

TRANSFORMING LIVELIHOODS THROUGH RESEARCH, VALUE
ADDITION, AND
INDUSTRIAL INNOVATIONS: UIRI'S EXPERIENCE

With Reference to CEO Summit



By

Prof. Charles Kwesiga
Executive Director

Uganda Industrial Research Institute

October, 2018

UIRI is a Center of Excellence in R+D



UIRI's Executive Director receives EAC Centre of Excellence award for EAC during the Heads of State Summit in 2013

Members of the Cluster for Human Capital Development



- ❧ **Prof Charles Kwesiga**, ED UIRI, Chairman of the Cluster 3
- ❧ **Alex Kakooza**, PS, Ministry of Education and Sports
- ❧ **Fagil Mandy**, Educationist
- ❧ **Charles Ocici**, ED, Enterprise Uganda
- ❧ **Prof Augustus Nuwagaba**, Poverty Analyst, Reev Consults
- ❧ **Philip Karugaba**, Head of ENSafrica Advocates Uganda
- ❧ **Gideon Badagawa**, ED, PSFU
- ❧ **Earnest Rubondo**, ED, Petroleum Authority of Uganda (PAU)
- ❧ **Dr. Joseph Muvawala**, ED of National Planning Authority (NPA)
- ❧ **Moses Mbubi Witta**, President, Human Resource Manager's Association of Uganda (HRMAU)
- ❧ **Prof Elly Katunguka**, Vice Chancellor, Kyambogo University
- ❧ **Stephen Mukasa**, Trustee, CEO Summit

Other CEO Cluster teams



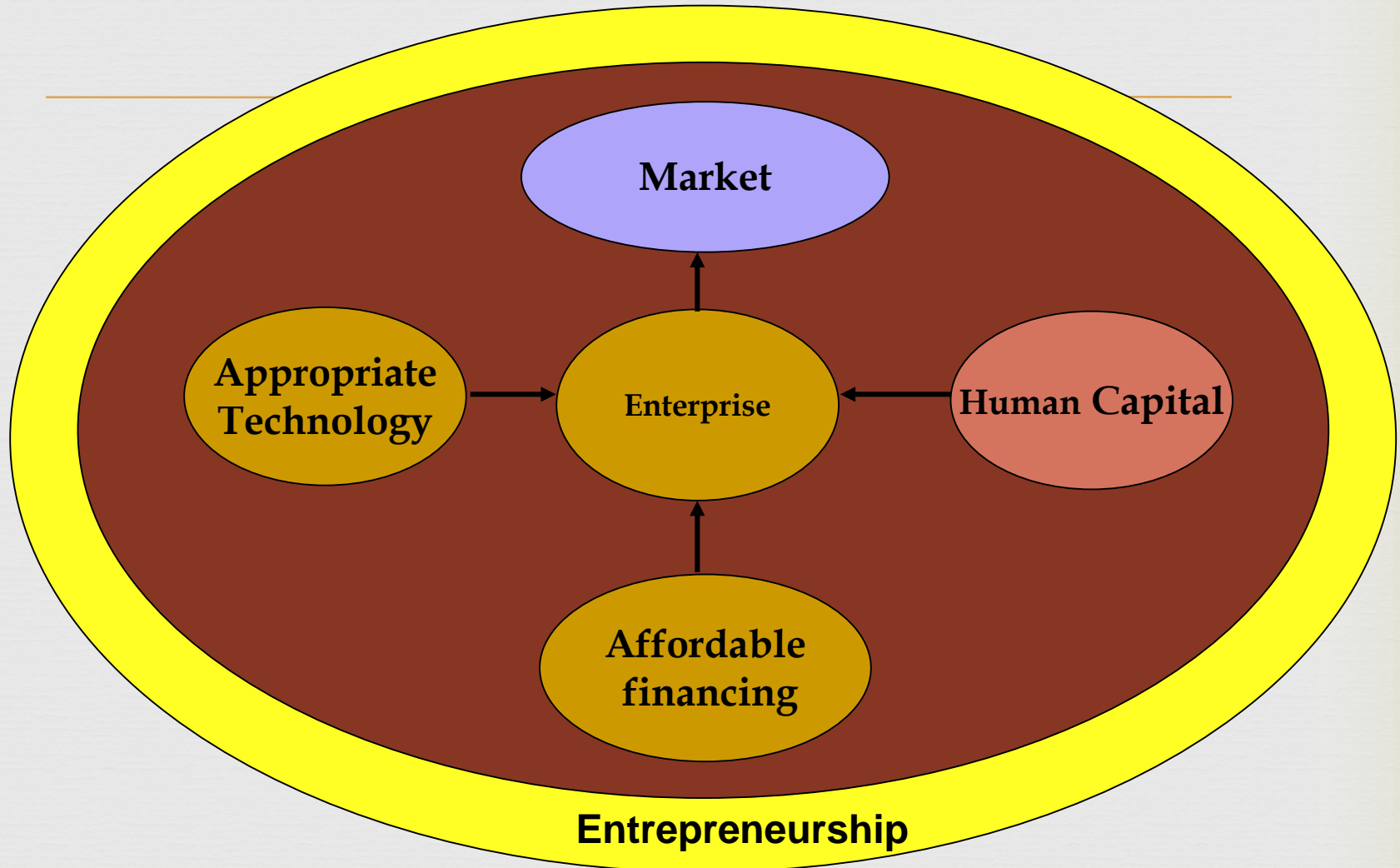
- ∞ Agriculture
- ∞ Financial Services
- ∞ ICT
- ∞ Tourism
- ∞ Public Infrastructure and Investment
- ∞ Industrial/Manufacturing Sector
- ∞ Oil and Gas Sector
- ∞ Energy
- ∞ Construction & Real Estate

Terms of Reference for Cluster 3



- ❧ Cluster 3 is supposed to, “generate critical information, ideas and insights with a view to collectively recommend specific and time-bound actions thereof on: **what really matters, what works best and what therefore needs to be done to transform the economy.**”
- ❧ Each Cluster Team will present the consolidated outcomes of their respective Pre-forum meetings at the Ninth Annual CEO Forum 2018.
- ❧ The Ninth Edition of the CEO Annual Forum offers an ideal platform for experts and decision makers to come together and explore ideas to strengthen the economy as well as regional trade and investment.

Pillars for industrialization



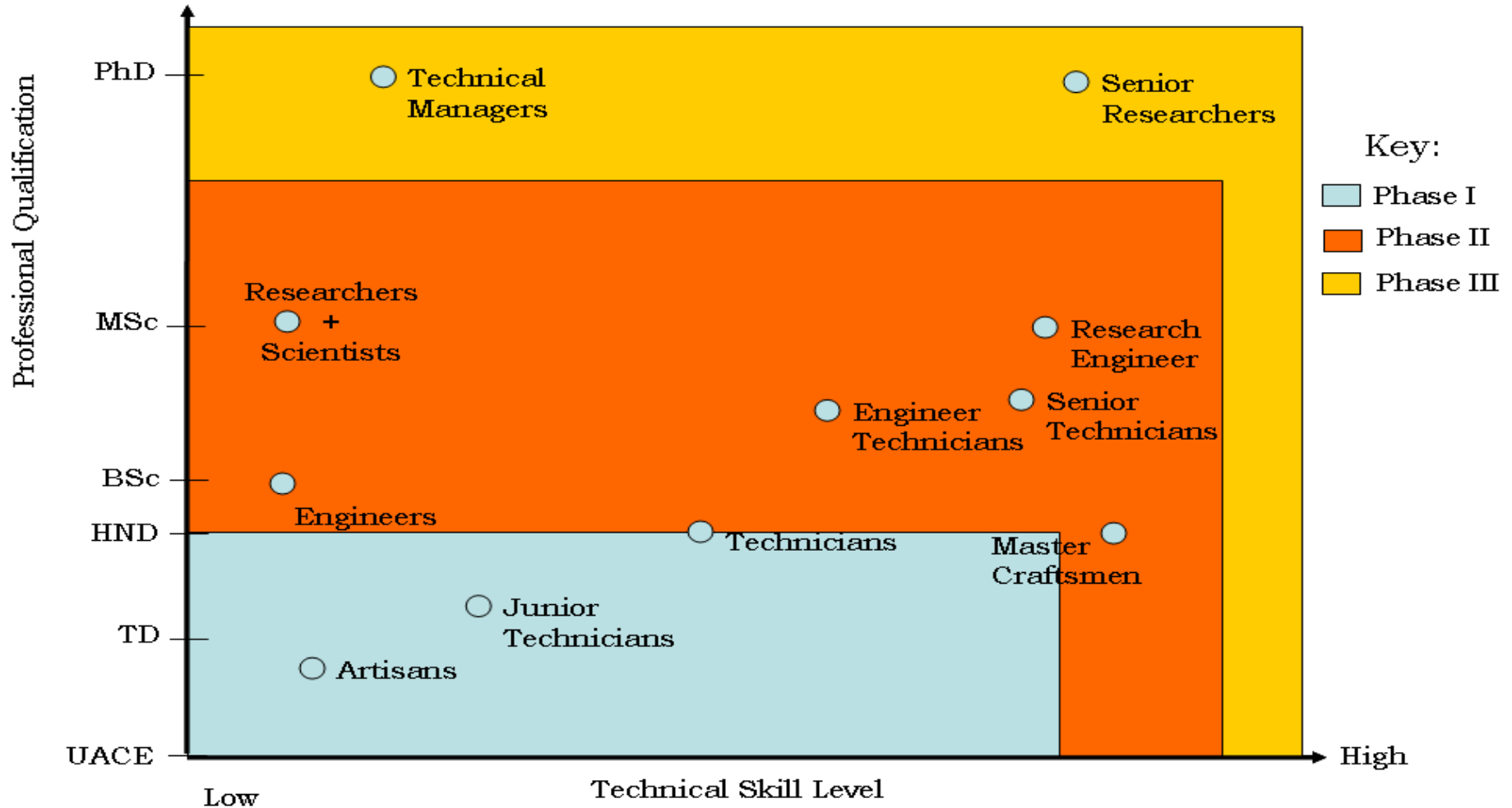
Laxity in vocational skills development



- ❧ Problems of mindset and pedagogy
- ❧ Ill-equipped facilities and facilitators
- ❧ Lack of placement for apprenticeship
- ❧ Societal norms and practices
- ❧ Curricula that creates “unemployable” youth
- ❧ Focus on certificates rather than skills
- ❧ Lack of optimality in allocation of resources
- ❧ Imbalance in technical skills vs professional schooling

Technical Skills vs Professional Skills Matrix

Figure 1: Education / Skills Mix



Proposed solutions



Some “best practices” worthy of consideration include:

- China: “**Dual-qualification**” framework which offers a two-dimensional training that equips trainees with both formal education and practical skills
- Thailand: **Functional Home Model** whereby each home is engaged in an economic activity that generates economic.
- Germany: **Mittelstand model** is based on the German cultural practice whereby entrepreneurship, innovation, and business start-ups are celebrated.
- USA: Has a two-tier system for training engineers and technicians. Community colleges focus on technician level skills training while universities train professional training. Possible to cross-over.

UIRI’s homegrown model at Namanve is presented below.

UIRI's approach to skills capacity building

What is MMISTC?



- The acronym stands for: **M**achining, **M**anufacturing, **I**ndustrial **S**kills **T**raining (and **P**roduction) **C**entre.
- **It is supported by a \$30m grant from Government of China**
- The Centre is intended to combine industrial skills training and apprenticeship on the same campus. Ultimately the technicians trained at the centre will be fully prepared for employment anywhere on the globe and, even more important, will have the capacity to create employment by establishing their own enterprises. Entrepreneurship is part of the curriculum.
- The production facility is intended to make high precision machined parts and accessories for the market. **The revenues thus generated can in turn support the whole centre.**

Chronology of events



- ✧ **H.E. the President announced the Chinese commitment to fund the project (March, 2014);**
- ✧ Working visits to Uganda by three (3) technical design teams from Hunan Provincial Architectural Design Institute (HPADI). (20th August 2015 to 4th March 2016)
- ✧ UIRI mission to China for conclusion of project design review at HPADI and signing the Project Implementation Agreement with the Agency for International Technical Cooperation (AIECO), Ministry of Commerce, Beijing, PRC from 26th Nov. to 5th Dec. 2016;
- ✧ Commencement of procurement of General Contractor for construction works and supply of machinery by AIECO (February, 2017);
- ✧ General Contractor broke ground Nov 30th, 2017;
- ✧ Rt. Hon. Dr. Rugunda launched the project on behalf of HE the President on 25th Jan. 2018.

PM launches the project



Hon. Dr. Tumwesige, Prof Kwesiga, PM Rugunda, Hon. Anite

Machinery and Equipment to be deployed at Namanve



Machine Building and Spare Parts Production & Training Workshop

Parts to be made and more Equipment for training on automation and robotics



Specimens of Products to be Machined by Trainees



Programmable Logic Control (PLC) Training Facility

Artistic View of the 15-Acre campus



Design Layout of MMISTC, Kampala Industrial Business Park, Namanve

Challenges



- Dependency syndrome is pervasive in the population
- Transparency and veracity
- Threshold for success is too low

“Starting small is inevitable, staying small is inexcusable.”

- Realistic expectations and strategies
- Fiscal responsibility / watching bottom line
- Institutional observance of value chains
- Entrepreneurship skills and best practices
- Sense of quality, purpose, and image
- **Governance, governance, governance!!!!**

Pitfalls to avoid: A bridge to nowhere!!!!



What is a CEO?



- ❧ A chief executive officer (CEO) is the highest-ranking executive in a company, and their primary responsibilities include making major corporate decisions, managing the overall operations and resources of a company, and acting as the main point of communication between the **Board of Directors** and corporate operations. A CEO often has a position on the board; in some cases, she or he is even the chair.
- ❧ CEO is responsible for the overall success of an enterprise and for making top-level managerial (and strategic) decisions.

Read more: [Chief Executive Officer - CEO https://www.investopedia.com/terms/c/ceo.asp#ixzz5RWsyK2WZ](https://www.investopedia.com/terms/c/ceo.asp#ixzz5RWsyK2WZ)

Thank you



Contact: Charles Kwesiga

Plot 42 Mukabya Road Nakawa Industrial Area

P. O. Box 7086 Kampala

Website: www.uiri.org

Email: kwesiga@msn.com

Telephone: +256 792 701070

Fax: +256 414 286 695