

MATRIX OF KEY OUTCOMES FROM THE 16TH UGANDA NATIONAL COMPETITIVENESS FORUM (NCF).

ISSUE/ CONTEXT	WHAT GOU IS DOING	WHAT MORE NEEDS TO BE DONE	RESPONSIBLE AGENCY
1. a) High cost of production certification and low certification capacity by UNBS. UNBS certification fees remain prohibitive for SMEs, particularly because each sub-product under a single brand requires separate certification. For example, a processor producing different types of crisps from the same Irish potatoes (plain, salted, spiced, etc.) must pay separately to certify each product, even though they are derived from the same raw material.	UNBS has introduced programs like Batch Certification which focuses on encouraging SMEs to apply for certification as a group or through cooperatives rather than as individuals. This reduces the cost of certification as long as products are in the same value chain. GOU has reduced certification fees for PDM beneficiaries who are into value addition by 50%. This is mainly to ease obtaining of the Q-Mark so that the products are sold on the market. UNBS has decentralized certification services by opening regional offices in Gulu, Mbale and Mbrara.	UNBS needs to review the certification procedures of products from the same raw materials. This will reduce on certification fees UNBS should review the policy on certification to cater for products derived from the same material.	UNBS
b) Financing mechanism of UNBS The funding mechanism by UNBS delays certification processes.	GOU has considered to	MFPED to review UNBS	MFPED

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Private sector pays for certification and has to wait for 6 months and above before the product is certified. This is due to limited funding, low staff numbers and delays in releasing the required money to conduct certification by UNBS	review the funding mechanism of UNBS to ease Private Sector facilitation.	financing model to enable certification as and when the private sector pays money for certifying a product. Increase UNBS funding to recruit more staff to support timely certification of products	
2. High cost of power and unreliable power supply Despite reforms, power tariffs remain relatively high and reliability is poor forcing processors to rely on expensive fuel alternatives like generators. Unreliable power is caused by old and dilapidated power equipment like transformers. Some of these are beyond repair and require fully procurement	Following UEDCL takeover of distribution of electricity, the cost of power has reduced by 14% saving consumers approximately Shs.250Bn annually. GOU has lowered the cost of connection from over Shs. 700,000 to Shs. 30,000 through the rural electrification program. Reduced power tariffs for large industries to 5 US cents per KWH off peak Developing of the new hydro power plants (Agago, Oriang and Kiba)	UEDCL should work with MEMD to prioritize procurement of needed equipment to modernize the grid to generate reliable and affordable power. MFPED and MEMD should fast-track the ongoing investment in power infrastructure and transmission equipment to improve reliability and low cost of power for private sector.	UEDCL, MEMD MFPED

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	and exploring nuclear power in Buyende to meet the grid demand.		
3. Low support for R&D and innovation for efficient food, feed processing lines and new varieties for enhanced material base. Due to limited R&D, most of the raw materials used in production are imported due to lack of the required materials for production. For example, even when the Uganda is known for production of plantain, the required plantain to produce crisps is imported because the available one on the market is not fit for processing. Inadequate extensionists. In animal feed manufacturing, production majorly depends on maize and soya bean yet with research, other products like cassava, sunflower, animal protein, banana peelings, black soldier fly among others can be used to produce animal feeds.	Supporting Research and Development (R&D) for new product development, new business ways, and innovation. Retooling of agriculture extension staff (Motorcycles, Testing kits, Diagnostic kits, GPS machines, vehicles for District Extension staff) Roll out and upgrade the ICT enabled extension system to all Local Governments. Conduct specialized training program for Extension workers on	MAAIF should prioritize investment and coordination of key R&D investments and related extension services to ensure national coverage and productivity.	MAAIF, NARO, NAGRIC, MoLG, STI

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	specific value chains within their jurisdictions NARO to create research enabling environment through development and enacting appropriate legal, policy and management tools and platforms.		
4. Logistical issues with in the region including transport costs, mode of transport among others. The main mode of transport for regional exports is road transport which is characterized by delays, NTBs and high costs. Yet other modes like railway is 50% cheaper and barely attracts NTBs related to logistics.	GOU has embarked on construction of the 272-kilometre Standard Gauge Railway (SGR) from Malaba to Kampala. This will help cut cargo transport cost by half from the current USD 120 per ton, and reduce transit time from Mombasa to Kampala from 7 days to 1 day. Rehabilitation of the 375 KM of the Tororo to Gulu Metre Gauge Railway will be completed by February 2026.	MoWT should fast track the operationalization of the SGR and MGR to support logistics across the country.	MoWT, URC, MFPED

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5. Persistent Non-Trade Barriers by member countries in the region and lack of a strong resolution mechanism. Despite progress at the EAC level, where over 1,000 traded products have been harmonized, NTBs continue to constrain cross-border trade. Traders still face delays at border posts due to differing sanitary and phytosanitary requirements, inconsistent application of quality standards and multiple inspections. For	Enacting of the Monthly Monitoring committee which has put in place structures for reporting Not Trade Barriers across the region	Need for a clear resolution mechanism through active high-level engagements to ensure the member states adhere the agreed trade modalities across the region	MTIC, MEACA
6. Unclear processes of obtaining export license. This is characterized with engagements of different entities like MTIC, UNBS, MAAIF among others. Some of these engagements are done physically		MTIC, MAAIF, UNBS and URA should enhance sensitization and digitization of processes required to access an export license.	MTIC, MAAIF, UNBS, URA
7. Unregulated export of raw materials which cripples growth of the feed and food processing industries This is mainly with the export of raw grains from the Ugandan market which affects the required volume to support production.	Government has constructed eleven agro-processing and storage facilities to increase opportunities for value addition and access to high value markets. These include Rwimi Rice Processing Facility in Bunyangabu;	UNBS should enhance enforcement of standards to ensure that only quality grain is exported MTIC and MAAIF should study the proposal around introduction of quotas to enable thriving of the domestic industry and allow	UNBS MTIC, MAAIF

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	Kasina Maize Processing Facility in Kyenjojo; Kigoyera Maize Processing Facility in Kyenjojo; Itojo Maize and Rice Processing Facility in Ntoroko; Nombe Coffee Processing Facility in Ntoroko; Apala Oil Seed Processing Facility in Alebtong; Gatyanga Coffee Processing Facility in Bunyangabu; Ocorimongin Rice Processing Facility in Katakwi; Kajamaka Rice Processing Facility in Kumi; Kikwata Coffee Processing Facility in Nakaseke; and Kiwoko Maize Processing Facility in Nakaseke	for export of the balance.	
8. Informal operations in the production of animal feeds Animal feeds sub sector is dominated by informal small scale feed producers, processors and retailers. This makes it hard to control this sector leading to	Mass animal feed production and processing on Government farms and ranches to avail high quality and affordable hay, silage and	Parliament should fast track completion and gazettment of the Animal feed regulations to enhance implementation of the law and enforcements against informal trade	Parliament

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production of poor-quality animal feeds that are not fit for the market.	compounded animal feeds to youth, men, women involved in livestock farming; not forgetting farmers with disabilities, to mitigate animal feed scarcity across the country Feeds act, 2023 that regulates animal feed industry, establishes standards for production		
9. Underutilization of local raw materials There is need to establish a competitive animal feeds industry by utilizing locally available raw materials such as maize, soybeans, sunflower, cottonseed, cassava, sweet potatoes, and fish meal. This approach aims to produce high-quality and affordable compounded feed, supporting the poultry, piggery, and dairy industries	mass animal feed production and processing on Government farms and ranches to avail high quality and affordable hay, silage and compounded animal feeds to youth, men, women involved in livestock farming; not forgetting farmers with disabilities, to mitigate animal feed scarcity across the country	MAAIF should promote value addition using locally available inputs. Encourage use of maize, soybeans, sunflower, cassava, and fish meal in feed production	MAAIF
10. Insufficient financing for agro-industrial growth	Government has invested over Shs 333 billion,	Mobilize targeted funding for industrialization.	

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Under the Tenfold Growth Strategy, Uganda has secured significant financial support to accelerate industrial exports, including a USD 96 million loan through the INVITE Project, a USD 104 million grant, and an additional USD 18 million from a multi-donor Trust Fund. These resources are expected to boost exports of manufactured products and strengthen overall export competitiveness.	causing a cumulative loan disbursement of Shs 860 billion to more than 3,868 agricultural projects accessing patient capital for commercial on-farm investment, post-harvest management, agro-processing, and trade in agricultural produce.	Leverage INVITE Project, donor funds, and private investments	
11. Private Sector Engagement & Market Linkages. Weak coordination among feed producers and ingredient suppliers. There is need to Strengthen private-public collaboration	MOFPED launched the Area Based Commodity Development (ABCD) portal which is intended to provide market information	Private Sector Feed millers should promote PPPs, supply chain integration, and industrial investment; Establish Uganda Feed Industry Platform for data sharing, joint procurement, and advocacy;	Private Sector Associations, MTIC
12. Regulatory and policy gaps The Animal Feeds Act (2023/2024) is a positive step (regulating production, import, labelling, inspectors) but the absence of fully published subsidiary regulations and clear start-dates increases transaction costs for importers and exporters and may trigger inconsistent enforcement at borders		Fast-track subsidiary regulations and publish compliance calendar; conduct nationwide sensitization of millers and traders. Strengthen legal and policy frameworks. Enforce feed production standards, export	MAAIF

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		quality controls, and sector regulations.	