



CEO SUMMIT  
UGANDA

*Where leading Growth  
Firms Meet the Best Ideas*

# A HIGH-LEVEL REPORT FROM THE 9<sup>th</sup> EDITION OF THE ANNUAL CEO FORUM

**Theme:** The National Convention on Making Economic Growth Inclusive,  
Equitable & Sustainable







Venue: Serena Conference Centre

Date: 23<sup>rd</sup> October 2018



## 1. INTRODUCTION

The Annual CEO Forum was started as a collective response to the Global Economic Meltdown of 2008/2009 with an agenda to scan the local and international socio-economic environment, identify key challenges, emerging opportunities, flag risks, and generate smart responses and sustainable solutions that would accelerate, consolidate and expand efficiency gains and effectiveness in the economy.

This year's Forum themed "The National Convention on Making Economic Growth inclusive, Equitable and Sustainable" was held on the 23<sup>rd</sup> October 2018 at the Kampala Serena Hotel. The event was well attended with over 78% of the invited guests in attendance.

The forum was opened by the State Minister of Finance for Planning in the Cabinet of Uganda, Hon. David Bahati who launched the cluster teams in the Financial Services, Agriculture, Human Capital Development, Public Investment and infrastructure, Tourism, ICT, Manufacturing, and Energy & Power sectors. Briefly, the cluster teams are mini- think-tanks that;

- i. Engage and prompt senior level public policy makers and practioners into execution mode. Thereby transforming ideas into action, and action into impact.
- ii. Analyze information, trends and their implications with a view to practical action and assessment of Risk.
- iii. Accelerate, consolidate and expand priority actions through regular (quarterly) consultation and mutual accountability.
- iv. Serve as a catalyst for deep thinking about what works and what really matters in Business.

Presentations were made based on what had been prepared through a series of cluster consultative meetings with the team members to identify and coordinate the key actionable recommendations towards transforming Uganda's economy. The presentations were crowned with a plenary session to allow for participation of the invited guests to share their inputs and seek clarification on the issues that may have not been clear.

**Chief Guest/Keynote speaker: Hon. David Bahati, Minister of state for Finance, Planning and Economic Development (Planning)**



## 2. THE SECTOR SPECIFIC CEO CLUSTER TEAMS

Established as an Annual CEO Forum initiative, a CEO Cluster team is composed of a number of carefully selected tier one Captains of Business, Industry and Research. Cluster members were appointed by the Minister for Finance, Planning and Economic Development.

Each cluster was assigned a leader whose task is to invite members, draw up their own action agenda and schedule consultative meetings with the Senior Managers Ministry of Finance, Planning and Economic Development on a quarterly basis.



### 3. FORUM RECOMMENDATIONS



Richard Byarugaba  
Cluster Leader  
Financial Services

#### Cluster 1: Financial Services;

##### Embracing the Fintech Revolution and utilizing big data ;

- a. Best Practice – Work with EPRC and Uganda Bankers Association to develop a FINTECH & Big Data Knowledge Centre.
- b. Data-driven Policy– Work with Government and policy-makers in general to develop our big data capabilities such that economic and tax policy can be data and evidence driven in nature.
- c. Promote Innovation– Commit to put some funding aside to promote innovation in FINTECH, which we all seem to agree will promote financial inclusion.
- d. Tax–Engagement with Government on recent taxes that impact the growth of FINTECH



## CLUSTER 1: FINANCIAL SERVICES

### Embracing the Fintech Revolution and utilizing big data

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**Mark Ocitti**  
Cluster Leader  
Agriculture

## Cluster 2: Agriculture

### How to boost global Competitiveness through Production, Productivity and Agro-Based Manufacturing.;

- a. Commercialization
- b. Value addition
- c. Capital financing
- d. Agricultural insurance
- e. Agricultural sector both subsistence and commercial
- f. Research to determine which intervention is suitable for each.

## CLUSTER 2: AGRICULTURE

### How to boost global Competitiveness through Production, Productivity and Agro-Based Manufacturing.

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**Dr Charles Kwesiga**  
Cluster Leader  
Human Capital Development

### Cluster 3: Human Capital Development

#### How can we Leverage the technological disruption to create more jobs?

- a. Break the dependency syndrome which is pervasive in the population
  - b. Increase transparency and veracity
  - c. Improve threshold for success. "Starting small is inevitable, staying small is inexcusable."
  - d. Set realistic expectations and strategies
  - e. Fiscal responsibility/watching bottom line
  - f. Institutional observance of value chains
  - g. Increase entrepreneurship skills and best practices
  - h. Foster a sense of quality, purpose, and image
- Governance, governance, governance

## CLUSTER 3: HUMAN CAPITAL DEVELOPMENT

How can we Leverage the technological disruption to create more jobs?

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# Stanbic Bank

**Patrick Mweheire**  
Cluster Leader  
Public Investment  
and Infrastructure

## Cluster 4: Public Investment and Infrastructure

### Unpacking and Recommending Eligibility, Approval, Implementation and Financing Processes

- a. Prioritize high-impact infrastructure projects
  - Irrigation, Water and Sanitation, Rural Electrification, Affordable housing, Access to a wider Market, countrywide connectivity, etc.
- b. Increase Public-Private Partnerships (PPP)
- c. Increase tax collection to reduce dependence on borrowings
- d. Increase social investment in Education and Health
- e. Implement a strict control framework and apply zero tolerance to breaches

## CLUSTER 4: PUBLIC INVESTMENT AND INFRASTRUCTURE

### Unpacking and Recommending Eligibility, Approval, Implementation and Financing Processes

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**Stephen Asiimwe**  
Cluster Leader  
Tourism

## Cluster 5: Tourism

### Generating demand

- a. Put in place a strategic policy and incentive environment. There is space for people to invest in development like hotels, human capital development.
- b. Create products that bring in more people and more money.
- c. Strategic plan, market strategy, Brand strategy.
- d. Developing regions
- e. Making economic growth equitable and sustainable.
- f. Technology- twitter, WhatsApp for example Air Bed and Breakfast (AB&B) the fastest accommodation online
- g. Increase in the brands of hotels in the next 5 years.
- h. Improve first impression- last impression and lasting impression to tourists.
- i. Invest in people by giving skills- the smile, technology because people are a good resource.

**CLUSTER 5: TOURISM****Generating demand**

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**Godfrey Mutabazi**  
Cluster Leader  
ICT

## Cluster 6: ICT

### How do we get ready for technological disruption, Robotics, AI and IoT?

- a. Improve the current low technology adoption
- b. The digital space in the country so as to bridge the gap between developed and underdeveloped countries.
- c. Infrastructure e.g. cutting of cables by UNRA, also build more infrastructure
- d. Packaging of local content; Ugandans are making and coming up with applications- need for support.
- e. Look at the digital market as a block not a single market.
- f. Increased availability of information
- g. Uganda can position itself as a digital exporter locally to the world through innovation.
- h. Government to review its processes and policies with a view of making them more flexible and agile.
- i. Partial partnership with international partners, Increased access to capital  
Invest in the right skills, innovations and markets.

**CLUSTER 6: ICT****How do we get ready for technological disruption, Robotics, AI and IoT?**

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**Joseline Kateeba**  
Cluster Leader  
Manufacturing

## Cluster 7: Manufacturing

- a. Local content mainstreaming - PPDA to require MDAs to open letters of credit for local purchase orders - similar to foreign purchase orders – to ensure timely payments.
- a. Electricity tariffs - MEMD/ERA to provide a power tariff reduction trajectory for all manufacturers.
- b. Cost of capital - Increased financing of UDB and UDC to enable more manufacturers to access lower cost of capital.
- c. Counterfeits and substandard products - Fast tracking of the anti – counterfeit law to ensure level playing field for compliant manufacturers.
- d. Export markets : among other interventions;
  - MTIC to fast track the signing of the PPP MOU with UMA so that implementation of border warehouses starts as early as Q1 of 2019.
- e. Human capital development

Government to review bilateral MOU with Government of India to unlock modern vocational training opportunities from India under the South to South Cooperation.

## Cluster 7: MANUFACTURING

Creating employment through small and medium enterprises and agro based cottage industries.

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**Gilbert Assi**  
Cluster Member  
Energy and Power

## Cluster 8: Energy & Power

### How to harness private sector investment in the energy and power sector.

The National target by 2040 is to generate 41738MW, with 3668KWh of electricity per capita consumption at a National grid access 80%.

Initiatives to accelerate access.

- a. Building capacity for mini-grids
  - b. Development of mini- grid regulation
  - c. Grid intensification
  - d. Grid densification
  - e. License exemption- address the excess tariffs
  - f. Electricity at sub-county headquarters.
  - g. Connection policy being worked on Government initiative to increase industrial demand.
- a. Transmission infrastructure- reliable supply
  - b. Renegotiation of Bujagali
  - c. Development of code extra-large industrial customers
  - d. Rebate policy development.

## Cluster 8: ENERGY AND POWER

How to harness private sector investment in the energy and power sector.

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## 4. POST-FORUM ACTION COMMITMENTS: TRACKING OUTCOMES

In line with the Minister's challenge to Captains of Business and industry; Cluster meetings will be held every last Wednesday of the month starting next month, November 2018, save for December when the meeting will be in the second week. These meetings will be organized in collaboration with the Ministry of Finance Planning and Economic Development (MOFPED), selected Local Development Partners and key Civil Society entities. The purpose is to harness and share progress on action commitments on the latest and emerging challenges, opportunities and risks of the transformation model from the cluster perspective

	MON	TUE	WED	THU	FRI	SAT	SUN
<b>NOV 2018</b>	26	27	<b>28<sup>TH</sup></b> Cluster 1 (Financial Services)	29	30		
<b>DEC 2018</b>	10	11	<b>12<sup>TH</sup></b> Cluster 2 (Agriculture)	13	14	15	16
<b>JAN 2019</b>	28	29	<b>30<sup>TH</sup></b> Cluster 3 (Human Capital Development)				
<b>FEB 2019</b>	25	26	<b>27<sup>TH</sup></b> Cluster 4 (Public investment and infrastructure)	28			
<b>MAR 2019</b>	25	26	<b>27<sup>TH</sup></b> Cluster 5 (Tourism)	28	29	30	31
<b>APR 2019</b>	22	23	<b>24<sup>TH</sup></b> CEO GOLF TOURNAMENT	25	26	27	28
<b>MAY 2019</b>	27	28	<b>29<sup>TH</sup></b> Cluster 6 (ICT)	30	31		
<b>JUN 2019</b>	24	25	<b>26<sup>TH</sup></b> Cluster 7 (Manufacturing)	27	28	29	30
<b>JUL 2019</b>	29	30	<b>31<sup>ST</sup></b> Cluster 8 (Energy and power)				
<b>AUG 2019</b>	5	6	7	8	9	<b>10<sup>TH</sup></b> CEO SUMMIT 10 <sup>TH</sup> ANNIVERSARY	11

but in the spirit of Private Public and Civil Society Partnership.

A scorecard to track progress on the interventions above against the agreed targets and timelines will be developed and refined during the cluster meetings. Interdependencies of the different cluster initiatives will be considered in the prioritization of Execution.

As shown in the scorecard above, the meeting days will be for the following clusters to meet the Minister





# THE ANNUAL CEO FORUM JOURNEY SINCE INCEPTION

## OUTCOMES

- Creation of regular platforms for dialogue to unpack critical issues and explore practical options and possibilities in the public private sector space
- A full-fledged CEO Summit Secretariat was created.
- The Creation of the CEO Think-tank to reinforce the policy space in Uganda

## OUTCOMES

- The creation of a Corporate CEO Club leaders—in areas such as Monetary Policy, Agricultural Production, Processing and Productivity, Irrigation Business Climate, Basic Health, Infrastructure, Water for Production, Energy and Power, Investment Monitoring, and Vocational Training and Tourism.
- Technical and Institutional Collaboration between and among CEOs and development partners

## OUTCOMES

- The creation of a Corporate Leadership Coaching Programme (CALC)
- Strengthening the concepts and content of shared value in Luwero.
- Strengthening the CEO thematic-based Clubs to generate creative thoughts
- Strengthening the Think Tank professional scope and scale.

## OUTCOMES

- Bottle necks identified
- Trends – Potential prospects of harnessing emerging market demands
- Guidelines to Urban Expansion

## OUTCOMES

- Emergence of a Corporate sector team- a prerequisite for Government/ Corporate Sector sustainable, inclusive and independent partnership
- Group of prominent figures invited to deliberate on issues relating to the development of major corporate groups as essential vehicles for the competitiveness of Ugandan businesses.

## OUTCOMES

- Creation of the CEO Innovation Village
- Establishment of an annual CEO Golf Tournament.

## OUTCOMES

- Resuscitation of the CEO Sector Specific Clubs
- Publishing of Policy papers with practical solutions to the current issues within the Economy

## OUTCOMES

- Award for Best CEOs
- Creation of Future ready accounting officer- program (FRAO)

## OUTCOMES

- Creation of the League of East African Directors.
- Launching of the CEO Apprenticeship Program
- Alumni Association (CAPAA)
- Official launch of the cluster teams



