



# DEVELOPMENT OF GREEN INDUSTRIAL MASTERPLANS

SOROTI, ENTEBBE, PAKWACH

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# National Industrial Parks Development Strategy (2020/21 – 2024/25)

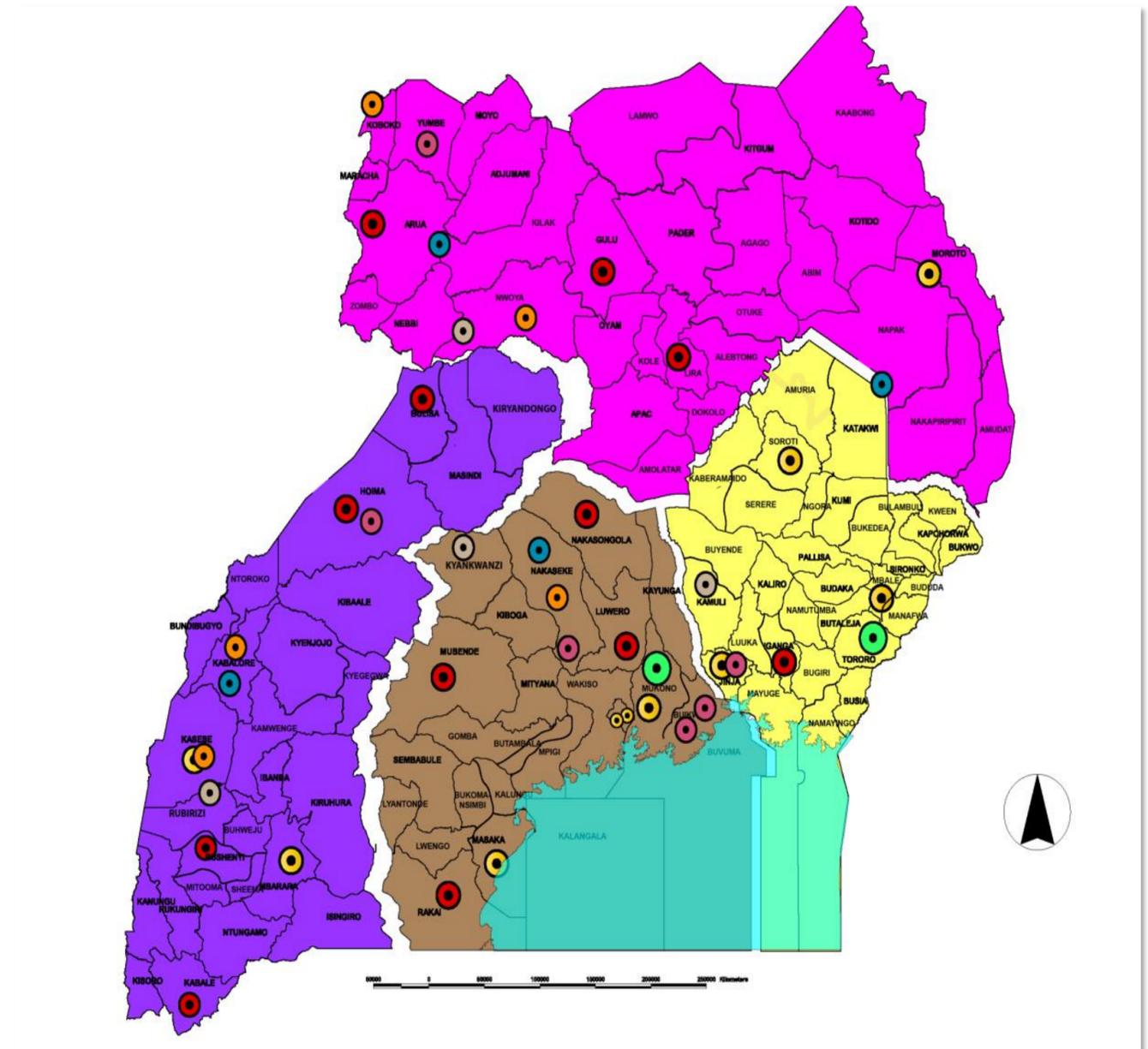
## LEGEND:

### Regions within Uganda :



### National Industrial Parks Development:

- 9 Gazetted Industrial and Business Parks under Development
- 13 gazetted Industrial and Business Parks not yet developed
- 2 Proposed Large Scale Industrial & Business Parks specific to the (SGR) Project
- Proposed 4 regional Science, Technology and Industrial Parks (STIPs)
- Proposed Industrial Parks under the Forum on China–Africa Cooperation (FOCAC) Programme
- Proposed 4 Regional Science, Technology, Engineering, Innovation (STEI) Parks
- Other Developed Private Industrial Parks

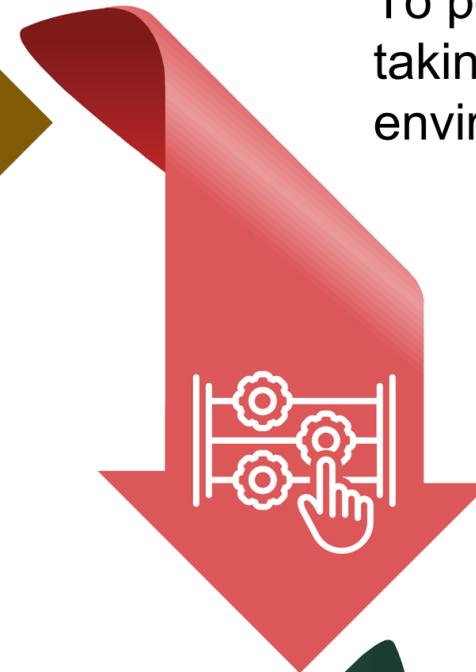


# Objectives of our assignment

To initiate/advance the implementation of green (industrial ecology) principles, in particular, circular economy and symbiotic infrastructures



To perform/refine a sectoral prioritization taking into account economic, environmental, and social impacts.



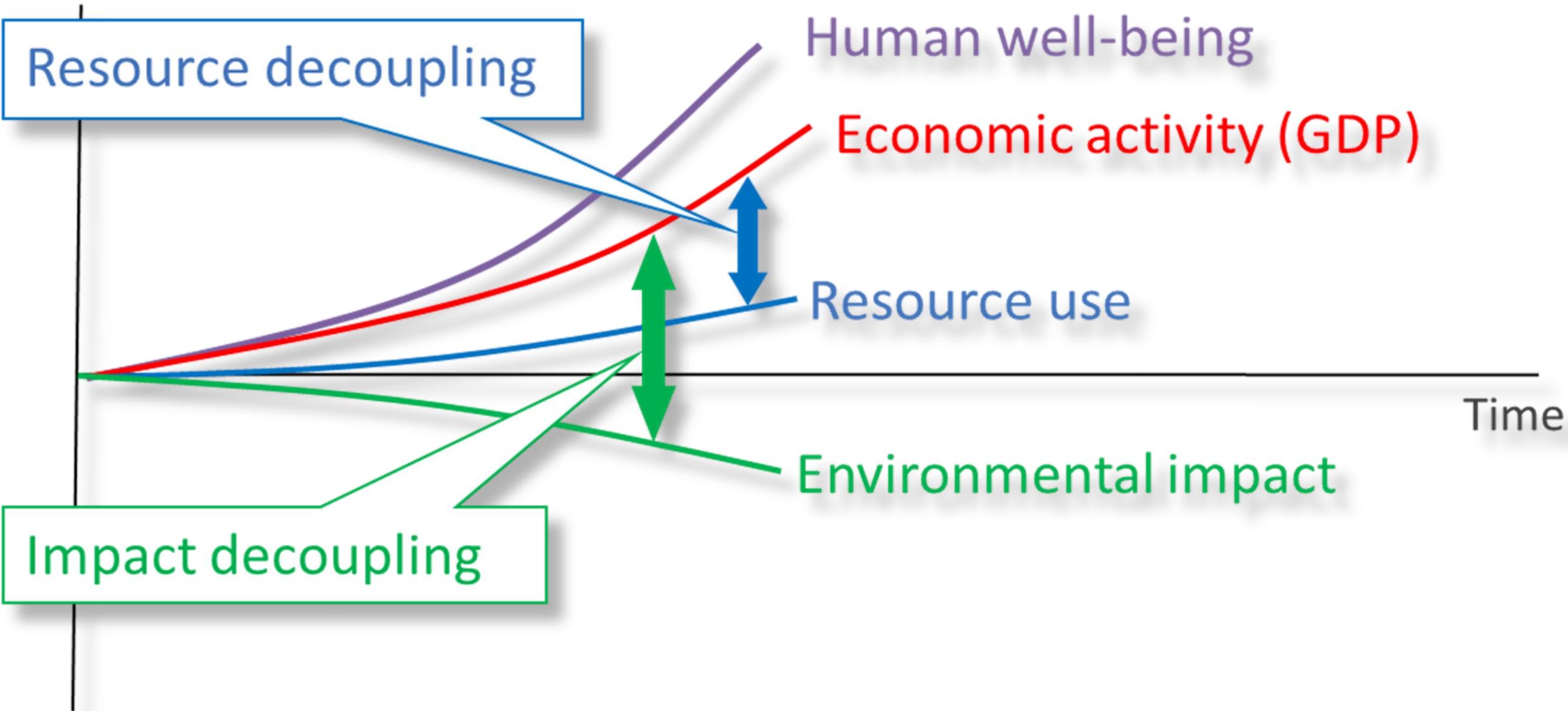
To support UFZA, , UIA, and DERO in refining its value proposition for the 3 Industrial Parks/Freezones.



To identify/refine opportunities for green innovation and develop bankable concept notes. To design/update the parks' masterplans



# What is green industry?



# Free Zone/Industrial Park implementation stages



**1** **Stage 1**  
Site Selection



- Apply eligibility criteria.
- Identify relevant legislations.

**2** **Stage 2**  
Business Case Development



- Business Case.
- Leadership committee/board.
- Select Developer and Operator.
- Land acquisition and site masterplan.
- Infrastructures needs.
- Mobilize businesses and co-investors.
- Design incentives packages.
- Companies' selection.
- Marketing, KPIs skills strategy, partnerships

**3** **Stage 3**  
Setup



- Park management structure
- Land acquisition process and site masterplan.
- Lease and rental agreements
- Natural resource governance

**4** **Stage 4**  
Construction



- Update the industrial park Business Case
- Monitor green growth KPIs related to construction phase.
- Operational arrangements for the management of common infrastructures including PPP.
- Plot allocation to favor RECP and symbiosis
- Ecosystem services payment set-up
- Community infrastructure upgrade
- Vocational training

**5** **Stage 5**  
Operational



- Industrial Park Operational Plan
- Compliance and financial incentives
- Manage infrastructures and services/ One Stop Center facilities.
- Community, ecosystem or training initiatives.
- Marketing and communication

**6** **Stage 6**  
M&E



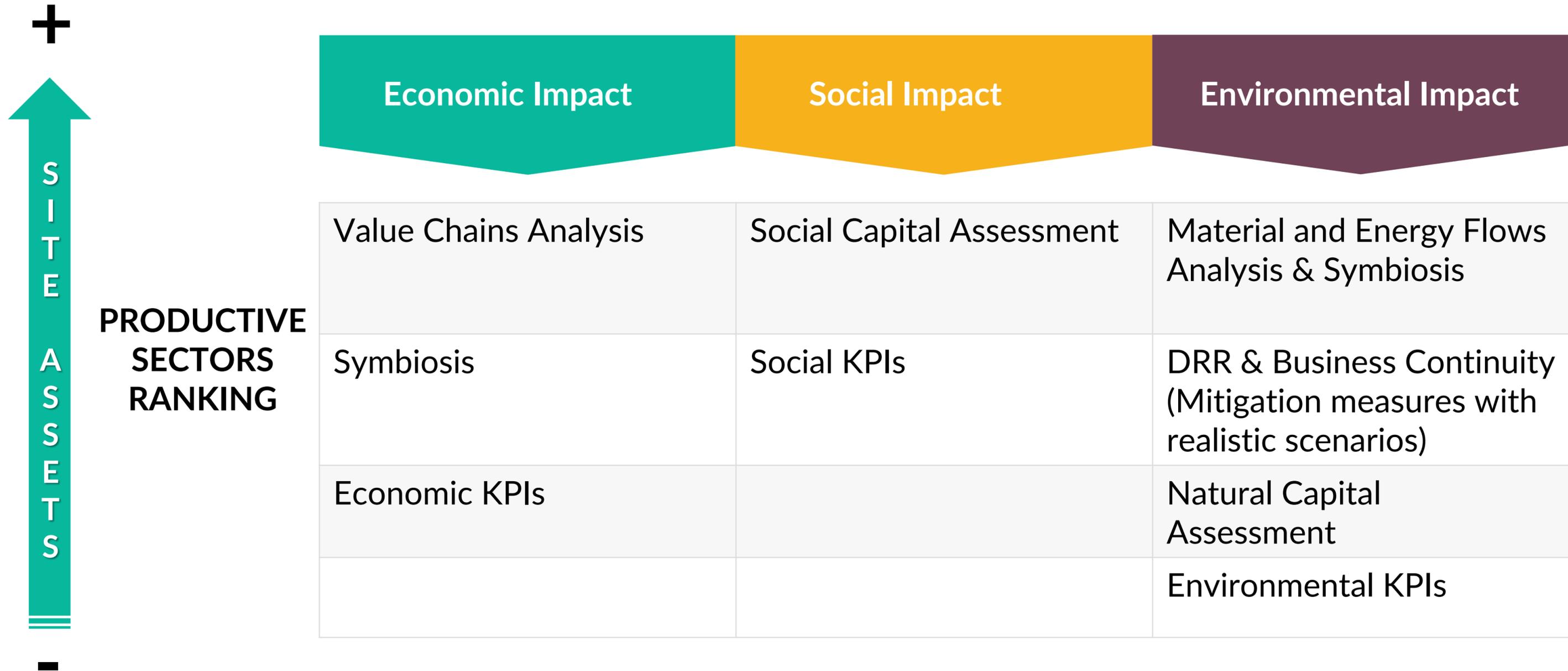
- Self- monitoring and reporting of collective performance
- Assist in individual companies Green Growth performance.
- Capacity building initiatives (ex. RECP training) and peer-to-peer learning (together with partners)
- External audits & certifications

**7** **Evolution**



- Scale-up, equilibrium, merger, revitalization or spill-over of the industrial park.

# Methodological Approach: Programming for performance



# Complementary operational criteria

Only one park (Pakwach) was greenfield. We prioritized sectors following the programming for performance approach and added criteria based on field analysis, stakeholders' engagement, direct mobilization, and pragmatism.



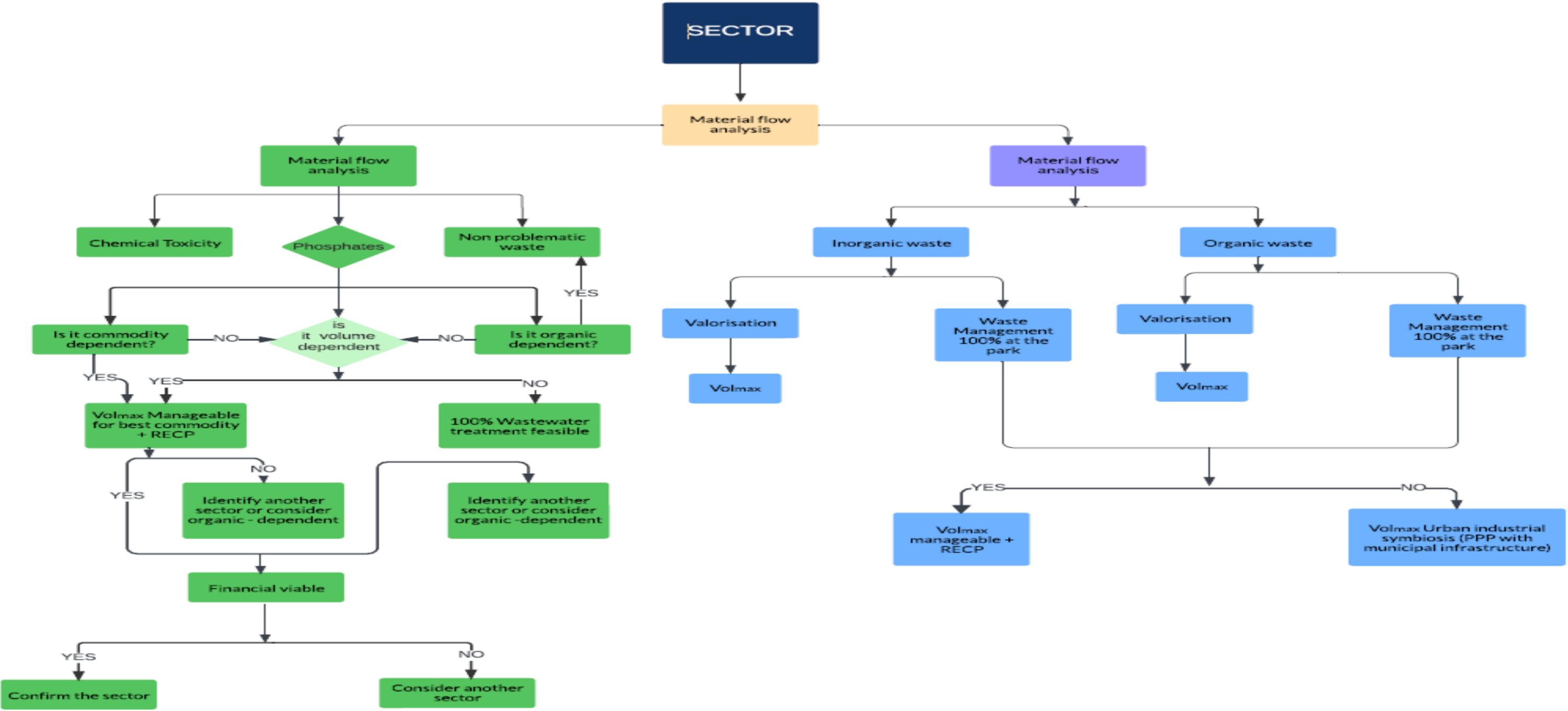
Inclusion of sectors from companies at the operational or construction stage.

Priority to sectors where credible potential partners have been identified through a three-pronged approach.

Priority to sectors/infrastructures whereby potential investors have already been identified or facilitated.

- a. Schedule of Lease (pre-allocation) with the flexibility to advise on revisions.
- b. Expressed interest from stakeholder's meeting and consultants' direct mobilization (ex identification through associations, field visits, listings... ).
- c. Demonstrated capacity (sales, export shares, technology, representation, etc.)

# Decision Tree for Sector Prioritization (for indicative purposes only)



# Entebbe Zone

- Small size (5 acres), 7 units, unallocated
- Vicinity to lake Victoria, the airport and upcoming Fresh Handling Facility.
- Partly built, not operational
- From 2022 mission, option close to finish processing retained



# Entebbe Freezone Recommended Sectors:

Yes (limiting conditions apply)

No

**Fruits & Vegetables (conventional & organic)**



**Meat**



**Dairy (cheese)**



**Floriculture**



**Innovation (ex. Fish waste valorization)**



**Minerals**



**Pharmaceutical**



**Fish (frozen fillet & smoked fish)**



**Dairy (Milk & Yogurt)**



**Floriculture buffer role to the Fresh Handling Facility**

# Entebbe Free Zone Potential Unit Allocation and Masterplan:

## Building 1

Unit 1: Organic fruits and vegetables washing and packing (Hortifresh associative model).

Unit 2: Conventional fruits and vegetables washing and packing (Hortifresh associative model)

Unit 3: Conventional fruits and vegetables washing and packing (KK fresh model)

## Building 2

Unit 4: Meat Individual pieces packaging and Bulk export packaging for Meat

Unit 5: Meat bulk packaging

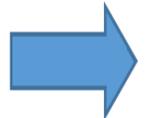
Unit 6: Cheese processing

## Building 3

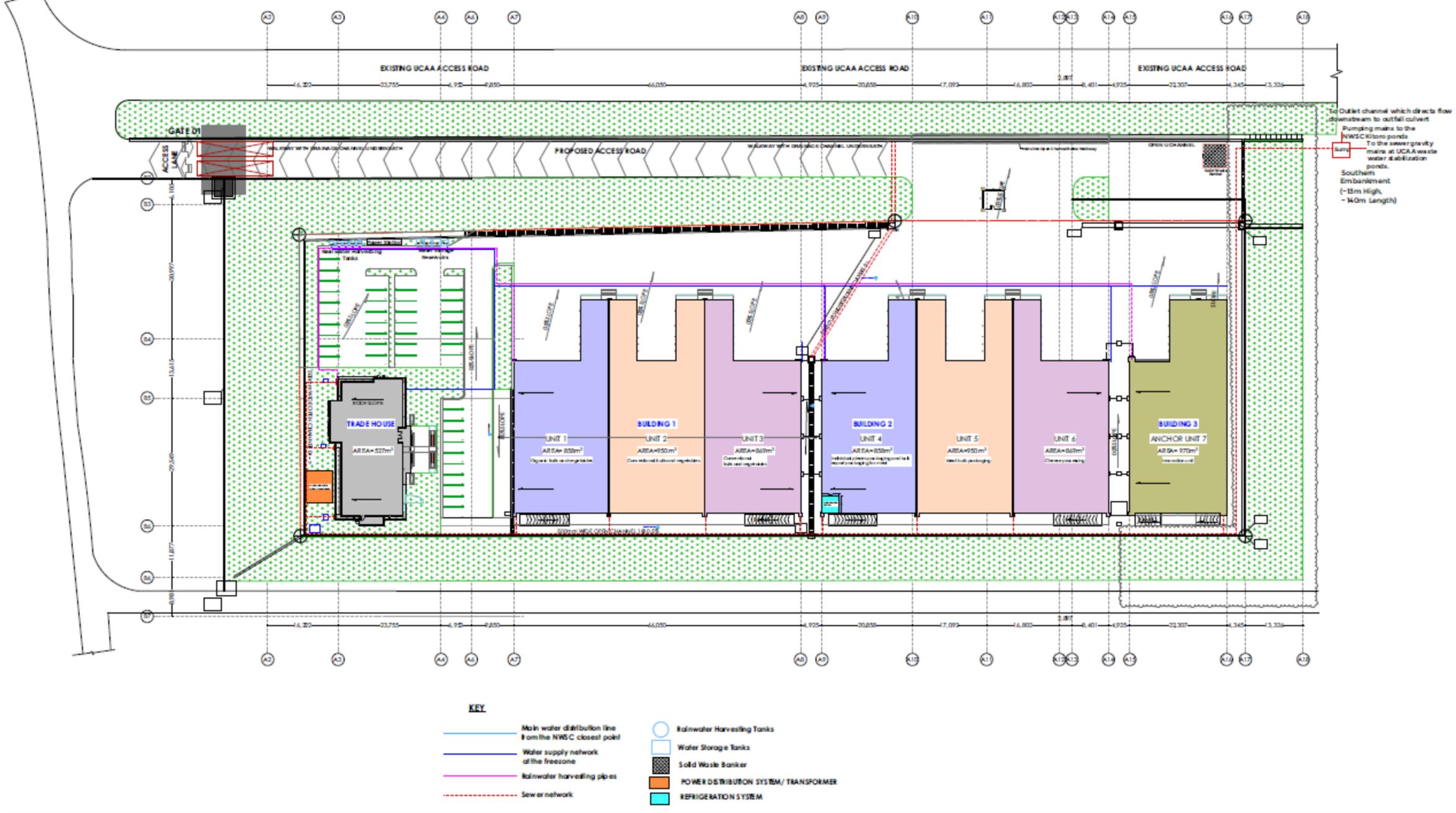
Anchor unit 7: Flexible allocation & customization (floriculture trimming and packaging flowers, conv. fruits & veg., Innovation ex fish waste Omega 3 valorization)



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# Entebbe Freezone Draft Masterplan



# Soroti Industrial and Business Park (SIBP)

## key features:

- 219 acres mostly allocated
- 20 acres for Freezone
- 6 acres for SMEs
- Some companies quasi operational, others halted or haven't started. Park only operational at 20% capacity
- Close to a swamp
- Watsan contamination already noticeable. Heavy dependance on Aminit Landfill and Telogot Village Dumping Site.



# SIBP Recommended sectors:

Yes (limiting conditions apply)

No

Fruits & Vegetables (fresh, concentrates, juices, purees, dried, indigenous plants...)



Fish



Dairy



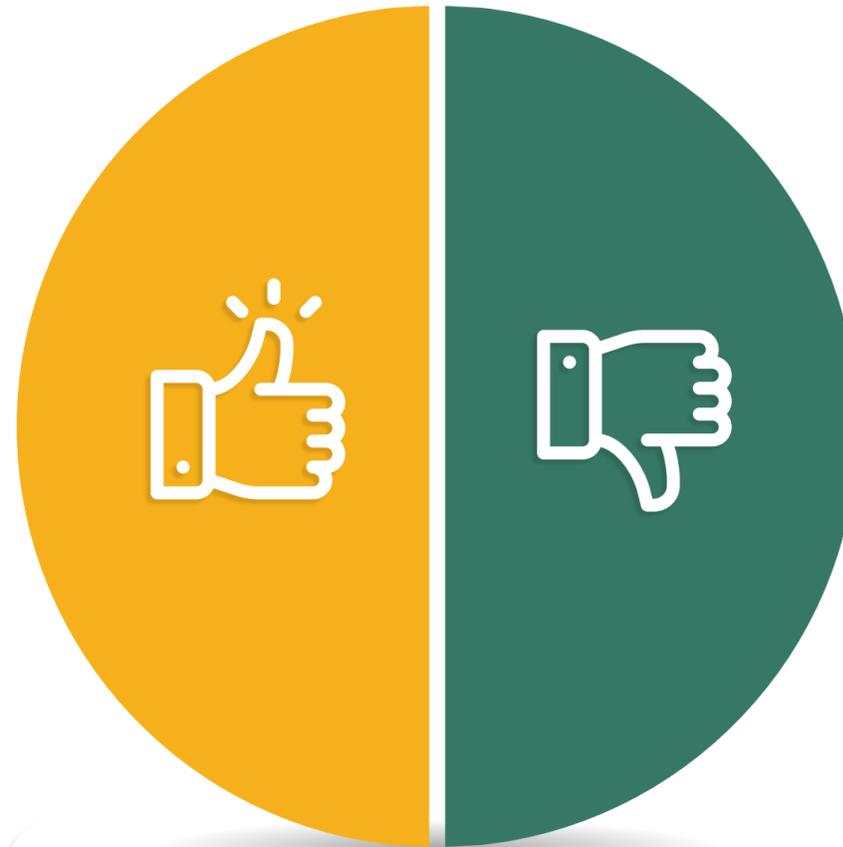
Grains, Seedoils and Leguminous Plants



Animal Feed



Already present: Herbals, Concrete, Hospitality, Cassava (Starch/Ethanol)



Meat

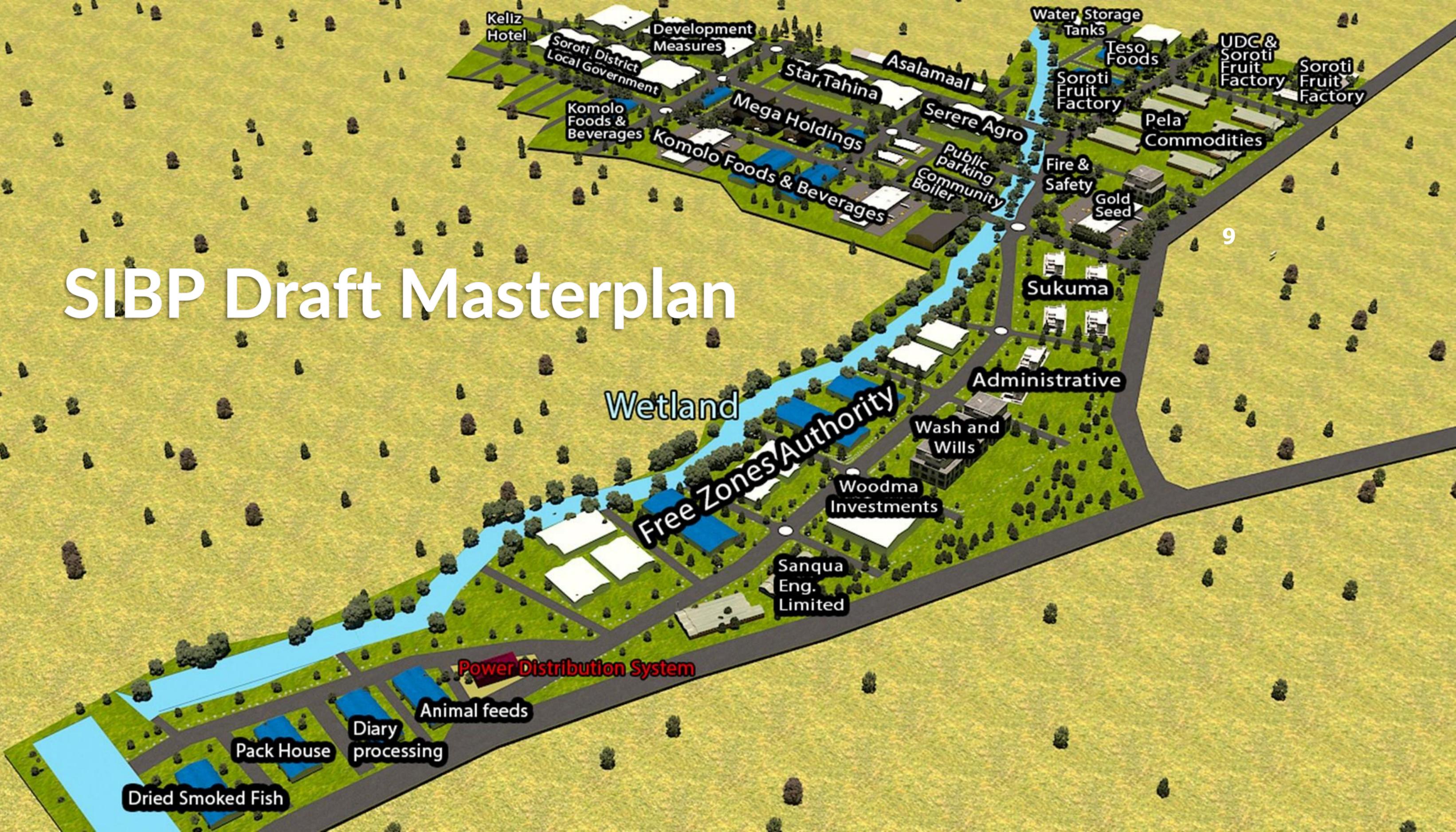


Beehive products



Fruits Juices further growth

# SIBP Draft Masterplan



# Pakwach Industrial Park: (Private Sector) key features:

- Pakwach is the start point of the Albert Nile with close proximity to Kabalega National Park/Murchison Falls with high Tourism potential
- Greenfield park with Park inside infrastructures dependant on GoU funding
- Export potential in general of South Sudan and Congo. Planned extension of Uganda Railway (Gulu-Pakwach Line) into South Sudan. Lake Albert Port and Ferry Project
- Logistical support for Kibali Mines in DRC almost entirely through Uganda.



# Pakwach Sectors Selection Strategy

- Fish
- Fresh Fruits & Vegetables
- Cassava products
- Seedoils and Leguminous plant products
- Coffee

- Packhouse
- Cold Chain Services
- Solar Energy
- Briquettes
- Internal Container Depot (ICD)
- Extractive company's logistics hub for local in-country construction materials. Food provision to the oil companies' workers



- Cultural Center
- Eco-Hotel
- Eco-Camp
- Tourist Boot & Gear rental
- Tourist guide training center and translation services.

# Pakwach Draft Masterplan



# Infrastructure Project Proposals

**(140M USD) for now**



Urban Industrial Symbiotic projects to prevent environmental disasters:  
e.g water supply, industrial waste water management, solid waste management



Resource Efficiency – Cleaner production infrastructure to catalyse circular economy and symbiosis principles. These include shared boilers, energy efficiency infrastructure, waste valorization infrastructure



Productive Infrastructure to catalyze SME development and innovation. These include innovation center with test labs and small scale production space, dairy collection point, seed oil cold press, cold chain and possibly freeze dry infrastructure.



Services that will support promotion of the park like logistics, employee well being like hospital, training center

Concept Notes	Investment Amounts (M usd)	Reduced CO2 (M tonnes)	Green Jobs Created	Access to sustainable energy	Access to Sanitation	Access to waste management
Waste water	47	23	107,597		311,396	
water supply	49		11,005			
Solid waste	4	0	592			374,036
blue green	12		2,384			
Renewables	18	1	1,363	131,069		
others	10					
<b>Total</b>	<b>139</b>	<b>24</b>	<b>122,940</b>	<b>131,069</b>	<b>311,396</b>	<b>374,036</b>

# Next steps and GGGI support areas

- Concept Notes Project Proposal Development
- Urban Symbiosis Concept Notes integration in Urban Development Program
- Masterplan and Concept Plan Implementation Support
- Park Management Capacity Building
- Replication to other sites

	No. of Concept Notes		
	Entebbe	Soroti	Pakwach
Watsan Urban Symbiosis	5	4	4
RECP	2	3	2
Productive	1	3	3



MINISTRY OF TRADE, INDUSTRY AND COOPERATIVES

## GUIDELINES FOR DEVELOPING UGANDA'S INDUSTRIAL PARKS AND FREEZONES



Government of Uganda  
November 2022

This work was done to show practical application of the green industrial park and freezone guidelines GGGI developed in 2022.

The guidelines have been signed off by government.



# Thank you



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