



MINISTRY OF TRADE INDUSTRY AND COOPERATIVES



PROTECTING THE GAINS

AS WE MAKE A QUALITATIVE LEAP INTO HIGH MIDDLE INCOME STATUS



THE TEAM

▪ Editor

Khadija Nakakande

▪ Editorial Team

Ronald Kalyango

Sylvia Kirabo

Doreen Kembabazi

Gloria Kyampeire

Lynn Komugisha

Joel Kasozi

▪ Publisher

Litre Litre Media Agency
Ltd.

▪ Design and Layout

Patrick Kato

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Word from the Editor



Dear Readers,

Welcome to our latest publication of the Ministry of Trade, Industry, and Cooperatives special edition of protecting the gains of the NRM Government. As we reflect on the significant strides made from 2021 to 2025, it is a moment of pride and gratitude to celebrate our collective achievements.

This special edition serves as a testament to the hard work, dedication, and resilience displayed by our staff, partners, and stakeholders in overcoming challenges and seizing opportunities in the ever-evolving landscape of trade and industry.

Our commitment to fostering innovation, promoting sustainable practices, and enhancing cooperatives has been the cornerstone of our initiatives during the last five years of implementing the NRM manifesto.

Throughout the years, we have developed policies aimed at empowering local businesses, supporting entrepreneurs, and enhancing trade relations domestically and internationally. The collaborative efforts with our cooperative sector have not only strengthened community ties but have also contributed to equitable economic growth.

In this edition, are highlights of our key projects, success stories, and testimonials from stakeholders who have experienced firsthand the positive impacts of our policies.

We are excited to share detailed insights into how we have worked tirelessly to improve trade infrastructure, facilitate access to markets, and ensure that products from our industries are competitive locally and on the global market.

As we look forward to the future, we remain committed to building on these achievements. Your feedback and involvement are invaluable as we continue to navigate the path ahead.

Together, let us shape a vibrant trade landscape that harnesses the potential of our industries and cooperatives for the betterment of all.

Thank you for your continued support.

Happy Reading!

Khadija. B. Nakakande
Senior Communications Officer
Ministry of Trade, Industry and
Cooperatives





Dear stakeholders,
As we take a moment to reflect on the impressive journey from 2021 to 2025, I am filled with immense pride in the strides we have made under the stewardship of the National Resistance Movement (NRM) government. Our collective efforts have brought about transformative changes in the realms of trade, industry, and cooperative development, driving meaningful economic growth and enhancing the livelihoods of Ugandans.

Message from the Minister of Trade Industry and Cooperatives

Over the past five years, we have successfully implemented policies that prioritize trade facilitation and export growth. The launch of the National Trade Policy has provided a robust framework for enhancing the competitiveness of our local products on both regional and international markets.

Initiatives aimed at reducing trade barriers and improving customs efficiency have resulted in an upsurge in trade volumes, showcasing the potential of our locally produced goods.

Our focus on industrialization has yielded notable successes. With the establishment of new industrial parks across the country, we have witnessed an influx of investments that have stimulated job creation and skilled labour development.

Key sectors such as agro-processing, textiles, and manufacturing are now flourishing, paving the way for Uganda to become a regional industrial hub.

The cooperative movement has emerged as a cornerstone of our economic strategy. Through targeted support and capacity-building initiatives, we have empowered thousands of cooperatives to become engines of growth in their communities.

In our journey, we have placed a strong emphasis on inclusivity and sustainability. We are committed to ensuring that women and youth play a central role in the economic transformation of our country. Environmental sustainability has also been a guiding principle in our industrial and trade policies, ensuring that we protect our natural resources while pursuing economic growth.

As we celebrate these achievements, it is essential to acknowledge the invaluable contributions of all stakeholders, including our partners from the public and private sectors, civil society, and the financial sectors. Their unwavering support and collaboration have been instrumental in driving our success.

Looking ahead, I am confident that we will continue to build on these foundations to create a prosperous and resilient economy that benefits all Ugandans.

Good Reading!

Hon. Francis Mwebesa
Minister Trade Industries and
Cooperatives

Foreword by the Permanent Secretary Ministry of Trade Industry and Cooperatives

Dear Readers,

It is with great pride and a sense of accomplishment that I welcome you to this special edition of protecting the gains. As we reflect on the period from 2021 to 2025, we have witnessed significant strides under the leadership of the National Resistance Movement (NRM) government in promoting trade, enhancing industrial growth, and fostering cooperative development across Uganda.

These five years have been marked by transformative initiatives aimed at empowering our local industries, enhancing export promotion, and improving the overall business environment. The government's unwavering commitment to policy reforms and investment in trade infrastructure has catalyzed growth within various sectors.

Our initiatives have led to the establishment of several manufacturing hubs, providing job opportunities and stimulating local economies.

Additionally, we have made remarkable progress in strengthening cooperatives, which serve as vital instruments for fostering collective entrepreneurship among our citizens.

Through targeted capacity-building programs and financial support, we have empowered cooperatives to thrive, thus enhancing the livelihoods of many Ugandans.

As we look forward, let us continue to seize the opportunities that lie ahead. Together, under the NRM government, we can build a more prosperous Uganda, ensuring that the gains we have achieved thus far need to be protected benefit all citizens.



Enjoy the Reading!

Lynette B. Bagonza
Permanent Secretary
Ministry of Trade, Industry,
and Cooperatives



H.E Gen. Yoweri Kaguta Museveni
President of the Republic of Uganda



Hon. Mwebesa Francis
Minister of Trade Industry and
cooperatives



Hon. Gen. Wilson Mbasu Mbadi
State Minister for Trade



Hon. Frederick Ngobi Gume
Minister of State for Cooperatives



Hon. David Bahati
State Minister for Industry



Ms. Lynette B. Bagonza
Permanent Secretary.



Mr. Deogratus Masagazi
Under Secretary.



Mr. Mugisha Patrick Joram
Commissioner Business Development
and Quality Assurance.



Mr Joshua Mutambi
Commissioner Processing and
Marketing



Mr. Zackey Kalega
Commissioner Internal Trade.



Mr. Cleopas Ndorere
Commissioner for External Trade.



Mr. Robert Barigye
Commissioner Cooperatives
Development



Mr. Ainebyona Denis
Commissioner for Industry.



Deborah Kyarasiime
Commissioner Warehouse
Receipt System



Uganda's exports soar to US\$10.6 Billion

Uganda is registering remarkable strides in the export of goods and services with a 32 percent growth in FY 2024/25 driven by higher gold, coffee and cocoa exports.

The Minister of Trade Industry and Cooperatives; Hon. Mwebesa Francis explains that merchandise exports increased to approximately \$10.64bn in FY 2024/25, from \$7.9bn in FY2023/24, registering an annual growth of 36 percent.

The Country's top five exports in FY2024/5 were gold, coffee, cocoa, beans, fish and base metals. The manufactured exports receipts grew by 33.1 per cent to \$5.18bn in FY2024/5, compared to \$3.8bn a year before.

The main manufactured exports included; refined gold (\$4.21bn), base metals, (\$225million), sugar (\$202million), crude oil (\$112 million), cement (\$88 million), plastic products (\$61million), water \$45.2 million), beer (\$33 million) and soap (\$25 million). Manufactured exports contributed 8.4 percent of GDP.

Exports of services receipts increased to \$2.6bn in the year before, however, services have registered a slow growth of 11 percent per year on average

over the last 5 years.

Uganda's leading exports, heavily dominated by gold (\$5.8B in 2025) and agricultural commodities, are anchored by coffee (approx. \$1B–\$2.4B), fish, maize, tea, and cocoa. As of 2025-2026, gold has surpassed coffee as the top foreign exchange earner, driven by regional refining. Other key exports include dairy, flowers, and sugar.

Key Export Products

- **Gold:** Currently the top export, with 2025 earnings reaching \$5.8 billion due to increased regional processing and high global prices.
- **Coffee:** Remains a critical agricultural export, with earnings hitting record levels over \$2.4 billion in 2025.
- **Fish & Fish Products:** A major earner (e.g., \$115M–\$342M).
- **Agricultural Produce:** Including Maize, Tea, Cocoa Beans, and Oil Seeds.
- **Other Goods:** Sugar, Dairy, Iron & Steel, and Cut Flowers.

Key Trading Partners

Uganda's main export destination is the Middle East, with the United Arab Emirates (UAE) being the primary recipient within that region. A significant portion of Uganda's exports, particularly gold, are directed towards the UAE. Other key export destinations include the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA), the European Union, and Asia.

Trends and Background

- **Shift to Minerals:** The rapid increase in gold exports has shifted the export profile from strictly agricultural to include significant mineral-based, processed goods.
- **Agricultural Reliance:** Despite the gold boom, agricultural products (80% of total exports in some periods) remain fundamental, with coffee dominating.
- **Export Growth:** Total exports have experienced significant surges, driven by high commodity prices and increased production.



H.E. President Yoweri Museveni commissions Wagagai gold mining Project in Busia District



H.E. President Yoweri Museveni commissions Wagagai gold mining Project in Busia District describing the gold project as "a transformative milestone that will end the wasteful export of raw materials and usher Uganda into a new era of value addition".
Export destinations



H.E. President Yoweri Museveni commissions Wagagai gold mining Project in Busia District

According to the Bank of Uganda (central bank), Uganda, in 2024, raised 3.4 billion dollars from gold exports, accounting for 37 percent of the country's total export revenue. The figure includes gold sourced from local small-scale artisanal miners.



H.E. President Yoweri Museveni visiting Yaobai International Cement and Clinker Factory in Moroto district. Once fully operational, it will produce about 12000 tons of Clinker daily, boasting the construction industry and create jobs for the people of Karamoja.



H.E. President Yoweri Museveni commissioning Dei Group Advanced manufacturing plant in Busambo, Namasagali.



H.E. President Yoweri Museveni touring the Kigo carpentry and skilling centre.



H.E. President Yoweri Museveni commissioning Dei Group Advanced manufacturing plant in Busambo, Namasagali.



H.E. President Yoweri Museveni commissioning factories in Sino-Uganda Mbale Industrial Park and laying foundation stone for those that are about to start.



EXPORT TRENDS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
European Union	409.39	576.07	505.92	547.56	526.85	464.95	460.93	561.26	542.03	496.87	505.43	685.28	765.86	893.12	1,418.94
Austria	0.09	0.80	1.04	0.71	0.18	0.14	0.08	0.09	0.11	0.74	0.00	0.04	0.08	2.08	0.71
Belgium	24.88	30.57	33.58	35.79	35.25	16.93	27.26	33.53	45.90	80.73	75.41	99.51	82.89	65.68	114.64
Denmark	5.40	2.42	1.66	0.98	0.48	0.38	5.00	0.29	0.55	1.25	0.88	1.49	0.49	0.31	0.48
France	10.12	7.85	14.78	12.48	9.28	2.58	2.85	2.61	6.19	17.17	8.61	8.92	12.54	19.01	12.71
Germany	14.06	13.21	13.57	31.01	28.51	21.19	19.72	9.59	31.01	76.33	87.90	129.13	139.38	188.40	264.21
Italy	7.73	21.87	15.33	19.76	26.38	22.84	26.31	37.54	53.72	142.88	173.65	255.03	339.60	374.15	668.24
Netherlands	84.46	92.96	92.00	99.45	85.17	74.64	76.05	97.52	113.72	99.68	77.20	101.94	83.42	125.14	184.71
Poland	6.27	2.22	4.35	5.61	1.24	0.55	0.22	0.30	0.73	4.71	2.80	1.89	5.49	5.25	5.17
Portugal	8.41	7.04	9.70	3.33	3.43	4.00	5.72	9.13	13.81	16.84	8.87	16.74	22.01	10.14	24.39
Spain	16.17	13.15	10.03	9.17	11.58	11.84	14.36	8.58	16.18	26.89	45.48	44.03	41.56	50.92	77.13
Sweden	0.12	0.47	1.48	0.29	0.20	0.33	0.57	0.14	1.49	3.63	2.76	4.59	5.20	2.74	2.83
United Kingdom	31.85	54.01	50.40	34.21	30.48	26.68	15.71	15.05	10.89	10.75	11.04	8.52	16.10	18.31	21.79
Others	199.81	329.50	258.00	294.78	294.68	282.85	267.09	346.89	247.73	15.28	10.84	13.43	17.10	30.99	41.92
Rest of Europe	25.21	53.19	43.04	64.74	51.31	39.90	51.62	37.35	48.85	169.06	35.52	68.01	73.00	64.30	73.30
Bulgaria	0.00	0.16	0.01	0.00	0.14	0.26	0.00	0.27	0.23	0.65	1.33	0.77	2.12	0.13	0.00
Norway	0.50	0.47	0.57	0.37	2.47	0.97	0.37	0.59	0.85	0.25	0.27	0.25	0.47	0.45	0.68
Switzerland	17.42	46.85	38.10	51.28	41.31	34.45	34.43	25.46	21.93	34.20	10.56	30.55	32.32	24.23	29.15
Turkey	5.48	2.89	1.63	6.24	5.32	1.06	13.74	9.68	20.76	126.92	20.43	26.95	35.47	36.72	40.45
Other	1.81	2.82	2.73	6.84	2.07	3.16	3.08	1.35	5.07	7.04	2.92	9.48	2.63	2.76	3.02
															0.00
The Americas	23.50	44.98	34.84	49.81	47.03	42.09	48.46	72.75	51.84	50.62	57.95	77.65	109.45	93.03	117.20
USA	20.97	32.63	23.35	38.70	36.02	32.18	35.86	64.92	40.09	44.56	52.68	68.69	81.64	76.43	104.68
Canada	1.94	3.82	1.62	7.13	7.78	6.85	8.64	5.95	6.55	2.75	2.47	4.60	19.72	14.68	9.45
Mexico	0.04	0.15	0.32	0.06	0.34	2.28	2.97	1.43	3.33	2.28	2.58	3.15	5.75	1.78	2.14
Brazil	0.21	0.32	0.01	0.18	0.04	0.00	0.03	0.02	0.00	0.00	0.00	0.00	0.04	0.00	0.01
Argentina	0.00	0.00	0.00	0.00	0.06	0.00	0.00	0.00	0.01	0.01	0.01	0.03	0.01	0.01	0.00
Other	0.35	8.05	9.55	3.75	2.78	0.78	0.96	0.42	1.86	1.01	0.21	1.18	2.30	0.14	0.92
Middle East	131.32	158.02	234.87	101.49	198.08	231.66	502.16	514.57	599.94	1,229.17	1,865.88	1,099.69	305.96	1,428.71	2,684.88
Bahrain	0.52	0.10	1.34	1.22	0.71	0.84	1.79	1.57	1.14	1.15	0.12	0.02	0.25	0.69	0.36
Israel	8.00	9.46	8.46	5.81	10.75	9.44	7.91	11.43	15.40	17.45	11.71	16.85	21.65	15.83	27.57
Saudi Arabia	0.19	0.29	1.33	1.43	1.17	2.15	1.37	2.66	4.86	4.22	3.44	4.66	7.11	6.71	8.13
United Arab Emirates	20.00	143.39	220.25	82.20	176.60	205.82	485.13	485.52	563.61	1194.16	1,840.12	1,056.95	246.86	1,380.65	2,620.66
Jordan	1.15	1.50	1.55	1.60	1.82	1.88	2.43	2.60	2.21	1.46	1.56	2.11	2.46	1.76	2.68
Other	1.46	3.29	1.94	9.23	7.03	11.55	3.54	10.78	12.73	10.72	8.92	19.10	27.62	23.08	25.48
Asia	100.53	160.96	143.06	142.42	186.94	181.84	188.62	224.70	252.18	282.67	263.36	268.76	305.28	1,315.29	1,418.30
India	14.55	19.95	13.58	15.24	23.53	22.59	42.32	43.69	41.23	62.27	64.53	93.45	94.54	747.73	512.31
Japan	2.54	3.58	5.74	4.94	6.85	14.60	7.53	16.66	17.97	12.65	4.80	6.33	7.16	12.95	17.90
Malaysia	1.05	1.17	6.48	9.59	14.25	18.31	25.38	15.12	17.00	24.40	23.86	18.81	9.09	39.50	141.20
China	21.60	26.49	29.49	37.70	65.85	57.62	26.64	30.12	32.12	40.18	40.01	36.19	87.25	102.60	85.14
Thailand	0.10	1.19	1.93	0.27	0.37	0.57	1.14	1.82	1.61	3.05	3.01	1.47	0.86	0.79	0.31
Singapore	19.80	47.53	37.62	26.39	19.19	13.90	14.87	22.96	23.32	22.23	8.06	0.64	2.62	3.06	4.65
Pakistan	0.07	0.51	0.42	1.63	2.46	1.88	3.00	7.21	6.55	7.90	13.66	20.04	16.46	12.47	16.32
Korea (Rep)	3.58	0.00	0.11	1.09	5.64	0.16	0.17	0.26	0.61	0.45	0.21	0.73	1.08	4.59	2.16
Indonesia	1.46	0.13	0.13	0.25	1.26	2.80	9.99	17.75	20.82	21.94	39.05	26.15	36.88	39.43	52.85

Source: Bank of Uganda

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Vietnam	10.42	10.57	8.30	3.34	1.89	1.54	1.78	7.44	21.55	24.01	9.00	9.64	4.10	10.03	13.73
Taiwan	0.13	0.14	0.42	0.30	0.68	0.54	0.41	0.62	0.61	0.08	0.25	0.49	0.02	0.21	0.40
Hongkong	18.29	31.86	26.98	24.97	34.21	36.10	38.63	39.17	58.12	39.57	36.73	37.16	27.72	321.94	519.36
Other	6.95	17.85	11.86	16.73	10.77	11.25	16.74	21.88	10.67	23.93	20.21	17.67	17.51	19.99	51.97
Comesa	780.00	999.32	1,244.48	1,270.32	1,202.84	1,216.10	1,141.10	1,367.58	1,486.55	1,229.73	1,278.43	1,541.24	1,971.40	2,245.06	2,021.55
Ethiopia	2.18	0.00	12.83	4.11	1.22	1.72	0.36	6.72	10.76	14.89	15.14	24.99	18.64	22.57	33.25
Kenya	187.61	229.33	254.61	314.11	341.81	427.33	422.99	551.06	580.29	442.67	465.49	523.27	596.38	734.65	583.82
Malawi	0.06	0.06	0.60	0.13	0.36	0.28	0.25	2.35	2.04	0.57	2.00	4.61	2.95	2.87	7.83
Namibia	0.01	0.00	0.06	0.16	0.29	0.02	3.91	0.03	0.03	0.00	0.31	0.00	0.45	0.35	0.46
Mauritius	1.14	2.74	0.96	0.39	0.85	0.54	0.16	1.52	1.08	0.04	0.21	3.21	1.05	1.75	0.41
Zambia	0.60	0.58	1.95	1.25	1.59	0.87	8.15	4.44	14.97	4.59	5.94	12.42	5.79	18.80	14.39
Swaziland	0.04	0.59	0.01	1.52	0.01	0.22	0.17	0.32	0.10	0.00	0.00	0.00	0.00	0.00	0.00
Burundi	51.07	41.43	46.31	48.66	44.22	46.12	44.86	42.94	40.69	51.39	58.55	72.29	86.98	70.67	71.72
Rwanda	148.89	193.41	226.15	216.52	245.37	237.61	193.98	180.80	212.14	41.94	1.86	1.48	77.67	280.44	259.76
Madagascar	0.24	0.03	0.01	0.03	0.15	0.38	0.00	3.57	1.47	0.62	0.10	0.49	0.31	0.28	0.57
Sudan	202.55	329.20	403.68	239.11	101.87	77.83	48.48	80.22	54.86	61.22	94.56	52.86	121.72	137.55	75.09
Egypt	0.97	6.31	0.96	0.17	1.61	5.60	0.60	1.30	7.53	10.47	9.40	23.62	21.20	26.81	24.90
Congo (D.R.)	182.24	181.49	238.68	267.93	182.29	152.05	177.66	188.98	204.37	249.10	267.26	339.10	430.87	410.87	457.96
South Sudan		0.00	1.92	174.23	280.55	265.26	239.25	299.30	355.91	351.51	356.67	482.46	606.91	535.44	489.08
Other	2.40	14.15	24.08	2.00	0.66	0.26	0.27	4.03	0.30	0.71	0.94	0.47	0.49	2.00	2.31
Rest of Africa	57.21	64.64	58.15	96.90	95.04	89.69	107.64	119.91	106.34	103.33	140.03	222.84	241.13	271.87	299.65
Tanzania	37.61	42.76	54.92	48.32	56.12	62.25	68.09	49.24	66.24	68.78	95.11	109.60	144.91	168.53	154.38
South Africa	10.32	8.88	10.27	7.34	9.16	6.26	17.31	8.12	9.31	9.27	9.43	19.57	21.24	8.78	6.37
Nigeria	0.46	0.41	1.08	2.67	1.09	2.66	1.25	0.93	2.75	1.78	3.46	1.99	6.25	16.35	10.95
Other	8.82	12.59	23.54	38.57	28.67	18.53	20.99	61.61	28.03	23.51	32.03	91.69	68.73	78.21	127.96
Unclassified	108.44	106.11	88.19	134.20	2.09	1.82	1.47	2.77	1.88	2.34	2.04	1.52	4.25	4.31	6.61
Australia	2.70	2.14	1.88	1.72	1.86	1.30	1.43	1.78	1.64	1.73	1.79	1.38	3.39	3.87	3.91
Iceland	0.00	0.00	0.00	0.00	0.00	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.52	0.00	0.02
Other	105.74	103.96	86.31	132.48	0.23	0.39	0.04	0.98	0.24	0.61	0.25	0.14	0.34	0.44	2.69
Total	1,635.60	2,163.29	2,349.73	2,407.45	2,310.18	2,268.06	2,502.01	2,900.87	3,089.62	3,563.78	4,148.63	3,965.01	3,776.33	6,315.69	8,040.43

Source: Uganda Revenue Authority and Uganda Coffee Development Authority
N.B. Data for the period before November 1999 excludes coffee

Informal trade															
BURUNDI	8.00	12.62	15.25	15.13	14.95	1.86	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DR CONGO	143.18	126.13	157.91	135.01	139.46	181.35	221.27	270.63	269.82	329.80	179.14	320.92	275.65	302.62	351.88
KENYA	94.07	69.46	79.95	69.69	92.89	96.44	79.13	141.66	149.95	97.48	54.09	99.60	96.99	102.34	117.57
RWANDA	32.88	35.07	38.10	27.85	24.55	21.75	33.47	38.40	49.49	10.98	3.95	1.24	0.49	15.61	17.27
SOUTH SUDAN	196.90	83.72	115.06	130.81	119.47	79.50	41.60	47.80	50.38	61.61	43.70	82.24	95.87	102.08	115.58
TANZANIA	53.32	28.85	47.46	42.77	23.27	18.22	43.76	50.54	26.93	32.00	31.79	24.84	30.15	41.11	25.71
Total	528.34	355.84	453.73	421.26	414.59	399.13	419.24	549.04	546.56		312.67	528.84	499.16	563.76	628.01
Grand Total	2,163.94	2,519.13	2,803.46	2,828.71	2,724.77	2,667.19	2,921.25	3,449.91	3,636.18	4,095.65	4,461.30	4,493.85	4,275.49	6,879.46	8,668.44

Source: Bank of Uganda

BUBU powers Uganda's manufacturing sector

BUBU, a government policy that seeks to replace imported products with homemade goods, is registering major strides. Launched in 2019, with the objective of reducing the country's import bill, there are already visible indicators that the country is on the right path.

The Trade, Industry and Cooperatives Minister, Hon. Francis Mwebesa, said the policy is already yielding results with most government agencies, ministries and departments currently buying at least 70% of the goods made in Uganda, a major leap compared to 20% before 2019.

He lists steel products, furniture, pharmaceutical products like Antiretrovirals, Panadol, among others, are being purchased from Ugandan drug manufacturers like Rene Industries, Cipla Quality Chemicals and Kampala Pharmaceuticals.

In the agriculture sector, there is a general decline in imports of poultry and dairy products. Today, the country boasts of more than 10 dairy processors, including Fresh dairy, Jesa farm dairy Ltd, Pearl Dairy Farms Ltd and Amos Dairies Uganda Ltd.

Available data indicates that in the 2022/23 financial year, Uganda's dairy exports increased by 38.9% and this increase was driven by higher volumes of private sector imports and increased economic activity. Additionally, dairy exports were valued at UGX382.2 billion in the 2021/2022 financial year and an 11% increase from UGX344.2 billion in the 2019/2020 financial year.

Through the NRM manifesto of 2021 to 2026, it was observed that import substitution was critical for the country's growth agenda. A recent study established that Uganda is losing a lot of productive capacity due to high imported content in domestically produced goods with the largest multiplier leakages found in manufacturing, where about 38% is lost translating to UGX3,800 per every UGX10,000 spent on buying of a foreign product.



To ensure that development and economic opportunities are widely distributed across all geographical regions of Uganda, a "Special development fund" was created under UDC to encourage location of manufacturing and other economic opportunities in each sub-region of the country.

The government through UDC also plans to invest in strategic sectors, either directly or by co-investing with private sector players like Atiak Sugar Factory, Mabale Tea, Kigezi Tea and many others.



Exhibitors at the BUBU Expo in Western Uganda



Hon. Gen. Wilson Mbadi officiating at a BUBU Expo in Western Uganda



An employee of Quality Chemicals Uganda Ltd. in a Laboratory



President Museveni together with the first Lady; Hon. Janet Museveni, Rt. Hon. Anita Among the Speaker of Parliament at the commissioning of Victoria Sugar Ltd. factory in Luwero District



The Kawum Leather Tannery



President Museveni commissioning the Piston Medical Pharmaceutical Factory in Namanve Industrial park.



Mayur Madhvani the MD of Kakira Sugar works showing different stakeholders some of the products produced at the factory

Achievements of the BUBU Policy and Strategy

Improved market access for local products

- Local products now occupy 56 percent of supermarket shelf space up from 20% in 2015.
- Government procurement of local products has increased to 60% from the target of 20% in 2015.
- Compliance of local products to standards has also increased.

Sectoral achievements

- Construction sector; has been the most beneficiary through sub-contracting and public works, opportunities mainly stem from public procurement, especially in road infrastructure projects.
- Significant benefits also seen in pharmaceuticals and textiles.

Growth in local manufacturing and investment

- 82 new bottled water industries established.
- 209 sanitizer factories and 29 face mask factories set up.
- 2 new steel rolling mills, 3 tile factories, and 3 cement factories (Simba Cement, Kampala Cement, Metro Cement)
- One new salt factory: Kampala Salt Industry and Infrastructure Development Limited, and
- Emerging local production in electronics

Increased local capacity

- Steel rolling capacity grew from 886,000 metric tonnes to 1.7 million metric tonnes per year

Reduced Trade Deficit

- Tiles imports bill dropped by USD 28.5 million
- Tile exports earnings increased by USD 3.05 million

Operationalization of 8 One Stop Border Posts facilitates cross border trade



OSBP at Mirama Hills facilitates trade between Uganda and Rwanda



Mirama Hills OSBP

THE government through the Ministry of Trade Industries and Cooperatives (MTIC) and partners has operationalized eight One Stop Border Posts (OSBPs) aimed at facilitating trade and free movement of goods in the region.

These include Mutukula - Border post between Uganda and Tanzania, Malaba - Border post between Uganda and Kenya, Busia - Border post between Uganda and Kenya, Mirama Hills - Border post between Uganda and Rwanda.

Others include Katuna - Border post between Uganda and Rwanda, Elegu - Border post between Uganda and South Sudan, Mpondwe - Border post between Uganda and DRC, and Goli - Border post between Uganda and DRC.

In the same spirit, construction of Suam OSBPs bordering Kenya has been completed and yet to be operational.

The OSBPs have helped to streamline border crossing procedures for both goods and people by consolidating border control functions into a single location. This reduces delays and inefficiencies associated with multiple checkpoints.

In December 2022, H.E President Yoweri Kaguta Museveni commissioned the Mpondwe One Stop Border Post in Kasese District. Since its establishment, Uganda's trade with DRC has grown from approximately US\$500 million to over US\$1bn in 2025.

Funded by the World Bank, the OSBP has streamlined customs clearance, reduced trade costs and supported local traders—particularly small-scale and women vendors. The border now facilitates business for more than 25,000 traders.

Key imports through the border include crude palm oil, cosmetics, kitenge fabric, timber and plantain (gonja), in addition to significant transit goods destined for the DRC.

However, there are still existing challenges such as limited control space, lack of capacity to operate 24 hours due to security constraints and continued smuggling of kitenge and contraband cosmetics, among others.



Hon. Gen. Wilson Mbasu Mbadi and other officials during a tour of Mpondwe border post in Kasese District



Rt. Hon. Rebecca Kadaga and other officials officiating at the launch of Elegu Climate Resilient and Gender Responsive Cross-Border Market Project.

The OSBPs have helped to streamline border crossing procedures for both goods and people by consolidating border control functions into a single location. This reduces delays and inefficiencies associated with multiple checkpoints.



Hon. Gen. Wilson Mbasu Mbadi and other officials during a tour of Gori border post in West Nile



Hon. Gen. Wilson Mbasu Mbadi and other officials during a tour of Gori border post in West Nile

Kenya, Uganda sign deal to eliminate trade barriers



Hon. Gen. Wilson Mbasu Mbadi; Minister of State for Trade with H.E. Lee Kinyanjui, Kenya's Cabinet Secretary for Investment exchanging signed copies of trade deals

THE government and Kenya recently signed a free trade agreement to eliminate trade barriers and boost economic cooperation.

The deal signed in July 2025, aims at increasing bilateral trade, fostering investment and promoting economic growth in the region. The agreement follows a directive

by President Yoweri Museveni and his Kenyan counterpart, Dr. William Ruto during their bilateral meeting in Nairobi, Kenya from July 30 to July 31.

The directive ordered the respective ministers responsible for trade in both countries to convene a meeting to resolve all trade barriers between the two countries, including congestion along the major trade corridors, especially Malaba, Busia and Lwakhakha.

It was agreed that there was need to address issues concerning Lwakhakha border crossing which is not fully functional as the road design on the Kenyan side does not permit heavy containerized trucks, and the Suam border crossing where the One-Stop-Border post is, is not functional because construction was completed on the Ugandan side, but is incomplete on the Kenyan.

It was noted during the meeting that the full functioning of these two border crossings would divert trucks bound to or from Northern Uganda, South Sudan and North-Western Kenya, thereby reducing traffic pressure and congestion on Malaba and Busia border crossings.

Key Details of the Agreement (August 2025):

Targeted Barriers: Elimination of all discriminative excise duties, levies, and charges that conflict with the EAC Customs Union Protocol.

Border Management: Immediate action to reduce congestion at key border points (Malaba, Busia, Suam, and Lwakhakha), with requirements for 24/7 operations, as stated by eagle.co.ug and reported on Facebook.

Specific Measures: Removal of 10% levy on Ugandan products like maize bran and wheat bran.

Goal: To treat goods as “transfers” between neighbors, reducing bureaucratic delays and promoting regional integration. The agreement is a result of a directive by Presidents William Ruto and Yoweri Museveni who met in Nairobi in July 2025 and tasked the ministers with resolving long-standing trade barriers.



Hon. Gen. Wilson Mbasu Mbadi; Minister of State for Trade with H.E. Lee Kinyanjui, Kenya's Cabinet Secretary for Investment visiting some of the border posts impeding trade between Uganda and Kenya.

MTIC Strengthens commercial service delivery at lower local governments

THE government recently procured 141 motorcycles to ease movements of commercial officers across the country. The procurement was through the Ministry of Trade, Industry and Cooperatives.

The motorcycles shall be used for cooperative mobilization, supervision, education, and extension Services, provide trade information, including market intelligence.

In addition, the government has also enhanced the funding for commercial officers' activities from UGX2.23bn in the 2019/2020 financial year to UGX8.87bn, almost quadrupling the allocation to each local government.

That is, if a district received UGX12m in the 2024/25 financial year, there is now an increase to UGX40m, with 7% of the funding supposed to be earmarked for maintenance of Motorcycles in terms spares parts, tyres and general servicing.

Government's commitment in the attainment of the tenfold GDP growth where GDP must increase from US\$50bn to US\$500bn by 2040.



*State Minister for cooperatives
Hon. Fredrick Ngobi Gume and
the under secretary Deogratious
Masagazi at the handover of
151 Motorcycles to commercial
Officers*

“the government has enhanced the funding for commercial officers’ activities from UGX2.23bn in the 2019/2020 financial year to UGX8.87bn, almost quadrupling the allocation to each local government.”

Ministry reviews and updates the National trade policy

The Ministry of Trade Industries and Cooperatives in partnership with Trade Mark Africa has finalized updating the moribund National Trade Policy, a strategic framework designed to transform the country into a competitive, export-led economy, fully integrated into regional and global markets.

Guided by Uganda Vision 2040, the Fourth National Development Plan (NDP IV), the 10-Fold Growth Strategy, and the updated Diagnostic Trade Integration Study (DTIS), the Policy redefines trade as a key engine for structural transformation, inclusive growth, and sustainable development.

The Policy envisions a transformed, competitive Ugandan trade sector fully integrated into regional and global markets. The overarching objective is to strengthen domestic trade systems, enhance Uganda's export capacity, and position the country as a dynamic player in regional and international trade, thereby contributing to achieving middle income status.

The review meetings highlighted the absence of robust strategies to harness emerging sectors such as oil and gas, which have since become critical to Uganda's export

and investment portfolio. Similarly, the rise of digital trade and e-commerce has created new trade frontiers that were not envisioned in 2007, necessitating modern regulatory and infrastructural support mechanisms.

The 2007 National Trade Policy was limited in addressing non-tariff barriers, trade facilitation challenges, and supply chain inefficiencies

that have since become significant bottlenecks in enhancing competitiveness. The global trade environment has also seen a shift toward sustainability, gender inclusivity, and youth engagement, as well as value chain development, requiring Uganda's trade Policy to adopt more holistic, inclusive, and forward-looking approaches.



MTIC Officials and other stakeholders pose for a group photo after review meeting of the National Trade policy in Western Uganda

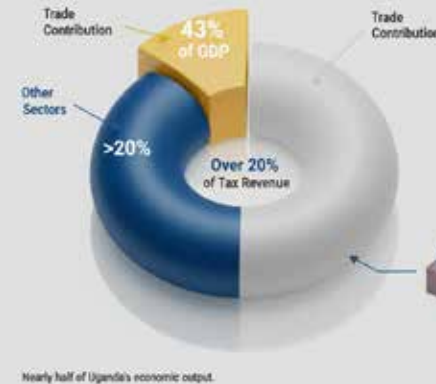
The Policy is designed to close these gaps, align with national development objectives, and position Uganda competitively within regional and global markets.

The updated policy outlines a set of strategic priorities aimed at addressing both persistent structural barriers and emerging global trade trends. These include:

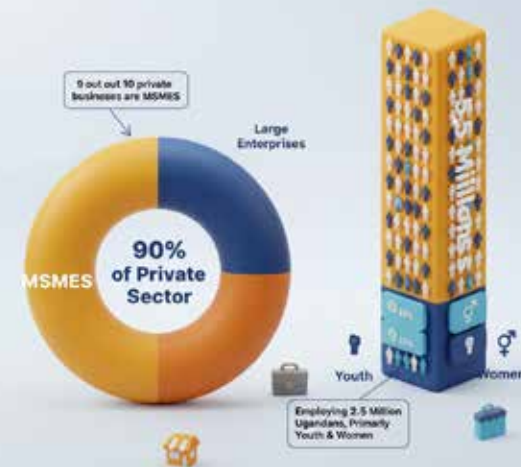
- Domestic trade promotion and internal market development ;
- Export diversification and value addition;
- Import substitution;
- Deepening regional and continental integration;
- Trade facilitation and infrastructure modernization;
- Digital and green trade development;
- Institutional coordination and regulatory coherence and
- Inclusive trade that empowers Micro, Small and Medium Enterprises, women, and youth, among others.

The Policy serves as a blueprint for catalyzing private sector growth, strengthening productive capacities, enhancing institutional coordination across all levels of government, and ensuring that the benefits of trade are equitably distributed across the country.

Trade: The Engine of Uganda's Economy

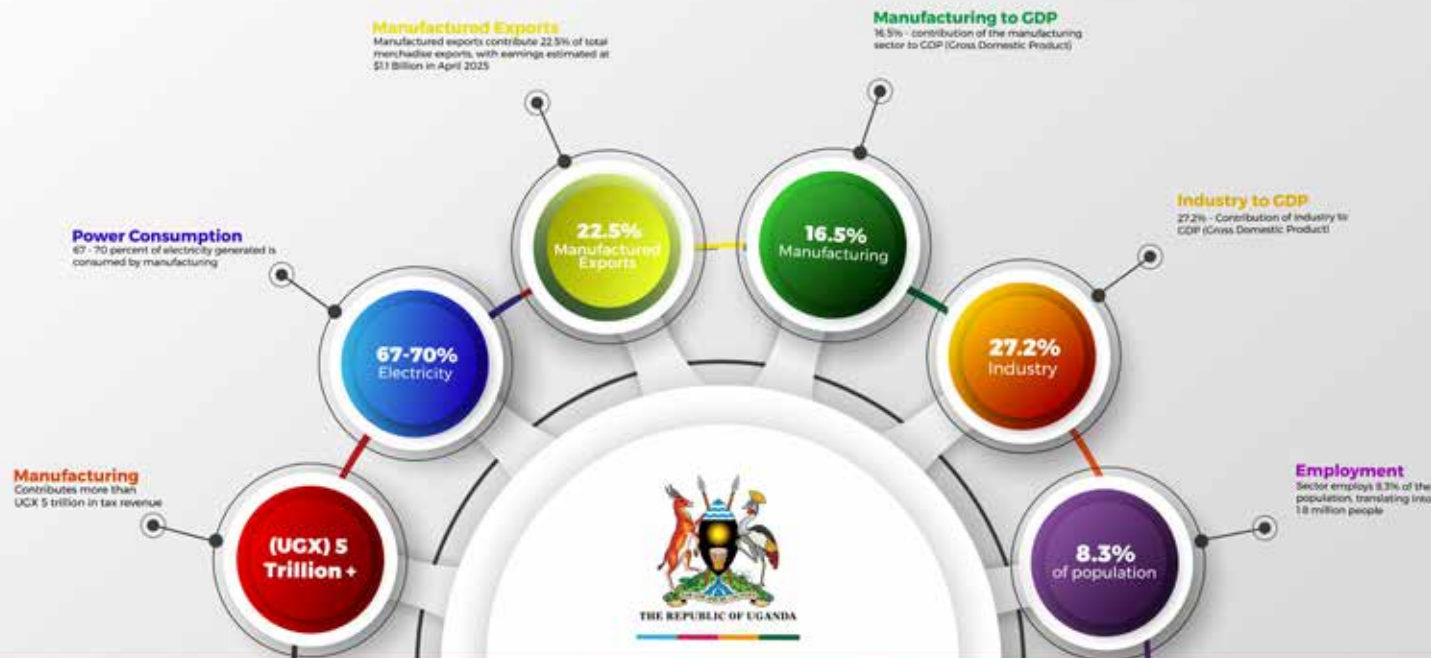


The Engine of Uganda's Economy: MSMES



**9,500
manufacturing
industries
birthed due
to National
Industrial
policy**

Uganda's Industrial Status 2025



A total of 9,500 manufacturing industries representing a growth rate of 4% per year have been established as a result of the National Industrial Policy which came into effect in 2020.

The industries have contributed 25.8% to the country's GDP, increased the creation

of jobs by 7.1% in the industrial sector and 15.7% manufacturing value added as a proportion of GDP.

The policy came into effect to address critical human and societal needs, including access to food, clothing, shelter, health, physical infrastructure, defence, mobility and education, through availability employment opportunities

and domestic production of value-added goods.' Through processing and manufacturing, Uganda targets to reduce the exports of raw materials like those in agriculture and minerals, which when exported deny Ugandans employment, raw materials that can be made into other useful items but also increase the cost of goods that would have been cheaper when processed within Uganda.

However, there is a need for resources for infrastructure development, technology transfer, skills development, and access to finance.

Prioritized industries for development are determined in consideration of their high impact on; Employment Creation, import substitution and exports Promotion.

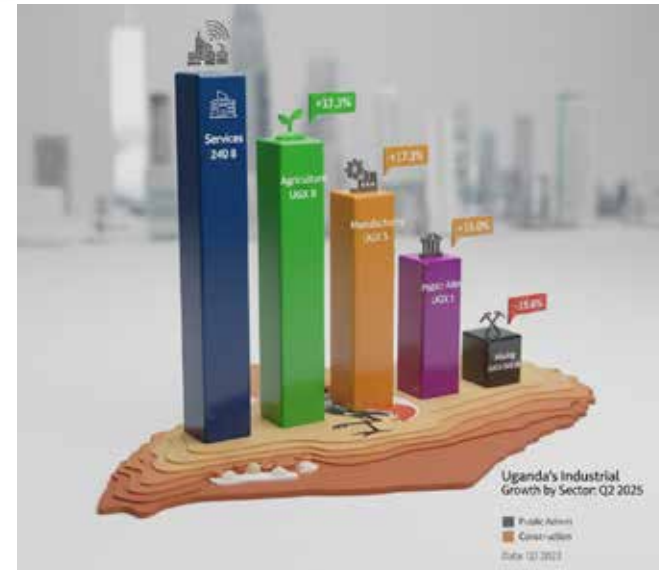
These industries thus include; agro-based industries - Fruits, coffee, tea, cassava, textiles, grain, cane, dairy and leather, Extractive-based industries - Steel, plastics, synthetics, petrochemicals, cement, salt and fertilisers, knowledge-intensive industries - automobiles, pharmaceuticals, electricals and electronics.



Workers on duty inside FOL Logistics Uganda Ltd. Rice Mill, producers of kingdom rice.



PSST Dr. Ramathan Ggoobi and the MTIC PS Lynette B. Bagonza during the tour of Soroti fruit factory



Uganda boasts of Eight Industrial Parks

Under the leadership of the NRM Government, 8 industrial parks both government and private sector owned have been established and are fully operational, driving import substitution, technology transfer and job creation.

An additional 12 industrial parks are in the pipeline. For example, the Mbale industrial park currently hosts a total of 73 industries (operational and under construction) and employs 11,000 people.

In addition, Kapeeka industrial park also has over 38 active factories and employs over 15,000 people. These industrial parks are producing essential products such as ceramic tiles, textiles, electronics among others.

The Sino-Uganda Industrial Park now has 75 factories and employs 13,000 young people directly, while Kapeeka Industrial Park has 34 factories and employs 6,000 Ugandans directly. The Mbale Industrial Park was commissioned in 2018 with a total investment of \$600 million (UGX2.4 trillion).



Women stitch mattress covers



Workers assembling phones and Laptops at SIMI Mobile and Laptop assembling plant in Namanve, Wakiso District



GoodWill Uganda ceramic company Ltd. factory found in LiaoShen Industrial park, Kapeeka Nakaseke District



An Arial view of Namanve Industrial Park

Kaliro Sugar Factory produces 78,000 tons of raw sugar annually

Modern Group Chairman; Ashish Monpara together with the Minister of Trade Industries and Cooperatives; Hon. Francis Mwebesa, the Minister of State for Investment and Privatisation; Hon. Evelyne Anite and State Minister for Trade; Hon. David Bahati commissioned Kaliro Sugar factory in Kaliro District.

The factory has an initial crushing capacity of 2,500 tons of sugarcane per day and according to the company projections, this will produce 78,000 tons of raw sugar annually, creating 1500 direct jobs.

Plans were also underway to increase the factory's crushing capacity to 8,000 tons per day and raw sugar output to 230,000 tons annually.

With an initial investment of \$700m, plans are underway to invest an additional \$400m in a number of industries ranging from power, pharmaceuticals and steel.





Uganda Hosts 2025 Africa Industrialization week

The African Union Commission (AUC), in collaboration with the Government of Uganda through the Ministry of Trade, Industry and Cooperatives co-organized the 2025 Africa Industrialization Week which was held from 17th to 21st November, 2025 in Kampala, Uganda. The week was held under the theme: “Transforming Africa’s Economy Through Sustainable Industrialization Regional Integration and Innovation”.

The week was held with a series of activities aimed at spotlighting AU Youth Start-Ups, African Women in Processing and enhancing policy dialogue on industrialization on the continent. The platform is aimed at spotlighting Youth Start-Ups and women in Processing through practical topical discussions relating to challenges of acquiring quality infrastructure components, start-Ups financing, B2B and B2G deals.

It also helped them to showcase their innovations through exhibitions of their goods and services. These

three events were envisioned to promote inclusive and sustainable industrialization, innovation, and regional integration, to drive Africa’s economic development.

The Vice President H.E. Maj. (Rtd) Jessica Alupo who officiated at the commemoration of Africa Industrialisation Day 2025 on behalf of President Yoweri Museveni, highlighted the historical path of Industrialisation, citing Britain, Europe, America, Japan, the Asian Tigers and more recently China as countries that have prospered as a result of industrial development.

Private sector players stressed the need for technology adoption and improved financial systems.





A pictorial of Uganda's Vice President; H.E. Maj. Rtd. Jessica Alupo and other dignitaries during the 2025 Africa Industrial Week held at Munyonyo Convention Centre.





State Minister for Trade; Hon. Gen. Wilson Mbasu Mbadi handing over certificates to participants who attended the IPPU training.

Ugandan manufactures equipped with packaging skills

THE Institute for Packaging Partners of Uganda (IPPU) organized a packaging industry training for packaging manufacturers, distributors and users of packaging materials, packaging suppliers and retailers, packaging printers- digital printing, designers of packaging material, small scale food manufacturers, academia/ professionals.

Other participants were regulatory and technical packaging committees (UNBS and NEMA), Uganda Manufacturers Association, recycling companies, consumers, civil society organizations, development partners and E-commerce operators.

The training which aimed at equipping participants with skills on increasing and developing professional knowledge and competence in the packaging industry, was held at Sheraton Hotel in August 2025 in collaboration with the Ministry of Trade, Industry and Cooperatives and the World Packaging Organization (WPO) under the theme; "Enhancing Value addition, market access and sustainable industrialization,"

Coordinated with the IPPU Secretariat led by Ms. Ketra Nakayenga, Principal MSMEs Officer/ Quality Assurance and Standardization, the workshop also intended to train and create awareness in sustainability and circular economy perspective to ensure efficiency and competitiveness, highlight the opportunities, challenges and future of the packaging industry, including intelligent packaging and to demonstrate how effective packaging can contribute to economic growth, export competitiveness and market access by SMEs.

Ministry amends Sugar Act 2025

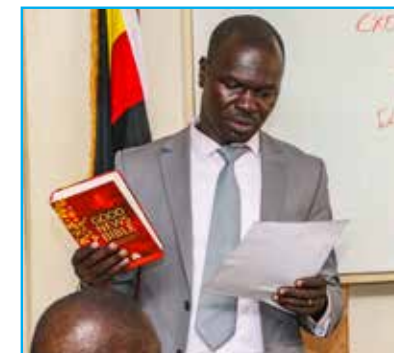
THE Ministry of Trade, Industry and Cooperatives recently innaugulated the Uganda sugar Industry Stake holder's council to over see implementation of the recently amended Sugar Act 2025.

The Act enacted by Parliament and signed into law by H.E the President of the Republic of Uganda on May 19th, 2025, the awareness campaign will cover sugarcane growing regions in the Central, East, West and North, including Busoga, Bunyoro, Buganda and Acholi sub regions.

The Sugar law was amended to enable fair representation of farmers on the Council and ensure rotational leadership to avoid dominance



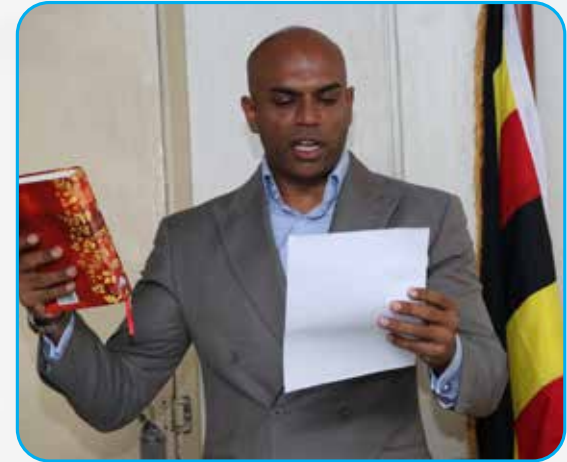
The Minister of Trade Industry and Cooperatives; Francis Mwebesa (Centre) and his deputies Hon. Gen. Wilson Mbasu Mbadi; State for Trade (left) and Hon. David Bahati (right) state for Industry; Under Secretary; Mr. Deogratius Masagazi pose for a group photo with the newly inaugurated Sugar Council.



and foster the spirit of cooperation and collaboration.

Other underlying provisions in the Law

- There is no zoning of mills, but all mills will be required to have a nucleus estate equivalent to 50% percent of the licensed cane crushing capacity or tonnes of cane crushed per day (TCD) plus a register of contracted sugarcane out growers.
- The Minister will issue regulations on registration of farmers and cane contracts, licensing criteria for mills, cane pricing and payment of the sugar industry levy.
- Farmers will register with one miller of their choice in any given geographical location, supported with tractors, good quality cane planting materials, fertilizers and extension services through the Council.





Mr. Hez Kimoomi Alinda, Executive Director, Uganda Free Zones and Export Promotions Authority (UFZEPA)

Uganda Free Zones and Export Promotions Authority (UFZEPA) is a Statutory Government Agency established by the Free Zones Amendment Act of 2024, and is responsible for the establishment, marketing, maintenance supervision and control of free zones; the development, promotion, and coordination of all export related activities.

In terms of Free Zones, investment inflows have grown significantly over the years. Ten years ago, the cumulative investment in Free Zones was only about US\$560 million. This figure rose to US\$1.85 billion last year and today stands at US\$2.12 billion. Alongside this, employment in Free Zones has risen from 11,000 people in 2024/05 FY to 14,000 currently, showing tangible impact on livelihoods. Exports from Free Zones have also grown. Today, Free Zones account for 13.6 percent of Uganda's total

exports, despite being dominated by single-factory Free Zones. We currently have 40 Free Zones in operation, and we are convinced that if Uganda were to establish large-scale public Free Zones hosting multiple investors, the contribution to exports and industrialization would be even more transformative.

Beyond Free Zones, UFZEPA is also tracking Uganda's general export performance. At present, Uganda has 2,007 registered exporters. The value of exports stands at US\$13.3 billion, with US\$10.6 billion from goods and US\$2.6 billion from services. To give perspective, merchandise exports rose from US\$7.8 billion in 2023/24 to US\$10.6 billion today, which is a remarkable leap. UFZEPA's job is to sustain this momentum by providing exporters with reliable market intelligence, trade information, and capacity building, while also promoting them through trade fairs, expos, investment fora, and partnerships facilitated through

economic diplomacy.

There have been important shifts in both commodities and markets. Gold and coffee now dominate Uganda's export basket. On coffee in particular, Uganda has overtaken Ethiopia as Africa's leading producer and exporter, which is a significant achievement.

At the recent Intra-African Trade Fair in Algeria, Uganda signed several major coffee export deals that will further consolidate our leadership in this sector.

In addition to coffee, cocoa is emerging as a strong export, particularly to Europe and Asia. Horticulture including fruits, vegetables, and flowers is also registering growth. Fresh produce exports are increasing in volume, supported by a growing global demand for healthy foods.

That said, manufactured exports remain at only about 8.4 percent of total exports, which is below the target we have set for industrial transformation in the Tenfold Growth Strategy to expand the share of manufactured exports to 50 percent over time.

Infrastructure is critical to the success of Free Zones and exports. The most advanced project is the Entebbe International Airport Free Zone, which is now 90 percent complete and already fully booked by operators.

This facility is a game-changer because it directly links value-added exports to international markets. We are also acquiring land for additional public Free Zones in Mubende, Bugiri, Kumi, and Moyo. In the north, we are exploring sites such as Lamwo for large-scale Free Zones that can host hundreds of operators.

UFZEPA's long-term vision is to secure about 50 square miles across the country for large industrial Free Zones. These would allow co-location of industries, clustering of suppliers, and shared use of infrastructure such as energy, water, ICT, and waste treatment facilities.

This is how countries like China and Vietnam achieved competitiveness. They invested heavily in large, well-serviced industrial Free Zones to reduce the cost of doing business.



Entebbe International Airport Free Zone, the first Public Free Zone in Uganda



The Trade House at Entebbe International Airport Free Zone



Uganda and Japan Delegation at the Uganda National Day at Expo 2025 Osaka. Seated in the center is the Rt. Hon. Prime Minister – Robinah Nabbanja, and to her left, H. E. ITO Yoshitaka – Minister of Expo 2025 Osaka, the Heads of delegation, respectively



The PM during the tour of the Uganda Pavilion during the National Day Celebrations at Expo 2025 Osaka, Japan

Uganda partners with COMESA to fast-track competition and consumer protection laws

THE Government through the Ministry of Trade, Industry and Cooperatives has signed a framework agreement with the Common Market for Eastern and Southern Africa (COMESA) Competition Commission to strengthen collaboration in the implementation and enforcement of competition and consumer protection laws.

Uganda enacted the Competition Act 2024, and is currently working on a Bill that will establish the Consumer Protection Act.

The two laws are intended to ensure fair competition among businesses, safeguard consumer rights, establish redress mechanisms in case of unfair treatment, and promote innovation among others.

Speaking at the signing of the agreement at the Ministry of Trade, Industry and Cooperatives offices in Kampala, the state

Uganda enacted the Competition Act 2024, and is currently working on a Bill that will establish the Consumer Protection Act.



minister for Industry David Bahati, said Uganda is one of the first COMESA member States that ratified and domesticated the COMESA Competition regulations that established a regional framework to promote fair competition within the Common Market and ensure efficient operation of markets.

The COMESA Competition regulations prohibit anti-competitive practices, including those that hinder trade and consumer welfare. The COMESA Competition Commission Director and Chief Executive Officer Dr. Willard Mwemba, emphasized the importance of the framework agreement, saying it would help Uganda to expedite the implementation of the competition and consumer protection laws, a move that will enable Ugandan businesses to access the other 20 COMESA Member States' markets without any hinderances.



UDC registers major strides in the country's industrialisation drive

Since 2020/2021, Uganda Development Corporation has registered clear progress in execution of its mandate of supporting industrialisation, value addition and enterprise development.

Today, the country boasts of an investment portfolio of 19 companies, reflecting continued growth in strategic sectors such as agro-processing, manufacturing, pharmaceuticals, packaging and infrastructure. Preparatory work also advanced for new projects expected in the next financial year, pointing to a steadily strengthening pipeline.

Employment created and sustained through investee companies increased from 4,194 jobs in FY 2023/24 to 5,428 jobs in FY 2024/25, indicating a 28.8% increase.

Local raw material procurement rose from 14,629 metric tons to 23,161 metric tons, driven by higher fruit intake, cotton procurement and textile inputs. Export earnings remained stable, with consolidated exports amounting to USD3.76m, supported mainly by textile exports from Fine Spinners and ethanol exports from

Bukona Agro Processors.

Investee companies also contributed more than UGX9bn in statutory payments, with major contributions from Abubaker Technical Services and General Supplies Ltd and East African Medical Vitals.

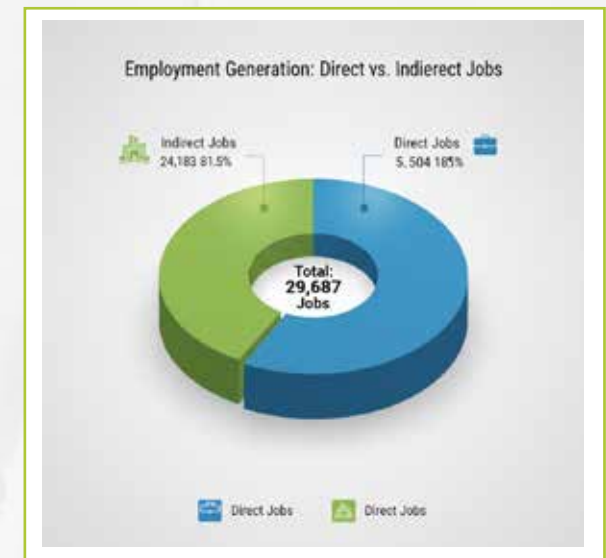
Operationally, progress continues to be registered in several key projects, including Soroti Fruits Ltd, Lake Katwe Salt Project, Mutuma Commercial Agencies, Sanga Vet Chem and the Packaging Factory, which achieved strong utilisation of allocated resources.

However, challenges continue to persist in the tea sector due to depressed global prices and constrained liquidity among major buyers, leading to reduced green-leaf intake across factories. The Corporation commits to continue supporting affected companies while deepening engagement with regulators and industry stakeholders to address market constraints.

The number of UDC investee companies has grown steadily over the last five financial years. In FY 2020/21, the Corporation had eight investee

companies. This number increased to eleven in FY 2021/22 as additional companies joined the portfolio.

Growth continued in FY 2022/23, with the number rising to 15 companies. The upward trend remained in FY 2023/24 when the portfolio expanded to 17 investee companies, and further increased to 19 in FY 2024/25 with addition of two new companies. Overall, the portfolio grew from eight to nineteen investee companies over the past five years.





Mechanised equipment at Atiak Sugar Factory in Amuru District.



Bukona Agro-Processors Ltd green fuel.



Mabale Grower's Tea Factory



Speke Resort Convention Center.



Kalangala Ferry services

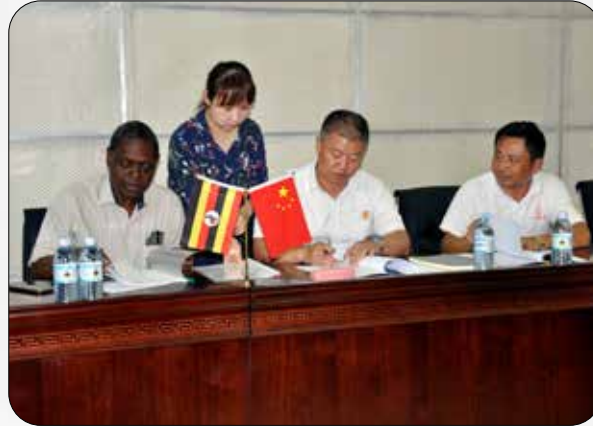


Soroti Fruit factory

UIRI Sets Up Iconic Project At Namanve

In March 2014, H.E. President Yoweri K. Museveni announced the Chinese Government commitment to fund the UIRI-Namanve project with a \$30m grant.

Uganda Industrial Research Institute (UIRI) as the implementing agency, worked with technical design team from Hunan Provincial Architectural Design Institute (HPADI), on the architecture and choice of equipment, and construction was by Jiangsu Jiangdu Construction Group, which did a phenomenal job of building a 15-Acre campus in under two years, without compromising quality. The facility was commissioned by His Excellency President Museveni on January 15th 2020.



H.E President Museveni at the commissioning of UIRI's Iconic Project At Namanve

The facility at Namanve Industrial Park was built with the following objectives in mind: To enhance local capacity to develop indigenous technologies; to develop modern-day industrial skills; to manufacture metallurgical products so as to impact the import bill; and driving down the cost of machinery.

SPECIFIC ACHIEVEMENTS AT NAMANVE CAMPUS

Human Capital Capacity Building:

The Namanve MMISDC has made substantial progress in human capacity development, successfully training over 300 trainees during peak seasons. This initiative has significantly contributed to closing or at least narrowing the skills gap in specialized disciplines within Uganda's manufacturing and industrial sectors.

Collaborations and Partnerships:

The center has strategically positioned itself as a pivotal player in the industrial and manufacturing sector by entering into numerous Memorandums of Understanding (MOUs) and collaborations with various entities, including Universities, SMEs, and other Skills Training agencies.

Service to the industry:

Namanve MMISDC has provided essential industrial services to several prominent companies in Uganda, such as Roofings, Uganda Clays, Plastics Mold Making Companies, Nile Breweries, Tembo Steel Mills, etc.

Narrowing the gulf between Academia and Industry:

Oftentimes local graduates, even when highly qualified, are not adequately equipped to meet the skills needed in industry. To mitigate against this challenge, UIRI-Namanve provides a platform for apprenticeship; hands-on practical training; and a case-study approach to industrial skills development. Also, graduate students (MSc and PhD) are supported in their applied research efforts.

Showcasing In-House Manufacturing Capabilities:

Namanve MMISDC has demonstrated its manufacturing capabilities by producing key machinery such as post-harvest processing units. These in-house developments underscore the center's ability to design and fabrication of machinery tailored to the needs of local

industries.

The significant attribute for Namanve campus is that it addresses 4IR Technologies, such as: Artificial intelligence; Block Chains; Virtual Reality; Biotechnology; Robotics; and 3D printing.

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UNBS And KEBS Sign Mou to Promote Standards



Eng. Kasigwa the ED of UNBS and his Kenyan counterpart exchange signed MoUs. Looking on is HE. Yoweri Kaguta Museveni and HE. Dr. William Ruto.

Uganda National Bureau of Standards (UNBS) signs a Memorandum of understanding (MoU) with the Kenya Bureau of Standards (KEBS) to leverage safety and quality standards to enhance trade, market access, and industrial development in Nairobi Kenya. The MoU that provides for a framework to strengthen scientific and technical cooperation in areas of Standards, Conformity Assessment, Metrology and Training was signed by Eng. James Kasigwa the Executive Director UNBS and Mrs. Esther Ngari the Managing Director of KEBS .

The occasion was graced and witnessed by both His Excellence the president of the Republic of Uganda H.E Yoweri Kaguta Museveni and His Excellence the president of the republic of Kenya H.E William . Ruto.

UNBS Executive Director elected as ISO Council member for the period, 2026 to 2028

The Executive Director of Uganda National Bureau of Standards (UNBS), Eng. James Kasigwa was recently elected as a Council member of the International Organization for Standardization (ISO) for the period, 2026 to 2028.

The election exercise that saw Uganda prevail over Costa Rica was held during the ISO General Assembly that took place in Kigali, Rwanda on October 9, 2025.

The timing could not have been any better as Uganda celebrates 63 years of Independence. Uganda was formally nominated by Rwanda, Tanzania, Republic of Korea (south) and South Africa and endorsed as the sole candidate representing the African region during the 32nd African Organization for Standardization (ARSO) General Assembly held in June 2025.

Uganda's bid for membership in the ISO Council was premised on

the conviction that standards are a silent yet critical force for sustainable Socio-economic transformation and empowerment that developing economies can leverage for growth and competitiveness in a globalized world.

Eng. Kasigwa also pledged to use his vast work experience and expertise to champion use of standards as enablers of enterprise, market access and economic development. Kasigwa is an electrical engineer with vast work experience in the telecom industry and public policy.

He previously worked closely with the International Telecommunication Union (ITU) as Uganda focal point person for a decade. As a member of the ISO Council, Uganda will contribute to, Promoting the relevance and impact of ISO standards in addressing global challenges such as climate change, sustainable development and public health.



ISO General Assembly delegates pose for a group photo



Eng. Kasigwa the ED of UNBS addressing ISO General Assembly in Rwanda recently

UNBS plays an integral role in fostering quality and safety within Uganda's industries

One of the hallmark services provided by UNBS is its product certification services which are currently offered online via the Certification Information Management System (CIMS).

The number of issued permits has increased over the previous periods from 738 permits in FY 2015/2016 to 5703 permits in FY 2024/2025.

Over the years, the number of product certification permits issued to micro and small enterprises has increased from 530 in financial year 2021/2022 representing 13% of total permits issued to 1,772 in financial year 2024/2025 representing 32% of total permits issued. 8,270 applications were received in CIMS during financial year 2024/2025 and 6,376 applications in the previous financial year 2023/2024).



UNBS Officials testing a product in a laboratory

Reduction of Certification Fees for MSMEs

In line with the new UNBS value proposition of growing quality enterprises, UNBS phased out some of the charges which were previously being levied on enterprises seeking certification of their products and these include Initial Audit Fees of UGX250,000 and Surveillance Audit Fees of UGX250,000.

This means that UNBS conducts the certification and surveillance audits for MSMEs seeking to acquire the Quality Mark (Q-Mark) free of charge.

Micro, Small, and Medium Enterprises (MSMEs) currently pay net certification fees of UGX500,000 down from UGX850,000 while Medium and Large Enterprises will pay UGX1m down from UGX1.3m for the issuance of annual certification permit for the use UNBS Quality Mark (Q-Mark). The new fees structure implies a reduction in certification fees by UGX350,000 for Micro and Small Enterprises and UGX 300,000 for medium and large enterprises.

Maintenance of internationally accredited laboratories to provide testing capacity for local products, imports and exports.

The Bureau completed the construction and commissioning of its modern Food Safety Laboratories (Chemistry and Microbiology) at its Headquarters in Bweyogerere Business and Industrial Park. These Laboratories are internationally accredited, which implies that results of product samples analysed by UNBS Laboratories are internationally recognized and this promotes access of Ugandan Certified products to regional and international markets. The Bureau also operates the Materials Engineering and Electrical Engineering Laboratories.

Translation of technical standards into easy – to- use guidelines to local languages
The Bureau has intensified standards awareness campaigns among Micro, Small and Medium Enterprises (MSMEs). So far, they have provided 24,000 individual booklets of illustrated guidelines to the Directorate of Fisheries, covering best practices for the handling and processing of fish. UNBS has

also simplified key standards and guideline documents in selected value chains; Pineapples, Rice, Soybean, Shea nut, and Avocados.

Establishment of MSME department to provide tailor made assistance to MSMEs

Having acknowledged the challenges which, the Micro-Small enterprises are facing in the country such as limited access to financing, lack of skilled manpower, limited knowledge about standards and poor-quality infrastructure, the Bureau is set to establish a fully- fledged department to specifically handle MSMEs issues and support them in the implementation of quality standards. The support includes providing training and advisory services.

Over 2,000 MSMEs have so far registered with UNBS and about 100 of them trained in Good Manufacturing Practices and Good Hygiene Practices. The Bureau's staff continue to provide technical guidance and support to MSMEs both on-site and off-site. Of the over 3,500 certified products, about 1,200 belong to MSMEs.



UNBS officer explaining demonstrating how product certification is done to State Minister for Trade Hon. Gen. Wilson Mbasu Mbadi during the Western BUBU expo.



A UNBS Official testing a product in a laboratory



IMPORTANT FACTS AND FIGURES ABOUT UNBS INTERVENTIONS

1. Standards contribute up to 23.7% to GDP and 51% labour productivity in Uganda. (ISO Study 2023).
2. In FY 2024/2025, Overall level of product compliance on the Ugandan market is at 65%
3. **UNBS PERFORMANCE OVER THE PAST FIVE FINANCIAL YEARS (2020/21-2024/2025)**

Table 1: UNBS Performance FY2020/21-2024/25

S/N	Key Performance Indicator	2020/21	2021/22	2022/23	2023/24	2024/25	% Growth
	Number of standards developed	457	428	272	41	270*	
	Total Stock of standards	4549	4730	4797	4812	4,862	7%
	Number of samples tested	24,014	26,217	25,287	26,521	26,145	9%
	Number of equipment calibrated	4,233	6,629	5,678	7,117	6,392	51%
	Number of product certification applications received	4,527	5,696	6,301	6,914	8,270	83%
	Number of product certification permits issued	3,424	4,225	4,886	4,951	5,703	67%
	Number of permits issued to Micro & Small Enterprises	547	639	1,114	1,251	1,772	224%
	Number of private laboratories recognized	13	14	21	25	22	69%
	Number of market outlets inspected	10,614	11,982	4,537	2,453	4,028	
	Number of equipment verified	1,217,915	1,274,641	924,692	1,388,575	282,117	
	Number of profiled import consignments inspected	177,203	236,819	282,886	293,924	320,541	81%



Q mark



UNBS deputy secretary general together with Management visit UNBS offices.



QMS mark



Members of Parliament pose for a group photo together with UNBS management at their offices.



UNBS Officials and an SME holding certified products

Uganda boasts of over 47,000 cooperatives

Uganda is experiencing a significant rise in registered cooperatives, with numbers growing from approximately 10,746 in 2011 to over 47,000 as of mid-2025. This growth is seen as a key driver of economic development and financial inclusion across the country.

Key Statistics and Growth

- **Total Cooperatives:** Uganda is home to 47,220 registered cooperatives.
- **Membership:** The total membership across these cooperatives exceeds 15 million people.
- **Historical Growth:** The number of registered societies has expanded dramatically from 5,451 in 1986 to the current figures.
- **Economic Impact:** The cooperative movement contributes an estimated 2.6% to the national GDP and employs around 16% of the population.

Drivers of the Rise

The resurgence of the cooperative movement is attributed to several factors:

- **Government Initiatives:** The government's push for new cooperative formation and the implementation of programs



The Minister of Trade Industry and Cooperatives; Hon. Francis Mwebase together with State Minister in-charge of Cooperatives; Hon. Fredrick Ngobi Gume officiating at the National Cooperatives Conference 2025.



like the Emyooga initiative and the Parish Development Model (PDM) have significantly boosted the savings culture and cooperative development.

- **Revival of the Cooperative Bank:** Efforts are underway to revive a national cooperative bank, which is expected to provide tailored financial products and boost the sector's financing gaps.
- **Favorable Legislation:** Amendments to the Cooperative Societies Act, such as the 2020 changes, have strengthened the regulatory framework for Savings



and Credit Cooperative Societies (SACCOs), making them safer and more resilient for members.

- **Sector Diversification:** While agricultural cooperatives remain the largest segment, new cooperatives are forming in various sectors including housing, transport, health, and energy, demonstrating a broad embrace of the model.

The Ministry of Trade, Industry and Cooperatives provide oversight and guidance for the sector. The Uganda Cooperative Alliance (UCA) serves as the primary apex body for all cooperatives in the country, playing a vital role in advocacy, training, and development.

COOPERATIVE REGISTRATION SUMMARY AS AT NOVEMBER 21st, 2025

Category Type	Figure Registered
PDM SACCOs	10,678
Emyooga	6,964
Presidential Ind Skilling hubs	161
SACCOs	15,046
Agricultural Marketing	10,770
Transport	532
Health Services	35
Water & Environment	26
Dairy	525
Housing	116
Energy	28
Fishing	333
Mining	100
Area Cooperative Enterprises	149
Unions	178
Multipurpose	1,491
Others	88
TOTAL:	47,220



COOPERATIVE REGISTRATION SUMMARY 2021 - 2025

Calendar Year Figure Registered

Category Type	2021	2022	2023	2024	2025	Total
PDM SACCOs	10,678	10,678				
Emyooga	6,070	244	38	56	84	6,492
SACCOs	563	914	797	1,022	1,469	4,765
Presidential Hubs					37	37
Agricultural Marketing	431	661	456	568	697	2,813
Transport	14	15	29	24	21	103
Health Services	1	4	14	6	3	28
Water & Environment	4	5	2	5		16
Dairy	14	32	18	18	5	87
Housing	5	14	8	3	3	33
Energy						0
Fishing	42	95	8	3		148
Mining	20	46	13	2		81
Area Cooperative Enterprises	2	5	2	1	1	11
Unions	3	14	11	13	5	46
Multipurpose	55	88	89	120	134	486
Others	2	14	1			17
Total:	7,206	12,798	1,522	1,849	2,466	15,146



PROTECTING THE GAINS



**MINISTRY OF TRADE INDUSTRY
AND COOPERATIVES**