



Economic Sustainability Interventions

Digitization, Growth & Transitioning to a formal economy

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ECOSYS

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Private Sector SDG Platform

About SDG Secretariat – Office of the Prime Minister



The Auditor General's Value for Money Audit report December 2018 on Uganda's preparedness for implementation of the SDGs noted weaknesses in the National SDG Coordination Framework. Following the report's recommendations, Cabinet approved the establishment of a dedicated SDG Secretariat which was set up in the Office of the Prime Minister, with support from the United Nations Country Team.

Established in 2019, the SDG Secretariat is specifically charged with:

- Supporting the coordination function and providing oversight of implementation of the Coordination Framework.
- Coordinating monitoring and assessment of the implementation progress of the 2030 Agenda within Government assessment structures.
- Building strategic partnerships with the Private Sector on financing 8and innovation.
- Providing technical support and expertise to Ministries, Departments and Agencies, Private Sector, Development Partners, Civil Society, and Academic Institutions.
- Becoming the hub of SDG information and data for the government and stakeholders.

The SDG Private Sector Platform – What is It



What is it?

- Nationally owned multi-component and multi-stakeholder mechanism to holistically address various aspects of private sector engagement in the SDGs

What is the Purpose

- To mobilize the domestic and international private sector in Uganda for implementation of the SDGs by providing a holistic mechanism for continuous support and guidance to facilitate its effective contribution to the SDG targets and the NDP IV objectives.

The SDG Private Sector Platform – What is It



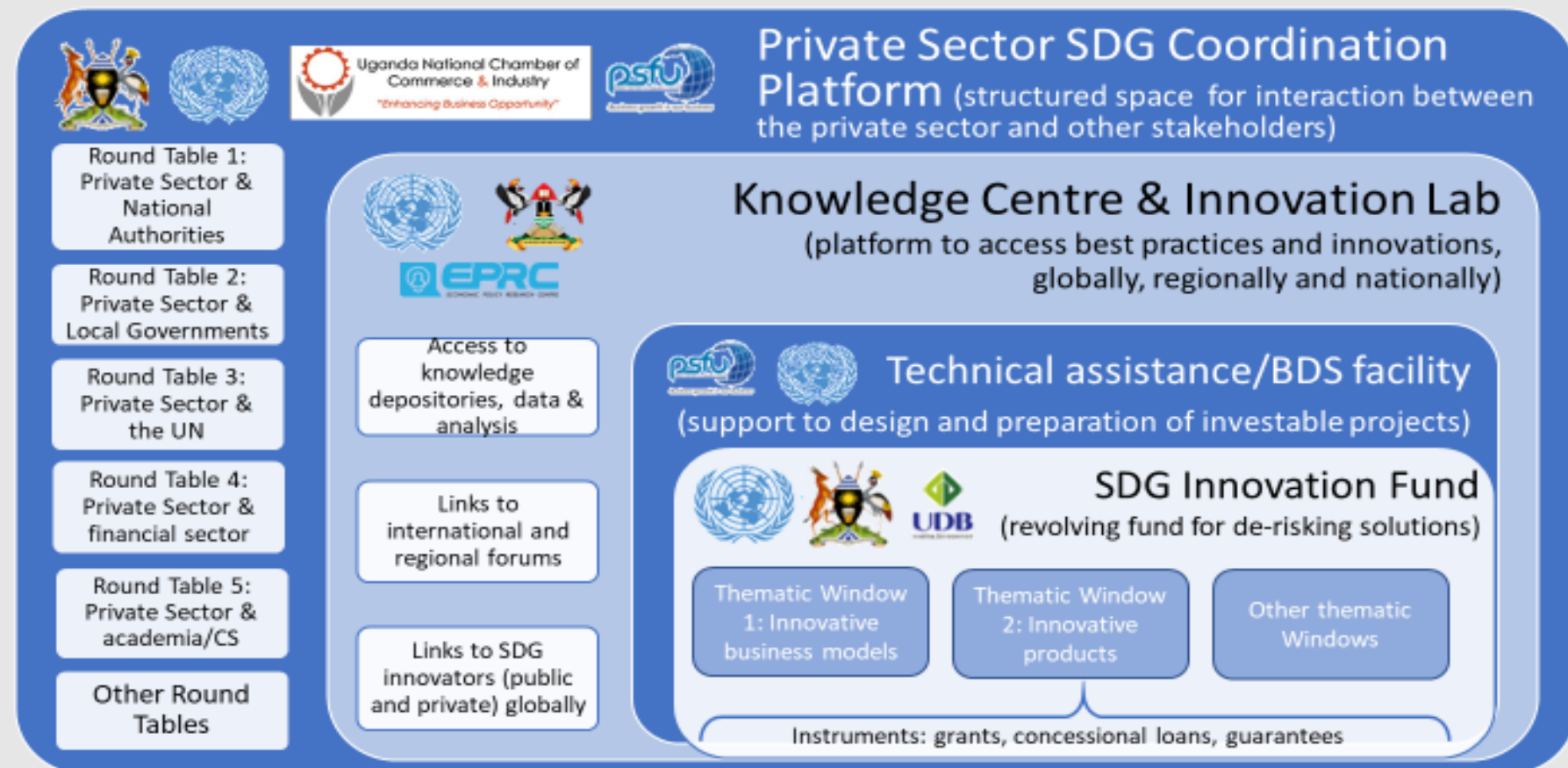
OBJECTIVES

The Platform is guided by the Ten Principles of the UN Global Compact and has 4 mutually complementary Objectives:

- Facilitate a continued dialogue between the private sector and the other relevant stakeholders.
- Improve access to relevant global, regional and national knowledge and expertise for innovation and experimentation and promote global and regional knowledge sharing and peer-to-peer learning, South-South and triangular cooperation, to design and implement productive SDG-responsive models and processes.
- Deliver technical assistance, business development services and financial support to enable businesses to develop and pilot such models and take the successful pilots to scale.
- Pioneer a centre of excellence model for design and implementation of effective methods of private sector participation in the SDGs based on strong national ownership for forging an effective partnership with the private sector to achieve the SDGs.

PRIVATE SECTOR SDG PLATFORM – Structure & Design

SDG Platform Structure



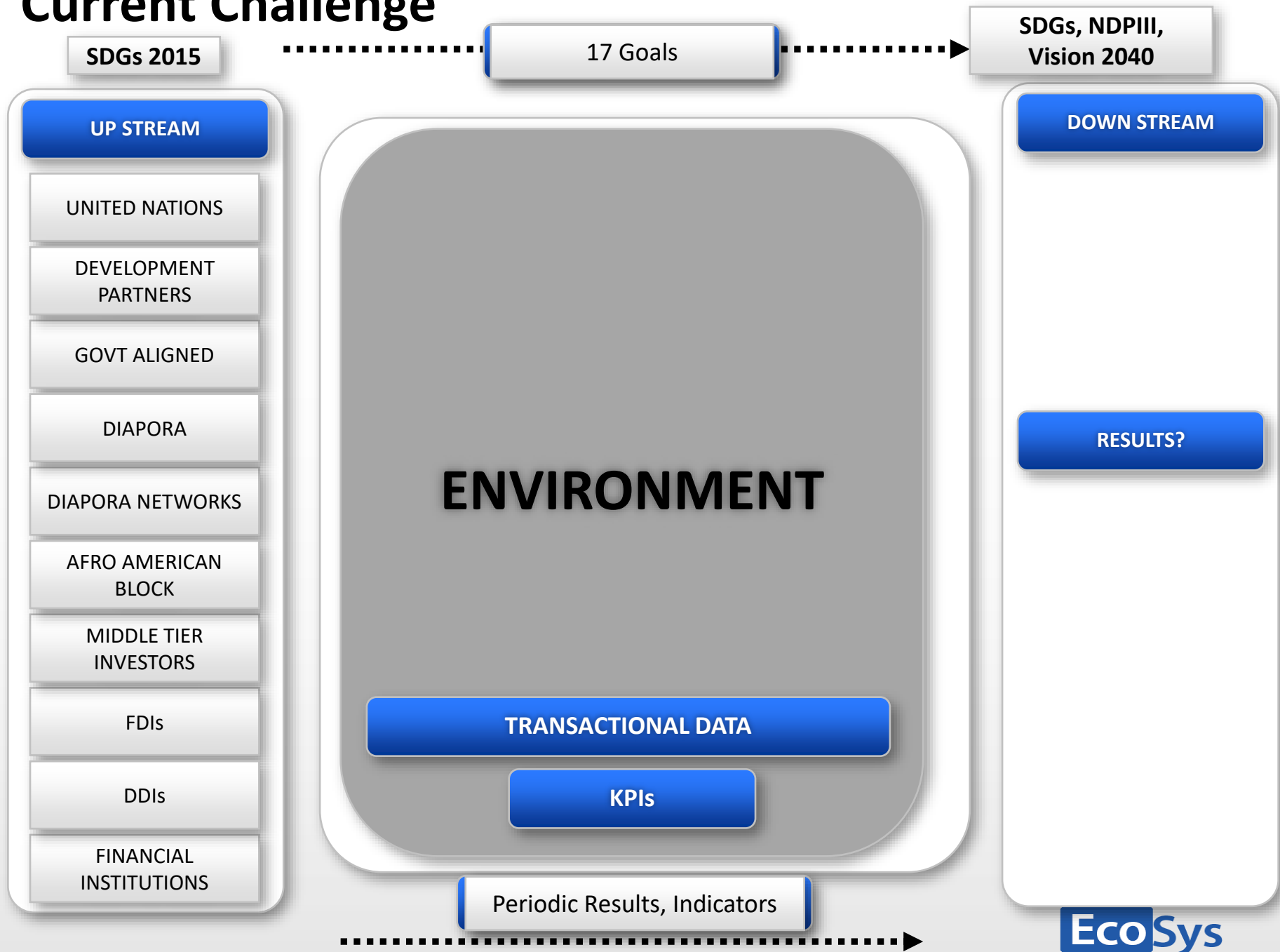
INSTITUTIONAL & MANAGEMENT ARRANGEMENTS



Component	Institutional home	Partners
Private Sector SDG Coordination Platform	OPM (SDG Secretariat), ECOSYS	Private sector Associations, Individual private sector, UN (RCO), UNCCI, PSFU
SDG Knowledge Centre/Innovation Lab	ECOSYS, Makerere University Business School / Economic Policy and Research Centre	UN agency appointed by RC, PulseLab, UNDP Accelerator Lab
TA/BDS Facility	ECOSYS, PSFU/FI/Chamber of Commerce	UN agency appointed by RC, Financial institutions, private sector organizations, Academic institutions
SDG Innovation Fund	ECOSYS, UDB, and other Financial Institutions	UN agency appointed by RC (E.g. UNCDF). Financial institutions IFC and ADB will also be approached

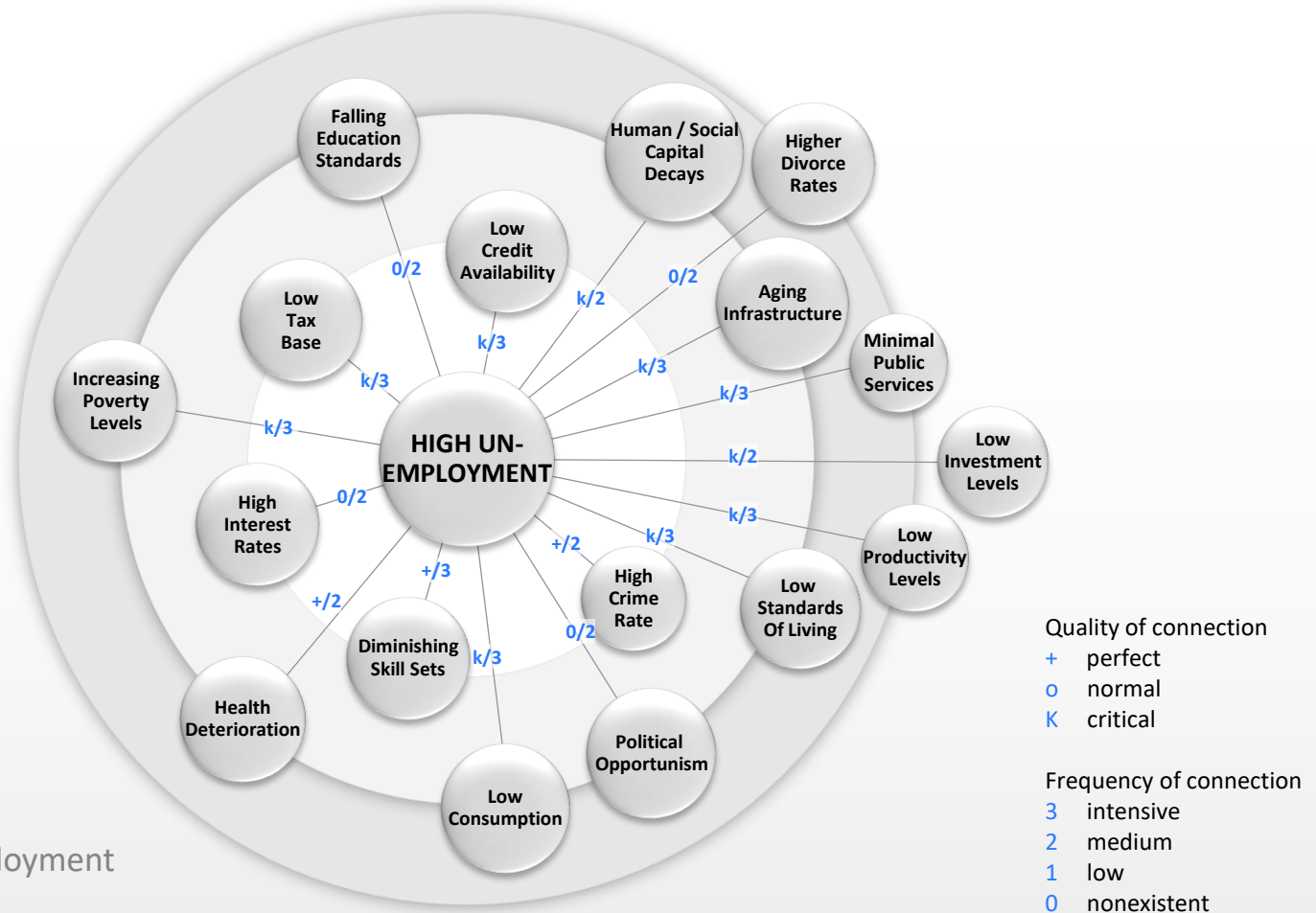
Challenges to be Resolved By ECOSYS

Current Challenge



Unemployment Impact – Limited list

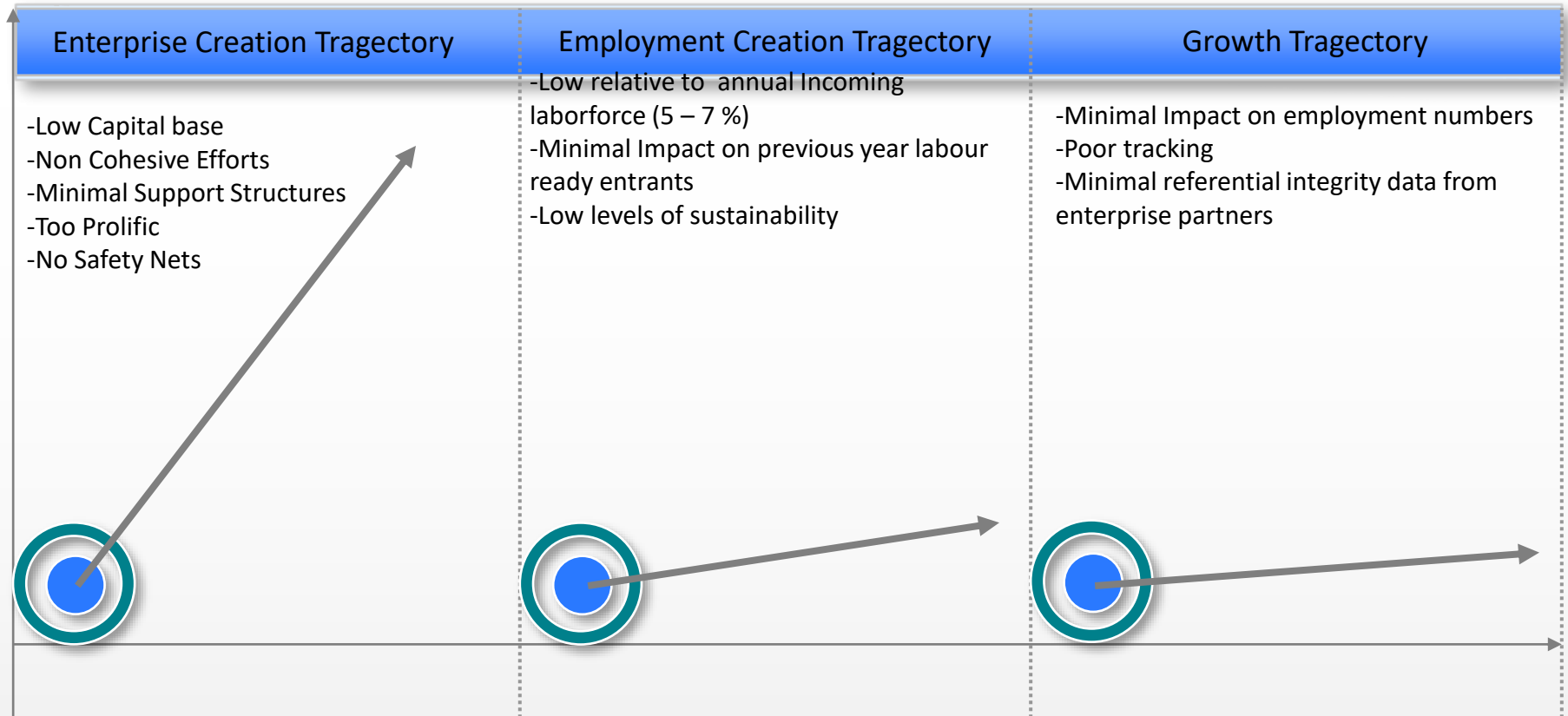
Vicious Cycle Perpetuated By High Un Employment



Impact Points of Unemployment

Employment Trajectories– Percepective

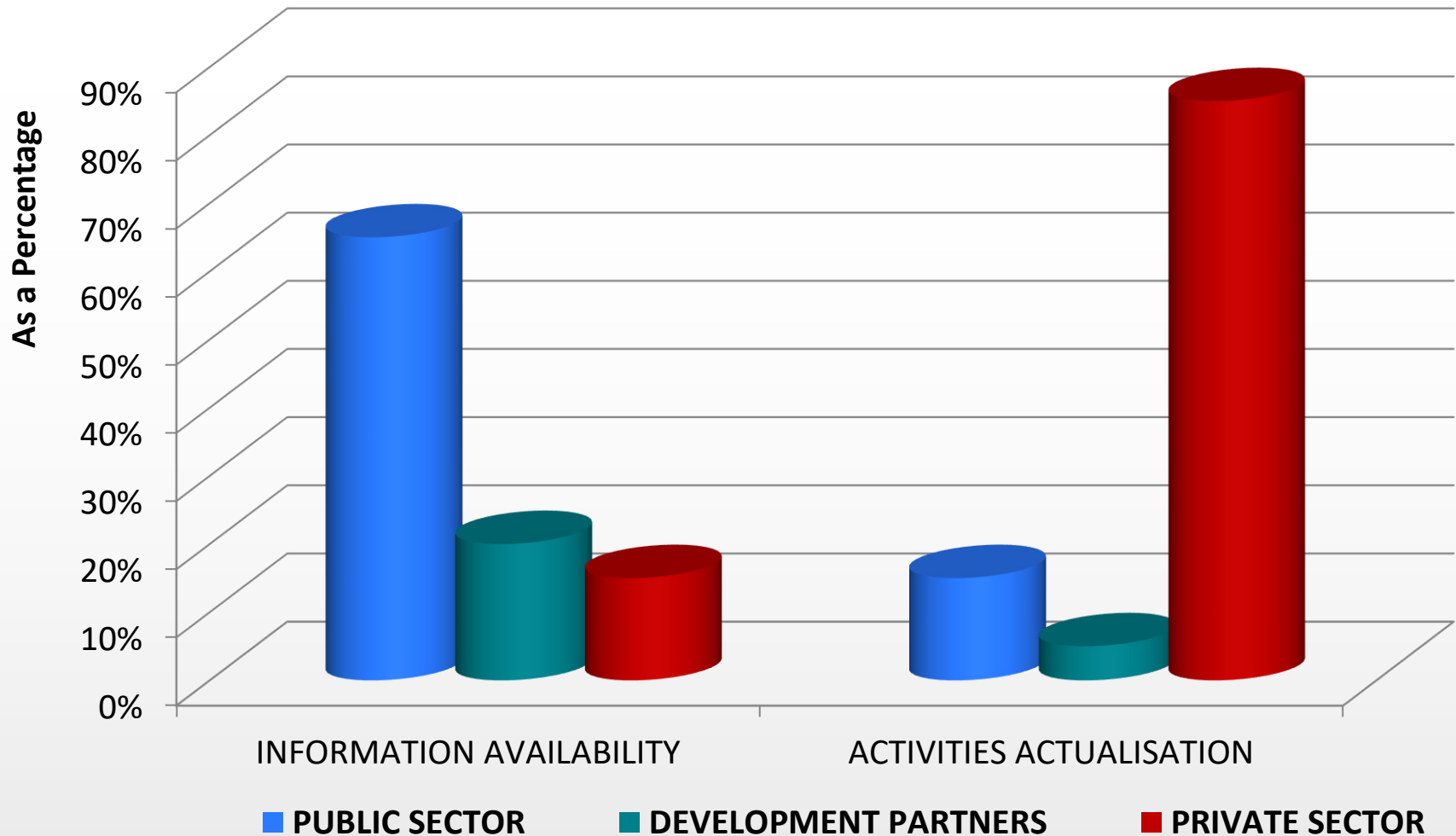
Understanding what drives unemployment in the context of existing trajectories t



INFORMATION & ACTUALISATION FOR IMPACT



Information Flow

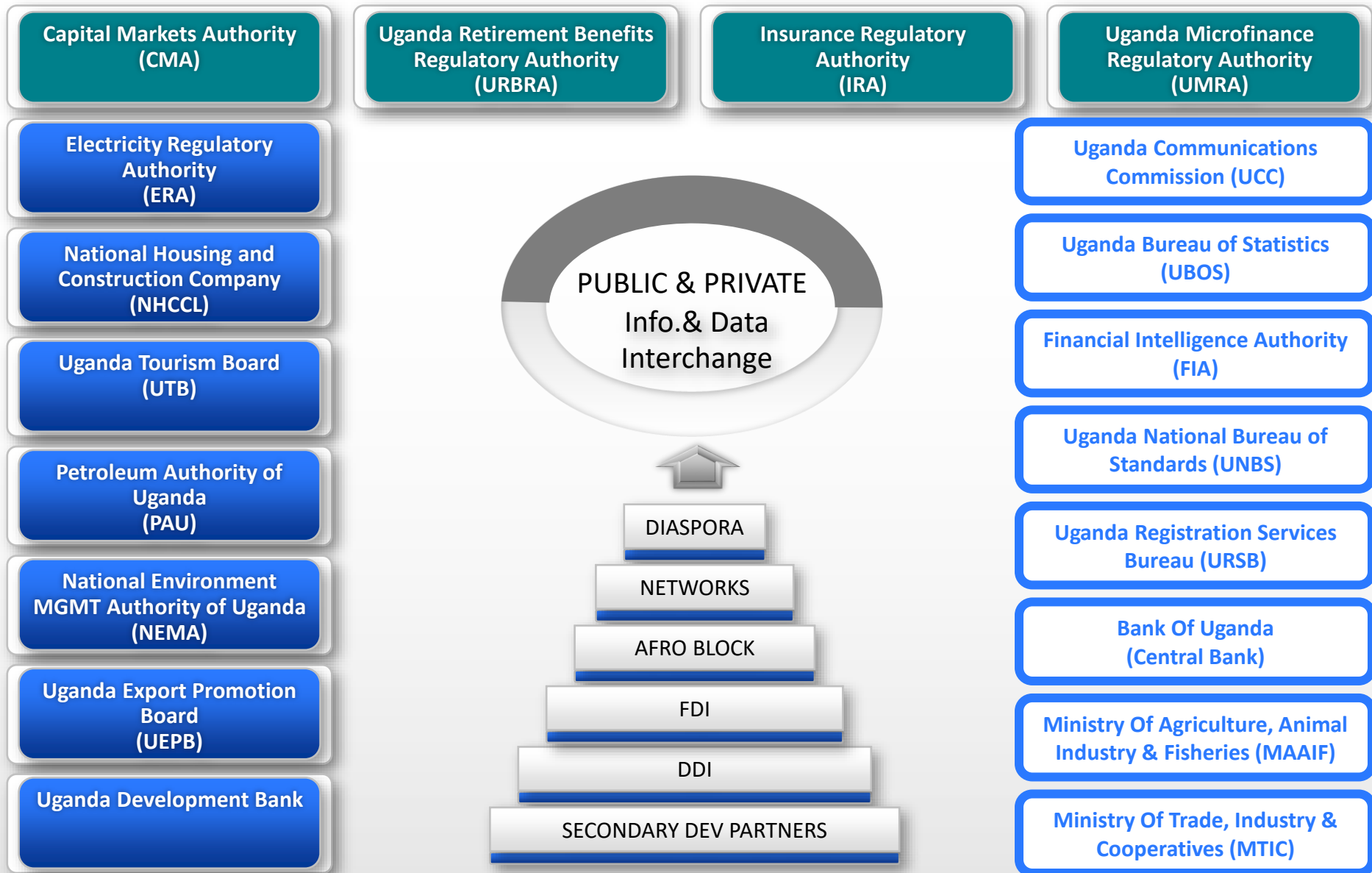


ECOSYS Enterprise Development, Growth & Sustainability

Partner Mapping – (Partial)



Nexus – Public & Private Sector Convergence



ECOSYS Interventions

- ECOSYS & Affiliates
- United Nations
- Dev. Partners
- MDAs
- Local GOVT
- Industry / Organizations

01

FUNDING & INCENTIVES

- Diaspora & Blocks (Afro-American)
- FDIs, DDIs & Middle Tier investors
- Benefits & Incentives

05

SUPPORT STRUCTURES

- Compliance, Stakeholder Efforts
- Foundation & Acceleration
- Facilitators (URA, NSSF, BANKS)

02

TECH & IMPLEMENTS

- Hardware & Software
- Business & Payments Processes
- Supplier Base

06

MARKETS – Supply Chain

- Labour (Permanent + Ad-Hoc)
- E-Transport, E-Commerce
- Exports & Productization

03

STANDARDS & TRANSITION

- Imports (Recourse)
- Hybrid Structuring (Standards)
- Importers (Manuf, Agro-Process)

07

FEEDBACK LOOP

- Knowledge Hubs
- Formal Reporting
- Structured Reporting

04

TRANSACTION DATA (VAT)

- Identity Management
- Transactional Points, KPIs
- Incentives & Benefits - Adoption

08

ENTERPRISE SUPPLY CHAIN

- De-Centralization (Economic)
- Resuscitate Enterprises
- Success Index

ENTERPRISES – Vehicle for SDGs Achievement

UPSTREAM PARTNERS

Ministries, Depts & Agencies

Development Partners

Community Partners

Investment Partners

Regulatory & Compliance

Knowledge / Info Partners

Tech / Implements Partners

Market & Process Partners

DIASPORA - ACCELERATOR

Diaspora VAT Related Funding

- \$8 Bln (Direct + Credit)
- 80K Enterprises @ Avg. \$100,000
- 80% in Rural / Semi-Urban (De-centralization)

ENTERPRISE OPERATION

Value Chains Access

HR

Credit Facilities

Legal

Business Development

Accounting

Markets

Business Tools

EMPLOYMENT - PRIMARY OUTCOME

- @ 20 Avg. per enterprise = 1,600,000
- Savings
- Purchasing Power
- Safety Net

OUTCOMES - PERIPHERAL

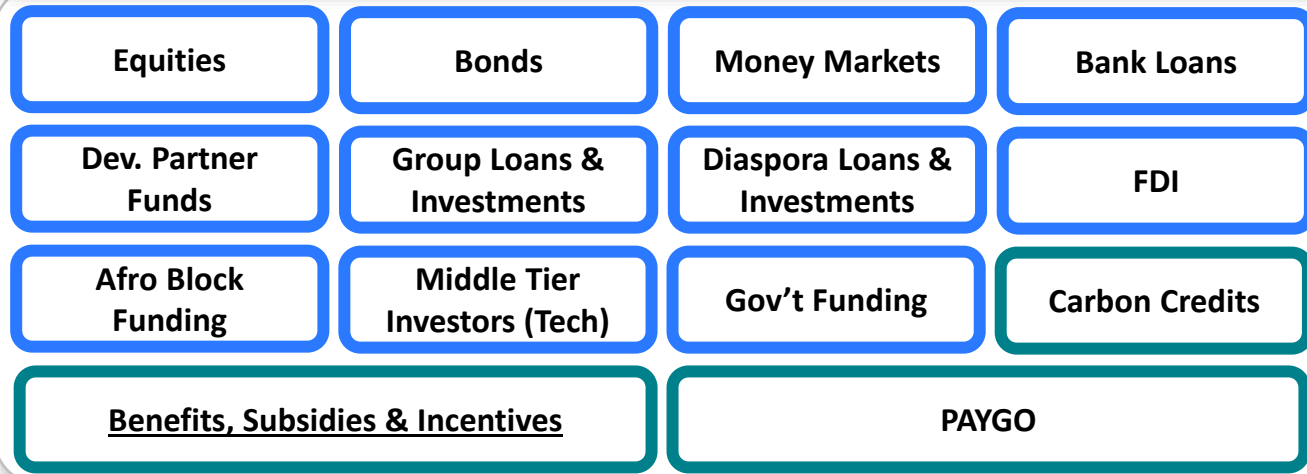
- Rising Education Standards
- Increased Quality of Human / Social Capital
- Higher Credit Availability
- Lower Divorce Rates
- Better Infrastructure
- Increased Public Service Delivery
- Higher Investment Levels
- Higher Productivity Levels
- Higher Standards of Living
- Lower Crime Rate
- Less Political Opportunism
- Higher Consumption
- Appreciating Skill-Sets
- Health Improvement
- Lower Interests Rates
- Decreasing Poverty Levels
- Wider Tax Base

MULTIPLIER EFFECT

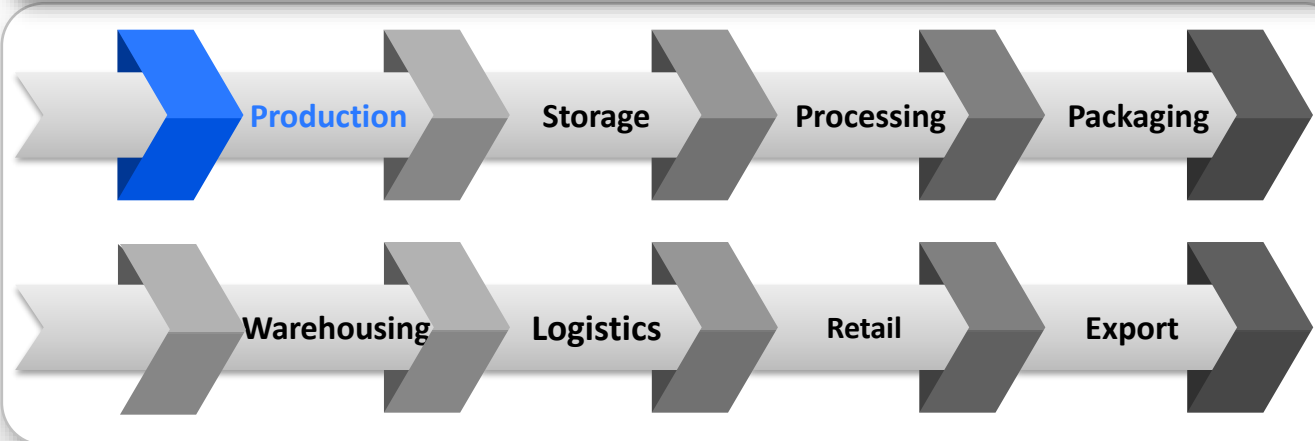
- Savings – 80% Increment
- Purchasing Power – 30% increment
- Labour Force (due to Growth, Re-investment)- 30% Increment
- Investor Confidence – 40% Increment
- Statutory Collections – 60% Increment
- Capital Use efficiency – 300%

Agro Value Chain Funding

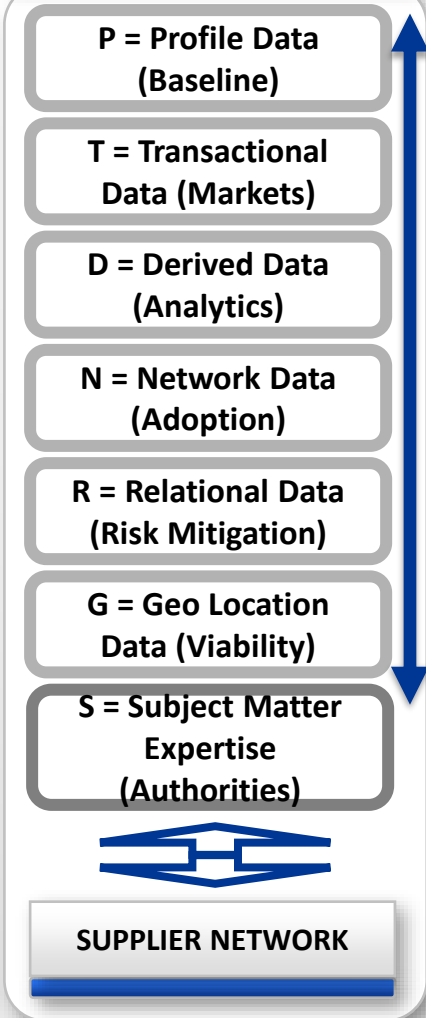
ECONOMIC DEVELOPMENT CAPITALISATION (Digitised)



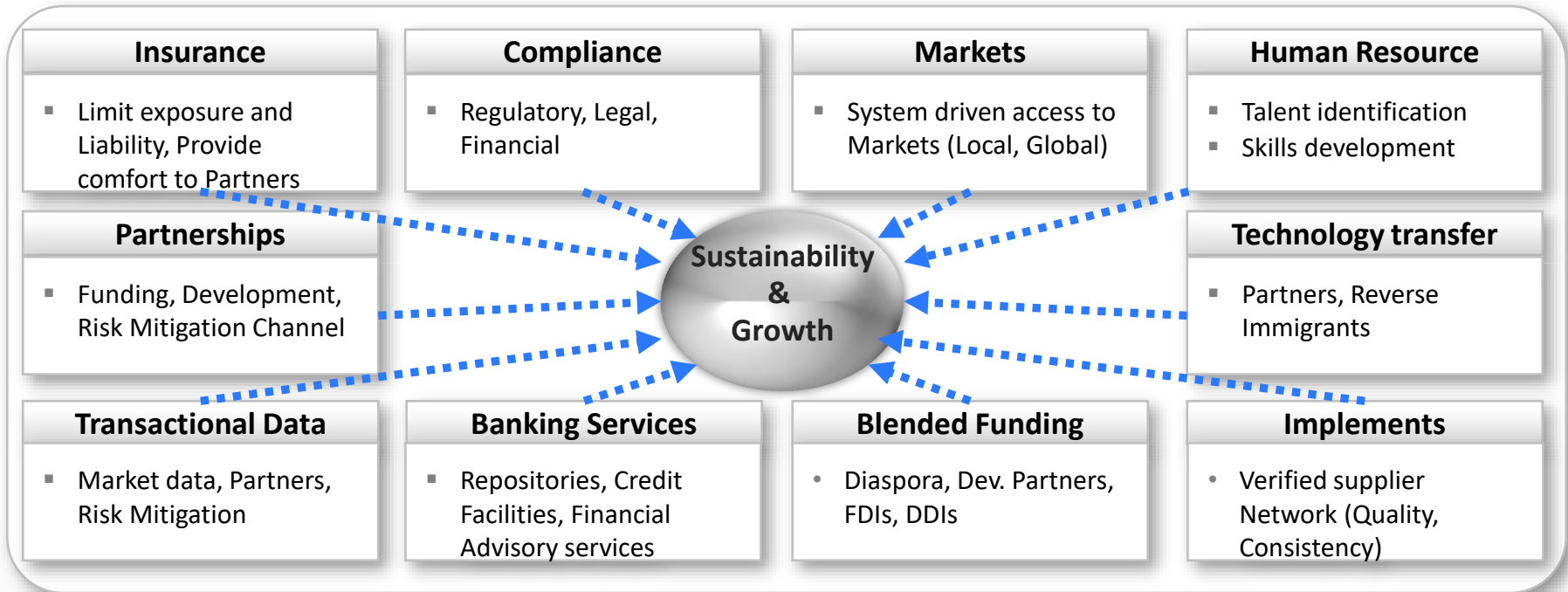
CAPITAL ABSORBANTS (Investments & Loans), Investable Space



RISK MITIGANTS



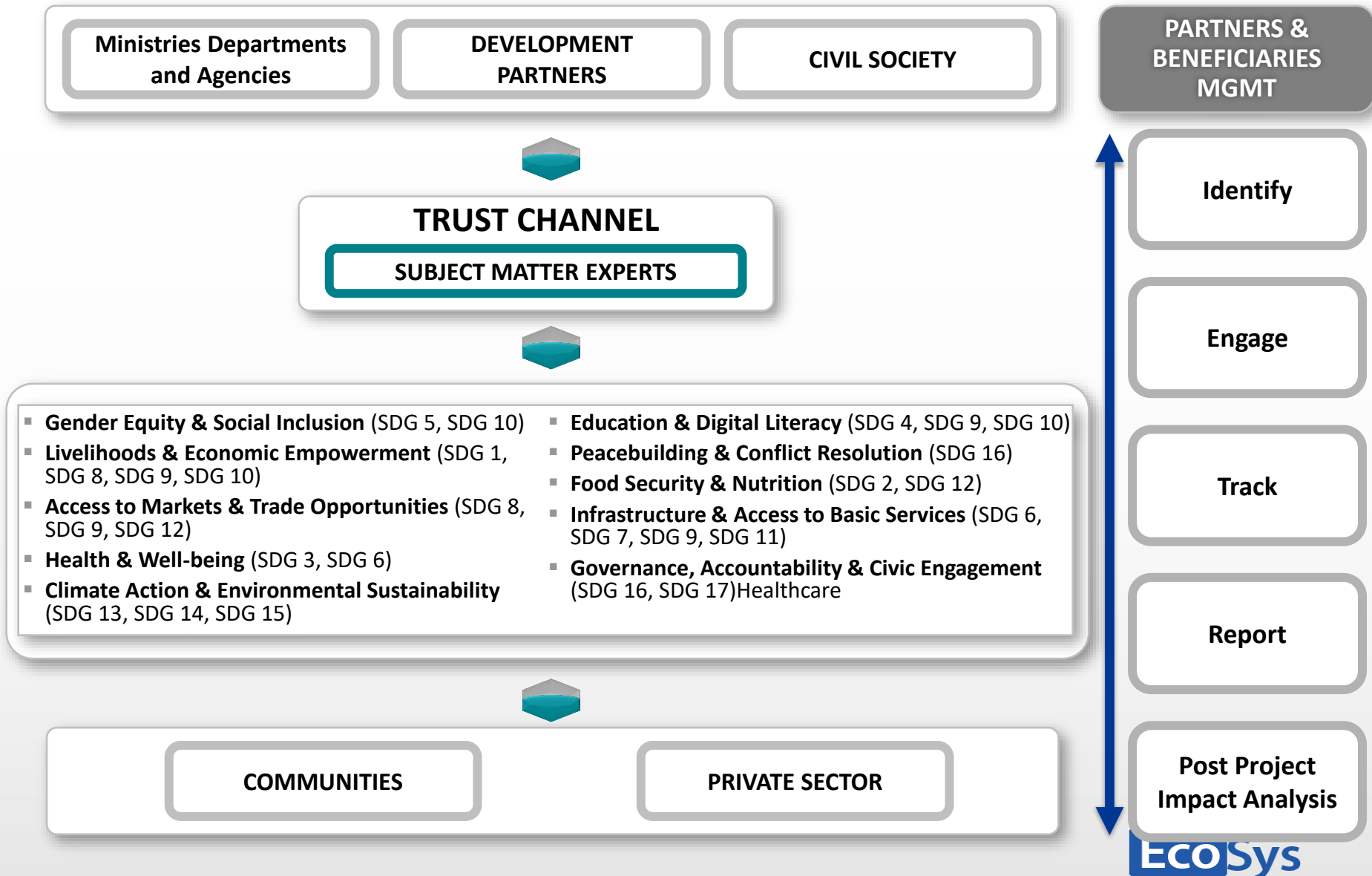
ENTEPRISES – Support structures – Risk Mitigation



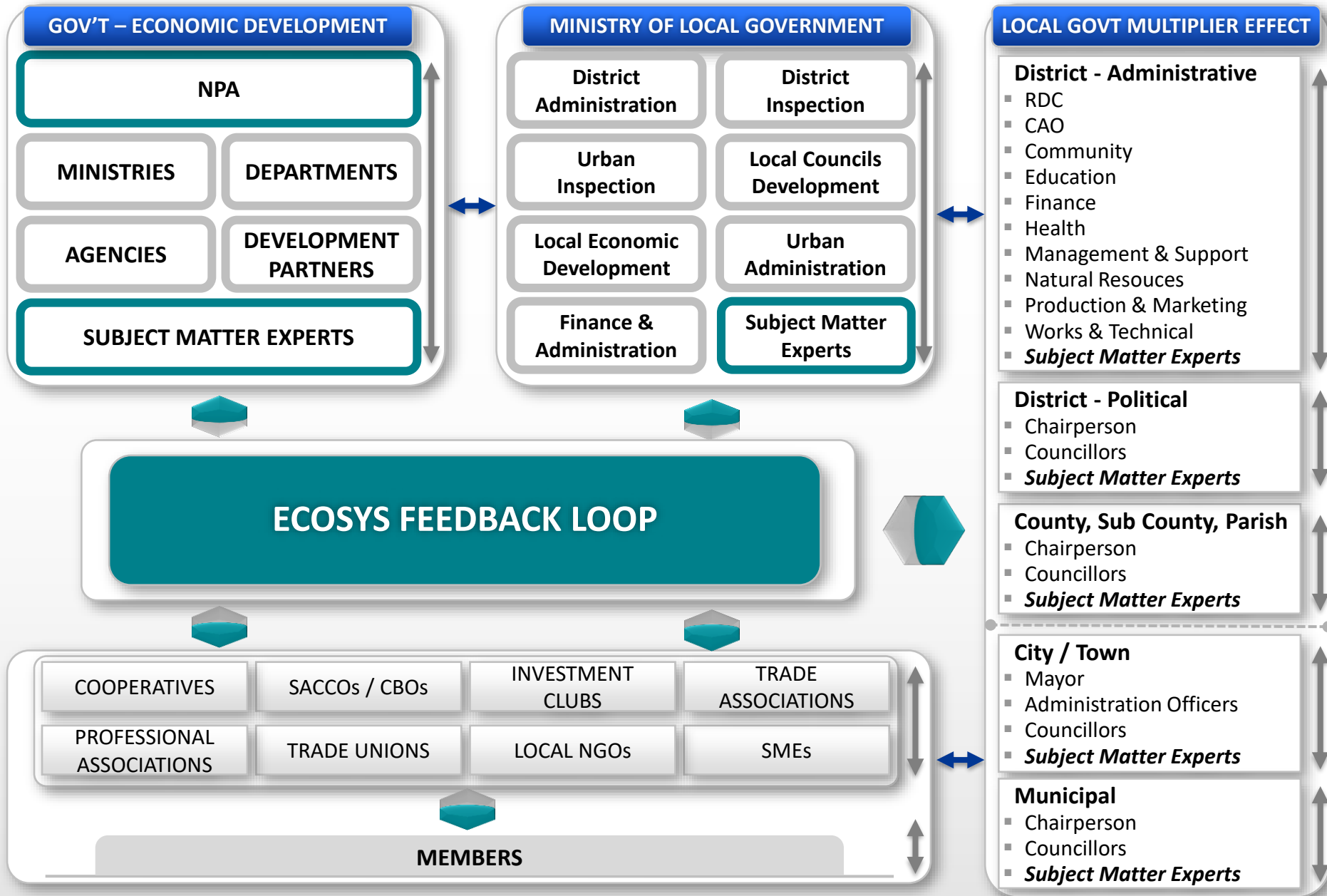
Dedicated Growth Support - Accelerating Enterprise Success

BUSINESS DEVELOPMENT	LEGAL	ACCOUNTING	MARKETS DEVELOPMENT	TECHNOLOGY	TRAINING
<ul style="list-style-type: none"> Human Resources Internal Strategic & Operational Processes 	<ul style="list-style-type: none"> Compliance with Regulatory authorities Other legal support 	<ul style="list-style-type: none"> Internal Compliance with accounting practices 	<ul style="list-style-type: none"> Adverts Channel Partners 	<ul style="list-style-type: none"> Appropriate use of Technology including Models (CAPEX Vs. OPEX) 	<ul style="list-style-type: none"> Training on various platforms, processes and partner programs

INFORMATION EQUITY



INFORMATION FLOW – GOV'T (FEEDBACK LOOP)



Initiatives (compartmentalisation)

REFNOW INITIATIVE – COMPONENTS (1)

❖ POLICIES AND FRAMEWORKS

- **Policy Enhancement:** Evidence support based on granular data (needs and impacts).
- **Centralized Policy Data Hub:** Data-Driven Decision Making for real-time insights on demographics, service gaps, and socioeconomic trends.
- **Advocacy and Awareness:** Facilitate policymaker targeted campaigns for refugee & host integration

❖ FUNDING AND RESOURCE GAPS

- **Diaspora Engagement:** Opportunities Network connects refugees' relatives and friends abroad with opportunities to contribute directly to refugee support initiatives.
- **Secondary Donor Networks:** Private foundations, corporations, faith-based organizations.
- **Blended Financing :** Financial tools for concessional loans, credit guarantees & reimbursable grants.
- **Proximity & Comm. Funding:** Credit (Relationship), SACCOs, Co-ops & Unions (Savings & Loans)
- **Capitalisation Channels:** PAYGO Model (Opex, Capex), Equity Investments, Grants and Loans

❖ SOCIAL SERVICE STRAIN

- **Healthcare Services:** Partnerships with local healthcare providers (e.g clinics, Pharmacies), Diaspora Payments towards refugees' healthcare costs.
- **Education:** Infrastructure, digital learning tools, E-Learning Platforms, Subject Matter experts.
- **Water Access & Sanitation:** Solar-powered water systems (PAYGO & Secondary Donor Network).

❖ CLIMATE RESILIENCE & ENV. SUPPORT

- **Renewable Energy:** PAYGO (pay-as-you-go) Solar Systems & Energy Marketplace (providers).
- **Sustainable Agric.:** Training by Subject Matter Experts (climate-resilient farming practices), Agro-Tech. Integration (digital tools for precision farming and market access).
- **Carbon Credits:** Equity to fund capitalization efforts, Value Chain Energy Offsets (Water, Solar).

❖ PROTECTION & SECURITY CHALLENGES

- **Digital Reporting Systems:** Protection Portal to report abuse confidentially and securely.
- **Awareness:** System driven workshops & digital campaigns to educate refugees on their rights and available legal resources.
- **Partnerships:** Tools for response actors & local NGOs (community-based protection mechanisms).

❖ ECONOMIC OPPORTUNITIES

- **Entrepreneurship Support:** Microfinance access through financial Inclusion Platform, Business Development Services (BDS), Training & mentorship to refugee entrepreneurs.
- **Employment Creation:** Job Matching Services using digital job center to connect refugees with local employers, Block Employment (from own enterprises) capitalized by Diaspora Group funds
- **Skill Development Programs:** Partnerships with vocational training institutions to equip refugees with market-relevant skills funded by Secondary Donor Network.

REFNOW INITIATIVE – COMPONENTS (2)

❖ SOCIAL INTEGRATION & COMMUNITY BUILDING

- **Community Dialogues:** System facilitated forums (refugees and host communities).
- **Digital Communication Platforms:** Community Network Tools (real-time comm. & collaboration).
- **Cultural Exchange Programs:** Partner driven content to promote cultural events that celebrate diversity and build mutual understanding.

❖ ACCESS TO TECHNOLOGY AND CONNECTIVITY

- **Device Distribution:** Provide affordable digital devices through PAYGO models.
- **Connectivity:** Partner with telecom companies to enhance internet access in refugee settlements.
- **Digital Literacy Training:** Equip refugees with essential digital skills to navigate & utilize online resources.

❖ PSYCHOSOCIAL AND EMOTIONAL SUPPORT

- **Support Groups:** Digital platform for refugees to connect and share experiences.
- **Tele-Counseling Services:** Partnerships with mental health organizations to provide online counseling.
- **Community Healing Initiatives:** Workshops, activities (promote emotional well-being & resilience)

❖ INFORMATION EQUITY (KNOWLEDGE, INFORMATION, OPPORTUNITIES AND MARKETS)

- **Interactive Information Portal:** two-way communication between refugees and support actors.
- **Localized Content Delivery:** Provide info. in multiple languages and formats to ensure inclusivity.
- **Real-Time Updates:** Digital tools to disseminate updates on services, policies, and opportunities.
- **Trust Channel:** Authority Entities, Community Information Hubs, Support organizations (Offerings, Knowledge, Information & Propagation Channels)
- **Subject Matter Experts:** credibility of source, mandate and professionalism.
- **Service Delivery Ratings:** Down-stream participation in the reporting chain.

❖ MARKETS AND LINKAGES

- **Trade View (Digital Marketplaces):** Enable refugees to trade goods & services through.
- **Distribution Network:** Opportunities for Product & Service Agents
- **Market Linkages - Buying:** Connect refugee entrepreneurs with buyers and suppliers based on local, proximity and International parameters (Supplier Network).
- **Productization:** Alternate markets

❖ ALTERNATE CAPITALIZATION

- **Asset Financing Models:** PAYGO systems to support refugees in acquiring Products (tools and equipment) & Services for business growth.
- **Diaspora Investment:** Investments from Diaspora communities through Capital Mobilization Tools.
- **PAYGO:** Guarantee Mechanisms; Co-Guarantor model (Diaspora, Partner Institutions), Credit Facilities by supplier network.

REFNOW INITIATIVE – COMPONENTS (3)

❖ BUSINESS DEVELOPMENT SERVICES

- **Advisory Services:** Business planning & growth strategies (experts network).
- **Capacity Building:** Training programs on financial literacy, marketing, and operational efficiency.
- **Compliance:** Legal, Regulatory, Accounting
- **Support and Mapping Services:** Business Development Services (Growth & Scaling), Business Acceleration (System Driven), Markets Development (System Driven), Technology, Digital opportunities (Digital tools - Operations, HR, Marketing, CRM, Financial management), Digital Delivery channels, Mapping (Financial Service Providers (FSM) & Partner Support players (local & international levels), Regulatory Support players, Growth Support players (localization of economic development), Refugee entrepreneurship support & Linkage programs (Demand for products & Services @ Org level, Entrepreneurship support programs
- **Step Program Linkages:** (Success driven Value Chain) Based on Success Index Data Repository (Upstream and Downstream)

❖ SAVINGS AND INVESTMENT CHANNELS

- **Savings Platforms:** Digitise group savings through Savings Modules.
- **Investment Opportunities:** Facilitate access to capital markets & mutual funds through financial tools, Benefits & Incentives, Investments & Savings

❖ PROJECT AND RESOURCE GUIDANCE VIEW

- **Value Chain Viability Network Mapping:** Cohesive development based on Market systems approach (Components and actors (e.g. input suppliers, producers, processors, buyers, exporters) and related support functions strength (infrastructure, information, financial services, communications, and transportation). Mapping of Funding Partners under Blended Finance Models (grants, loans, PAYGO, private capital), Human Resources Mapping (training programs, professionals), Professional Support Services (technical expertise, mentorship programs), Information Dissemination Systems (critical project information, Inclusivity)
- **Data-Driven Tools:** Implementation, Coordination Tools, Digital Monitoring Systems, identification, Targeting Tracking, Analysis, Post – Engagement (Project) evaluation.
- **Consolidation of Resources:** Stakeholders resources pool, multi-stakeholder initiatives.
- **Dynamic Updates & Adaptation:** Real-time data to update resource maps & stakeholder networks.
- **Investment Opportunities:** Access to capital markets & mutual funds through financial tools.

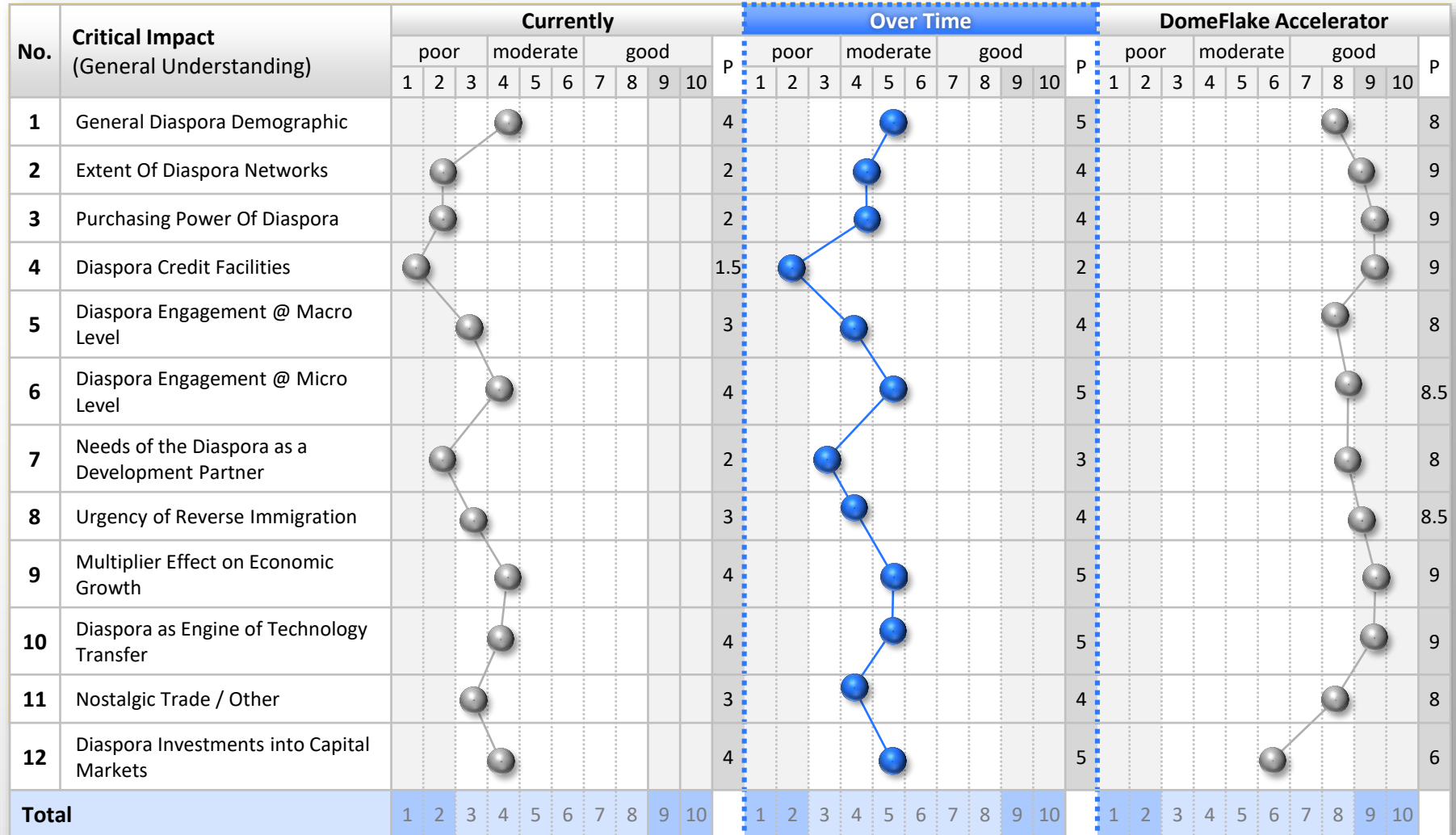
❖ PROFILING, DATA, AND RISK MITIGATION

- **Baseline & Dynamic:** Foundational Data (demographic, econo. activity, skills, operational capacity).
- **Relationship Profiling:** Mapping relationships b/n stakeholders, alignment, collaborative opportunities & potential conflicts.
- **Organizational Health Indicators:** Financial health, operational efficiency, regulatory compliance.
- **Dynamic Profiling Mechanisms:** Continuous real-time updates to profiles (relevance & accuracy).
- **Peripheral:** Anchors (Insurance), Subsidies, Incentives, Duplication Eliminating Mechanisms, Upstream and downstream decision data.

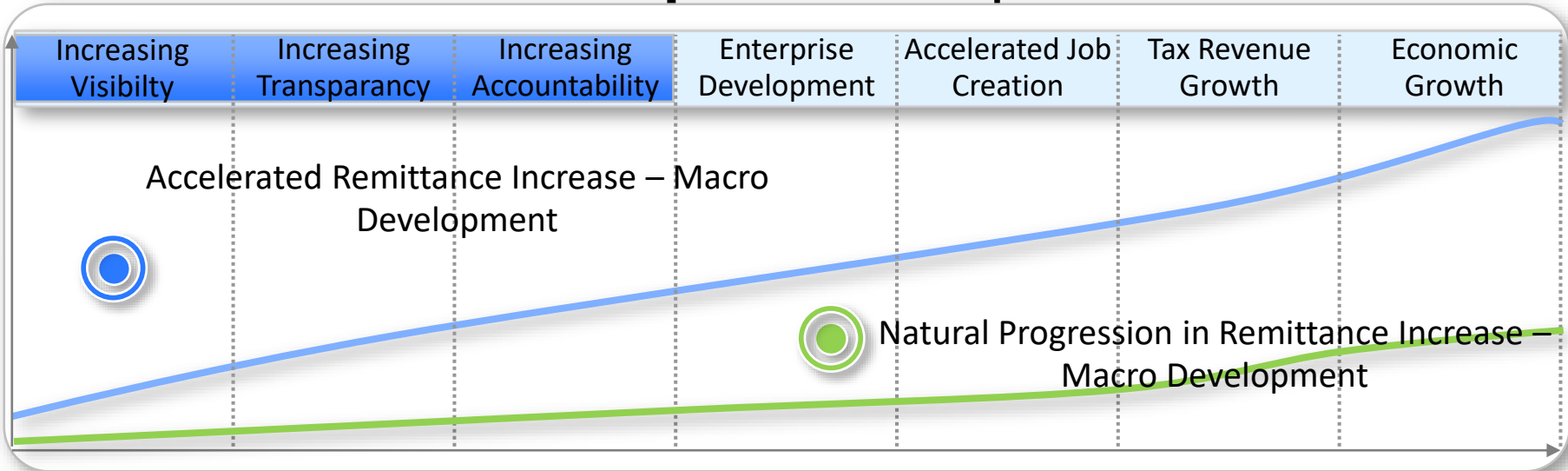
DIASPORA

Perspective About Diaspora Analysis – Partial

Effectively engaging Diaspora requires an understanding of it's potential impact



Partner Profiles & Prospects - Sample



Financial & Demographic Profile of Diaspora

- Diaspora Population = 3,000,000
- Daily Per Capita Income = \$136 (North America)
- June 2024 Remittances = \$1.5 Billion

- Consumption stands @ 78% of Remittances
- Available credit facilities = 9,000,000,000 (@ \$5000 AVG. times 60% of Diaspora Population)
- First generation immigrant's need to return home = 98%

Financial & Demographic Profile of the Afro American Block

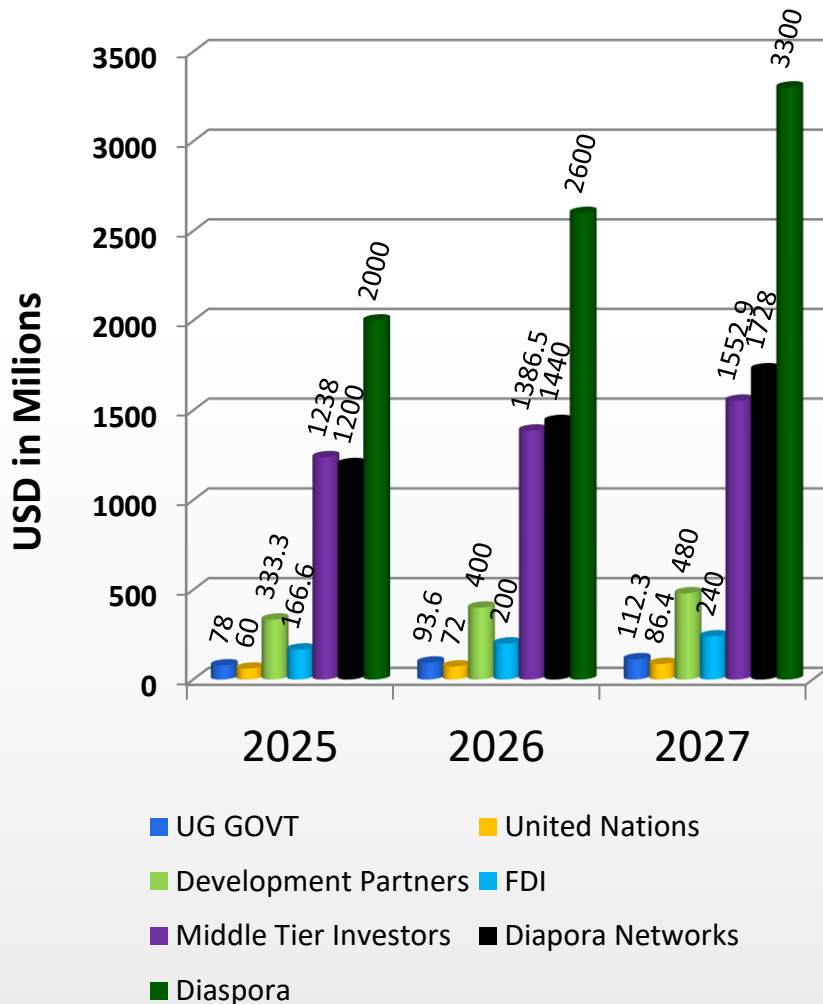
- African American annual spending / purchasing power as of 2025 = \$1.9 Trillion
- Highly Partial to Investing in Africa (40– 70) Yr Demographic

Middle Tier Investors

- Sampled 536 (North America), 15% with Investment Interest (Value addition & Manufacturing)
- Current Number = 1260
- Revenue \$50 - \$100M

Diaspora and related enterprises

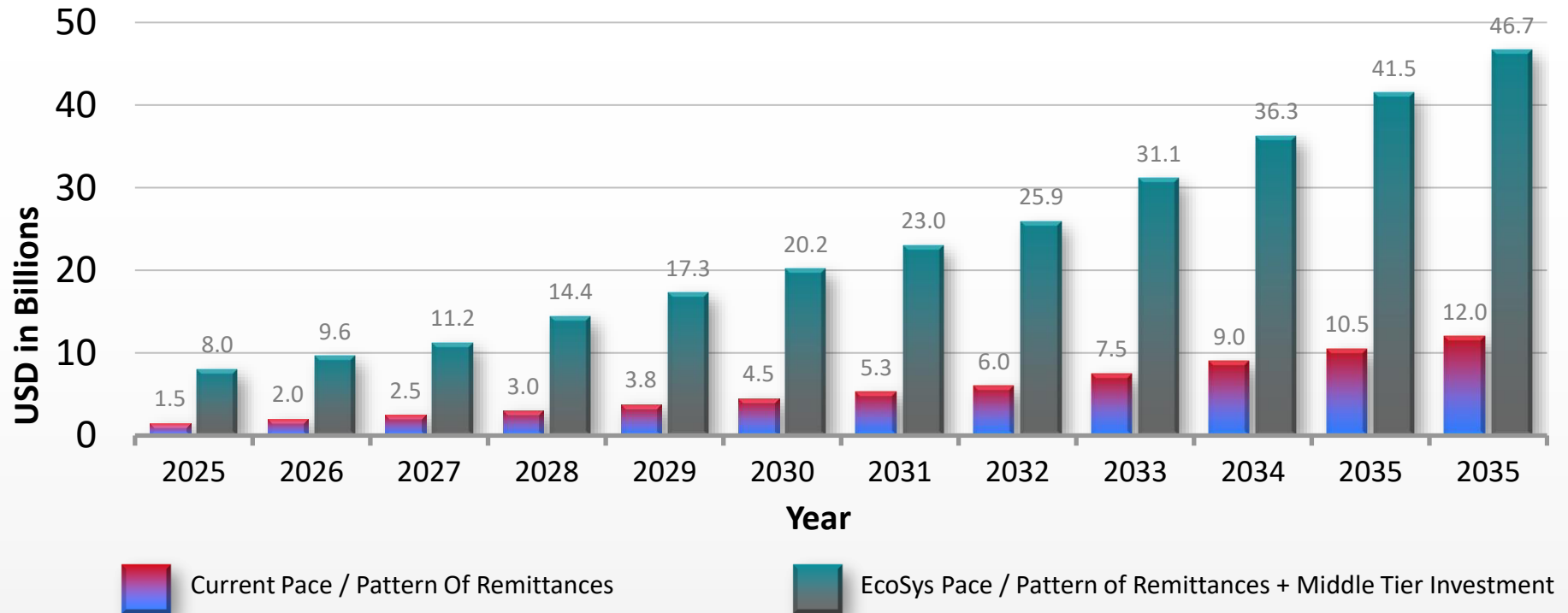
Projected growth – All Funds @ 20% Annual increase, Dev. Partner Funding @ 13%



Criteria	Diaspora Investors	Foreign Direct Investors
Resources		
Cumulative Capital	High	High
Propensity to Invest	High	Medium
Skills Transfer	High	Medium
Technology Transfer	High	Low
Market Entry Incentives		
Tax Holidays	Low	High
Repatriation Of Profits	Low	High
Use of Expatriates	Low	High
Skilled Workforce	Low	High
Risk		
Averseness	Low	High
Vibrant Markets	Medium	High
Political Landscape	Medium	High
Minimal Economic Growth	Low	High
Longevity		
Adverse Social, Economic & Political variables	Low	High
Marketing performance	Low	High
Higher profits in other geographical locations	Low	High

Remittances Over Time

Current Vs. Projected EcoSys Remittance patterns Path from Consumption to Development Remittances

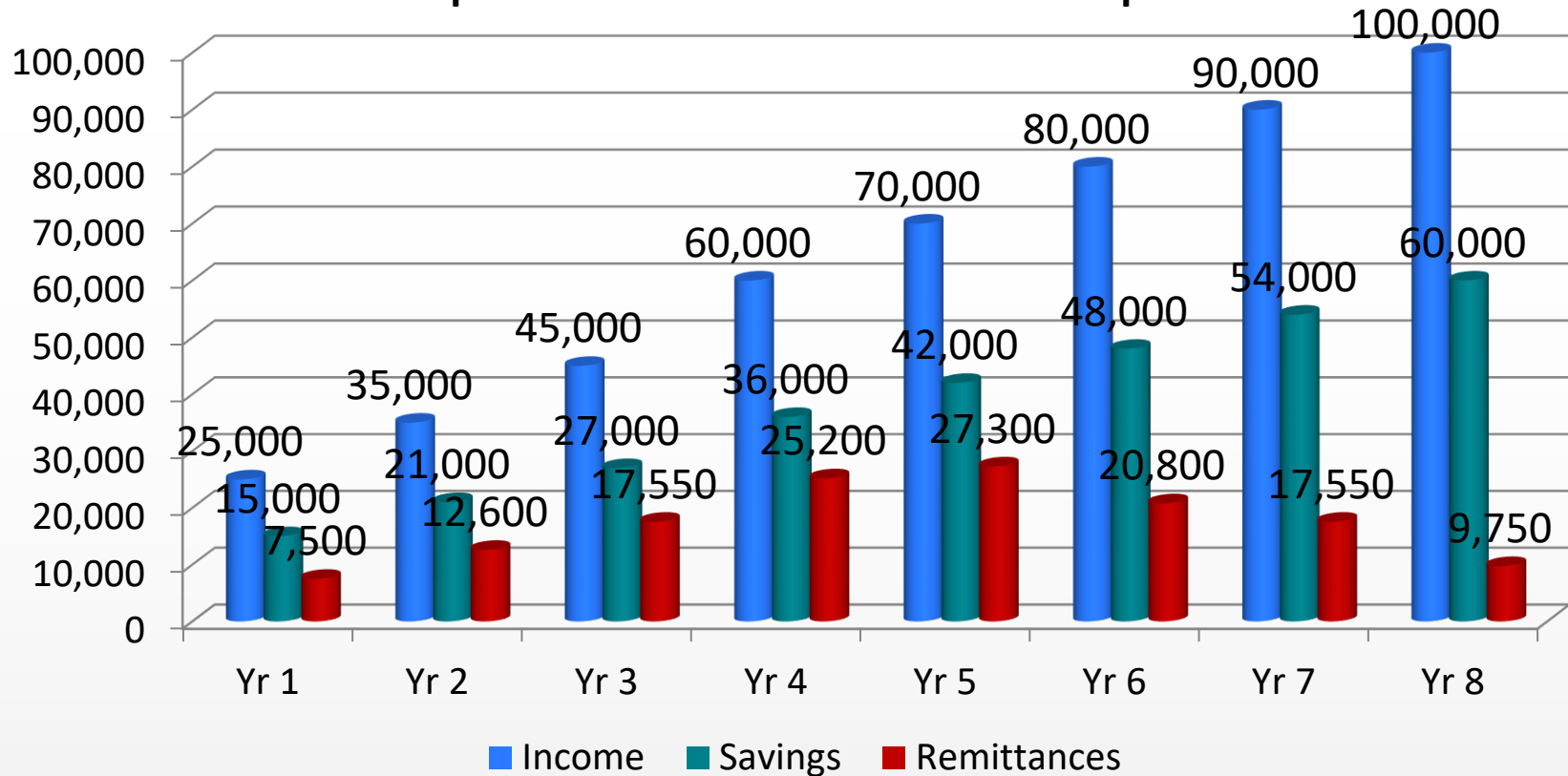


REMITTANCES PATTERNS & DRIVERS

- Currently Remittances appreciates by 100% (Every 3-4 Years)
- EcoSys Pace / Pattern of Diaspora Remittances + Middle Tier Investment, appreciation of by 80% (Every 3-4 Years)
- Increase in Investment Remittances driven by Visibility, Accountability and Transparency

Diaspora Remittances– Opportunity Cost 533%

Path from Consumption Remittances to Macro Development Remittances



DIASPORA PROFILE

- DPI \$136 (North America & Western Europe)
- Propensity to Save = 60%
- Propensity to remit = 50% of Savings
- Investment Appetite = 80%

REMITTANCE SNAPSHOT

- Remittance Drop @ Median is 4 – 5 Years
- Remittance Lows of 25% and Highs of 80% as % of Savings
- Numbers based on an Individual's Cycle
- Consumptive + Invest pre Median Mark, Thereafter Consumptive

Data Impact on GOVT Programs

PDM

Impact Dashboard – Parish Development Model

Intervention

- ☐ Emyoga
- ☒ Parish Dev. Model

Pillar (7)

- ☒ Production, Storage, Processing and Marketing
- ☐ Infrastructure and Economic Services
- ☐ Financial Inclusion
- ☐ Social Services
- ☐ Mindset change (Environment, gender, disability)

Sub Pillar (4)

- ☐ Production
- ☐ Storage
- ☒ Processing
- ☐ Marketing

Region (4)

- ☐ Central
- ☐ North
- ☒ East
- ☐ West

District (32)

- ☒ Jinja
- ☐ Kaberamaido
- ☐ Kaliro

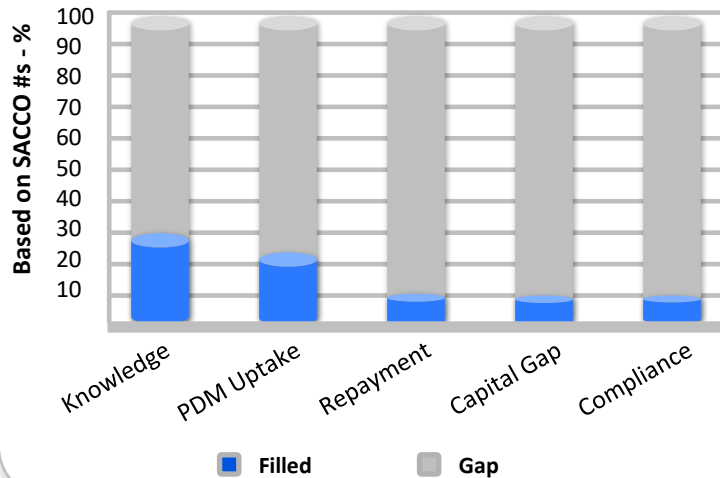
Sub County (11)

- ☐ Busedde
- ☒ Buwenge
- ☐ Buwenge TC

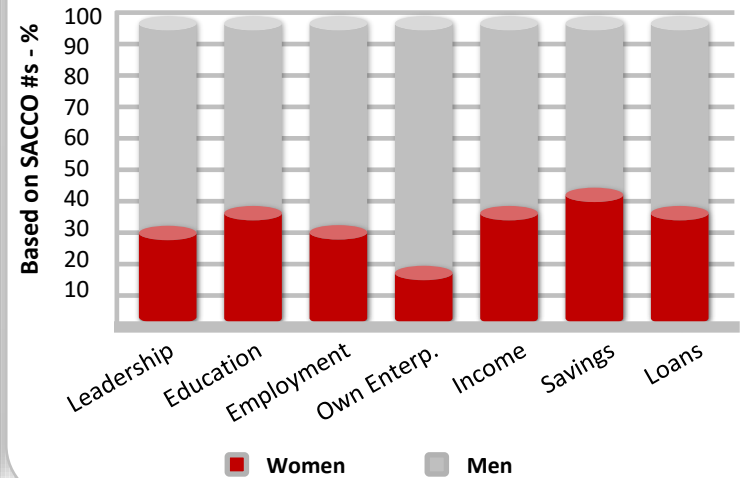
Parish (5)

- ☐ Buweera
- ☒ Kagoma
- ☐ Kaiira

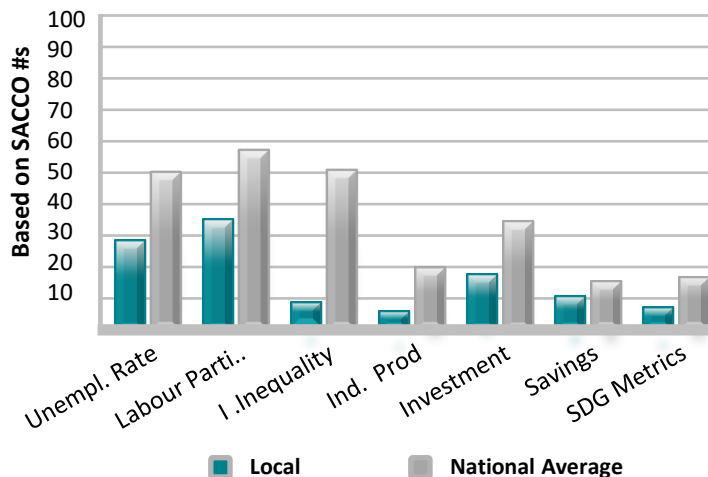
SACCOs Engagement



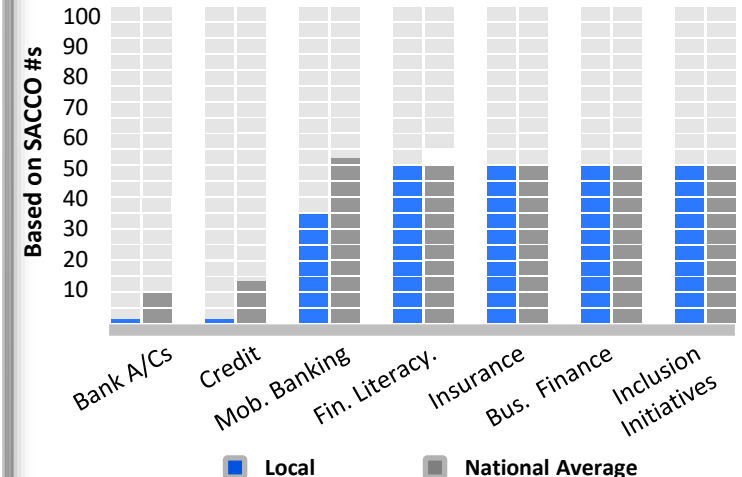
Engagement By Gender



Economic Growth



Financial Inclusion – Localisation



Summary

Strategic Partnerships – (1 of 2)

-  EcoSys & Affiliates
-  United Nations
-  Dev. Partners
-  MDAs
-  Local GOVT
-  Industry / Organizations

ECOSYS AREAS OF COOPERATION

Nature of Involvement By Partners Varies From Active Participation To Observation

						▪ Rapid Digitization (Underpinned by baseline and transactional profiling, KPIs)
						▪ Partner mobilization & integration (Tools)
						▪ Capital mobilization for Markets & Enterprises (Diaspora, FDI & DDI)
						▪ Accelerated mid – large size enterprise creation
						▪ Benefits & Incentives Development
						▪ Targeted partner interventions (Evidence based and data driven)
						▪ Enterprise Support structures to increase success probability (Sys. driven & dedicated hubs)
						▪ Ops Technology, Fin-Tech provisioning for enterprises at scale (Achieved via our partners)
						▪ Standards (Hybrid Franchising, Value Chains, Block products / services consumption)
						▪ Implements / Supplier Network
						▪ Markets development (Proximity, export)
						▪ Value addition via manufacturing ,agro processing + extractive ind., tourism & construction
						▪ Skilled labor force propagation (Visibility & Access tools)
						▪ Granular employment (Co-op Structures)
						▪ Information access (Sensitization+)
						▪ Ministries, Departments & Agencies capitalization (Broadening Tax and contributions base)
						▪ Decentralizing economic activity
						▪ Accelerated transition from an informal to a formal economy