# **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				
	Core group working period: phase 1				
2-7 April	<ul> <li>Preparation of interim outputs</li> </ul>				
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				
	Submission to NEPAD – further up to G8, G20, AU				
Feb 13	CARD General Meeting 5				
Jun 13	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?

## <u>Dealership</u>

- 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			All stakeholders in	
Ndume Ltd			Column I	
Domestic manufactures	• Chairman, Uganda	• FIEL Engineering		
FEIL Engineering	Manufacturers'	• UMA		
Uganda Manufacturers' Association	Association			
Importing agents		Agro Machinery Ltd		
Agro Machinery Ltd		Cooper Motors Ltd		
Cooper Motors Ltd		Braz Africa Ltd		
• Akamba (U) Ltd				
• Magric (U) Ltd				
Uganda Heavy Equipment				
Braz Africa Ltd				
Material suppliers		Uganda Roofing		
Steel Rolling Mills		Multiple Industry		
Uganda Baati				
Uganda Roofing				
City Tyres				
<ul> <li>Multiple Industries</li> </ul>				
Dealers				
Distributors				
Retailers				
Traders				
(this including transport)				
Agro Machinery Ltd				
Cooper Motors Ltd				
• Akamba (U) Ltd				

<ul> <li>Magric (U) Ltd</li> <li>Uganda Heavy Equipment</li> </ul>		
Braz Africa Ltd		~ ~ ~ ~
Local workshops for maintenance		Spear Motors
Spear Motors		Cooper Motors
Cooper Motors		
Private agricultural machinery workshops		
Financiers	• Bank of Uganda	Micro-finance Support
<ul> <li>Bank of Uganda</li> </ul>	Agricultural Secretariat	Centre
<ul> <li>Micro-finance Support Centre</li> </ul>		Centerary Bank
<ul><li>Centenary Bank</li></ul>		- Contonary Dunk
<ul> <li>DFCU Bank</li> </ul>		
<ul> <li>East African Development Bank</li> </ul>		
SACCOs		
PRIDE Uganda		
<ul> <li>Equity Bank</li> </ul>		
Bank of Africa		
Stanbic Bank		
Custom hiring providers		
• FEIL Engineering		
• Individual Agricultural Machinery		
owners		
Milling service providers		Upland Millers Ltd
Upland Millers Ltd		-
Other private millers		
Machine operators		
Many private machine operators		
Small scale farmers	• President, Uganda	• Uganda National
Farmer associations	National Farmers'	Farmers' Federation
Uganda National Farmers' Federation	Federation	

District Farmers' Associations			
Animal draught power users		Rice farmers	
Rice farmers			
Office of the Prime Minister			
Ministry of Agriculture, Animal Industry	Permanent Secretary		
and Fisheries	• Director, Crop		
Minister of Agriculture	Resources/MAAIF		
Permanent Secretary/MAAIF			
Director, Crop Resources/MAAIF			
Department of Farm Development			
Department of Crop Production			
NAADS			
• NARO			
Ministry of Trade and Industry	• Executive Director -		
Uganda National Bureau of Standards	Uganda National Bureau		
Uganda Export Promotion Board	of Standards		
Ministry of Finance, Planning and	• Director of Budget,	• Uganda Revenue	
Economic Development	Ministry of Finance,	Authority	
Uganda Revenue Authority	Planning and Economic		
Directorate of Budget	Development		
Ministry of Local Government	• Secretary General		
Local Governments	Uganda Local		
• Secretary General Uganda Local Government Association	Government Association		
Ministry of Works and Transport			
Chief Mechanical Engineer			
Development Partners & Donors	• Japan International		
Japan International Cooperation Agency	Cooperation Agency		
(JICA)			
World Bank			

Islamic Development Bank (IDB)	
etc	
Politicians	• Local Council
Members of Parliament	Chairpersons
Local Councils	Members of Parliament
NGOs and CSOs	Sasakawa Global 2000
Sasakawa Global 2000	
• SOCADIDO	
• Appropriate Technology (U)	
• Caritas	
Teaching and Research Institutions	Busitema University
Busitema University	
Makerere University	
Bukalasa Agricultural Colleges	
• Farm Schools (Kayunga, Ssese, etc)	

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

<ul> <li>Uganda Heavy Equipment</li> <li>Braz Africa Ltd</li> <li>Local workshops for maintenance</li> <li>Spear Motors</li> <li>Cooper Motors</li> <li>Contenary Bank</li> <li>Micro-Finance Support Centre</li> <li>Centenary Bank</li> <li>DFCU Bank</li> <li></li></ul>			
• Braz Africa Lid       • Spear Motors         Local workshops for maintenance       • Spear Motors         • Spear Motors       • Cooper Motors         • Private agricultural machinery workshops       • Micro-Finance Support         • Micro-finance Support Centre       • Micro-Finance Support         • Centenary Bank       • Micro-Finance Support         • Centenary Bank       • DFCU Bank         • DFCU Bank       • DFCU Bank         • Spaar Motors       • DFCU Bank         • SACCOs       • PRIDE Uganda         • Equity Bank       • DFCU Bank         • Stanbic Bank       • DFCU Bank         • FEIL Engineering       • Upland Millers Ltd         • Individual Agricultural Machinery owners       • Upland Millers Ltd         • Other private millers       • Upland Millers Ltd         • Many private machine operators       • Iganga District Farmers' Associations         • Many private machine operators       • Iganga District Farmers' Association         • Ugand National Farmers' Federation       • Soroti District draught			
Local workshops for maintenance       • Spear Motors         • Sopear Motors       • Cooper Motors         • Cooper Motors       • Cooper Motors         • Private agricultural machinery workshops       • Micro-Finance Support Centre         • Micro-finance Support Centre       • Centenary Bank         • DFCU Bank       • DFCU Bank         • DFCU Bank       • DFCU Bank         • Sata African Development Bank       • DFCU Bank         • Starbic Bank       • Upland Millers Ltd         • Upland Millers Ltd       • Upland Millers Ltd         • Upland Millers Ltd       • Upland Millers Ltd         • Many private machine operators       • Iganga District Farmers' Association         • Mainy private machine operators       • Iganga District Farmers' Association         • Upland National Farmers' Federation       • Soroti District draught			
<ul> <li>Spear Motors</li> <li>Cooper Motors</li> <li>Cooper Motors</li> <li>Private agricultural machinery workshops</li> <li>Financiers</li> <li>Centenary Bank</li> <li>Micro-Finance Support</li> <li>Centenary Bank</li> <li>Micro-Finance Support</li> <li>Centenary Bank</li> <li>DFCU Bank</li> <li>Equity Bank</li> <li>DFCU Bank</li> <li>SACCOs</li> <li>PRIDE Uganda</li> <li>Equity Bank</li> <li>Bank of Africa</li> <li>Stambic Bank</li> <li>Tet Engineering</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Many private machine operators</li> <li>Mand National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Soroti District draught</li> </ul>			
<ul> <li>Cooper Motors</li> <li>Private agricultural machinery workshops</li> <li>Financiers</li> <li>Centenary Bank</li> <li>Micro-Finance Support Centre</li> <li>Centenary Bank</li> <li>Bert Bank</li> <li>DFCU Bank</li> <li>East African Development Bank</li> <li>SACCOs</li> <li>PRIDE Uganda</li> <li>Equity Bank</li> <li>DFCU Bank</li> <li>Equity Bank</li> <li>Upland Africa</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Fermer's Association</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Uganda National Farmers' Federation</li> <li>District farmers' Associations</li> <li>Soroti District draught</li> </ul>	Local workshops for maintenance		Spear Motors
<ul> <li>Private agricultural machinery workshops</li> <li>Financiers</li> <li>Centenary Bank</li> <li>Micro-Finance Support Centre</li> <li>Centenary Bank</li> <li>DFCU Bank</li> <li>Equity Bank</li> <li>DFCU Bank</li> <li>East African Development Bank</li> <li>SACCOs</li> <li>PRIDE Uganda</li> <li>Equity Bank</li> <li>DFCU Bank</li> <li>East African Development Bank</li> <li>Stath frica</li> <li>Stanbic Bank</li> <li>Custom hiring providers</li> <li>FEIL Engineering</li> <li>Individual Agricultural Machinery owners</li> <li>Machine operators</li> <li>Mank private machine operators</li> <li>Small scale farmers</li> <li>Farmers' Associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> </ul>	Spear Motors		Cooper Motors
workshopsCentenary BankMicro-Finance Support CentreFinanciersCentenary BankMicro-Finance Support CentreCentenary BankEquity BankEquity BankDFCU BankDFCU BankDFCU BankEast African Development BankDFCU BankSACCOsPRIDE UgandaEquity BankDFCU BankStanbic BankDFCU BankCustom hiring providersImage: Control of the second seco	Cooper Motors		
FinanciersCentenary BankMicro-Finance Support Centre• Micro-finance Support Centre• Equity Bank• Equity Bank• DFCU Bank• Equity Bank• DFCU Bank• East African Development Bank• DFCU Bank• DFCU Bank• East African Development Bank• DFCU Bank• DFCU Bank• Equity Bank• DFCU Bank• DFCU Bank• Stanbic Bank• DFCU Bank• DFCU BankCustom hiring providers• Upland Millers Ltd• Machine operators• Iganga District Farmers' Association• Uganda National Farmers' Federation• Soroti District draught• Animal draught power users• Soroti District draught	0		
<ul> <li>Micro-finance Support Centre</li> <li>Centre</li> <li>Centre</li> <li>Equity Bank</li> <li>DFCU Bank</li> <li>East African Development Bank</li> <li>SACCOs</li> <li>PRIDE Uganda</li> <li>Equity Bank</li> <li>Bank of Africa</li> <li>Stanbic Bank</li> <li>Stanbic Bank</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine o</li></ul>			
<ul> <li>Centenary Bank</li> <li>Equity Bank</li> <li>DFCU Bank</li> <li>DFANK</li> <li>DFANK</li> <li>DFANK</li></ul>		Centenary Bank	
<ul> <li>DFCU Bank</li> <li>DFCU Bank</li> <li>East African Development Bank</li> <li>SACCOs</li> <li>PRIDE Uganda</li> <li>Equity Bank</li> <li>Bank of Africa</li> <li>Stanbic Bank</li> <li>Custom hiring providers</li> <li>FEIL Engineering</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> </ul>			
<ul> <li>East African Development Bank</li> <li>SACCOs</li> <li>PRIDE Uganda</li> <li>Equity Bank</li> <li>Bank of Africa</li> <li>Stanbic Bank</li> <li>Custom hiring providers</li> <li>FEIL Engineering</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Soroti District draught</li> </ul>	•		
<ul> <li>SACCOs</li> <li>PRIDE Uganda</li> <li>Equity Bank</li> <li>Bank of Africa</li> <li>Stanbic Bank</li> <li>Custom hiring providers</li> <li>FEIL Engineering</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> </ul>			• DFCU Bank
<ul> <li>PRIDE Uganda</li> <li>Equity Bank</li> <li>Bank of Africa</li> <li>Stanbic Bank</li> <li>Custom hiring providers</li> <li>FEIL Engineering</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Fearmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> </ul>	1		
<ul> <li>Equity Bank</li> <li>Bank of Africa</li> <li>Stanbic Bank</li> <li>Custom hiring providers</li> <li>FEIL Engineering</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> </ul>			
<ul> <li>Bank of Africa</li> <li>Stanbic Bank</li> <li>Custom hiring providers</li> <li>FEIL Engineering</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> </ul>	PRIDE Uganda		
Stanbic BankImage: Custom hiring providersCustom hiring providersImage: Custom hiring providersIndividual Agricultural Machinery ownersImage: Custom hiring providersMilling service providersImage: Custom hiring providersUpland Millers LtdImage: Custom hiring providersOther private millersImage: Custom hiring providersMachine operatorsImage: Custom hiring providersMachine operatorsImage: Custom hiring providersMany private machine operatorsImage: Custom hiring providersSmall scale farmersImage: Custom hiring providersUganda National Farmers' FederationImage: Custom hiring providersUganda National Farmers' AssociationsImage: Custom hiring providersAnimal draught power usersImage: Custom hiring providers	1 0		
Custom hiring providersImage: Custom hiring providersImage: Custom hiring providers• Individual Agricultural Machinery owners• Upland Millers Ltd• Other private millers• Iganga District Farmer associations• Iganga District Farmers 'Associations• Uganda National Farmers' Federation • District Farmers' Associations• Soroti District draught	Bank of Africa		
<ul> <li>FEIL Engineering</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> <li>Soroti District draught</li> </ul>	Stanbic Bank		
<ul> <li>Individual Agricultural Machinery owners</li> <li>Individual Agricultural Machinery owners</li> <li>Milling service providers</li> <li>Upland Millers Ltd</li> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> <li>Soroti District draught</li> </ul>	Custom hiring providers		
ownersImage: constraint of the second se	• FEIL Engineering		
Milling service providers• Upland Millers Ltd• Upland Millers Ltd• Upland Millers Ltd• Other private millers• Upland Millers LtdMachine operators• Iganga District• Many private machine operators• Iganga DistrictSmall scale farmers• Iganga DistrictFarmer associations• Iganga District• Uganda National Farmers' Federation• Soroti District draught	• Individual Agricultural Machinery		
<ul> <li>Upland Millers Ltd</li> <li>Other private millers</li> <li>Machine operators</li> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> </ul>	owners		
• Other private millersImage: constraint of the second	Milling service providers		Upland Millers Ltd
Machine operatorsIganga• Many private machine operatorsSmall scale farmersFarmer associations• Uganda National Farmers' Federation• District Farmers' Associations• Animal draught power users• Soroti District draught	Upland Millers Ltd		
<ul> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> <li>Soroti District draught</li> </ul>	• Other private millers		
<ul> <li>Many private machine operators</li> <li>Small scale farmers</li> <li>Farmer associations</li> <li>Uganda National Farmers' Federation</li> <li>District Farmers' Associations</li> <li>Animal draught power users</li> <li>Soroti District draught</li> </ul>	Machine operators		
Small scale farmersIgangaDistrictFarmer associationsFarmers' Association• Uganda National Farmers' FederationFarmers' Associations• District Farmers' Associations• Soroti District draught	-		
Farmer associations       Farmers' Association         • Uganda National Farmers' Federation       Farmers' Association         • District Farmers' Associations       • Soroti District draught			Iganga District
District Farmers' Associations     Animal draught power users     Soroti District draught	Farmer associations		00
District Farmers' Associations     Animal draught power users     Soroti District draught	Uganda National Farmers' Federation		
Animal draught power users • Soroti District draught	e		
			• Soroti District draught
• Rice farmers power users'			

		representative
Office of the Prime Minister		
<ul> <li>Ministry of Agriculture, Animal Industry and Fisheries</li> <li>Minister of Agriculture</li> <li>Permanent Secretary</li> <li>Department of Farm Development</li> <li>Department of Crop Production</li> <li>National Agricultural Advisory Services</li> <li>National Agricultural Research Organization</li> </ul>	<ul> <li>Commissioner Farm Development Department.</li> <li>Commissioner Crop Production and Marketing Dept.</li> <li>NRDS Focal Point Person</li> <li>Technical Service Manager - NAADS</li> <li>Engineer EATREC</li> </ul>	
<ul> <li>Ministry of Trade and Industry</li> <li>Department responsible for Imports (MTI)</li> <li>Uganda National Bureau of Standards</li> <li>Uganda Export Promotion Board</li> </ul>		Department responsible for Imports (MTI)
<ul> <li>Ministry of Finance, Planning and Economic Development</li> <li>Uganda Revenue Authority</li> <li>Directorate of Budget</li> </ul>		• Uganda Revenue Authority
<ul> <li>Ministry of Local Government</li> <li>Local Governments</li> <li>Secretary General Uganda Local Government Association</li> </ul>		<ul> <li>Lira District Local Government</li> <li>Masindi District Local Government</li> <li>Kapchorwa District Local Government</li> </ul>
<ul><li>Ministry of Works and Transport</li><li>Chief Mechanical Engineer</li></ul>	Chief Mechanical Engineer	
Development Partners & Donors JICA		

World Bank			
Islamic Development Bank (IDB)			
etc			
Politicians		Local Council	
Members of Parliament		Chairpersons	
Local Councils		Members of Parliament	
NGOs and CSOs		Sasakawa Global 2000	
Sasakawa Global 2000			
SOCADIDO			
• Appropriate Technology (U)			
• Caritas			
Teaching and Research Institutions	• Faculty of Technology,	Busitema University	
Busitema University	Kyambogo University		
Makerere University			
Kyambogo University			
Bukalasa Agricultural Colleges			
Farm Schools (Kayunga, Ssese, etc)			