

ROAD MAP FOR UGANDA

Date	Activity
- 2 Mar	This workshop!
9-20 March	Team building (core group) communication with non-Ministry members
22 March	Inaugural core group meeting
2-7 April	Core group working period: phase 1 - Preparation of interim outputs
Jul 12	Study tour (tentative) - Learning from Asian countries - Peer review / expert consultation of interim outputs
Aug – Sep 12	Core group working period: phase 2 - Round of individual meetings
23 October	Finalization of the results
Nov 11	Stakeholder meeting
Dec 12	Final Report to the CARD Secretariat
Jan 13	Synthesis at the regional level
Feb 13	Submission to NEPAD – further up to G8, G20, AU...
Jun 13	CARD General Meeting 5 TICAD 5

Policy track

- Recognition of all the players on value (supply) chain and providing enabling environment for all of them
- Policy tool analysis – elaboration

Technical track

- Choosing appropriate mix of machineries
 - (Nationwide picture) what type, how many by when?
 - (Individuals) Machine users and dealers should know how to make right decisions – decision making aid
- Certification and testing
 - Based on existing institutions
 - What can be tested now, in 5 yrs, 10 years, beyond 10 years? What to be left to foreign system?
- Ownership?

Dealership

- Key player for the appropriate maintenance of the machineries (=sustainability!)
- Improved capacity / performance
- Business model
- Incentives / disincentives (policy tools)

How? –

Finance

- Clarify who to provide credit
- BUT, attach (THEORETICAL) FINANCIAL / RISK ANALYSIS TO SHOW THAT BORROWING MONEY TO THEM IS A BANKABLE BUSINESS!

Classification of stakeholders (policy track)

Stakeholders	Classification		
	Core working group	Individual interviews	Presence at launching / stakeholders' meeting
International manufacturers • Ndume Ltd			All stakeholders in Column I
Domestic manufactures • FEIL Engineering • Uganda Manufacturers' Association	• Chairman, Uganda Manufacturers' Association	• FIEL Engineering • UMA	
Importing agents • Agro Machinery Ltd • Cooper Motors Ltd • Akamba (U) Ltd • Magric (U) Ltd • Uganda Heavy Equipment • Braz Africa Ltd		• Agro Machinery Ltd • Cooper Motors Ltd • Braz Africa Ltd	
Material suppliers • Steel Rolling Mills • Uganda Baati • Uganda Roofing • City Tyres • Multiple Industries		• Uganda Roofing • Multiple Industry	
Dealers Distributors Retailers Traders (this including transport) • Agro Machinery Ltd • Cooper Motors Ltd • Akamba (U) Ltd			

<ul style="list-style-type: none"> • Magric (U) Ltd • Uganda Heavy Equipment • Braz Africa Ltd 			
<p>Local workshops for maintenance</p> <ul style="list-style-type: none"> • Spear Motors • Cooper Motors • Private agricultural machinery workshops 		<ul style="list-style-type: none"> • Spear Motors • Cooper Motors 	
<p>Financiers</p> <ul style="list-style-type: none"> • Bank of Uganda • Micro-finance Support Centre • Centenary Bank • DFCU Bank • East African Development Bank • SACCOs • PRIDE Uganda • Equity Bank • Bank of Africa • Stanbic Bank 	<ul style="list-style-type: none"> • Bank of Uganda Agricultural Secretariat 	<ul style="list-style-type: none"> • Micro-finance Support Centre • Centenary Bank 	
<p>Custom hiring providers</p> <ul style="list-style-type: none"> • FEIL Engineering • Individual Agricultural Machinery owners 			
<p>Milling service providers</p> <ul style="list-style-type: none"> • Upland Millers Ltd • Other private millers 		<ul style="list-style-type: none"> • Upland Millers Ltd 	
<p>Machine operators</p> <ul style="list-style-type: none"> • Many private machine operators 			
<p>Small scale farmers Farmer associations</p> <ul style="list-style-type: none"> • Uganda National Farmers' Federation 	<ul style="list-style-type: none"> • President, Uganda National Farmers' Federation 	<ul style="list-style-type: none"> • Uganda National Farmers' Federation 	

<ul style="list-style-type: none"> • District Farmers' Associations 			
Animal draught power users <ul style="list-style-type: none"> • Rice farmers 		<ul style="list-style-type: none"> • Rice farmers 	
Office of the Prime Minister			
Ministry of Agriculture, Animal Industry and Fisheries <ul style="list-style-type: none"> • Minister of Agriculture • Permanent Secretary/MAAIF • Director, Crop Resources/MAAIF • Department of Farm Development • Department of Crop Production • NAADS • NARO 	<ul style="list-style-type: none"> • Permanent Secretary • Director, Crop Resources/MAAIF 		
Ministry of Trade and Industry <ul style="list-style-type: none"> • Uganda National Bureau of Standards • Uganda Export Promotion Board 	<ul style="list-style-type: none"> • Executive Director - Uganda National Bureau of Standards 		
Ministry of Finance, Planning and Economic Development <ul style="list-style-type: none"> • Uganda Revenue Authority • Directorate of Budget 	<ul style="list-style-type: none"> • Director of Budget, Ministry of Finance, Planning and Economic Development 	<ul style="list-style-type: none"> • Uganda Revenue Authority 	
Ministry of Local Government <ul style="list-style-type: none"> • Local Governments • Secretary General Uganda Local Government Association 	<ul style="list-style-type: none"> • Secretary General Uganda Local Government Association 		
Ministry of Works and Transport <ul style="list-style-type: none"> • Chief Mechanical Engineer 			
Development Partners & Donors Japan International Cooperation Agency (JICA) World Bank	<ul style="list-style-type: none"> • Japan International Cooperation Agency 		

Islamic Development Bank (IDB) etc			
Politicians <ul style="list-style-type: none"> • Members of Parliament • Local Councils 		<ul style="list-style-type: none"> • Local Council Chairpersons • Members of Parliament 	
NGOs and CSOs <ul style="list-style-type: none"> • Sasakawa Global 2000 • SOCADIDO • Appropriate Technology (U) • Caritas 		<ul style="list-style-type: none"> • Sasakawa Global 2000 	
Teaching and Research Institutions <ul style="list-style-type: none"> • Busitema University • Makerere University • Bukalasa Agricultural Colleges • Farm Schools (Kayunga, Ssese, etc) 		<ul style="list-style-type: none"> • Busitema University 	

Classification of stakeholders (technical track)

Stakeholders	Classification		
	Core working group	Individual interviews	Presence at launching / stakeholders' meeting
International manufacturers • Ndume Ltd			• All Stakeholders in Column I
Domestic manufactures • FEIL Engineering • Uganda Manufacturers' Association	• Technical Manager, UMA	• FIEL Engineering • UMA	
Importing agents • Agro Machinery Ltd • Cooper Motors Ltd • Akamba (U) Ltd • Magric (U) Ltd • Uganda Heavy Equipment • Braz Africa Ltd		• Agro Machinery Ltd • Cooper Motors Ltd • Braz Africa Ltd	
Material suppliers • Steel Rolling Mills • Uganda Baati • Uganda Roofing • City Tyres • Multiple Industries		• Uganda Roofing • Multiple Industry	
Dealers Distributors Retailers Traders (this including transport) • Agro Machinery Ltd • Cooper Motors Ltd • Engineering Solutions Ltd • Akamba (U) Ltd • FEIL Engineering	• FEIL Engineering	• Braz Africa Ltd	

<ul style="list-style-type: none"> • Magric (U) Ltd • Uganda Heavy Equipment • Braz Africa Ltd 			
Local workshops for maintenance <ul style="list-style-type: none"> • Spear Motors • Cooper Motors • Private agricultural machinery workshops 		<ul style="list-style-type: none"> • Spear Motors • Cooper Motors 	
Financiers <ul style="list-style-type: none"> • Micro-finance Support Centre • Centenary Bank • DFCU Bank • East African Development Bank • SACCOs • PRIDE Uganda • Equity Bank • Bank of Africa • Stanbic Bank 	Centenary Bank	<ul style="list-style-type: none"> • Micro-Finance Support Centre • Equity Bank • DFCU Bank 	
Custom hiring providers <ul style="list-style-type: none"> • FEIL Engineering • Individual Agricultural Machinery owners 			
Milling service providers <ul style="list-style-type: none"> • Upland Millers Ltd • Other private millers 		<ul style="list-style-type: none"> • Upland Millers Ltd 	
Machine operators <ul style="list-style-type: none"> • Many private machine operators 			
Small scale farmers Farmer associations <ul style="list-style-type: none"> • Uganda National Farmers' Federation • District Farmers' Associations 		<ul style="list-style-type: none"> • Iganga District Farmers' Association 	
Animal draught power users <ul style="list-style-type: none"> • Rice farmers 		<ul style="list-style-type: none"> • Soroti District draught power users' 	

		representative	
Office of the Prime Minister			
Ministry of Agriculture, Animal Industry and Fisheries <ul style="list-style-type: none"> Minister of Agriculture Permanent Secretary Department of Farm Development Department of Crop Production National Agricultural Advisory Services National Agricultural Research Organization 	<ul style="list-style-type: none"> Commissioner Farm Development Department. Commissioner Crop and Marketing Dept. NRDS Focal Point Person Technical Service Manager - NAADS Engineer EATREC 		
Ministry of Trade and Industry <ul style="list-style-type: none"> Department responsible for Imports (MTI) Uganda National Bureau of Standards Uganda Export Promotion Board 		<ul style="list-style-type: none"> Department responsible for Imports (MTI) 	
Ministry of Finance, Planning and Economic Development <ul style="list-style-type: none"> Uganda Revenue Authority Directorate of Budget 		<ul style="list-style-type: none"> Uganda Revenue Authority 	
Ministry of Local Government <ul style="list-style-type: none"> Local Governments Secretary General Uganda Local Government Association 		<ul style="list-style-type: none"> Lira District Local Government Masindi District Local Government Kapchorwa District Local Government 	
Ministry of Works and Transport <ul style="list-style-type: none"> Chief Mechanical Engineer 	<ul style="list-style-type: none"> Chief Mechanical Engineer 		
Development Partners & Donors JICA			

World Bank Islamic Development Bank (IDB) etc			
Politicians • Members of Parliament • Local Councils		<ul style="list-style-type: none"> • Local Council Chairpersons • Members of Parliament 	
NGOs and CSOs • Sasakawa Global 2000 • SOCADIDO • Appropriate Technology (U) • Caritas		<ul style="list-style-type: none"> • Sasakawa Global 2000 	
Teaching and Research Institutions • Busitema University • Makerere University • Kyambogo University • Bukalasa Agricultural Colleges Farm Schools (Kayunga, Ssese, etc)	<ul style="list-style-type: none"> • Faculty of Technology, Kyambogo University 	<ul style="list-style-type: none"> • Busitema University 	