Trade Volume and Value</li> <li>2. Foreign Direct Investment (FDI) Inflows</li> <li>3. Job Creation and Economic Growth</li> <li>4. Improved Business Environment</li> <li>5. Enhanced National Image and Reputation</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Missions Abroad:</b> Promote Ugandan products and services, facilitate market access, and provide after-sales support to foreign buyers.</li> <li>2. <b>Ministries/MDAs (e.g., Agriculture, Trade):</b> Provide market information, trade statistics, and support for trade fairs and exhibitions to promote Ugandan products.</li> <li>3. <b>Private Sector (Traders, Manufacturers, Farmers):</b> Export goods and services, participate in trade fairs and exhibitions, and develop marketing strategies to reach foreign markets.</li> </ol>
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**The Feedback Loop Phase:** Ensures that the process is iterative and continuously improving, allowing Uganda to refine its Economic and Commercial Diplomacy strategies and achieve better outcomes.

<ol style="list-style-type: none"> <li>1. Monitoring and Evaluation</li> <li>2. Stakeholder Feedback</li> <li>3. Policy Adjustments</li> <li>4. Strategy Refinement</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Monitoring and Evaluation:</b> Track the success of initiatives, programmes, and policies implemented during the upstream, midstream, and downstream phases.</li> <li><b>2. Lessons Learnt:</b> Identify best practices, challenges, and areas for improvement, and document lessons learnt.</li> <li><b>3. Adjustments and Improvements:</b> Use feedback and lessons learnt to adjust policies, programmes, and initiatives, and make improvements to increase effectiveness and efficiency.</li> <li><b>4. Information Sharing:</b> Share feedback, lessons learnt, and best practices among stakeholders, including Missions Abroad, Ministries/MDAs, and the private sector.</li> <li><b>5. Missions Abroad:</b> Report on the impact of their activities, including increased trade and investment, job creation, and poverty reduction.</li> <li><b>6. Ministries/MDAs (e.g., Agriculture, Trade):</b> Evaluate the effectiveness of their policies, programmes, and initiatives in achieving desired economic outcomes.</li> <li><b>7. Private Sector (Traders, Manufacturers, Farmers):</b> Assess the impact of their activities on their businesses, including increased sales, revenue growth, and job creation.</li> <li><b>8. Sustainable Economic Growth:</b> Determine the contribution of economic and commercial diplomacy efforts to Uganda's sustainable economic growth and development.</li> </ol>
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## 5.3 Key Stakeholders

1. Government Agencies (Trade, Tourism, Foreign Affairs etc.)
2. Diplomatic Missions
3. Business Community (exporters, investors)
4. Uganda National Chamber of Commerce and Industry
5. Industry Associations

### Value Chain Enablers:

1. Technology (data analytics, digital platforms)
2. Talent (skilled diplomats, trade officials)
3. Partnerships (public-private collaborations)
4. Infrastructure (transportation, logistics)
5. Regulatory Framework (trade policies, laws)

### Value Chain Inhibitors

1. Bureaucratic Red Tape
2. Limited Resources
3. Inadequate Infrastructure
4. Trade Barriers
5. Global Economic Uncertainty

## 5.4 Analysis of Key Players

Stakeholder Analysis of Uganda's Economic and Commercial Diplomacy (ECD):

### 5.4.1 Government Stakeholders

1. Ministry of Foreign Affairs (MoFA): Responsible for coordinating Uganda's foreign policy and diplomatic efforts, including ECD.
2. Missions Abroad.
3. Ministry of Trade, Industry and Cooperatives (MTIC): Responsible for promoting Uganda's trade and investment interests, including through ECD. To guide on trade and investment policies.
4. Ministry of Finance, Planning and Economic Development (MoFPED): Responsible for developing and implementing Uganda's economic development policies, including those related to ECD.
5. Uganda Investment Authority (UIA): Responsible for promoting Uganda's investment opportunities and facilitating investment inflows.
6. Uganda Free Zones and Export Promotions Authority (UFZEPA): Responsible for promoting Uganda's exports and supporting export-oriented businesses.
7. Ministry of Internal Affairs (MIA) can facilitate immigration and visa services efficiently (including the issuance of visas and work permits to foreign investors, businesspeople, and tourists, making it easier for them to visit and do business in Uganda).
8. Uganda Tourism Board (UTB): Responsible for promoting Uganda's tourism industry and supporting tourism-related businesses.
9. Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).
10. Ministry of Tourism, Wildlife and Antiquities (MTWA).
11. Ministry of East African Community Affairs (MEACA)
12. Uganda Revenue Authority (URA).
13. Science, Technology and Innovation (STI) Secretariat.
14. Ministry of ICT and National Guidance (MoICT&NG).
15. Uganda Registration Services Bureau (URSB): Responsible for business facilitation and intellectual property (IP) and copyright.
16. Ministry of Energy and Mineral Development (MEMD): Responsible for the M in the ATMS.
17. Uganda National Bureau of Standards (UNBS).
18. Ministry of Works and Transport (MoWT).
19. Office of the Prime Minister (OPM).
20. National Planning Authority (NPA).

### 5.4.2 Private Sector Stakeholders

1. Uganda Manufacturers Association (UMA): Represents the interests of Ugandan manufacturers and promotes their exports.
2. Uganda National Chamber of Commerce and Industry (UNCCI): Represents the interests of Ugandan businesses and promotes trade and investment.
3. Private Sector Foundation Uganda (PSFU): Represents the interests of Ugandan businesses and promotes private sector development.
4. Uganda Tourism Association (UTA).



### 5.4.3 Civil Society Stakeholders

1. Uganda Civil Society Organisations (CSOs): Representing various interests, including human rights, the environment, and economic development, i.e., Trademark East Africa, CSBAG, SEAT-INI.
2. Uganda Non-Governmental Organisations (NGOs): Representing various interests, including poverty reduction, health, and education.

### 5.4.4 International Stakeholders

1. **Development Partners:** Including bilateral and multilateral partners, such as the World Bank, the International Monetary Fund, and the European Union, the International Growth Centre, and the British High Commission.
2. **Regional Economic blocs** such as the EAC, WTO, UNWTO, COMESA, and Trademark Africa.
3. **International Business Community:** Including foreign companies and investors, which can provide investment and trade opportunities.

### 5.4.5 Uganda Tourism Agencies

A Stakeholder Analysis of Uganda Tourism Agencies:

#### I. Uganda Tourism Board (UTB)

1. **Mandate:** To promote and market Uganda's tourism potential.
2. **Responsibilities:** Develop and implement tourism marketing strategies, manage tourism information centres, and coordinate tourism research and development.

#### II. Ministry of Tourism, Wildlife and Antiquities (MTWA)

1. **Mandate:** To develop and implement policies and programmes for the sustainable development of Uganda's tourism, wildlife, and cultural heritage.
2. **Responsibilities:** Develop and implement tourism policies, regulate tourism activities, and manage national parks and protected areas.

#### III. Uganda Wildlife Authority (UWA)

1. **Mandate:** To conserve and manage Uganda's wildlife and protected areas for sustainable tourism development.
2. **Responsibilities:** Manage national parks and protected areas, regulate wildlife tourism activities, and enforce wildlife laws and regulations.

#### IV. Uganda Civil Aviation Authority (UCAA)

1. **Mandate:** To regulate and oversee Uganda's civil aviation industry.
2. **Responsibilities:** Regulate airport operations, manage air traffic control, and ensure aviation safety and security.

#### V. Uganda Hotel and Tourism Training Institute (UHTTI)

1. **Mandate:** To provide training and education in hospitality and tourism management.
2. **Responsibilities:** Offer diploma and certificate programmes in hospitality and tourism management, provide training and capacity-building programmes for tourism stakeholders.

#### 5.4.6 Private Sector Players

Some of the key private sector organisations in Uganda that can play a role in promoting ECD include: Uganda Manufacturers Association (UMA), Uganda Hotel Owners Association (UHOA), and Private Sector Foundation Uganda (PSFU).

#### 5.4.7 Other Stakeholders

1. **Uganda's Diaspora Community:** The diaspora can play a significant role in promoting Uganda's trade and investment interests abroad.
2. **Local Governments:** They can support ECD efforts by promoting local economic development and providing support for businesses.
3. **Academic and Research Institutions:** They can provide research and analysis to support ECD efforts and promote innovation and entrepreneurship.

### 5.5 Strategic Roles and Entry Points of Key Actors

#### 5.5.1 The Strategic Role of MoFA Headquarters in Economic and Commercial Diplomacy (ECD)

MoFA Headquarters is the nerve centre, architect, and coordinator of Uganda's ECD Policy. Its domestic role is fundamentally strategic, moving beyond implementation to providing overall direction, policy coherence, and institutional support.

##### Policy Formulation, Integration, and Guidance

1. To act as the primary policy anchor for ECD, ensuring all efforts are aligned with national goals.
2. To develop the National ECD Policy: Formulate and periodically update the overarching ECD strategy and policy frameworks.
3. To interpret and domesticate international agreements: Translate complex international treaties (AfCFTA, BITs, WTO agreements) into actionable directives for MDAs and the private sector.
4. To provide strategic guidance to Missions: Issue clear instructions, priorities, and annual work plans focused on key sectors and markets, guiding the work of Missions Abroad.

##### Capacity Building and Diplomatic Training

1. To build a corps of diplomats and officers equipped with the skills for modern economic diplomacy.
2. To develop the ECD Training curriculum: Design specialised training programmes in trade negotiation, investment promotion, market intelligence, and economic analysis.
3. To conduct pre-posting briefings: Ensure all diplomats destined for Missions Abroad are thoroughly briefed on Uganda's current economic priorities, key sectors, and the specific ECD objectives for their host countries.
4. To facilitate reverse briefings: Organise debriefing sessions for returning officers to capture insights and lessons learnt.

##### Economic Intelligence Synthesis and Dissemination

1. To act as the national clearinghouse for economic intelligence, transforming raw data from Missions into actionable strategy.
2. To collate, analyse, and validate market intelligence, trade barriers, and investment opportunities reported by Missions Abroad.
3. To package and distribute synthesised intelligence reports to relevant MDAs (e.g., MTIC on trade opportunities, UIA on investor interests) and vetted private sector associations.

### Performance Monitoring, Evaluation, and Accountability (M&E)

1. To ensure accountability and evidence-based adaptation of the ECD Strategy.
2. To provide clear Key Performance Indicators (KPIs) for the entire ECD ecosystem (e.g., leads generated, MOUs facilitated, policy barriers resolved).
3. To monitor the performance of Missions Abroad.
4. To produce regular reports for Cabinet, Parliament, and stakeholders on the Return on Investment (RoI) of ECD activities, demonstrating tangible results like jobs created and investments attracted.

### High-Level Advocacy and Branding

1. To host incoming foreign delegations, investors, and trade officials, facilitating their direct engagement with relevant MDAs and business leaders.
2. To intervene at the political level to resolve major regulatory or bureaucratic impediments faced by foreign investors or exporters, as reported by Missions or MDAs.

## 5.5.2 Strategic Placement of Uganda's Missions Abroad

Strategic roles of Uganda's Missions and embassies abroad in promoting Economic and Commercial Diplomacy (ECD) for Uganda:

### I. Trade Promotion and Tourism Promotion

1. **Market research and intelligence:** Gather market information and insights on Uganda's priority export markets, such as the European Union, China, and the United States.
2. **Trade mission organisation:** Organise trade missions to promote Uganda's exports, such as coffee, cotton, and flowers, and to attract investment in key sectors like agriculture, manufacturing, and tourism.
3. **Trade show participation:** Participate in trade shows and exhibitions, such as the annual Uganda International Trade Fair, to showcase Ugandan products and services.

### II. Investment Attraction

1. **Investor targeting:** Identify and target potential investors, including companies, venture capitalists, and private equity firms, interested in Uganda's key sectors like oil and gas, agriculture, and infrastructure.
2. **Trade and investment promotion.**

### III. Economic Research and Analysis

1. **Market analysis:** Conduct market analysis to identify opportunities and challenges for Ugandan exports and investments in key markets.
2. **Competitor analysis:** Analyse competitors' activities, strengths, and weaknesses to inform Uganda's trade and investment strategies.
3. **Economic trends analysis:** Analyse economic trends, including GDP growth, inflation, and exchange rates, to inform Uganda's trade and investment decisions.

### IV. Business Facilitation

1. **Business registration and licensing:** Assist Ugandan businesses with registration and licensing processes in foreign markets.
2. **Tax and regulatory advice:** Provide advice on tax and regulatory requirements in foreign markets to Ugandan businesses.

3. **Networking and connections:** Facilitate networking and connections between Ugandan businesses, investors, and government officials.

## V. Crisis Management and Communication

1. **Crisis management:** Manage crises, including trade disputes, investment disputes, and reputational issues, affecting Ugandan businesses and investors abroad.
2. **Communication:** Communicate effectively with stakeholders, including Ugandan businesses, investors, government officials, and the media, on trade and investment opportunities and challenges.

## VI. Partnership Building

1. **Building relationships:** Build relationships with key stakeholders, including foreign governments, businesses, and trade associations, to promote Uganda's trade and investment interests.
2. **Partnership development:** Develop partnerships with key stakeholders to promote trade, investment, and economic cooperation between Uganda and foreign countries.
3. **Coalition building:** Build coalitions with like-minded countries, businesses, and organisations to promote shared economic interests and address common challenges.

## VII. Undertake business intelligence and due diligence

### 5.5.3 Strategic Placement of Uganda Investment Authority

Strategic roles of Uganda Investment Authority (UIA) in promoting Economic and Commercial Diplomacy (ECD) for Uganda:

#### I. Investment Promotion

1. **Investment targeting:** Map, develop and promote investment opportunities in Uganda's the priority sectors (ATMS) to potential investors through targeted promotion missions and forums in collaboration with Ugandan Missions abroad.
2. **Investment facilitation:** Facilitate investors through the UIA One-stop Centre by providing up-to-date investment information (sector profiles and bankable projects), guidance, and business support to investors, including assistance with licensing, registration, tax incentives and access to land within the Industrial parks.
3. **Investment aftercare:** Provide aftercare services to investors, including support with regulatory compliance, tax incentives to help in business expansion, diversification and build linkages.

#### II. Investor Support and Services

1. **One-stop shop:** Provide a one-stop shop for investors, offering a range of services, including investment facilitation, licensing, and registration.
2. **Investment guidance:** Offer guidance on Uganda's investment climate, including information on laws, regulations, and procedures.
3. **Networking and connections:** Facilitate networking and connections between investors, businesses, and government officials.

#### III. Economic Research and Analysis

1. **Investment climate assessment:** Conduct regular assessments of Uganda's investment climate, including analysis of laws, regulations, and procedures.

2. **Market research and intelligence:** Gather market information and insights on Uganda's priority sectors and markets.
3. **Economic trends analysis:** Analyse economic trends, including GDP growth, inflation, and exchange rates, to inform investment decisions.

#### IV. Partnership Building and Collaboration

1. **Partnership development:** Develop partnerships with key stakeholders, including government agencies, private sector companies, and civil society organisations, to promote investment and economic growth.
2. **Collaboration with government agencies:** Collaborate with government agencies, including the Ministry of Finance, Planning and Economic Development, to promote investment and economic growth.
3. **International cooperation:** Collaborate with international organisations, including the World Bank and the International Monetary Fund, to promote investment and economic growth.

#### V. Capacity Building and Training

1. **Investment promotion training:** Provide training and capacity-building programmes for UIA staff and other stakeholders on investment promotion and facilitation.
2. **Investor relations training:** Provide training and capacity-building programmes for UIA staff and other stakeholders on investor relations and aftercare services.
3. **Economic research and analysis training:** Provide training and capacity-building programmes for UIA staff and other stakeholders on economic research and analysis.

#### 5.5.4 Strategic Placement of MoFPED

Tax Policy Department to Economic and Commercial Diplomacy (ECD) objectives:

##### Contribution to Investment Promotion

1. **Tax incentives for investors:** Design and implement tax incentives for foreign investors, such as tax holidays, tax exemptions, and reduced tax rates. The tax incentives are provided in the relevant tax laws to promote predictability and inclusiveness.
2. **Simplified tax procedures:** Simplify tax procedures for investors, including registration, filing, and payment of taxes.
3. **Tax certainty for investors:** Provide tax certainty for investors by issuing advance tax rulings and tax opinions.
4. **Uganda currently support 100% profit repatriation.**

##### Contribution to Trade Promotion

1. **Tax exemptions for exporters:** Design and implement tax exemptions for exporters, including duty-free imports of raw materials and tax exemptions on export earnings.
2. **Reduced tax rates for exporters:** Reduce tax rates for exporters, including reduced corporate tax rates and reduced withholding tax rates.
3. **Simplified tax procedures for exporters:** Simplify tax procedures for exporters, including registration, filing, and payment of taxes.

### Contribution to Economic Growth and Development

1. **Tax policies to support economic growth:** Design and implement tax policies that support economic growth, including tax incentives for small and medium-sized enterprises (SMEs) and tax exemptions for priority sectors.
2. **Tax administration reforms:** Implement tax administration reforms to improve tax compliance, reduce tax evasion, and increase tax revenue.
3. **Tax research and analysis:** Conduct tax research and analysis to inform tax policy decisions and support economic growth and development.

### Contribution to International Cooperation and Regional Integration

1. **Tax treaties and agreements:** Negotiate and implement tax treaties and agreements with other countries to prevent double taxation and promote cross-border trade and investment.
2. **International tax cooperation:** Collaborate with international organisations and other countries to address tax evasion, tax avoidance, and other tax-related challenges that affect international trade and investment.
3. **Regional tax harmonisation:** Participate in regional tax harmonisation efforts to promote economic integration and cooperation among member states.

### Coordination and oversight

1. **Policy and budgetary coordination:**
  - a. Ensure ECD initiatives are fully aligned with the national fiscal policies, and growth objectives.
  - b. Integrate ECD priorities into the national budget framework by earmarking ECD funding.
  - c. Coordinate with MoFA and Missions to align ECD spending with debt management strategies.
2. **Resource mobilisation:** Secure and allocate funding for ECD implementation by:
  - a. Leveraging development partnerships to fund ECD.
  - b. Facilitating PPPs for infrastructure and export-oriented projects.
  - c. Establishing an ECD fund to support trade promotions, market intelligence systems and Missions Abroad operations.
3. **Ensure synergy across government agencies** for ECD delivery.

### Economic Intelligence and Monitoring and Evaluation

1. Provide data-driven insights to guide ECD decisions.
2. Collaborate with UBOS and MoFA to develop a real-time trade/investment dashboard.
3. Analyse global economic trends such as AfCFTA opportunities and commodity price shifts, to advise Missions Abroad
4. Publish quarterly ECD performance reports tracking FDIs, exports and tourism metrics.
5. Track ECD outcomes to ensure value for money.

### Institutional Coordination and Oversight

Oversight and strategic coordination of key ECD actors:

1. Co-chair the ECD Interministerial Committee (with MoFA) to resolve cross-cutting issues.
2. Align ECD to the NDPIV.



### 5.5.5 Strategic Placement of MTIC

#### Market access

1. Negotiating bilateral, regional and multilateral trade markets to secure favourable trade agreements and market access.
2. Deepening economic integration and regional markets.
3. Identifying and addressing non-tariff barriers (NTBs) through bilateral engagements and undertaking mutual recognition trade agreements.
4. Conducting market research to identify potential markets and products.
5. Monitoring the implementation of negotiated trade agreements.
6. Rolling out Trade Attaché Experts in key markets or locations of economic interest to the country.
7. Undertaking enterprise, product and market value chain profiling needed for investment and export.
8. Mobilising private sector engagements and other MDAs in building Uganda's negotiating positions.
9. Participating in Joint Permanent Commissions and providing technical leadership on Joint Trade Committees/negotiations.
10. Modernising e-governance tools like the electronic single window, and trade information portals.
11. Establishing trade corridors for Africa to harness the export of Ugandan products.
12. Developing specific market entry strategies for West Africa, the Gulf region, China and Asia.
13. Establishing Export Processing Zones for value chains in coffee, fish, cocoa, and others.
14. Establishing a national Digital Export Platform to harness ecommerce production and export potential
15. Developing agro-export industrialisation hubs near sources of raw materials.

#### Trade promotion

1. Participating in business trade fairs at technical and political levels.
2. Organising and mobilising the business community to participate in the trade and business forums.
3. Providing capacity building for startups, exporters and manufactures in the agri-business and manufacturing sectors to enhance their export capacity and readiness.

#### Development and review of export development strategies

1. The National Export Development Strategy guides Missions on the priority products and markets for Uganda.
2. The Uganda Services National Export Strategy guides on the export of services.
3. The National AfCFTA Strategy guides on access to the African market.

#### Conducting research and analysis

1. Conducting trade and trade-related research to provide insights in data-driven negotiations, assessing market trends, competitor decisions for export development, trade negotiations and policy direction.
2. Monitoring of trade trends and development in domestic, regional and global markets.

### 5.5.6 Strategic Placement of the Uganda Revenue Authority

Contribution of Uganda Revenue Authority (URA) to Economic and Commercial Diplomacy (ECD) objectives:

#### Revenue Generation

1. **Increased revenue collection:** URA can contribute to ECD objectives by generating revenue for the government through efficient tax collection and customs administration.
2. **Improved tax compliance:** URA can improve tax compliance by implementing effective tax policies, enforcing tax laws, and providing taxpayer education and support.

#### Trade facilitation

1. **Streamlined customs procedures:** URA can facilitate trade by streamlining customs procedures, reducing bureaucratic hurdles, and improving the overall efficiency of the customs process.
2. **Reduced clearance times:** URA can reduce clearance times for imports and exports, making it easier for businesses to trade and invest in Uganda.

#### Investment promotion

1. **Investor support:** URA can provide support to investors by offering guidance on tax and customs regulations, and by facilitating the establishment of businesses in Uganda.
2. **Tax incentives:** Offer tax incentives to investors, such as tax exemptions or tax holidays, to encourage investment in Uganda.

#### International cooperation

1. **International cooperation:** URA can cooperate with other countries and international organisations to share best practices, and to address common challenges and risks associated with international trade.
2. **Regional integration:** URA can support regional integration efforts by participating in regional trade agreements and by implementing regional trade facilitation measures.

#### Data analysis and research

1. **Trade data analysis:** URA can provide trade data analysis to support ECD efforts, including data on trade volumes, values, and trends.
2. **Tax research and analysis:** URA can conduct tax research and analysis to inform tax policy decisions and support ECD efforts.

#### Capacity building

1. **Capacity building for tax officials:** URA can build the capacity of tax officials to support ECD efforts, including training programmes on tax policy, tax administration, and tax treaty negotiation.
2. **Capacity building for businesses:** URA can build the capacity of businesses to support ECD efforts, including training programmes on tax compliance, customs procedures, and trade facilitation.

### 5.5.7 Strategic Placement of Private Sector

Roles of Uganda's private sector in promoting Economic and Commercial Diplomacy (ECD):

#### I. Investment and Trade Promotion

1. **Investing in key sectors:** Invest in key sectors such as agriculture, manufacturing, and services to support economic growth and development.
2. **Exporting goods and services:** Export goods and services to promote trade and economic co-operation with other countries.
3. **Importing goods and services:** Import goods and services to support domestic industries and promote economic growth.
4. **Marketing products** – partnerships in marketing events, sales representatives, wholesalers.
5. **Sharing experiences** that feed into product development.

#### II. Technology Transfer and Innovation

1. **Transferring technology:** Transfer technology and expertise to support the development of domestic industries and promote economic growth.
2. **Innovating and adapting technology:** Innovate and adapt technology to support the development of new products and services.
3. **Supporting research and development:** Support research and development activities to promote innovation and entrepreneurship.

#### III. Capacity Building and Training

1. **Providing training and capacity-building programmes:** Provide training and capacity-building programmes to support the development of domestic industries and promote economic growth.
2. **Supporting entrepreneurship development:** Support entrepreneurship development by providing training, mentorship, and funding to entrepreneurs.
3. **Promoting vocational training:** Promote vocational training to support the development of skilled workers and promote economic growth.

#### IV. Networking and Partnerships

1. **Building partnerships with government and civil society:** Build partnerships with government and civil society to promote ECD and support economic growth.
2. **Collaborating with international organisations:** Collaborate with international organisations to promote ECD and support economic growth.
3. **Networking with other private sector companies:** Network with other private sector companies to share best practices and coordinate efforts to promote ECD.

#### V. Advocacy and Lobbying

1. **Advocating for business-friendly policies:** Advocate for business-friendly policies to support the development of domestic industries and promote economic growth.
2. **Lobbying for trade agreements:** Lobby for trade agreements to promote trade and economic cooperation with other countries.
3. **Supporting public-private dialogue:** Support public-private dialogue to promote ECD and support economic growth.

## VI. Corporate Social Responsibility

1. **Promoting corporate social responsibility:** Promote corporate social responsibility to support the development of domestic industries and promote economic growth.
2. **Supporting community development projects:** Support community development projects to promote economic growth and development.
3. **Promoting environmental sustainability:** Promote environmental sustainability to support the development of domestic industries and promote economic growth.

### 5.5.8 Strategic Placement of the Uganda Chamber of Commerce

Strategic Role of Uganda Chamber of Commerce in Economic and Commercial Diplomacy (ECD) objectives:

#### Investment promotion

1. **Investor facilitation:** The Chamber can facilitate investors by providing information on investment opportunities, regulations, and procedures.
2. **Investment advocacy:** The Chamber can advocate for policies and regulations that promote investment in Uganda.

#### Trade promotion

1. **Trade facilitation:** The Chamber can facilitate trade by providing information on trade regulations, procedures, and opportunities.
2. **Trade missions:** The Chamber can organise trade missions to promote Ugandan products and services in foreign markets.

#### Economic growth and development

1. **Business development services:** The Chamber can provide business development services, such as training and mentorship, to support the growth of Ugandan businesses.
2. **Economic research and analysis:** The Chamber can conduct research and analysis on economic trends and issues to inform policy decisions.

#### International cooperation and regional integration

1. **International trade agreements:** The Chamber can provide input on international trade agreements to ensure that they promote Ugandan economic interests.
2. **Regional trade facilitation:** The Chamber can facilitate regional trade by providing information on trade regulations, procedures, and opportunities in the East African Community (EAC) and other regional economic communities.

#### Private sector development

1. **Private sector advocacy:** The Chamber can advocate for policies and regulations that promote private sector development in Uganda.
2. **Business-to-business (B2B) networking:** The Chamber can facilitate business-to-business networking to promote partnerships and collaborations between Ugandan businesses and foreign partners.

### 5.5.9 Strategic Placement of Uganda's Free Zones and Export Promotions Authority (UFZEPA)

Strategic contributions of Uganda's Free Zones and Export Promotions Authority (UFZEPA) aligned with the ECD focus objectives:

#### 1. Promoting Trade and Exports

- Boosting exports through export-oriented investments and incentives.
- Increasing export earnings (23% contribution to Uganda's total export earnings in FY 2020/21).
- Promoting value-added exports (processed agricultural products, manufactured goods, minerals).

#### 2. Investment Promotion

- Attracting foreign direct investment (FDI) and domestic direct investment (DDI) by marketing Uganda's free zones and investment opportunities to attract local and foreign investors.
- Creating a favourable investment climate through free zones. This includes ensuring a favourable business environment, compliance with regulations, and streamlined processes for investors.

#### 3. Driving Science, Technology, and Knowledge Transfer

- Providing technical support and training to SMEs to enhance competitiveness.
- Promoting green industrialisation and sustainable practices.

### 5.5.10 Strategic Placement of Civil Society in ECD

Strategic Roles of civil society in promoting Uganda's Economic and Commercial Diplomacy (ECD):

#### I. Advocacy and Lobbying

1. **Promoting ECD policies:** Advocate for policies and laws that support ECD, such as trade facilitation and investment promotion.
2. **Influencing government decisions:** Lobby government officials to make decisions that support ECD, such as allocating resources for trade promotion and investment attraction.
3. **Raising awareness about ECD issues:** Raise awareness among the public and policymakers about ECD issues, such as the importance of trade and investment for economic development.

#### II. Research and Analysis

1. **Conducting research on ECD issues:** Conduct research on ECD issues, such as the impact of trade agreements on Uganda's economy.
2. **Analysing ECD policies and laws:** Analyse ECD policies and laws to identify areas for improvement and provide recommendations for reform.
3. **Providing data and statistics on ECD:** Provide data and statistics on ECD issues, such as trade volumes and investment flows.

#### III. Capacity Building and Training

1. **Providing training on ECD issues:** Provide training on ECD issues, such as trade negotiation and investment promotion.

2. **Building capacity of SMEs:** Build the capacity of small and medium-sized enterprises (SMEs) to participate in international trade and investment.
3. **Supporting entrepreneurship development:** Support entrepreneurship development by providing training and mentorship programmes for entrepreneurs.

#### IV. Networking and Partnerships

1. **Building partnerships with government and private sector:** Build partnerships with government agencies and private sector companies to promote ECD.
2. **Collaborating with international and regional organisations:** Collaborate with international organisations, such as the World Trade Organisation (WTO) and the United Nations Conference on Trade and Development (UNCTAD).
3. **Networking with other civil society organisations:** Network with other civil society organisations to share best practices and coordinate efforts to promote ECD.

#### V. Public Awareness and Education

1. **Raising awareness about ECD issues:** Raise awareness among the public about ECD issues, such as the benefits and challenges of international trade and investment.
2. **Providing education on ECD issues:** Provide education on ECD issues, such as trade negotiation and investment promotion.
3. **Promoting ECD through media and communication:** Promote ECD through media and communication, including social media, radio, and television.

### 5.5.11 Strategic Placement of Uganda Tourism Agencies

Strategic roles of Uganda's Tourism Agencies in promoting Economic and Commercial Diplomacy (ECD) for Uganda:

#### I. Tourism Promotion

1. **Destination marketing:** Promote Uganda as a tourist destination through various marketing channels, including social media, advertising, and trade shows.
2. **Empower missions to undertake tourism marketing** by equipping them with necessary marketing skills and toolkits.
3. **Tourism product development:** Develop and promote new tourism products, such as eco-tourism, cultural tourism, and adventure tourism. Focus on creating an experience to increase length of stay and related spending.
4. **Tourism infrastructure development:** Collaborate with the private sector to develop tourism infrastructure, including hotels, lodges, and transportation services.

#### II. Investment Promotion

1. **Identification of investment opportunities:** Identify investment opportunities in the tourism sector, including hotel development, tourism infrastructure, and tour operations.
2. **Investor targeting:** Target potential investors, including hotel chains, tour operators, and travel companies.
3. **Investment facilitation:** Facilitate investment by providing information, guidance, and support to investors.



### III. Economic Diplomacy

1. Trade and investment agreements: Collaborate with the Ministry of Foreign Affairs to negotiate trade and investment agreements that promote tourism and economic cooperation.
2. Economic research and analysis: Conduct research and analysis on the economic impact of tourism and provide recommendations for policy and investment decisions.
3. Stakeholder engagement: Engage with stakeholders, including the private sector, civil society, and government agencies, to promote economic diplomacy and cooperation.

### IV. Cultural Diplomacy

1. **Cultural exchange programmes:** Develop and promote cultural exchange programmes that showcase Uganda's culture and heritage.
2. **Tourism and cultural events:** Organise and promote tourism and cultural events, including festivals, concerts, and exhibitions.
3. **Cultural heritage preservation:** Collaborate with stakeholders to preserve and promote Uganda's cultural heritage sites and attractions.

### V. Partnership Building and Collaboration

1. **Partnership development:** Develop partnerships with key stakeholders, including the private sector, civil society, and government agencies, to promote tourism and economic development.
2. **Collaboration with government agencies:** Collaborate with government agencies, including the Ministry of Tourism, Wildlife and Antiquities, and Missions Abroad, to promote tourism and economic development.
3. **International cooperation:** Collaborate with international organisations, including the World Tourism Organisation, to promote tourism and economic development.

### VI. Promoting and Enforcing Standards in Tourism Sector Accommodation etc.

#### 5.5.12 Strategic Placement of Diaspora

Research reveals that policy interventions often understate opportunity of enhancing the positive contribution of diasporas beyond financial remittances. This contribution to ECD outcomes should be emphasised by analysing the role of the diaspora networks and will look to support diaspora participation in social, cultural and economic development.

A dedicated paper detailing approaches across the sectors should be drawn up to deliberately harness the strategic contributions and effective participation of the diaspora community along the ECD outcomes and to explore ways to channel remittances to the productive sectors.

The strategy will lend itself to the EAC Diaspora Strategy once completed and MoFA shall seek to effectively reflect Uganda's ECD Strategy objectives in line with this strategy design principles on leveraging existing frameworks. The East African Community (EAC) is developing a regional diaspora strategy to better engage and utilise the potential of its diaspora for the region's socio-economic transformation. This Strategy will establish a framework for mobilising and integrating the East African diaspora into the regional integration process and foster communication links within the diaspora community.

## I. Investment Promotion

1. **Foreign direct investment (FDI):** Diaspora members can invest in their home country, creating jobs and stimulating economic growth.

## II. Trade Promotion

1. **Trade promotion:** Diaspora businesses can promote trade between their host country and home country, increasing exports and imports.
2. **Market access:** Diaspora members can provide market access for local businesses, helping them to expand into new markets.

## III. Knowledge Transfer and Skills Development

1. **Skills transfer:** Diaspora professionals can transfer their skills and expertise to local businesses and institutions, enhancing capacity and competitiveness.
2. **Mentorship:** Diaspora members can mentor local entrepreneurs and businesses, providing guidance and support.
3. **Research and development:** Diaspora researchers can collaborate with local institutions to promote innovation and research and development (R&D).

## IV. Remittances and Financial Inclusion

1. **Remittances:** Diaspora members can send remittances to support their families and communities, contributing to poverty reduction and economic development.
2. **Financial inclusion:** Diaspora members can promote financial inclusion by providing access to financial services for their families and communities.
3. **Diaspora bonds:** Diaspora members can invest in diaspora bonds, providing a secure and attractive investment opportunity.

## V. Tourism and Cultural Exchange

1. **Tourism promotion:** Diaspora members can promote tourism in their home country, attracting visitors and supporting local businesses.
2. **Cultural exchange:** Diaspora members can facilitate cultural exchange between their host country and home country, promoting mutual understanding and cooperation.

## VI. Advocacy and Lobbying

1. **Advocacy:** Diaspora members can advocate for the interests of their home country, promoting its economic and commercial interests.
2. **Lobbying:** Diaspora members can lobby their host country governments and institutions to support their home country's economic and commercial interests.

## 6.1 Risk Analysis and Assumptions

Implementing Uganda's Economic and Commercial Diplomacy (ECD) Strategy comes with inherent risks that could potentially undermine its success. As the country seeks to leverage ECD to drive economic growth, attract investment, and promote trade, it is essential to identify, assess, and mitigate the risks associated with this strategy. This chapter conducts a comprehensive risk analysis of Uganda's ECD Strategy, examining the potential threats, vulnerabilities, and consequences that could impact its effectiveness. By understanding these risks, policymakers and stakeholders developed proactive measures to minimise their impact and ensure the successful implementation of the ECD Strategy.

### Political Risks

1. **Policy instability:** Frequent changes in government policies and regulations can deter investors and hinder trade.

**Mitigation:** Establish a clear and consistent policy framework, engage with stakeholders to ensure predictability and stability.

2. **Election-related uncertainty:** Election periods can create uncertainty and instability, affecting investor confidence, and tourism potential.

**Mitigation:** Ensure continuity of government policies and programmes, maintain open communication (including, for instance, an advisory etc.) with investors and stakeholders.

3. **Corruption:** Corruption can undermine ECD efforts by discouraging investors and hindering trade.

4. **Mitigation:** Strengthen anti-corruption institutions, implement transparent and accountable systems (e.g., *ICT systems for automation of licensing and permitting by Uganda Investments Authority*), promote a culture of integrity; improve professionalism through performance management, including client charters etc.

### Economic Risks

1. **Dependence on primary commodities:** Uganda's economy is heavily dependent on primary commodities, making it vulnerable to fluctuations in global commodity prices.

**Mitigation:** Diversify the economy, promote value addition and manufacturing, develop non-traditional exports.

2. **Limited economic diversification:** Uganda's economy is not well diversified, making it vulnerable to economic shocks.

**Mitigation:** Promote economic diversification, support the development of new industries and sectors, encourage entrepreneurship and innovation.

- 3. Inadequate infrastructure:** Inadequate infrastructure, such as transportation and energy, can hinder trade and investment.

**Mitigation:** Invest in infrastructure development, prioritise key projects, promote public-private partnerships.

## Social Risks

- 1. Limited human capital:** Uganda's human capital is limited, with a shortage of skilled workers in key sectors.

**Mitigation:** Invest in education and training programmes, promote vocational training and skills development, encourage innovation and entrepreneurship.

- 2. Brain drain:** The emigration of skilled Ugandans can deprive the country of much-needed human capital.

**Mitigation:** Offer competitive salaries and benefits, provide opportunities for career advancement, promote a positive work environment.

- 3. Social unrest:** Social unrest, such as protests and strikes, can disrupt economic activity and deter investors.

**Mitigation:** Address underlying social and economic issues, promote dialogue and communication, ensure a prompt and effective response to social unrest.

## Environmental Risks

- 1. Climate change:** Climate change can impact Uganda's economy, particularly the agriculture sector, which is vulnerable to droughts and floods.

**Mitigation:** Promote climate-resilient agriculture, invest in climate change adaptation and mitigation measures, support climate change research and development.

- 2. Environmental degradation:** Environmental degradation, such as deforestation and soil erosion, can impact Uganda's natural resources and economy.

**Mitigation:** Promote sustainable land use practices, invest in environmental conservation and restoration, support eco-tourism and sustainable tourism practices; carbon emission management.

- 3. Natural disasters:** Natural disasters, such as earthquakes and landslides, can impact Uganda's economy and infrastructure.

**Mitigation:** Invest in disaster risk reduction and management measures, promote disaster-resilient infrastructure, support disaster response and recovery efforts.

## Technological Risks

1. **Cybersecurity threats:** Cybersecurity threats can impact Uganda's economy, particularly the financial sector.

**Mitigation:** Invest in cybersecurity measures, promote cybersecurity awareness and training, support cybersecurity research and development.

2. **Limited ICT infrastructure:** Limited ICT infrastructure can hinder Uganda's ability to participate in the digital economy.

**Mitigation:** Invest in ICT infrastructure development, promote public-private partnerships, support digital literacy and skills development; technology transfer.

3. **Technological obsolescence:** Technological obsolescence can impact Uganda's economy, particularly the manufacturing sector.

**Mitigation:** Invest in research and development, promote innovation and entrepreneurship, support technology transfer and adoption.

## Other Risks

1. **Regional instability:** Regional instability, such as conflicts in neighbouring countries, can impact Uganda's economy and trade.

**Mitigation:** Engage in regional diplomacy and conflict resolution efforts, promote regional economic integration, support humanitarian assistance and refugee response efforts.

2. **Global economic trends:** Global economic trends, such as protectionism and trade wars, can impact Uganda's economy and trade.

**Mitigation:** Diversify trade relationships, promote regional trade agreements, support multilateral trade negotiations, invest in trade facilitation and logistics infrastructure.

3. **Strict government legislation:** Political engagement in tactical diplomacy and engagement market analysis

4. **Pandemics and health crises:** Pandemics and health crises, such as COVID-19, can impact Uganda's economy and trade.





## 7.1 Oversight and Coordination Strategy

MOFA and MoFPED will undertake the primary responsibility of ensuring a stronger and suitable ECD coordination framework. Particularly, Economic and Commercial Diplomacy (ECD) coordination arrangements refer to the structures, processes, and mechanisms that will be strengthened to facilitate collaboration and coordination among stakeholders involved in ECD efforts. This will serve as the facilitative cog in the entire Strategy and is deemed as a low-hanging fruit in terms of it being high-impact but low-cost. Setting up ECD coordination arrangements typically requires minimal investment, as it will involve reorganising existing structures, processes, and resources and shall, to the largest extent possible, build on existing institutions, policies, and procedures.

These arrangements have also been presented as part of the mitigation criteria for risks around inconsistent messaging; duplication of efforts; missed opportunities for attracting FDI and business-to-business (B2B) engagements; as well as ineffective policy implementation. Government will strengthen arrangements to limit risks associated with lack of transparency and accountability, reducing trust in ECD initiatives and undermining their effectiveness.

## 7.2 Focus of the enhanced ECD Coordination Strategy

A well-coordinated ECD Strategy will have the benefit of the following:

- a. Improved efficiency and effectiveness: Coordination minimises duplication of efforts, optimises resource utilisation, and enhances the overall impact of ECD initiatives.
- b. Strengthened stakeholder engagement: Coordination facilitates engagement with the private sector, civil society, and other stakeholders, ensuring their needs and concerns are addressed.
- c. Enhanced credibility and reputation: A well-coordinated ECD effort projects a professional and credible image, enhancing the country's reputation and attractiveness to foreign investors.
- d. Better monitoring and evaluation: Coordination facilitates the tracking of progress, enabling the identification of areas for improvement and the evaluation of the impact of ECD initiatives.
- e. Increased transparency and accountability: Coordination promotes transparency and accountability among stakeholders, reducing the risk of corruption and ensuring that ECD initiatives are implemented effectively.
- f. Improved risk management: Coordination enables the identification and mitigation of risks associated with ECD initiatives, minimising potential negative impacts.
- g. Enhanced collaboration and partnerships: Coordination fosters collaboration and partnerships among stakeholders, leveraging their expertise and resources to achieve ECD objectives.
- h. Improved policy coherence.
- i. Resource optimization.

### 7.3 Approaches for Strengthening Coordination

Under the guidance of MoFPED and MoFA, the following approaches shall be implemented for strengthening the Economic and Commercial Diplomacy (ECD) Strategy:

#### a. Standardised Guidelines

By developing and implementing standardised guidelines, Uganda can optimise its ECD efforts, increase the effectiveness of its diplomatic missions, and drive economic growth and development. Standardised guidelines for handling and routing/management of various ECD opportunities are necessary for officers in Missions Abroad to effectively coordinate with key actors in the various value chains back home in country teams. This would enhance the effectiveness and efficiency of ECD efforts by ensuring consistency, streamlining communication, improving responsiveness, enhancing accountability, and facilitating knowledge sharing.

Key components of these guidelines will include:

- a. Opportunity identification and assessment: Criteria for identifying and evaluating ECD opportunities.
- b. Communication protocols: Procedures for sharing information between Missions Abroad and key actors in value chains back home.
- c. Response timelines and procedures: Standards for responding to ECD opportunities, including deadlines and required actions.
- d. Monitoring and evaluation: Frameworks for tracking progress, assessing outcomes, and identifying areas for improvement.

#### b. Inter-Agency Coordination

Establish an ECD Inter-Agency Committee: This comprises representatives from relevant government agencies, such as Trade, Investment, Foreign Affairs, and Finance.

#### c. Stakeholder Engagement

- a. Private sector engagement: Establish a Private Sector Advisory Board to provide input and guidance on ECD initiatives. It will be critical to leverage existing structures during operationalization.
- b. Civil society engagement: Engage with civil society organisations to ensure that ECD initiatives are inclusive and beneficial to all stakeholders.

#### d. International Coordination

**Enhancing the effectiveness of the Joint Permanent Commissions/Joint Ministerial Commissions (JPCs/JMCs), business and investment fora.** The main objective of the Joint Permanent Commissions (JPCs)/Joint Ministerial Commissions (JMCs) is to pursue and sustain the existing bilateral cooperation between countries. The Ministry and its Missions will use JMCs/JPCs meetings as a platform for resolving trade restrictions and NTBs, for deepening market access for our exports, and for signing trade agreements. This will enhance the volume of exports to the host countries.

#### e. Institutional Arrangements

ECD technical departments: Located within the Ministry of Foreign Affairs or the Ministry of Trade, Industry and Cooperatives, these are responsible for coordinating ECD efforts.

## 7.4 ECD Coordination Secretariat

The success of this ECD Strategy hinges on effective implementation, which requires a centralised coordination point dedicated solely to whipping all actors into shape and tracking progress towards commitments and actions. Stakeholders have rightly called for such a mechanism, and recognised MoFPED's central role in sustaining the ECD reforms agenda in pursuit of the Tenfold Growth Agenda. To this end, establishing a dedicated Economic and ECD Technical Secretariat will provide a focal point for coordinating all in-country MDAs, sustaining financing and strategic prioritisation to drive the theory of change. This Secretariat will contribute to the following:

- a. Enhancing inter-ministerial coordination: Situating the Secretariat at MoFPED will facilitate closer collaboration with other key Ministries, such as the Ministry of Foreign Affairs (MoFA), to ensure a whole-of-government approach to ECD.
- b. Streamlining ECD efforts: The Secretariat will help to avoid duplication of efforts, ensure consistency in messaging, and optimise resource utilisation across various ECD initiatives.
- c. Providing technical support: The Secretariat will offer technical expertise to support the development and implementation of ECD strategies, policies, and programmes.
- d. Facilitating stakeholder engagement: The Secretariat will serve as a liaison between the government, private sector, and other stakeholders to foster partnerships, address concerns, and promote Uganda's economic interests.
- e. Monitoring and evaluating progress: The Secretariat will track progress, identify challenges, and propose adjustments to ensure the effective delivery of ECD objectives.
- f. Ensure regular meetings and updates: Schedule regular meetings and updates among committee members to ensure alignment and coordination.

The Economic and Commercial Diplomacy (ECD) Technical Secretariat will play a vital role in supporting cross-functional elements under Objective 6, which focuses on improved ECD coordination. Specifically, the Secretariat will:

- a. Facilitate annual performance reviews of the ECD Strategy, ensuring that progress is tracked, challenges are identified, and adjustments are made to optimise results.
- b. Monitoring and evaluation (M&E) to track Key Performance Indicators (KPIs) related to ECD, providing timely and accurate data to inform decision-making and drive continuous improvement, including regular progress reports to track progress and identify areas for improvement.

The Economic and Commercial Diplomacy (ECD) Technical Secretariat will be strengthened through external technical support (TA) to enhance its technical capacity and provide critical tools for tracking ECD efforts and KPIs. Given that ECD is a reform, the Secretariat will establish strategic partnerships with existing reform initiatives. Specifically:

- a. The Secretariat will receive specialised technical assistance to deepen its understanding of ECD best practices, data analysis, and reporting.
- b. Advanced tools and systems will be provided to enable real-time tracking of ECD initiatives, including ongoing and emerging deals related to the Economic Growth Strategy themes.
- c. A robust monitoring and evaluation framework will be established to identify potential risks and bottlenecks, enabling proactive interventions to address slow progress by key ECD actors in MDAs.

- d. Shall finalise and support operationalisation of coordination arrangements and attendant Terms of Reference (ToRs) to ensure alignment with existing structures.

## 7.5 Governance Structure

Proposed Economic and Commercial Diplomacy (ECD) governance structure for Uganda:

**National level:** National Ministerial ECD Council: Chaired by the Prime Minister, comprising senior government officials, private sector leaders, and civil society representatives. It will comprise heads of MDAs and meet semi-annually.

**Inter-agency coordination mechanisms:** An Inter-Agency Committee comprising representatives from relevant government agencies, such as MoFA, MTIC, MoFPED, URA and UIA as listed in the stakeholder analysis. Chaired by the PS/ST and co-chaired by the PS/MoFA, it will be comprised of the Accounting Officers and will meet semi-annually.

**The ECD Task Force:** Established to coordinate ECD efforts, it will comprise technical representatives from government agencies, the private sector, and civil society. It will meet at least once a quarter, and will be chaired by MoFA and co-chaired by MoFPED.

## 8.1 Monitoring, Evaluation and Learning Strategy

Given the criticality of the ECD efforts and planned levels of funding under the period of the Strategy, the adoption of results-based financing to enhance performance against objectives is essential. This will involve setting specific performance metrics, which provides a clear framework for M&E, especially for the Missions Abroad, at intermediate outcome level. This is in recognition the embassies and Missions Abroad are the frontline actors in this Strategy. This will inform the allocation of resources on an annual basis as well as promote data-driven decision making, budget efficiency and accountability.

## 8.2 Theory of Change

### 8.2.1 Results Chain

#### Problem Statement

Uganda's Economic and Diplomatic Diplomacy (ECD) efforts are constrained by poor coordination, inadequate intelligence, limited accountability for results, and overstretched diplomatic coverage, resulting in missed opportunities, inefficient use of resources, and a lack of strategic direction.

#### Impact Level

1. Sustainable Economic Growth

#### Long-Term Goal

To enhance Uganda's Economic and Commercial Diplomacy (ECD) effectiveness to deliver investments, export markets and tourism for the Tenfold Growth Agenda.

#### Outcomes

- i. Value of Uganda's exports increased by 30 % within the next 5 years.
- ii. Foreign and domestic investment in Uganda's priority sectors increased by 30% in the next 5 years (focusing on the ATMS).
- iii. Science, Technology, and Innovation (STI) partnerships increased, resulting in a 5% increase in the export value of processed Ugandan goods within the next 5 years.
- iv. Tourist arrivals from key source countries increased by 20% within the next 5 years, through targeted tourism promotion, partnerships, and investment facilitation in tourism infrastructure.
- v. Attract USD 6 billion of climate financing within the next 5 years, to support the country's transition to a low-carbon economy and enhance its resilience to climate change.
- vi. Enhanced strategic institutional coordination and partnerships in Uganda, for effective ECD efforts and increased global competitiveness.

## **Intermediate Outcomes**

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### **Outcome 1: Identify and pursue new market access opportunities for Uganda's exports**

#### **A. Intermediate Outcomes**

1. Increased number of new market access opportunities identified.
2. Increased number of trade leads facilitated.

#### **B. Outputs**

1. Market research reports.
2. Improved market intelligence for Ugandan exporters.
3. Trade leads database.

#### **C. Activities**

1. Conduct market research and analysis.
2. Identify potential export markets and opportunities.
3. Develop and maintain relationships with foreign trade officials and business leaders.
4. Organise trade exhibitions and business forums on selected country products.
5. Provide market intelligence and support to Ugandan exporters.

#### **D. Inputs**

1. Human resources: Diplomats, trade officials, and market research analysts.
2. Financial resources: Budget for market research, travel, and trade promotion activities.
3. Information and data: Market research reports, trade statistics, and industry analysis.

### **Outcome 2: Attract and increase foreign and domestic investment**

#### **A. Intermediate Outcomes**

1. Increased number of new investment inquiries.
2. Investor engagement/increased number of investment facilitation services provided.

#### **B. Outputs**

1. Investor outreach events.
2. Investment promotion materials.
3. Investment facilitation services.

#### **C. Activities**

1. Conduct investment promotion activities.
2. Identify and target potential investors.
3. Develop and maintain relationships with foreign investors and business leaders.
4. Organise investment conferences and seminars (MICE).
5. Provide investment facilitation services.

#### **D. Inputs**

1. Human resources: Investment promotion officers, diplomats, and sector specialists.
- 2.



3. Financial resources: Budget for investment promotion activities, travel, and event organisation.
4. Information and data: Investment guides, sector profiles, and economic data.

### **Outcome 3: Attract and facilitate Science, Technology, and Innovation (STI) partnerships**

#### **A. Intermediate Outcomes**

1. Increased number of new STI partnerships facilitated.
2. Improved collaboration between Ugandan and foreign STI institutions.
3. Increased number of technology transfer agreements secured.

#### **B. Outputs**

1. STI mapping report.

#### **C. Activities**

1. Conduct STI mapping and analysis.
2. Identify potential STI partners and opportunities.
3. Develop and maintain relationships with foreign STI institutions and business leaders.
4. Organise STI conferences and seminars (MICE).
5. Provide STI facilitation services.

#### **D. Inputs**

1. Human resources: STI specialists, diplomats, and sector experts.
2. Financial resources: Budget for STI promotion activities, travel, and event organisation.
3. Information and data: STI mapping reports, sector profiles, and innovation data.

### **Outcome 4: Increase tourist arrivals and tourism investment**

#### **A. Intermediate Outcomes**

1. Increased number of tourism investment leads facilitated.

#### **B. Outputs**

1. Tourism marketing campaigns.
2. Tour operator partnerships.
3. Tourism investment leads.

#### **C. Activities**

1. Conduct tourism marketing and promotion activities.
2. Identify and target potential tourists and investors.
3. Develop and maintain relationships with foreign tour operators and travel agencies.
4. Organise familiarisation trips for tour operators.
5. Provide tourism facilitation services.

#### **D. Inputs**

1. Human resources: Tourism promotion officers, diplomats, and sector specialists.
2. Financial resources: Budget for tourism promotion activities, travel, and event organisation.

3. Information and data: Tourism statistics, market research reports, and destination guides.

## **Outcome 5: Attract climate financing**

### ***A. Intermediate Outcomes***

1. Increased number of new climate finance proposals.
2. Increased number of climate finance agreements secured.

### ***B. Outputs***

1. Climate finance mapping report.
2. Climate finance facilitation services.
3. Climate finance agreements.

### ***Activities***

1. Conduct climate finance mapping and analysis.
2. Identify potential climate finance opportunities and partners.

### ***Inputs***

1. Human resources: Climate finance specialists, diplomats, and sector experts.
2. Financial resources: Budget for climate finance promotion activities, travel, and event organisation.
3. Information and data: Climate finance mapping reports, sector profiles, and climate data.

## **Outcome 6: Foster strategic institutional coordination and partnerships**

### ***Intermediate Outcomes***

1. Improved coordination and collaboration between Ugandan institutions.
2. Functional ECD institutional frameworks operationalised.

### ***Outputs***

1. Institutional mapping report: Conduct mapping of relevant institutions, organisations, and initiatives in the host country.
2. Partnership agreements: Facilitate partnership agreements between Ugandan institutions and those in the host country.
3. Coordination mechanisms: Establish coordination mechanisms with relevant Ugandan institutions.

### ***Activities***

1. Conduct institutional mapping and analysis.
2. Identify potential partnership opportunities and partners.
3. Sustain ECD Secretariat at MoFPED.
4. Enhanced effectiveness of Joint Permanent Missions (JPCs and JMCs).
5. Provide partnership facilitation services.
6. Support to technical virtual support to Missions Abroad at MoFA.

### ***Inputs***

1. Human resources: Diplomats, sector specialists, and partnership coordinators.

2. Financial resources: Budget for partnership development activities, travel, and event organisation.
3. Information and data: Institutional mapping reports, sector profiles, and partnership data.

### **Assumptions**

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- a. Effective Economic and Commercial Diplomacy (ECD) requires strong relationships between governments, businesses, and stakeholders.
- b. International cooperation: International partners and organisations provide support and cooperation for Uganda's ECD efforts.
- c. Capacity building and training for diplomats and trade officials are essential for successful ECD.
- d. Government commitment to implementing the national ECD Strategy.
- e. Private sector engagement: The private sector is engaged and supportive of Uganda's ECD efforts.

### **8.2.2 Pathways of Change**

To achieve these ambitious goals, it is essential to understand the complex pathways of change that lead to increased economic benefits. This section outlines the key pathways of change that underpin Uganda's ECD efforts, highlighting the critical actions, interventions, and relationships that drive progress towards Uganda's economic development objectives.

#### ***Short-Term (0–2 years)***

- a. Build relationships with key stakeholders (governments, businesses, chambers of commerce).
- b. Conduct market research and analysis.
- c. Develop targeted trade and investment promotion strategies.
- d. Enhance collaboration and coordination among government agencies, ministries, and diplomatic missions.
- e. Establish a national ECD coordination mechanism.
- f. Streamline regulations and reduce bureaucracy.
- g. Enhance effectiveness of MICE initiatives.

#### ***Medium-Term (2–5 years)***

- a. Increase foreign investment and trade volumes.
- b. Enhance business environment and regulatory frameworks.
- c. Foster partnerships between local and international businesses.
- d. Develop economic and commercial diplomacy capacity.

#### ***Long-Term (5+ years)***

- a. Achieve sustainable economic growth and development.
- b. Establish country as a preferred investment and trade destination.
- c. Increase economic competitiveness and innovation.
- d. Strengthen regional and global economic influence.

### 8.3 Results-Based Financing KPIs for Missions

Missions will be required to set targets against the following Economic and Commercial Diplomacy (ECD) results-based financing Key Performance Indicators (KPIs).

At low results levels, the following sample of KPIs will be tracked to ensure a results-based approach to the success criteria:

#### Indicators for Monitoring at Low Activity Levels

##### ***Commercial Diplomacy Intermediate Outcomes KPIs:***

1. Number of trade agreements signed.
2. Increased market access
3. Business registrations.
4. Export growth.
5. Investment climate ranking improvement.

##### ***Diplomatic Engagement Output KPIs***

1. Number of diplomatic missions.
2. High-level Government-to-Government visits.
3. Business-to-business connections.
4. Stakeholder engagement.
5. Reputation and perception surveys.

#### Investment Promotion KPIs

1. **Number of investment inquiries handled:** Track the number of investment inquiries handled by the Mission/Embassy.
2. **Number of investment meetings arranged:** Track the number of investment meetings arranged between investors and local businesses or government officials.
3. **Number of investment projects in the pipeline:** Track the number of investment projects in the pipeline, including those at various stages of development.

#### Trade Promotion (Sample KPIs at Output Level)

1. **Number of trade inquiries handled:** Track the number of trade inquiries handled by the Mission/Embassy.
2. **Number of trade meetings arranged:** Measure the number of trade meetings arranged between buyers and sellers.
3. **Number of trade shows and exhibitions participated in:** Track the number of trade shows and exhibitions participated in by the Mission/Embassy.

#### Partnerships and Collaborations KPIs

1. **Number of partnerships established with local businesses and organisations:** Track the number of partnerships established with local businesses and organisations.
2. **Number of joint events organised with local partners:** Track the number of joint events organised with local partners, such as seminars and conferences.
3. **Value of partnerships established:** Measure the total value of partnerships established with local businesses and organisations.

**The following metrics will be tracked at higher levels:**

- 1. Growth of bilateral trade:** Assess the growth of bilateral trade between the mission accredited country and Uganda.
- 2. Increase in the number of companies exporting to the mission accredited country:** Track the increase in the number of companies exporting to the host country.
- 3. Growth of foreign direct investment (FDI):** Track the growth of FDI from the mission accredited country.

## 8.4 Impact Monitoring Framework

Impact monitoring for Economic and Commercial Diplomacy (ECD) will involve tracking the effects of diplomatic efforts on economic outcomes. To this end, KPIs have been developed in reflection of the span of control lead actors.

### Impact Monitoring Objectives:

1. Assess the effectiveness of Economic and Commercial Diplomacy (ECD) efforts.
2. Identify areas for improvement.
3. Inform decision making and resource allocation.
4. Enhance accountability and transparency.
5. Monitoring and Evaluation Mechanisms:
  - a. ECD performance metrics: Establishing Key Performance Indicators (KPIs) to measure the success of ECD initiatives.
  - b. Regular progress reports: Publishing regular progress reports to track progress, identify areas for improvement, and evaluate the impact of ECD initiatives.
  - c. ECD evaluation framework: Establishing a framework to evaluate the effectiveness of ECD initiatives and identify areas for improvement.

## 8.5 Results Framework

### 8.5.1 M&E Framework

The results framework is attached herewith (Annex II).

### Indicators

1. Export growth rate: Increase in the value of Uganda's exports as a percentage of GDP.
2. FDI inflows: Increase in the value of foreign direct investment in Uganda.
3. Trade balance: Improvement in Uganda's trade balance (exports minus imports).
4. Global competitiveness ranking: Improvement in Uganda's ranking in global competitiveness reports (e.g., World Economic Forum).
5. Number of trade agreements: Increase in the number of trade agreements signed between Uganda and other countries.
6. Value of investments promoted: Increase in the value of investments promoted through ECD efforts.
7. Number of jobs created: Increase in the number of jobs created through ECD efforts.
8. GDP growth rate: Increase in Uganda's GDP growth rate.

## Targets

1. Increase the share of exports in GDP by 2% annually<sup>8</sup> (per ATMS target).
2. Increase FDI inflows annual growth rate by 20% p.a.<sup>9</sup>
3. Improve the trade balance.
4. Improve the global competitiveness ranking by 5 places by the end of 5 years.
5. Increase tourism earnings growth rate by 25% p.a.
6. Increase medium high-tech exports by 1.8% p.a.<sup>10</sup> (per ATMS target).

## Assumptions and Risks

1. Stable and favourable global economic trends and trade policies.
2. Favourable domestic economic policies and regulatory environment.
3. Availability of funding and resources for ECD efforts.
4. Competition from other countries for foreign investment and trade.

### 8.5.2 Monitoring and Evaluation Plan

To ensure the effective implementation of Uganda's Economic Diplomacy (ECD) Strategy, a robust monitoring and evaluation (M&E) plan is essential. The M&E plan will track progress, identify areas for improvement, and inform decision making to optimise the impact of ECD efforts. The Ministry of Finance, Planning and Economic Development (MoFPED) and the Ministry of Foreign Affairs (MoFA) will jointly coordinate the implementation of the M&E plan, with technical support from the ECD Secretariat. The detailed plan will be designed to include key elements such as:

- a. Establishing a monitoring and evaluation team to track progress against indicators and targets.
- b. Regular reviews and progress reporting.
- c. Conducting mid-term and end-term evaluations to assess the impact and effectiveness of ECD efforts.
- d. Using data and evidence to inform decision making and adjust ECD Strategies as needed.

<sup>8</sup> Raise the share of exports in GDP from 15% in FY 2022/23 to 50%.

<sup>9</sup> From USD 3.01 billion as at April 2024 to reach USD 50 billion per ATMs Tourism target.

<sup>10</sup> From 21% in 2024 to 50% by 2040.



## 9.1 Financing Strategy

The Economic and Commercial Diplomacy (ECD) Strategy will be financed by the Government of Uganda over its implementation period, with the Ministry of Finance, Planning, and Economic Development (MoFPED) committing up to UGX 120 billion annually. These funds will be strategically allocated to address capacity constraints hindering the effectiveness of implementing agencies, enabling them to execute key ECD actions. Additionally, the funding will support a results-based approach to achieve ECD strategic outcomes. Partnering government entities will also benefit from the funds, which will facilitate aligned activities that bolster the ECD strategic objectives, ensuring a cohesive and impactful implementation.

By adopting a reform-oriented approach, this prioritisation framework will facilitate the strategic re-allocation of resources to the most impactful ECD actors and Missions Abroad. Given that ECD reform funds are targeted towards specific results and are supplementary to mainstream Government of Uganda support, this approach will ensure that resources are optimised to drive maximum impact, fostering a more efficient and effective ECD ecosystem.

## 9.2 Funding Guidelines for Programming of ECD Funds

This section is aimed at ensuring a structured approach to budgeting and planning for ECD funding to assure attainment of set goals.

During the budgeting process, all Missions Abroad will be required to define their ECD funding needs in accordance with the ECD Action Planning Matrix/Framework. This framework ensures alignment with high-level ECD actions and key aspects outlined in section 4.5, specifically ECD strategies aligned with the Agro-Industrialisation, Tourism Development, Mineral Development, Science, Technology, and Innovation (ATMS) Growth Plan.

By illustrating the contribution of ECD cross-cutting strategies to each ATMS pillar, the framework enables the development of a tailored ECD action plan that supports ATMS **objectives (Annex 1)**. This planning framework provides a structured approach for Missions Abroad and key actors to articulate and organise their ECD plans, budgets, and reports, while also enabling the Ministry of Foreign Affairs (MoFA) and the Ministry of Finance, Planning, and Economic Development (MoFPED) to enforce alignment, track progress, and ensure accountability for ECD funding.

In reducing the risk of being overly prescriptive, this approach allows for flexibility and autonomy for Missions Abroad and other actors to exercise technical leadership and tailor lower-level actions, activities, and inputs along the broad actions. At the same time, it ensures that typical actions are strategically constrained in scope and relevance to the higher-level actions, striking a balance between flexibility and strategic alignment. Such typical activities include, among others, the following:

- i. Human resources such as diplomatic staffing, trade attaches, capacity building.
- ii. Operational costs such as trade missions, and market intelligence systems.
- iii. Promotional activities such as branding, trade fairs, and digital campaigns.
- iv. Missions infrastructure, including trade portals, upgrade of Mission structures, transport equipment etc.

### 9.3 Action Planning

All beneficiary actors will prepare multi-year plans and budgets to ensure sustainability and coherence in the implementation of ECD actions. This multi-year approach will enable actors to prioritise and sequence activities effectively, leveraging resources and opportunities over a prolonged period. In addition to preparing multi-year budgets, all beneficiary actors will also develop a Gantt chart for each activity to ensure robust activity tracking and timely implementation of planned actions. This will enable stakeholders to visualise dependencies, facilitating effective coordination and monitoring to ensure the successful execution of ECD initiatives, ultimately driving progress towards ATMS objectives. The ECD Secretariat at MoFPED will develop and share a uniform Gantt template to this effect.

# ANNEXES:

## ANNEX 1: ECD MONITORING & EVALUATION FRAMEWORK

Annex I presents a highlight of ECD results. These results have been cascaded to levels intermediate to the level and operation of Missions Abroad and other key actors so as to facilitate analysis of contribution to ECD outcomes.

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
<b>Goal:</b> To enhance Uganda's Economic and Commercial Diplomacy (ECD) effectiveness to deliver investments, export markets and tourism contributions to the Tenfold growth agenda.	Value of foreign direct investment in Uganda (by 20Bn p.a)	2950	3215.74	3408.69	3613.21	3830.21	4059.8	UIA Annual Performance Report	UIA
	Global competitiveness ranking: Improvement in Global Competitiveness Index (GCI) by 7 places p.a	115/140	114/140	113/140	112/140	111/140	110/140	Statistical Abstract	UBOS/ MoFPED
	Share of Manufactured products in GDP	12% (24/25)	13.4	14.8	16.2	17.6	19	MOTIC Reports	MoTIC
<b>Objective 1: To Identify and pursue new market opportunities for Ugandan products (goods and services) in key international markets, with a focus on increasing Uganda's exports value by 30 % within the next 5 years</b>									
<b>Outcome:</b>									
New market access opportunities for Uganda's exports identified and pursued	Total Value of Ugandas Exports to target Markets (Bn USD)	7.9	8.3	8.7	9.1	9.8	10.3	MoTIC Annual Performance Report	MoTIC

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Market share in new markets	26	28	30	32	35	40	UBOS , URA	MTIC, MOFA
	Number of businesses exporting to new markets per annum								
<b>Intermediate Outcome:</b>									
Increased number of new market access opportunities identified	Number of new trade partnerships established per Mission	0	3	3	3	3	3	MTIC	MTIC, MoFA
Increased partnerships with export intermediaries	Number of partnerships with export intermediaries for Ugandan products per Mission	0	2	2	2	2	2	MTIC	
Increased number of trade leads initiated	Number of trade leads reported per mission	0	2	2	2	2	2	MTIC	
Contacts with at least 3 potential buyers of Ugandan products per annum established	Number of B2B contacts established for potential buyers of Uganda Products	0	3	3	3	3	3	MTIC	

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Uganda products gaining quality standards certifications in target markets	Number of Ugandan manufactured products certified in each target market	1	1	1	1	1	1	MTIC	
<b>Outputs:</b>									
Market intelligence for Ugandan exporters improved	Number of market intelligence reports developed and disseminated	1	1	1	1	1	1	MTIC	
Up to date Market Specific Profiles	Updated Trade leads database	1	1	1	1	1	1	MTIC	
High level business engagement with business-to-business engagements per annum held	Number of high level business engagement with business-to-business held	1	1	1	1	1	1	MTIC	
<b>Objective 2: To attract and increase Foreign and Domestic Investment in Uganda's Priority Sectors by 30% in the next 5 years (focusing on the ATMS)</b>									
<b>Outcome:</b>									
Foreign and Domestic Investment increased	Investment Value (As per the ATM target of \$50Bn by 20240 which translates to an annual increment of 19.7% or 2.94Bn annually)	\$2.9Bn	\$5.84Bn	\$8.78Bn	\$11.72Bn	\$14.66Bn	\$17.6Bn	UIA Annual Performance Report	
<b>Intermediate Outcome</b>									

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Foreign Direct Investments to key growth sectors of the Tenfold Growth Strategy (ATMS) attracted	Number of credible investment leads generated by Uganda's diplomatic missions abroad (by value)		TBD	TBD	TBD	TBD	TBD		
	Number of Credible investment leads generated by Uganda's diplomatic missions abroad (by number)		TBD	TBD	TBD	TBD	TBD		
Increase in new investment inquiries arising from investor engagements facilitated by Missions	Number of Investment Inquiries about Uganda		TBD	TBD	TBD	TBD	TBD		
<b>Outputs</b>									
Investor outreach campaigns conducted	Number of investor outreach campaigns conducted		TBD	TBD	TBD	TBD	TBD		



	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Investment promotion materials developed and distributed	Number of Investment promotion materials developed and distributed		TBD	TBD	TBD	TBD	TBD		
Investment facilitation and aftercare services provided	Number of investment facilitation and aftercare programmes provided		TBD	TBD	TBD	TBD	TBD		
Profiles of potential investors produced	Number of Investor Profiles for quality assurance of investor credibility developed (compiled by the mission intelligence on prospective investors i.e supply driven)		TBD	TBD	TBD	TBD	TBD		

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Investor risk profiles developed	Number of investor risk profiles produced (Risk profiles will be requested of Missions to undertake due diligence on proposed investors i.e demand driven from HQ)		TBD	TBD	TBD	TBD	TBD		
Events for diaspora investors facilitated	Number of Investment Projects initiated by Ugandan Diaspora facilitated by missions (2 projects per annum)	2	2	2	2	2	2		
<b>Objective 3: To leverage Uganda's Missions abroad to attract and facilitate Science, Technology, and Innovation (STI) partnerships, resulting in a 5% increase in the export value of processed Ugandan goods within the next 5 years</b>									
<b>Outcome</b>									

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Increase in the export value of processed Ugandan goods within the next 5 years resulting from new technology Transfer in the country	Competitiveness index	48.94	50.9	52.86	54.81	56.77	58.73	Statistical Abstract	UBOS/ MoFPED
	Percentage export value added (%)	39	41	44	46	48	50	MoTIC Annual Performance Report	MoTIC
	Percentage Change in STI Human Capital Skilled Annually	1	30	30	30	30	30	STI-OP reports	UNCST
<b>Intermediate Outcome</b>									
Increased Number of Technology Transfer Agreements with international partners.	Number of Technology Transfer Agreements signed	5	5	5	5	5	5		
Increased Value Addition Initiatives implemented	Number of Value Addition Initiatives implemented in key sectors	1	2	2	2	2	2		
Increased Proportion of STI partnerships facilitated by Missions abroad resulting in technology transfer, value addition, or joint research and development.	Number of R&D and high-tech partnerships in strategic sectors secured	TBC	2	2	2	2	2		

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
STI Scholarships for Ugandans in Science and Technology sourced	Number of STI scholarships opened in science and technology for Uganda students	TBC	TBC	TBC	TBC	TBC	TBC		
<b>Outputs</b>									
Updated STI mapping report	Up to date STI opportunity mapping reports	TBC	TBC	TBC	TBC	TBC	TBC		
STI Partnership engagements facilitated	Number of STI Partnership engagements facilitated	TBC	TBC	TBC	TBC	TBC	TBC		
STI Institutional Lobbyist meetings/events facilitated	Number of STI institutional lobbyist meetings/ events	TBC	TBC	TBC	TBC	TBC	TBC		

**Objective 4: To leverage Uganda's diplomatic missions to increase tourist arrivals from key source countries by 90% within the next 5 years, through targeted tourism promotion, partnerships, and investment facilitation in tourism infrastructure.**

<b>Outcome</b>									
Increased annual tourist arrivals, foreign exchange earnings and tourism investment	Foreign exchange earnings (USD - Bn)	1,025	1,62	2,22	2,81	3,41	4	Tourism Expenditure and Motivation Survey (TEMS), Border Statistics	MTWA, UBOS

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
	Annual Tourist arrivals	1,274,210.00	1,576,962.00	1,774,083.00	2,013,584.00	2,184,738.00	2,348,594.00	Border Statistics, Tourism Expenditure and Motivation Survey (TEMS)	MTWA, UBOS
<b>Intermediate Outcome</b>									
Tourism Partnerships for regional tourism established in countries of accreditation are over 5 years.	Number of tourism partnerships established in countries of accreditation	3	3	3	3	3	3		
Increased Tourism investment Commitments from countries of accreditation	Value of tourism investment deals identified (USD)		\$17M	\$17M	\$17M	\$17M	\$17M		
Increase in potential tourism investment deals identified (by value)	Investor expressions of interest: Received from potential investors, indicating interest in investing in Uganda's tourism sector.		\$25M	\$25M	\$25M	\$25M	\$25M		

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Increased Tourism Awareness on Ugandas Tourism offerings per country	Percentage increase in target audience awareness								
<b>Outputs</b>									
Tourism marketing campaigns undertaken	Number of tourism marketing campaigns undertaken in the source markets								UTB
Social Media Visibility Strategies implemented	Percentage growth in social media followers and engagements rates	TBC	TBC	TBC	TBC	TBC	TBC		
Tourism Familiarisation Tours facilitated	Number of tour operator partnerships emerging from familiarization tours	TBC	TBC	TBC	TBC	TBC			
Tourism investment leads facilitated	Number of Tourism investment leads facilitated	TBC	TBC	TBC	TBC	TBC	TBC		

**Objective 5: To leverage Uganda's diplomatic missions to attract (\$6 Billion in 5 years) climate financing within the next 5 years, supporting the country's transition to a low-carbon economy and enhancing its resilience to climate change**

**Outcome**



	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Increased climate financing from source countries	Value of green financing offered to client institutions (USD-Bn)	1.2	1.2	1.2	1.2	1.2	1.2	MFPED (FROM CMA, MSC, UMRA)	MFPED-FSD
Climate Finance Commitments secures at least \$9 million per annum (per mission in Developed Economies) in climate finance proposals from host country governments, climate finance institutions, or private sector entities within 5 years.	Climate Finance Commitments		\$45M	\$45M	\$45M	\$45M	\$45M	MoFED/ MOFA Reports	5 potential countries
<b>Intermediate Outcome</b>									
increased number of Climate Finance Proposals submitted to host country governments, climate finance institutions, or private sector entities.	Number of Climate Finance Proposals submitted per year	1	1	1	1	1	1		

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Partnerships established with climate finance institutions supporting climate action	Number of climate Action partnerships established from Climate Diplomacy	2	2	2	2	2	2		
Increased number of climate finance agreements secured with host countries or climate finance institutions	Number of climate cooperation agreements with host countries or climate finance institutions signed per mission		1	1	1				
<b>Outputs</b>									
Climate finance mapping report developed	Number of climate finance mapping reports developed		TBC	TBC	TBC	TBC	TBC		
Facilitated climate finance networking and knowledge sharing	Number of climate finance conferences/ engagements participated in or hosted		TBC	TBC	TBC	TBC	TBC		
<b>Objective 6: To foster strategic institutional co-ordination and partnerships in Uganda, enhancing the country's economic diplomacy efforts and increasing its global competitiveness</b>									
<b>Outcome</b>									

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
ECD strategic institutional coordination and partnerships Strengthened	Percentage of ECD investment proposals submitted by Missions abroad that are successfully converted into actual investments in Uganda (across the ATMs)								
<b>Intermediate Outcome</b>									
ECD Institutional Framework operationalised	ECD Reform Coordination Framework Developed	1							
Increased ECD opportunities rated on-track	Percentage of ECD deals Monitored	100%	100%	100%	100%	100%	100%		
Functionality of ECD governance frameworks enhanced	Regularity of ECD Coordination and Oversight Committee meetings	100%	100%	100%	100%	100%	100%		
Efficient tracking and support system for ECD opportunities	Average Response time to business inquiry/problem logged to a coordinated platform (hours)	48	48	48	48	48	48	ECD Ai Dashboard	

	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
<b>Outputs</b>									
ECD regional strategic opportunities profile produced	No. of ECD region specific profiles produced	5	5	5	5	5	5	5	
Functional ECD performance monitoring and reporting system established	Annual and BiAnnual ECD Performance Reports	100%	100%	100%	100%	100%	100%	100%	
Operational ECD opportunities tracking dashboard developed	Existence of a live ECD Opportunities Tracking Dashboard (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
ECD Reforms Annual Plans Reviewed and Developed	Report on the ECD reform annual plans review	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
Specialised ECD Diagnostics and Research undertaken	Number of Specialised ECD Diagnostics and Research undertaken	TBD	TBD	TBD	TBD	TBD	TBD	TBD	

## ANNEX 2: ECD ACTION PLAN FY 25/26 - FY 29/30: STRATEGIC CONTRIBUTION OF KEY ACTORS TO ECD OBJECTIVES

This annex presents a highlight of high-level actions across the ECD strategic objectives contributing to the ATMS pillars.

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
<b>Objective 1 (Market Access/Trade Promotion): Identify and pursue new market opportunities</b>								
<b>1.1 Trade promotion for Agro-industrialisation</b>	1.1.1 Negotiate trade agreements: Negotiate trade agreements with key markets, such as the European Union, China, and the United States, to increase market access for Ugandan agro-products.	7.11 Strategic Placement for Agro industrialization						
	1.1.2 Compliance with international standards: Ensure compliance with international standards, such as sanitary and phytosanitary (SPS) measures, to increase market access.	7.11 Strategic Placement for Agro industrialization						
	1.1.3. Market research and intelligence: Conduct market research and gather intelligence on target markets to inform trade and investment decisions.	7.11 Strategic Placement for Agro industrialization						
<b>1.2 Trade promotion for Uganda's mineral-based development</b>	1.2.1 Negotiate trade agreements: Negotiate trade agreements with key markets, such as China, India, and the European Union, to increase market access for Ugandan minerals.	1.1 Strategic Placement for Uganda's mineral-based development						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
Branding and Marketing for Agro- industrialisation	1.2.2 Compliance with international standards: Ensure compliance with international standards, such as those set by the International Organization for Standardization (ISO), to increase market access	1.1 Strategic Placement for Uganda's mineral-based development						
	1.2.3. Market research and intelligence: Conduct market research and gather intelligence on target markets to inform trade and investment decisions.	1.1 Strategic Placement for Uganda's mineral-based development						
	1. National branding: Develop a national brand for Ugandan agro-products to enhance their visibility and competitiveness in global markets.							
	2. Marketing and promotion: Promote Ugandan agro-products through various marketing channels, including social media, trade shows, and advertising.							
	3. Certification and standards: Promote certification and standards, such as organic and fair trade, to enhance the quality and competitiveness of Ugandan agro-products.							

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
<b>1.3 Strengthening effectiveness of the Tax Policy for Market Access</b>	1.5.1. Tax exemptions for exporters: Design and implement tax exemptions for exporters, including duty-free imports of raw materials and tax exemptions on export earnings.	MoFPED						
	1.5.2. Reduced tax rates for exporters: Reduce tax rates for exporters, including reduced corporate tax rates and reduced withholding tax rates.	MoFPED						
	1.5.3. Simplified tax procedures for exporters: Simplify tax procedures for exporters, including registration, filing, and payment of taxes.	MoFPED						
<b>1.4 Strengthening Tax Policy for Trade promotion through International Cooperation and regional integration</b>	1.5.4 Tax treaties and agreements: Negotiate and implement tax treaties and agreements with other countries to prevent double taxation and promote cross-border trade and investment.	MoFPED						
	1.5.5 International tax cooperation: Collaborate with international organizations and other countries to address tax evasion, tax avoidance, and other tax-related challenges that affect international trade and investment.	MoFPED						



Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
	1.5.6. Regional tax harmonization: Participate in regional tax harmonization efforts to promote economic integration and cooperation among member states.	MoFPED						
<b>1.5 Strategies for trade promotion at Missions</b>	1.5.7. Market research and intelligence: Gather market information and insights on Uganda's priority export markets, such as the European Union, China, and the United States.	Missions Abroad						
	1.5.8. Trade mission organization: Organize trade missions to promote Uganda's exports, such as coffee, cotton, and flowers, and to attract investment in key sectors like agriculture, manufacturing, and tourism.	Missions Abroad						
	1.5.9. Trade show participation: Participate in trade shows and exhibitions, such as the annual Uganda International Trade Fair, to showcase Ugandan products and services.	Missions Abroad						
<b>1.6. Business facilitation to enhance Market access for Uganda Businesses</b>	1.5.10. Business registration and licensing: Assist Ugandan businesses with registration and licensing processes in foreign markets.	Missions Abroad						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Initiative cost USD
	1.5.11. Tax and regulatory advice: Provide advice on tax and regulatory requirements in foreign markets to Ugandan businesses.	Missions Abroad						
	1.5.12. Networking and connections: Facilitate networking and connections between Ugandan businesses, investors, and government officials.	Missions Abroad						
Digital trade facilitation	Implement digital trade facilitation measures, such as electronic single windows and digital payment systems.							
	Implement smart integrated border technology and bridges for efficiency of tracking and revenue compliance	URA; UNRA						
Crisis Management and Communication	Crisis management: Manage crises, including trade disputes, investment disputes, and reputational issues, affecting Ugandan businesses and investors abroad							
	Communication: Communicate effectively with stakeholders, including Ugandan businesses, investors, government officials, and the media, on trade and investment opportunities and challenges							

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
<b>1.7 Strategies with URA for trade facilitation in line international service benchmarks</b>	1.5.13 Streamlined customs procedures: URA can facilitate trade by streamlining customs procedures, reducing bureaucratic hurdles, and improving the overall efficiency of the customs process.	URA						
	1.5.14 Reduced clearance times: URA can reduce clearance times for imports and exports, making it easier for businesses to trade and invest in Uganda.	URA						
<b>1.8 Strengthen international cooperation between URA and other foreign tax bodies for ECD objectives</b>	1.5.15 International cooperation: URA can cooperate with other countries and international organizations to share best practices, and to address common challenges and risks associated with international trade.	URA						
	1.5.16 Regional integration: URA can support regional integration efforts by participating in regional trade agreements and by implementing regional trade facilitation measures.	URA						
<b>Strengthening Chamber of Commerce for enhanced trade promotion</b>	1.5.17 Trade facilitation: The Chamber can facilitate trade by providing information on trade regulations, procedures, and opportunities.	Uganda Chamber of Commerce						
	1.5.18 Trade missions: The Chamber can organize trade missions to promote Ugandan products and services in foreign markets.	Uganda Chamber of Commerce						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
Deepening international cooperation and regional integration through the chamber of commerce	1.5.19 International trade agreements: The Chamber can provide input on international trade agreements to ensure that they promote Ugandan economic interests.	Uganda Chamber of Commerce						
	1.5.20 Regional trade facilitation: The Chamber can facilitate regional trade by providing information on trade regulations, procedures, and opportunities in the East African Community (EAC) and other regional economic communities.	Uganda Chamber of Commerce						
Strategic Partnerships with Diaspora for Trade Promotion	1.5.22 Trade Promotion: Diaspora businesses can promote trade between their host country and home country, increasing exports and imports.	Diaspora						
	1.5.23 . Market Access: Diaspora members can provide market access for local businesses, helping them to expand into new markets.	Diaspora						

Objective 2 Investment Promotion (Facilitation)								
2.1 Investment promotion for Agro-industrialisation	1.5.24. Investment promotion: Promote Uganda's agro-industrialization sector to attract foreign investment, including from countries like China, India, and the Netherlands.	Agro industrialization						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
<b>2.2 Investment promotion for Mineral Based Development</b>	1.5.25 Investment facilitation: Facilitate investment by providing information, guidance, and support to investors, including assistance with licensing, registration, and tax incentives.	Agro industrialization						
	1.5.27 Special Economic Zones (SEZs): Establish SEZs to provide a conducive environment for agro-industrialization investments	Agro industrialization						
	2.2.5. Investment promotion: Promote Uganda's mineral sector to attract foreign investment, including from countries like China, India, and Canada.	Placement for Uganda's mineral-based development						
<b>Missions Strategies for investments promotion</b>	2.2.6 .Investment facilitation: Facilitate investment by providing information, guidance, and support to investors, including assistance with licensing, registration, and tax incentives.	Placement for Uganda's mineral-based development						
	2.2.7. Special Economic Zones (SEZs): Establish SEZs to provide a conducive environment for mineral-based investments.	Placement for Uganda's mineral-based development						
	2.1.1. Investor targeting: Identify and target potential investors, including companies, venture capitalists, and private equity firms, interested in Uganda's key sectors like oil and gas, agriculture, and infrastructure.	Missions Abroad						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
Investment facilitation through efficiency of processes	2.1.2. Investment facilitation: Facilitate investment by providing information, guidance, and support to investors, including assistance with licensing, registration, and tax incentives.	Missions Abroad						
	2.1.3. Investment aftercare: Provide aftercare services to investors, including support with regulatory compliance, tax incentives, and other issues.	Missions Abroad						
	2.1.4 Investment targeting: Identify and target potential investors, including companies, venture capitalists, and private equity firms, interested in Uganda's key sectors.	UIA						
	2.1.5 Automation of Investment facilitation processes especially licensing permitting : Facilitate investment by providing information, guidance, and support to investors, including assistance with licensing, registration, and tax incentives.	UIA						
Investor support and Services	2.1.6 Investment aftercare: Provide aftercare services to investors, including support with regulatory compliance, tax incentives, and other issues.	UIA						
	2.2.11 One-stop shop: Provide a one-stop shop for investors, offering a range of services, including investment facilitation, licensing, and registration.	UIA						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
Effective Tax policy for Investment promotion	2.2.12 Investment guidance: Offer guidance on Uganda's investment climate, including information on laws, regulations, and procedures.	UIA						
	2.2.13 Networking and connections: Facilitate networking and connections between investors, businesses, and government officials.	UIA						
	2.1.7. Tax incentives for investors: Design and implement tax incentives for foreign investors, such as tax holidays, tax exemptions, and reduced tax rates.	MoFPED						
	2.1.8 Simplified tax procedures: Simplify tax procedures for investors, including registration, filing, and payment of taxes.	MoFPED						
Investment promotion by URA	2.1.9. Tax certainty for investors: Provide tax certainty for investors by issuing advance tax rulings and tax opinions.	MoFPED						
	2.2.1 Investor support: URA can provide support to investors by offering guidance on tax and customs regulations, and by facilitating the establishment of businesses in Uganda.	URA						



Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
Investment promotion by Uganda chamber of commerce	2.2.2 Tax incentives: URA can offer tax incentives to investors, such as tax exemptions or tax holidays, to encourage investment in Uganda.	URA						
	2.2.3. Investor facilitation: The Chamber can facilitate investors by providing information on investment opportunities, regulations, and procedures.	Uganda Chamber of Commerce						
	2.2.4. Investment advocacy: The Chamber can advocate for policies and regulations that promote investment in Uganda.	Uganda Chamber of Commerce						

Objective 3 (Competitiveness through Value addition and Technology transfer): To attract appropriate Science, Technology and Innovation for value addition to Ugandan raw materials								
Technology transfer for Agro- Industrialisation	4.1.4. Technology transfer: Facilitate technology transfer from countries with advanced agro-industrialization sectors, such as China, India, and Israel.	Placement for Agro industrialization						
	4.1.5. Capacity building: Provide training and capacity-building programs for Ugandan farmers, processors, and exporters to enhance their skills and knowledge in agro-industrialization.	Placement for Agro industrialization						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
	4.1.6. Research and development: Collaborate with research institutions and universities to develop new technologies and innovations in agro-industrialization.	Placement for Agro industrialization						
<b>Value chain Development and Upgrading for Agro-industrialisation</b>	4.3.1. Value chain analysis: Conduct value chain analysis to identify areas for improvement and upgrading in Uganda's agro-industrialization sector.	Placement for Agro industrialization						
	4.3.2. Value addition: Promote value addition in Uganda's agro-products, such as coffee, cotton, and tobacco, to increase their competitiveness in global markets.	Placement for Agro industrialization						
	4.3.3. Linkages and partnerships: Facilitate linkages and partnerships between Ugandan farmers, processors, and exporters to enhance coordination and cooperation along the value chain.	Placement for Agro industrialization						
<b>Technology transfer for Uganda's mineral-based development</b>	4.1.7 Technology transfer: Facilitate technology transfer from countries with advanced mineral extraction and processing technologies, such as Australia and Canada.	Uganda's mineral-based development						
	4.1.8. Capacity building: Provide training and capacity-building programs for Ugandan miners, processors, and exporters to enhance their skills and knowledge in mineral extraction and processing.	Uganda's mineral-based development						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
<b>Technology transfer for Science and Technology</b>	4.1.9. Research and development: Collaborate with research institutions and universities to develop new technologies and innovations in mineral extraction and processing.	Uganda's mineral-based development						
	4.1.10 Technology scouting: Identify and scout for new and emerging technologies that can be transferred to Uganda to support S&T development.	Science and Technology (S&T)						
	4.1.11. Technology transfer agreements: Establish technology transfer agreements with foreign companies and research institutions to acquire new technologies and promote knowledge sharing.	Science and Technology (S&T)						
	4.1.12 Capacity building: Provide training and capacity-building programs for Ugandan scientists, engineers, and technicians to enhance their skills and knowledge in S&T.	Science and Technology (S&T)						
<b>Strategies for Innovation and Entrepreneurship</b>	4.3.4. Innovation hubs and incubators: Establish innovation hubs and incubators to support start-ups and entrepreneurs in developing new products and services.	Science and Technology (S&T)						
	4.3.5 Funding and financing: Provide funding and financing mechanisms, such as venture capital and angel investors, to support innovation and entrepreneurship.	Science and Technology (S&T)						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
	4.3.6 Mentorship and coaching: Provide mentorship and coaching programs for entrepreneurs and start-ups to enhance their business skills and knowledge.	Science and Technology (S&T)						
<b>4.4 Human Capital Development in STEM</b>	4.4.1. STEM education: Promote Science, Technology, Engineering, and Mathematics (STEM) education and training programs to develop a skilled and knowledgeable workforce.	Science and Technology (S&T)						
	4.4.2. Research and development funding: Provide funding for research and development projects to support the development of new technologies and products.	Science and Technology (S&T)						
	4.4.3. International scholarships and fellowships: Provide international scholarships and fellowships for Ugandan scientists, engineers, and technicians to pursue further education and training abroad.	Science and Technology (S&T)						
<b>Leverage Diaspora contribution to Knowledge transfer and skills development</b>	4.1.1. Skills Transfer: Diaspora professionals can transfer their skills and expertise to local businesses and institutions, enhancing capacity and competitiveness.	Diaspora						
	4.1.2. Mentorship: Diaspora members can mentor local entrepreneurs and businesses, providing guidance and support.	Diaspora						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
International Collaboration and partnerships for Ugandas Science and Techonology	4.1.3. Research and Development: Diaspora researchers can collaborate with local institutions to promote innovation and R&D.	Diaspora						
	3.2.15. Bilateral agreements: Establish bilateral agreements with countries like China, India, and the United States to promote S&T cooperation and collaboration.	Science and Technology (S&T)						
	3.2.16 Multilateral agreements: Participate in multilateral agreements like the African Union's Science, Technology and Innovation Strategy for Africa (STISA-2024) to promote regional S&T cooperation.	Science and Technology (S&T)						
	3.2.17. International research collaborations: Collaborate with international research institutions and universities to conduct joint research projects and promote knowledge sharing.	Science and Technology (S&T)						
Strengthen incountry frameworks for Commercialization and Intellectual Property Protection	Licensing and technology transfer: Promote licensing and technology transfer agreements to support the commercialization of research results and intellectual property.							
	Intellectual property protection: Strengthen intellectual property protection laws and regulations to protect Ugandan innovators and entrepreneurs.							

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
	Commercialization of research results; Promote the commercialization of research results and intellectual property to support innovation and entrepreneurship.							

#### Objective 4 (Tourism Promotion and Branding): To increase tourist arrivals in Uganda from countries of accreditation

5.2 Investment Promotion in Tourism	Trade and investment agreements: Collaborate with the Ministry of Foreign Affairs to negotiate trade and investment agreements that promote tourism and economic cooperation.	Missions Abroad						
	Economic research and analysis: Conduct research and analysis on the economic impact of tourism and provide recommendations for policy and investment decisions.							
	5.1.1. Destination marketing: Promote Uganda as a tourist destination through various marketing channels, including social media, advertising, and trade shows.							
	5.1.2. Tourism product development: Develop and promote new tourism products, such as eco-tourism, cultural tourism, and adventure tourism.	Uganda Tourism Agencies						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
Cultural Diplomacy	5.1.3. Tourism infrastructure development: Collaborate with the private sector to develop tourism infrastructure, including hotels, lodges, and transportation services.	Uganda Tourism Agencies						
	5.2.1. Investment opportunities identification: Identify investment opportunities in the tourism sector, including hotel development, tourism infrastructure, and tour operations.	Uganda Tourism Agencies						
	5.2.2. Investor targeting: Target potential investors, including hotel chains, tour operators, and travel companies.	Uganda Tourism Agencies						
	5.2.3. Investment facilitation: Facilitate investment by providing information, guidance, and support to investors.	Uganda Tourism Agencies						
	5.3.1. Cultural exchange programs: Develop and promote cultural exchange programs that showcase Uganda's culture and heritage.	Uganda Tourism Agencies						
	5.3.2. Tourism and cultural events: Organize and promote tourism and cultural events, including festivals, concerts, and exhibitions.	Uganda Tourism Agencies						
	5.3.3. Cultural heritage preservation: Collaborate with stakeholders to preserve and promote Uganda's cultural heritage sites and attractions.	Uganda Tourism Agencies						



Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
Leverage diaspora in Tourism and Culture Exchange	5.1.4. Tourism Promotion: Diaspora members can promote tourism in their home country, attracting visitors and supporting local businesses.	Diaspora						
	5.1.5. Cultural Exchange: Diaspora members can facilitate cultural exchange between their host country and home country, promoting mutual understanding and cooperation	Diaspora						

#### Objective 5: Sustainability and climate Financing

6.1. International Climate Diplomacy	6.1.1. Climate change negotiations: Engage in climate change negotiations under the United Nations Framework Convention on Climate Change (UNFCCC) to advocate for Uganda's climate financing needs.							
	6.1.2. Climate finance mobilization: Mobilize climate finance from international sources, including the Green Climate Fund (GCF), the Global Environment Facility (GEF), and bilateral donors.							
	6.1.3. Climate policy and governance: Strengthen climate policy and governance frameworks to enhance Uganda's credibility and attractiveness to climate finance providers.							

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
<b>6.2. Climate Finance Readiness</b>	6.2.1. Climate finance strategy development: Develop a climate finance strategy that outlines Uganda's climate financing needs and priorities.							
	6.2.2. Climate finance capacity building: Build capacity for climate finance management, including training and technical assistance for government officials and other stakeholders.							
	6.2.3. Climate finance project development: Develop climate finance projects that meet international standards and requirements, including feasibility studies, environmental impact assessments, and social impact assessments.							
<b>6.3 Green Economy and Low-Carbon Development</b>	6.3.1. Green economy policy development: Develop policies and strategies to promote a green economy and low-carbon development in Uganda.							
	6.3.2. Renewable energy development: Promote the development of renewable energy sources, including solar, wind, and hydroelectric power.							

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
	6.3.3. Sustainable land use planning: Promote sustainable land use planning and management practices, including agroforestry, permaculture, and conservation agriculture.							
<b>6.4 Climate Resilience and Adaptation</b>	6.4.1. Climate resilience and adaptation planning: Develop plans and strategies to enhance climate resilience and adaptation in Uganda, including climate risk assessments and management plans.							
	6.4.2. Climate-resilient infrastructure development: Promote the development of climate-resilient infrastructure, including roads, bridges, and buildings.							
	6.4.3. Climate information and early warning systems: Establish climate information and early warning systems to enhance climate resilience and adaptation in Uganda.							
<b>Leavera strategic partnerships for resilience of FDI and related climate financing</b>	3.2.13 Public-private partnerships (PPPs): Establish PPPs to support climate-resilient infrastructure development, renewable energy development, and sustainable land use planning.	Uganda's access to climate financing						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Initiative cost USD
	3.2.14.Climate innovation and entrepreneurship: Promote climate innovation and entrepreneurship, including through incubators, accelerators, and innovation	Uganda's access to climate financing						

Objective 6: Strategic Co-ordination and partnership								
Mission strategies for building partnerships	3.2.1. Building relationships: Build relationships with key stakeholders, including foreign governments, businesses, and trade associations, to promote Uganda's trade and investment interests.	Missions Abroad						
	3.2.2. Partnership development: Develop partnerships with key stakeholders to promote trade, investment, and economic cooperation between Uganda and foreign countries.	Missions Abroad						
	3.2.3. Coalition building: Build coalitions with like-minded countries, businesses, and organizations to promote shared economic interests and address common challenges.	Missions Abroad						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
UIA collaborations with domestic and international development partners	3.2.4 Partnership development: Develop partnerships with key stakeholders, including government agencies, private sector companies, to and civil society organizations, to promote investment and economic growth.	UIA						
	3.2.5 Collaboration with government agencies: Collaborate with government agencies, including the Ministry of Finance, Planning and Economic Development, to promote investment and economic growth.	UIA						
	3.2.6 International cooperation: Collaborate with international organizations, including the World Bank and the International Monetary Fund, to promote investment and economic growth	UIA						
Private sector development	3.2.7 Private sector advocacy: The Chamber can advocate for policies and regulations that promote private sector development in Uganda.	Uganda Chamber of Commerce						
	3.2.8 Business-to-business networking: The Chamber can facilitate business-to-business networking to promote partnerships and collaborations between Ugandan businesses and foreign partners	Uganda Chamber of Commerce						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
partnership building and collaboration	3.2.9. Partnership development: Develop partnerships with key stakeholders, including the private sector, civil society, and government agencies, to promote tourism and economic development.	Uganda Tourism Agencies						
	3.2.10 Collaboration with government agencies: Collaborate with government agencies, including the Ministry of Tourism, Wildlife and Antiquities, to promote tourism and economic development.	Uganda Tourism Agencies						
	3.2.11 International cooperation: Collaborate with international organizations, including the World Tourism Organization, to promote tourism and economic development.	Uganda Tourism Agencies						
3.3 Institutional Capacity Building	3.3.1. Investment promotion training: Provide training and capacity building programs for UIA staff and other stakeholders on investment promotion and facilitation.	UIA						
	3.3.2. Investor relations training: Provide training and capacity building programs for UIA staff and other stakeholders on investor relations and aftercare services.	UIA						
	3.3.3. Economic research and analysis training: Provide training and capacity building programs for UIA staff and other stakeholders on economic research and analysis.	UIA						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
	1. Capacity building for tax officials: URA can build the capacity of tax officials to support ECD efforts, including training programs on tax policy, tax administration, and tax treaty negotiation.	URA						
	2. Capacity building for businesses: URA can build the capacity of businesses to support ECD efforts, including training programs on tax compliance, customs procedures, and trade facilitation.	URA						
<b>3.4 Economic Research, analysis and Business Intelligence</b>	3.4.1. Market analysis: Conduct market analysis to identify opportunities and challenges for Ugandan exports and investments in key markets.	Missions Abroad						
	3.4.2. Competitor analysis: Analyze competitors' activities, strengths, and weaknesses to inform Uganda's trade and investment strategies.	Missions Abroad						
	3.4.3. Economic trends analysis: Analyze economic trends, including GDP growth, inflation, and exchange rates, to inform Uganda's trade and investment decisions.	Missions Abroad						



Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
UIA conduct economic Research and Analysis to support the ECD	3.4. Investment climate assessment: Conduct regular assessments of Uganda's investment climate, including analysis of laws, regulations, and procedures.	UIA						
	3.4.5. Market research and intelligence: Gather market information and insights on Uganda's priority sectors and markets.	UIA						
	3.4.6. Economic trends analysis: Analyze economic trends, including GDP growth, inflation, and exchange rates, to inform investment decisions.	UIA						
URA provide Data analysis and Research to inform tax policies	3.4.7. Trade data analysis: URA can provide trade data analysis to support ECD efforts, including data on trade volumes, values, and trends.	URA						
	3.4.8. Tax research and analysis: URA can conduct tax research and analysis to inform tax policy decisions and support ECD efforts.	URA						
Uganda chamber of commerce conduct Economic analysis to impact policy decisions	3.4.9. Economic research and analysis: The Chamber can conduct research and analysis on economic trends and issues to inform policy decisions.	Uganda Chamber of Commerce						

Intervention	Strategic Actions	Lead Institution and Alignment	FY 25/26	FY26/27	FY27/28	FY28/29	FY29/30	Indicative cost USD
<b>3.5 Financing for ECD Strategy</b>	3.5.1 Strengthening Results Based Financing	MoFPED						
	3.5.2 Strengthen Accountability for results and engagements (including reporting; annual review and M&E)	MoFPED						
	3.5.3 Change Management strategy for ECD (visibility of ECD results)	MoFPED						
	3.5.4 ECD Tracking Dashboard	MoFPED						
	3.5.5 Audit Tracking of ECD firm	MoFPED						
	3.5.6 Technical Assistance on Coordination of ECD Secretariate	MoFPED						
	3.5.7 TA for Analysis of Infrastructural Requirements of Capital Developments at Missions	MoFPED						
<b>Public Awareness and Education on ECD through Partnership with civil society</b>	3.6.1. Raising awareness on ECD issues: Raise awareness among the public about ECD issues, such as the benefits and challenges of international trade and investment.							
	3.6.2. Providing education on ECD issues: Provide education on ECD issues, such as trade negotiation and investment promotion.							
	3.6.3. Promoting ECD through media and communication: Promote ECD through media and communication, including social media, radio, and television.							



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