



**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**
Danida

Project Progress National Oversight Committee (NOC) Meeting

Uganda Trade Support Project with
TradeMark Africa

Kampala, 05.06.2025

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The Global Green Growth Institute (GGGI) was founded as a treaty-based international, inter-governmental organization in 2012 at the United Nations Conference on Sustainable Development.

GGGI's vision is a low-carbon resilient world of strong, inclusive, and sustainable growth. At the core of its mission, GGGI supports its Member States in transitioning their economies towards a green growth model that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth. GGGI's work contributes to its Members' efforts to deliver on the Sustainable Development Goals and their Nationally Determined Contributions to the Paris Agreement.

GGGI partners with governments, civil society, and the private sector to develop innovative green growth solutions, project financing and investment, and share knowledge and lessons learned.

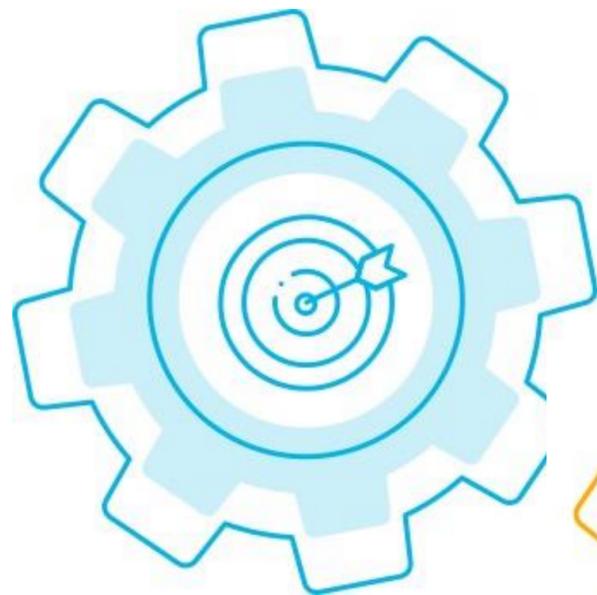


ABOUT GGGI



VISION

A low-carbon resilient world of strong, inclusive, and sustainable growth.



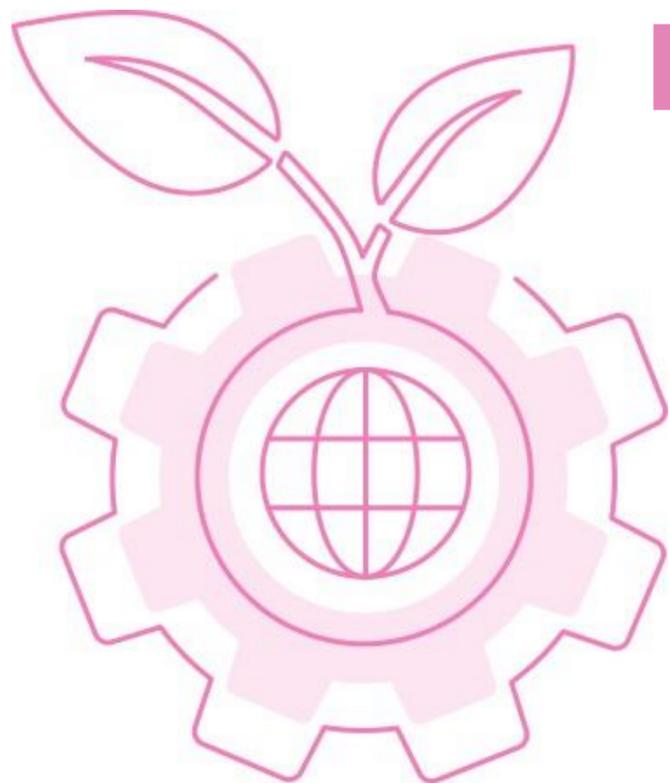
MISSION

GGGI supports its Member States in the transformation of their economies to a green growth economic model.



POSITION

A trusted advisor & development partner embedded in member & partner governments.



GOVERNANCE



H.E. Ban Ki-moon

President of the Assembly & Chair of
the Council and 8th Secretary-General
of the United Nations

SECRETARIAT EXECUTIVES



Dr. Frank Rijsberman,
Director-General



Ms. Helena McLeod
Deputy Director-General
and Head of Green
Growth Planning and
Implementation Division



Mr. Gerard O'Donoghue
Assistant Director-General
and Head of Operations
Enabling Division



Dr. Kyung-Nam Shin
Assistant Director-General
and Head of Investment
and Policy Solutions
Division

GGGI GOVERNANCE



The Council is the executive organ of GGGI, and it is led by the Chair (H.E. Ban Ki-moon) and two Vice-Chairs (Republic of Korea and Sri Lanka) for two-year terms. The Members of the Council in 2023 are Côte d'Ivoire, Indonesia, Norway, Pakistan, Peru, Republic of Korea, Sri Lanka, Uganda, United Arab Emirates, H.E. Ban Ki-moon, H.E. Maria Kiwanuka, H.E. Boonam Shin, Dr. Pepukaye Bardouille, and the Director-General of GGGI.

H.E. Ban Ki-moon

President of the Assembly & Chair of the Council and 8th Secretary-General of the United Nations



GGGI MEMBER STATES & COUNTRIES OF OPERATION



Headquartered in Seoul, Republic of Korea GGGI currently has 48 Member States and operations in over 40 countries.

- MEMBER STATES
- MEMBER STATES & OPERATIONS
- PARTNER STATES & OPERATIONS

GGGI PROGRAMMATIC SOLUTIONS



Catalyzing and accelerating access to climate finance/ green investments for Members' public and private sectors

Green Investments

Green bankable projects, investment proposals, national financing vehicles, green and climate instruments, carbon-focused engagements.



Supporting our Members in strengthening policy, planning and regulatory frameworks, and institutional capacity to achieve green growth outcomes

Climate Actions

Inclusive green growth plans, LT-LEDS, NDC support, MRV system design, climate diplomacy.



Achieving a sustainable and circular bioeconomy while securing healthy natural systems

Climate Resilient Agriculture

Solar irrigations, renewable energy application in agri-value chain, resilient cropping practices, resource conservation

Sustainable Forests

REDD+, landscapes financing mechanisms, innovation of natural capital markets.

Coastal Resilience and Blue Economy

(1) Safeguard and strengthen coastal ecosystems resilience and biodiversity; (2) and promote a sustainable and innovative blue-economy.



Making cities and communities sustainable, livable, and resilient, supported through green jobs, services, and green infrastructure capital markets innovations

Circular Economy and Sustainable Waste Management

(1) Optimize resource use and product lifecycles, (2) promote industrial ecology and Extended Producer Responsibility, and (3) ensure sustainable waste management, value from waste, and address plastic pollution.

Sustainable Mobility

E-Mobility, Non-motorized transport

Green Buildings

Green urban infrastructure norms/ standards/ policies, energy efficiency in residential and commercial buildings

Renewable Energy

Enhance policies, regulations, and access to sustainable energy infrastructure for a just transition towards (1) renewable heating, cooling, and power systems, (2) more efficient energy systems, and (3) cleaner heat and power generation, reducing greenhouse gas-intensive fuels.

Green Industries

Green industrial parks, green supply chains, energy efficiency in SMEs, labelling and standards.



Accelerating progress in our country programs in poverty eradication and gender equality

Cross cutting

in all programmatic solutions



Carbon pricing

Article 6

Article 6 readiness, policy design, transactions and trading

Africa Region Overview 2024



40 PROJECTS
07 REGIONAL
33 COUNTRY

9
MEMBER COUNTRIES

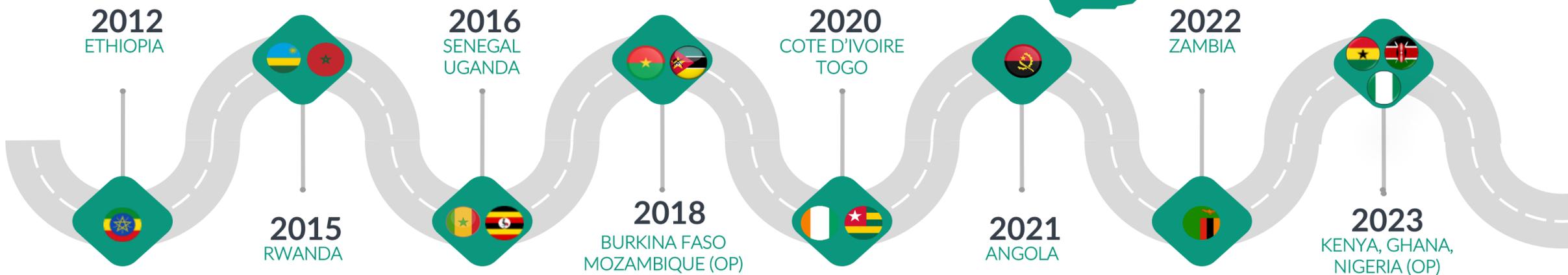
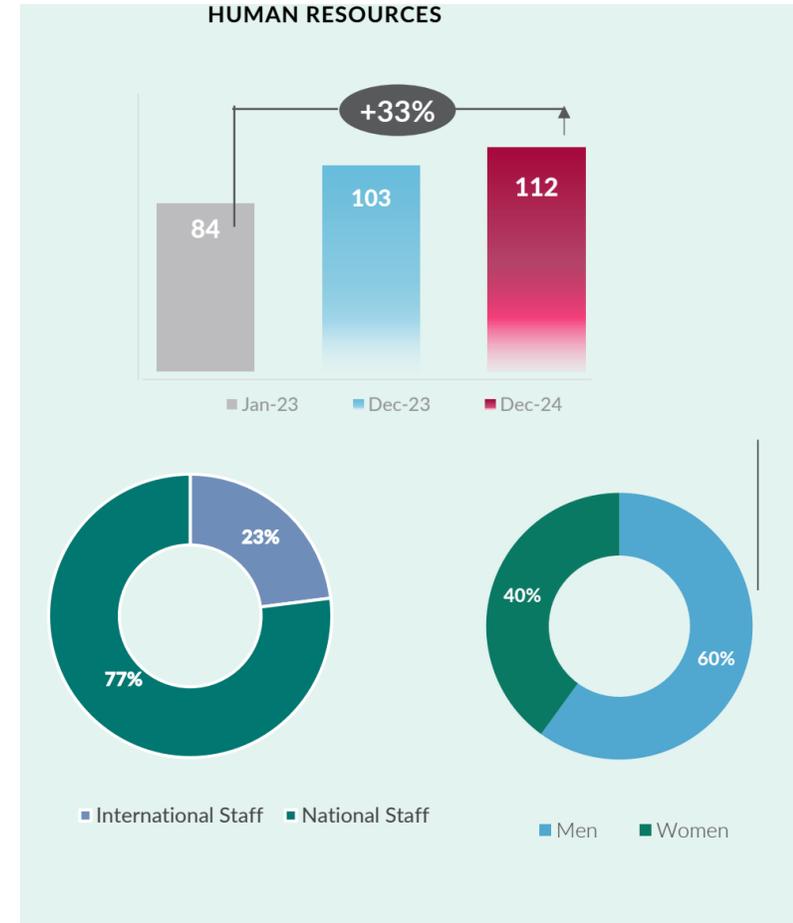
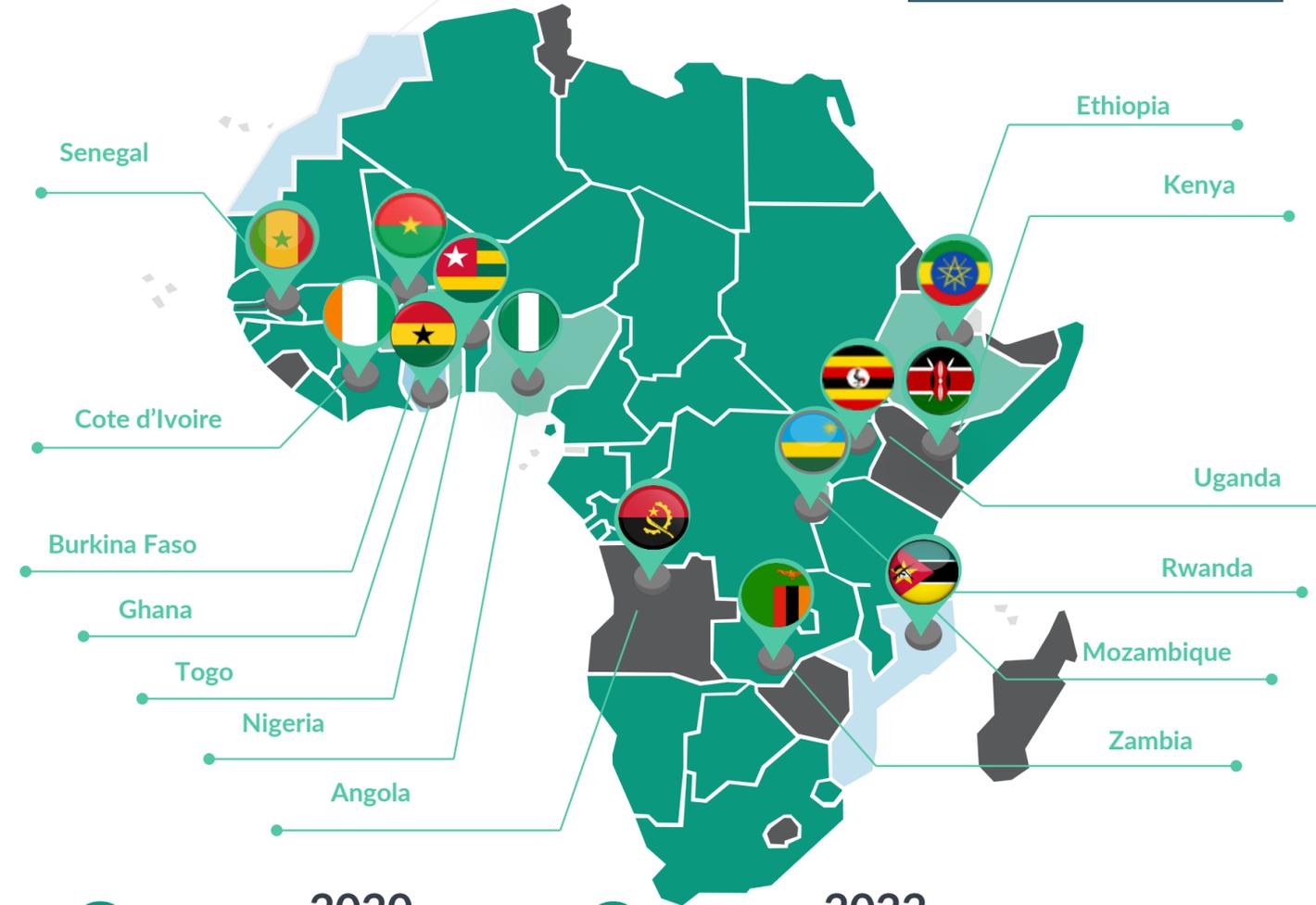
Angola, Burkina Faso, Cote d'Ivoire, Ethiopia, Rwanda, Senegal, Togo, Uganda, Zambia

2 To become member in 2025

Benin, Kenya

6
PARTNERS & OPERATIONS

Benin, Ghana, Kenya, Mozambique, Nigeria, Namibia



2025

12 Member Countries targeted

4 DISCUSSIONS ON ENGAGEMENT

Sierra Leone, Somalia, Tanzania, The Gambia

Key Achievements in 2024 and Trends

2021 – 2024 Summary of Results

SO2 Green Employment Supported

23 K

(No. of People)

SO3 Access to Sustainable services

989 K

(No. of People)

SO1.1 Reduced GHG Emissions

16M

(tCO2eq)

SO1.2 Enhanced Adaptation to Climate Change

47M

(No. of People)

AFRICA PARTNERS



ABOUT THE PROJECT

Developing the Capacity of UFZEPA to set up export freezones that meet global green trade standards



Situation / Context



According to Uganda's Vision 2040, the country aspires to become a transformed society from a peasant to a modern and prosperous country within 30 years.

Industrialization as Uganda's targeted vehicle for achieving its aspirations is specified in the **third National Development Plan 2020/21-2024/25 (NDPIII)** whose theme is '*sustainable industrialization for inclusive growth, employment and sustainable wealth creation*' to increase average household incomes and improving the quality of life. Industrialization continues to be a focal area in the NDPIV to be gazetted mid-2025.

A strong and competitive industrial base is important to create employment, advance technology and create a resilient economy. Industrialization also offers more export earnings, a wider tax base, increased purchasing power, increased integration with agriculture, product diversification, greater efficiency and technical modernization and higher productivity throughout the entire economy.

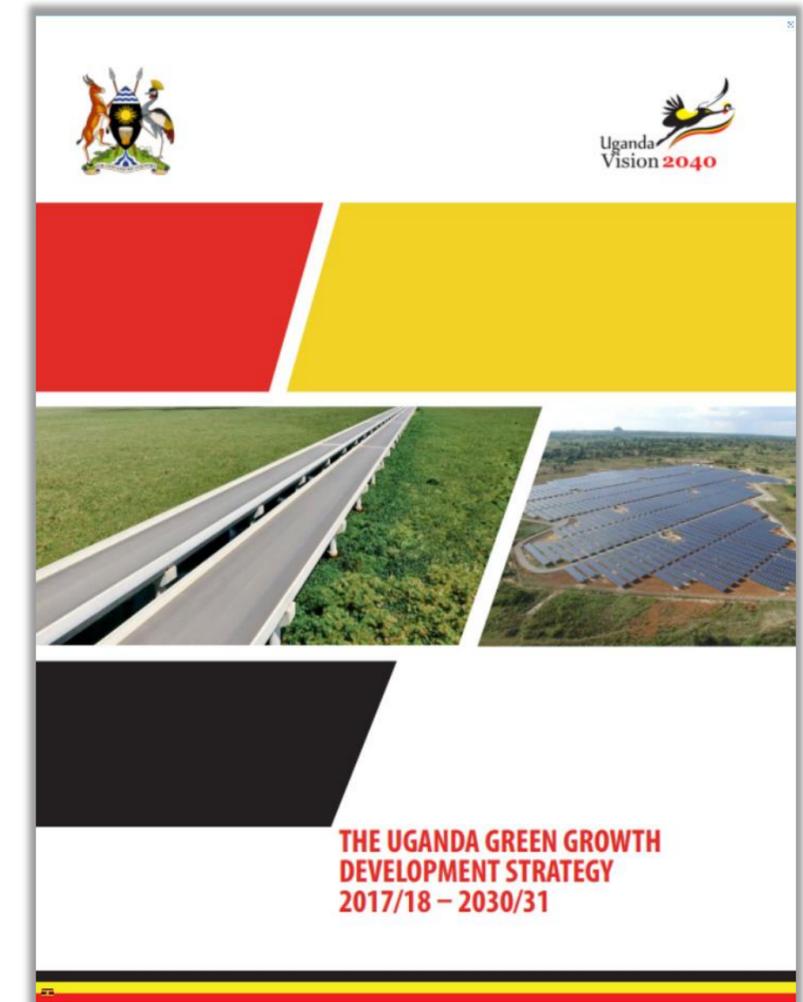
Uganda needs to safeguard that the growth is not solely economic but is also happening in a sustainable, socially inclusive, and green manner. A green growth approach aims at decoupling economic development from unsustainable resource use and negative environmental impact while ensuring human well-being progresses.

Situation / Context

The Uganda Green Growth Development Strategy (UGGDS) strongly urges the adoption of a green industrial development pathway in line with the Green Growth concepts.

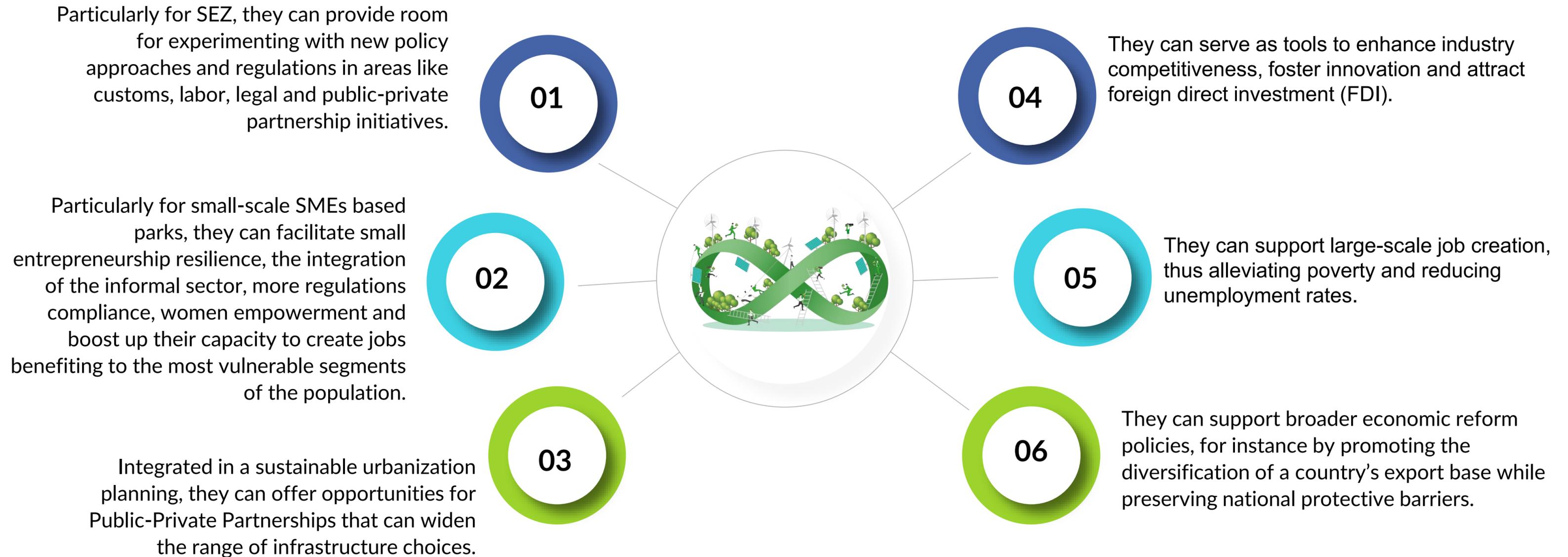
In countries like Uganda where the infrastructure to support the industrialization agenda is inadequate, industrial parks (IP) have been looked at as suitable vehicles through which the industrialization agenda can be advanced. They also promote and encourage industrial symbiosis, thus increasing mutual benefits from industries and mitigating social and environmental impacts.

By delivering public goods and the accompanying policy interventions in support of investment, Industrial Parks including Special Economic and Free Zones, have acted as a catalyst to facilitate industrial development. IPs have become an increasingly popular instrument to promote economic development.



Situation / Context

In summary, the key advantages constitutive of the rationale to build IPs/SEZ are that:



Situation / Context

Uganda targeted to have constructed 25 Industrial Parks and Free Zones by 2025. However, a 2020 study by the Friedrich Ebert Stiftung on implementing Uganda's industrialization agenda found that the IP that had been constructed so far did not follow any empirical feasibility studies. Additionally, there were no guiding principles at the national level to inform their development.

The currently operating and planned IPs are yet to be conceived or transitioned to EIPs. Their incentives are primarily aimed at attracting investment and promoting exports, yet none are geared towards green investment, and there are no rewards or performance measures associated with safeguarding environmental and social capital.

To tackle these issues, Uganda has recently developed and issued the "Guidelines for Developing Uganda's Industrial Parks and Free Zones". This document guides stakeholders in undertaking proper feasibility studies and developing designs which include strategic environmental assessments, environmental impact statements, life cycle cost analysis, land use planning, and risk management tools.

Project Objective

To contribute to Uganda's transition towards GREEN economic growth by integrating green growth strategies in special economic zone planning



Alignment with Uganda's policies

- NDPIV 2025/26 - 2029/30
- Uganda Green Growth Development Strategy (UGGDS) 2017/18-2030/31
- Uganda's Nationally Determined Contributions (NDCs)
- National Industrial Policy 2020/21-2029/30
- Industrial Masterplan 2020-2040
- Guidelines for Developing Uganda's Industrial Parks and Free Zones

Alignment with Trademark Africa Strategy 2030

Key results under TMA Strategy supported by this project:

1. Increase in the share of Africa's exports as a percentage of global trade
2. Increase in the volume of intra-Africa trade
3. Value of green investments leveraged
4. CO2 emissions reduced above the trend on select corridors & value chains
5. Direct jobs created (not including jobs created from trade facilitation advances)

Project overview



THE REPUBLIC OF UGANDA



MINISTRY OF FOREIGN AFFAIRS
OF DENMARK
Danida



Outcome 1	
Enhanced capacity of relevant institutions and stakeholders to plan and establish green economic zones	
Output 1.1	Project sites are identified and approved by government based on methodological criterion
Output 1.2	Masterplans developed and approved by project steering committee
Output 1.3	Symbiotic and/or productive (green) infrastructure concept notes and project teasers developed
Outcome 2	
Improved awareness and capacities of policy makers and stakeholders on green growth	
Output 2.1	Stakeholder engagement mechanisms established to support planning and implementation of sustainable park management practices.
Output 2.2	Policy makers and private sector stakeholders trained on green investment mobilization

Project Title: “Developing the Capacity of UFZEPA to set up export freezones that meet global green trade standards”

Funding Agency: Trademark Africa

Locations: TBD with support from Kampala

Duration: 2 years

Partners: Government of Uganda

Trademark Africa

Global Green Growth Institute

Danish International Development

Agency

Eco Industrial Park Approach: Overarching Concept

The definition adopted by UNIDO since 2016 describes Eco-Industrial Parks as “a community of manufacturing and service businesses located on common property. Members seek enhanced environmental, economic and social performance through collaboration in managing environmental and resource issues.” (Lowe 1997). A particular emphasis is placed on park management. “Industrial-urban symbiosis fosters inclusive and sustainable industrial development through outward integration”

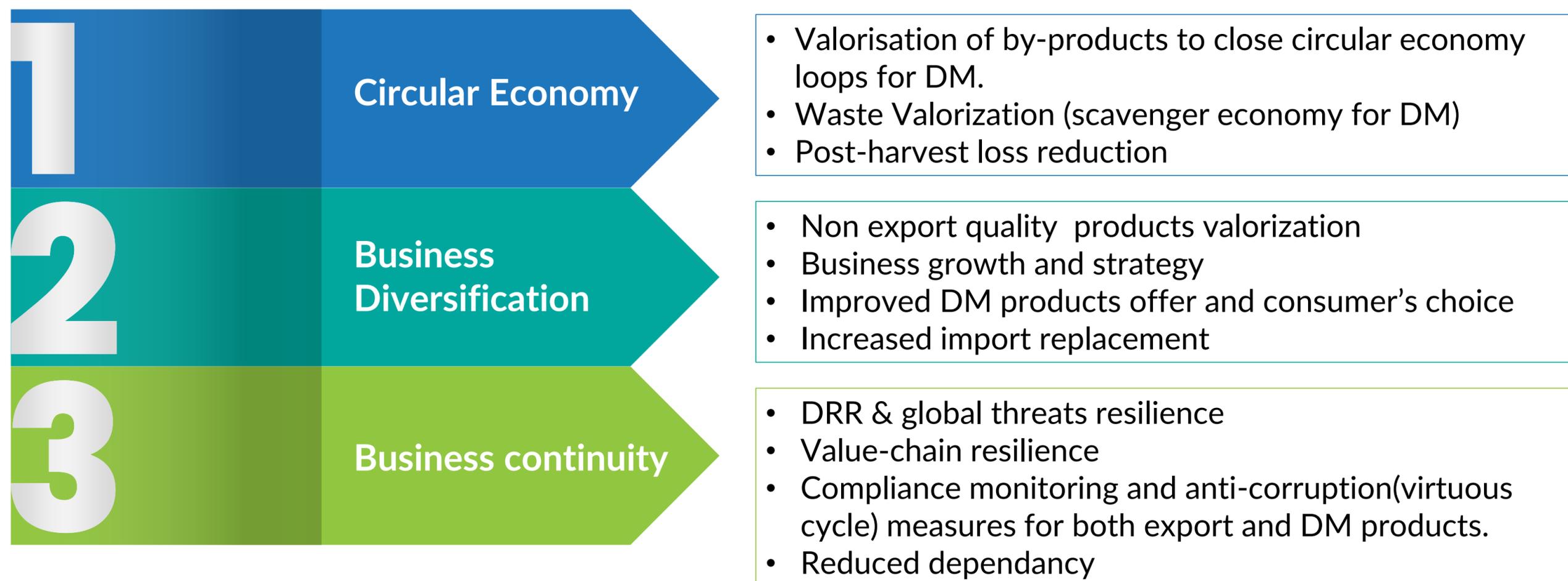


Terminology: Green Industrial Parks and Special Economic Zones

- **Green Industrial Parks** (Green IP or Eco IP) integrate environmental, social and economic sustainability. The term IP encompasses all type of parks such as Industrial Business Parks, Freezones or free-trade zones (FTZs), export processing zones (EPZs), special economic zones (SEZs), and more. The terms **SEZ** and **FTZ** address a subcategory of parks that offer special taxes to companies operating in the park, usually free taxes, rebates, or subsidies for the import and export of goods.
- For project success and GGGI value added, we should prioritize partners motivated by gains from Resource Efficiency and Cleaner Production (RECP) and Symbiosis (Shared Infrastructures) proposals, rather than solely by financial incentives like tax rebates.



Arguments for an export- oriented strategy that considers Domestic Market (DM) interests



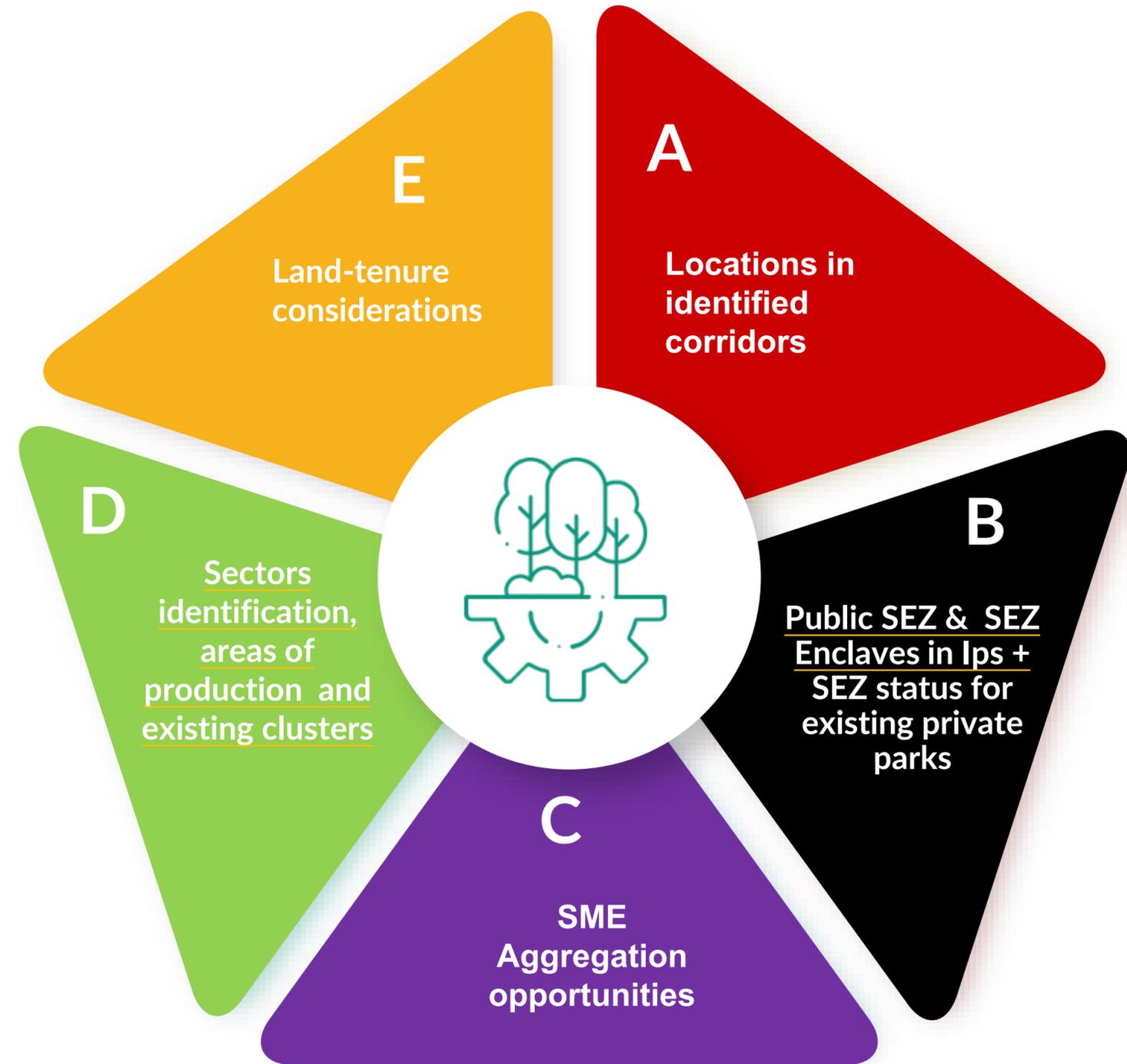
Potential sites preselection (sites screening)

The project requires the identification of 1-2 promising sites. It would take into consideration the Government of Uganda's interests, ranging from planned sites for freezones, export potential strategies, contribution to NDP IV, EAC, and Comesa trade development. Those national interests are complemented with:

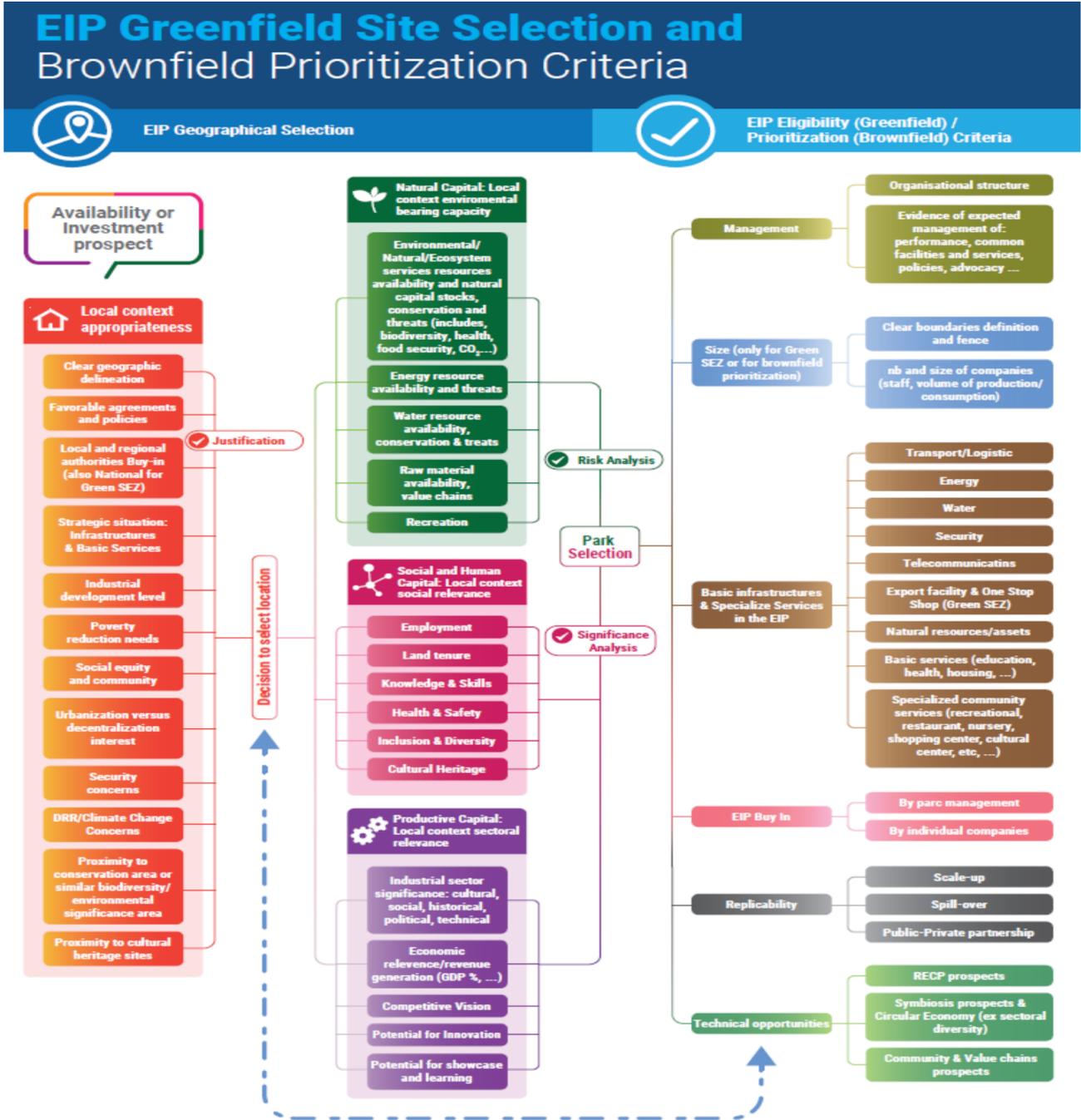


Sites for which land tenure issues have not been resolved won't be selected due to time constraints. Sites that are not aligned with GGGI green policy or presenting major environmental and social protection concerns will also be excluded.

High-level methodology for site preselection



EIP Site Selection



A 2 phased site selection methodology with a preselection (site screening), on which we then will need to apply the EIP criteria developed in the Industrial park and Freezone guidelines for site selection. That covers more in details the favoring factors including local context appropriateness, economic and social relevance, environmental bearing capacities, management structure, infrastructures, technical opportunities and more.

LUGAZI

Lugazi Industrial Park

The park's location gives it access to major infrastructure, including:

1. Reliable power supply through an 11 kV distribution line and a 232 kV transmission line.
2. Proximity to a 23 kV biomass power plant, ensuring access to clean energy.
3. Strategic transport connections, including the Jinja-Kampala International Highway (next to the park) and a major park located just 45 km away.
4. Future infrastructure developments, including the planned Jinja-Kampala Expressway and Standard Gauge Railway, which will pass within 2 km of the park, significantly improving logistics efficiency and reducing carbon emissions.
5. Plans to extend a water transmission line from the Katol treatment plant (25 km away).

The site's remaining available space presents opportunities for potential producers and manufacturers, including coffee, cocoa, vanilla, ethanol, flower horticulture, as well as construction and logistics hubs. The industrial park is adjacent to a large sugar factory and surrounded by sugar plantation estates. This proximity presents significant industrial symbiosis opportunities.

Lugazi Industrial Park Opportunities

- Opportunity for REDD+ symbiotic infrastructures:**
 1. **Reliable Power Supply:** The sugar factory generates approximately 22 MW of electricity, providing access to high-quality power for Lugazi Industrial Park tenants.
 2. **Biomass-Based Thermal Energy:** Strategic Valorization for Construction Materials (production of Medium-Density Fibreboard (MDF)).
 3. **Ethanol Production Potential:** Valorization of Sugarcane Waste for Animal Feed Production.
 4. **Opportunity for Logistics Infrastructure:** A shared, eco-friendly motorcade workshop with integrated waste oil recycling possibly extendable to an ethanol near final in partnership with GGGI (the East Electrical Contractors Association (EECA)).
- Opportunities for shared social infrastructures such as a Health Centre IV and daycare centre.**
- The materiality assessment shows no disqualifying concern.**
- Strategic advantages:** The park would present a good replication model for decentralized industrial parks with a strong SDG gender and (potential) digital sustainability component.

METHODOLOGY

JINJA

JINJA Industrial Business Park

- Security measures at the Kira Motor Corporation (KMC) site curtailed access.
- The Jinja Industrial Park is about 11 km from Jinja Town, offering access to industrial-grade power infrastructure with planned future connectivity to the Standard Gauge Railway network.
- Currently, the park hosts Kira Motors Corporation as its sole operational tenant, manufacturing electric buses, with all available land fully allocated.
- The site faces significant challenges because of its wetland location near a water stream, resulting in frequent flooding that disrupts operations, while its eastern boundary adjoins a protected National Forest Authority Reserve that limits expansion possibilities.
- A critical infrastructure gap exists in the water supply, as the park lacks piped water services.
- Symbiosis on site is unlikely because of the lack of diversity of tenants and space. Given the tenant's unavailability, it was not possible to assess further the potential urban symbiosis.

METHODOLOGY

Masese/Jinja SME Cluster

MASESE/JINJA SMEs CLUSTER

- The cluster has a railway line that runs through the property, connecting it to Busia Port on Lake Victoria.
- Planned upgrade to a standard-gauge railway (SGR) presents a significant opportunity for tenant industries to decentralize their supply chains. Discussions with Busoga Forests Company indicate that utilizing the upgraded rail link could reduce their transportation costs by over 50%, while substantially cutting emissions currently generated by road freight.
- Direct access to major highways, including the Jinja-Kampala and Jinja-Tororo routes, ensuring seamless road connectivity.
- Reliable three-phase industrial-grade power supply.
- The materiality assessment shows no disqualifying concern.

MASESE/JINJA SMEs CLUSTER Opportunities

- Opportunity for REDD+ symbiotic infrastructures:**
 1. **Transforming Fish Waste into Bio-organic Gasoline:** Identifying untapped coal-chemical residue (from iron & steel factories) for heating in steam boilers.
 2. **The slag is molten waste byproduct composed of silica (SiO₂), alumina (Al₂O₃), and other impurities/hold potential for reuse in cement production.**
 3. **Power Station location for Reliance Operations**
 4. **In-Vessel composting for urban industrial symbiosis:** Jinja City Council has invested in 15-ton waste-separating machines to segregate organic matter from plastics, enabling composting. However, under natural conditions, organic waste decomposition can take weeks or months. Leading to accumulation at dump sites near the Masese Industrial Cluster. In-Vessel Composting technology, which enables automation, controlled aeration, and real-time monitoring, can drastically reduce composting time, improve compost quality, and prevent anaerobic conditions that generate foul odors and harmful emissions.

METHODOLOGY

Preassessment Shortlist Map

Ownership

- Private
- Public



Map: Nadia Zuodar • Created with Datawrapper

Shortlisted Parks

- 1) Jinja IBP
- 2) Masese/Jinja SME Cluster
- 3) Tororo IP
- 4) Lugazi IP

Tororo

TORORO Industrial Park

The park is strategically located in Tororo's industrial zone near the Maraba border crossing between Uganda and Kenya.

- It benefits from a three-phase 23kV power line.
- Proximity to a potable water treatment plant.
- Access to the Jinja-Tororo Highway and sits just 5 km from Tororo Railway Station, enabling efficient multimodal transportation. The property's eastern boundary adjoins the Maraba River, presenting potential opportunities for water-adjacent operations. Any developments would need to consider an ecosystem services conservation plan (high materiality on multiple ecosystem services due to the unspoiled environment), which could be part of an eco-tourism component.
- The materiality assessment shows no disqualifying concern.

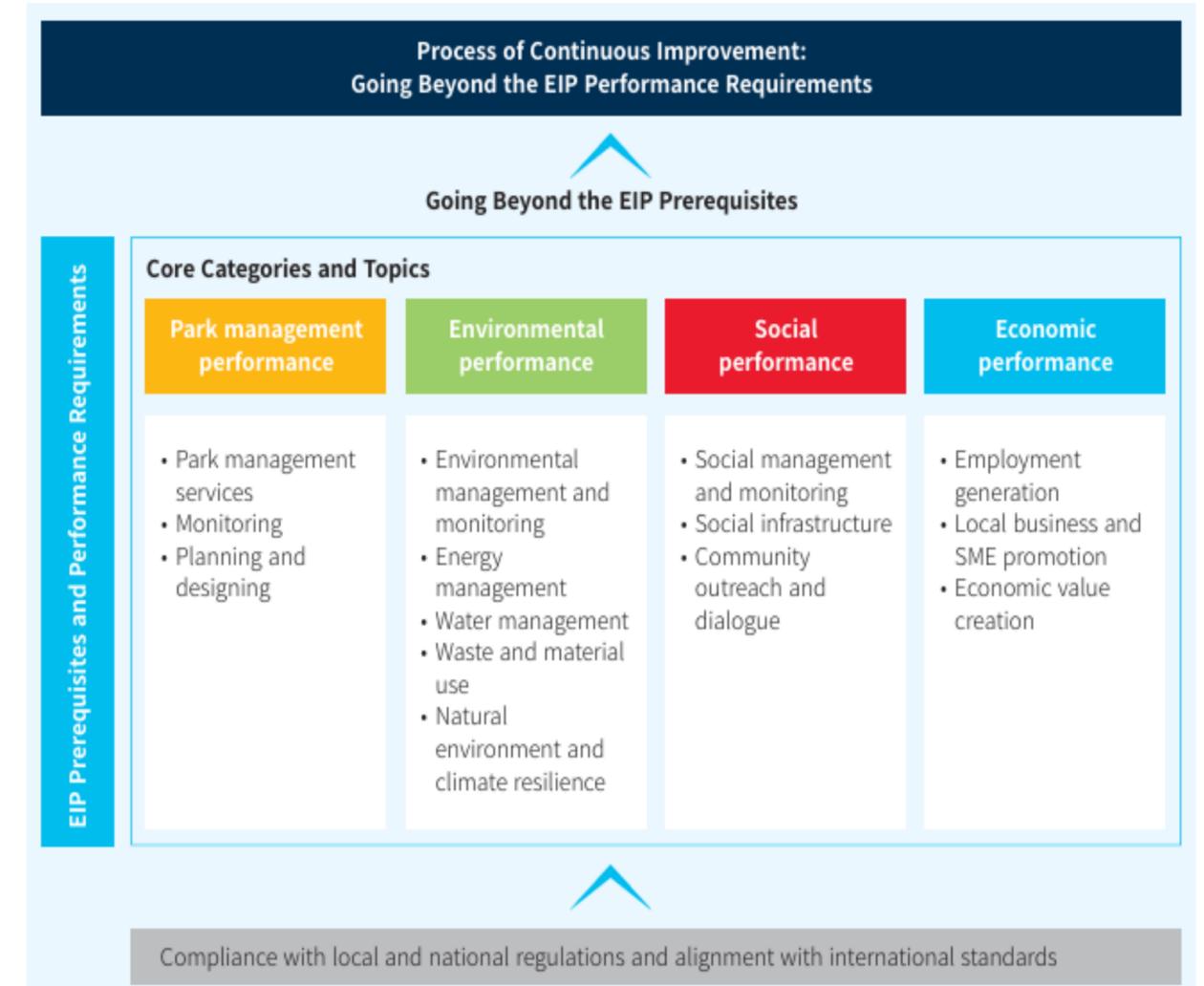
METHODOLOGY

Pre-selected sites ownership and land tenure facts

Site	Land-tenure status	Additional considerations
LUGAZI Industrial Park	Land acquired 120 acres with potential to expand. It is an established brownfield site, with approximately 50% of its land already allocated to a wearable apparel manufacturer and a pharmaceutical company.	<p>The Board and Management is led by a nationally-recognized corporate and investment professional who has led reputable organisations, most recent as the former Chair of the Board of NSSF, the national pension fund.</p> <p>They were pursuing the freezone license with UFZA before rationalization of the agency. Collaboration with Uganda Development Bank to provide equity funding for infrastructures with the aim to house SMEs including in Agro-Food. The shareholders are open to a PPP ownership structure with long-term capital from the Government.</p>
Masese/Jinja Cluster	The local government has gazetted the land and could maybe allocate some for symbiotic infrastructures, thus potential PPP with local government.	The Masese Industrial Cluster is a well-established brownfield site in Jinja City's South Division, with over 80% of its land already occupied by operational industrial tenants. They have an association potentially interested to form an official park.
JINJA Industrial Business Park	The 182-acre IP is owned by UIA and has been entirely parceled out to investors, with Kira Motors Corporation taking over 50% of the land.	The Kira Motors Corporation (KMC) site is currently heavily-guarded by the Uganda Peoples' Defense Forces (UPDF), which due to importance of the Company to the Government, greatly limits movement within the IP. This raises considerations around the feasibility of symbiotic infrastructures. Besides, during our mission, we were unable to engage directly with park tenants, which would question commitment to the project if selected.
TORORO Industrial Park	The 100-acre proposed IP (greenfield) is privately-owned with opportunity for expansion. Local tenure system is family-ownership.	The Owner has not yet provided a credible business plan and may require support to take on park management. As a positive, he is open to a PPP arrangement with a Government.

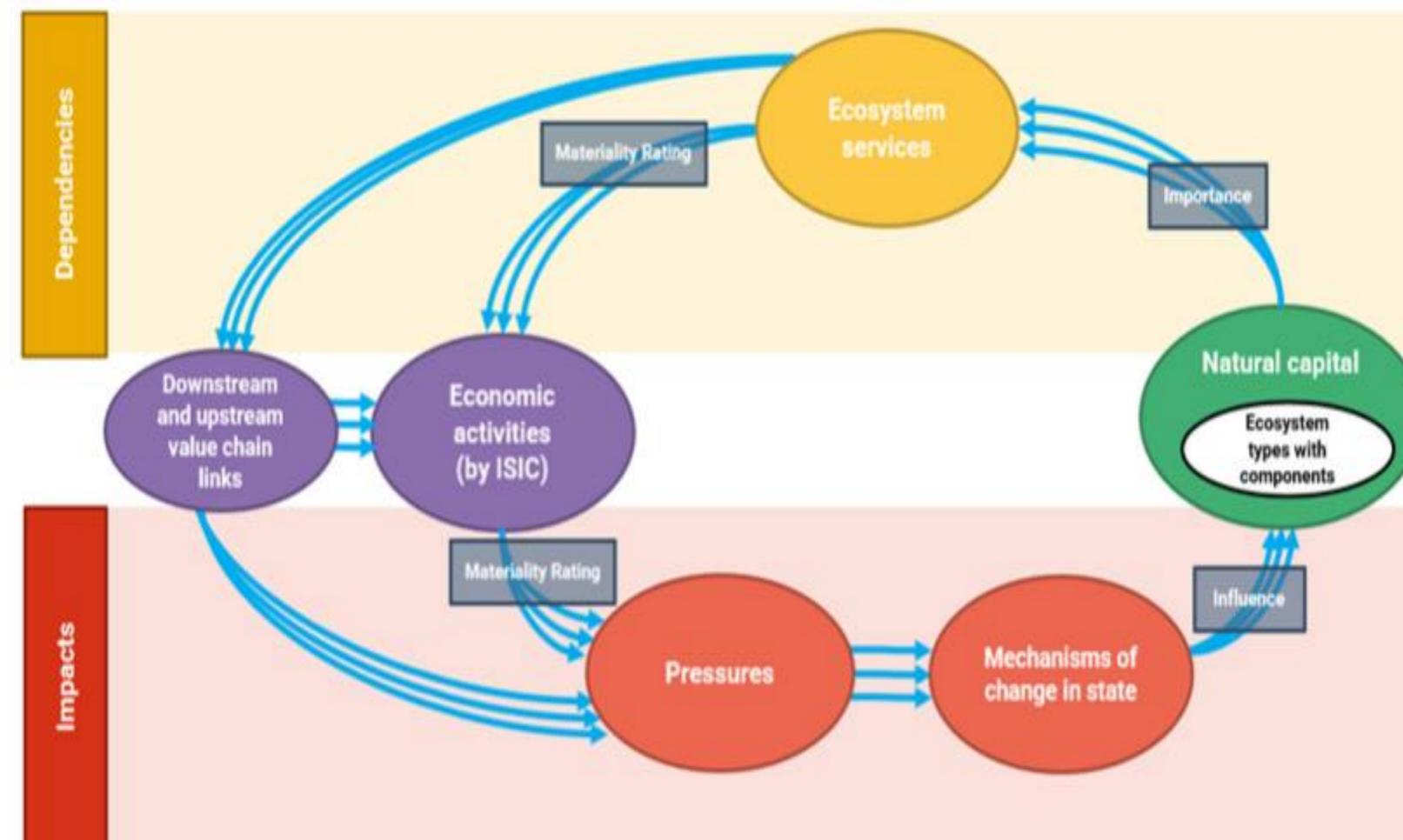
UNIDO EIP Toolbox, UNEP Initiatives and other resources

The methodology builds up on [UNIDO EIP Toolbox](#) & GGGI core instruments, UNEP initiatives such as the [ENCORE Methodology](#) for materiality assessment, the [Capitals Approach](#) and [TEEB: The Economics of Ecosystems and Biodiversity](#).



Materiality assessment

- The multi-capital assessment approach considers the environmental, social, and economic capitals.
- We screen priority sectors (and applicable products) for high and medium impacts and dependencies, primarily for industrial processes taking place in the park site.
- We consider high materiality for the value chain to some extent, given the project boundaries.
- Time limitations prevented a systematic address of all three capitals. We screened the social and economic capitals only for key red flags (high materiality).



Lugazi Industrial Park

The park's location gives it access to major infrastructure, including:

- i. Reliable power supply through an 11 kV distribution line and a 132 kV transmission line
- ii. Proximity to a 25 MW biomass power plant, ensuring access to clean energy
- iii. Strategic transport connections, including the Jinja-Kampala international highway (next to the park) and a major port located just 45 km away
- iv. Future infrastructure developments, including the planned Jinja-Kampala Expressway and Standard Gauge Railway, which will pass within 2 km of the park, significantly improve logistics efficiency and reduce carbon emissions
- v. Plans to extend a water transmission line from the Katosi treatment plant (25 km away)

The site's remaining available space presents opportunities for potential processors and manufacturers, including coffee, cocoa, vanilla, ethanol, timber (furniture), as well as warehouses and logistics hubs. The industrial park is adjacent to a large sugar factory and surrounded by sugar plantation estates. This proximity presents significant industrial symbiosis opportunities.

Lugazi Industrial Park Opportunities

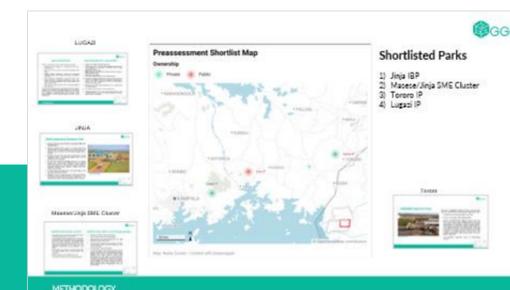
- A. **Opportunity for RECP symbiotic infrastructures:**
 - i. **Reliable Power Supply:** The sugar factory generates approximately 25 MW of electricity, providing access to high-quality power for Lugazi Industrial Park tenants.
 - ii. **Bagasse-Based Thermal Energy**
 - iii. **Bagasse Valorization for Construction Materials (production of Medium-Density Fiberboard (MDF)):**
 - iv. **Ethanol Production Potential**
 - v. **Valorization of Sugarcane leaves for Animal Feed Production**
- B. **Opportunity for logistics infrastructure;** A shared, eco-friendly motorcycle workshop with integrated waste oil recycling possibly extendable to an electrical repair shop in partnership with SROs like Nest Electrical Contractors' Association (NECA)
- C. **Opportunities for shared social infrastructures** such as a Health Centre IV and daycare centre.
- D. The materiality assessment shows no disqualifying concern
- E. **Strategic advantages:** The park would present a good replication model for decentralized industrial parks with a strong SME, gender and (possibly) digital sustainability component.

Lugazi IBP: Opportunities for Decentralized IP Model

Recommendation 7: The GEIPP approach should be enhanced to promote a more equitable distribution of potential benefits, specifically through development and implementation of targeted approaches to reach more Small and Medium Enterprises (e.g., through strongly incorporating them into local supply chains for EIPs) as well as older and less sophisticated parks. In addition to supporting and recognising high level “lighthouse” parks, GEIPP should promote and recognise less modern or sophisticated parks, which make tangible progress towards improved production and management approaches. This might be activated through the creation of a specific funding envelope for SMEs, within the existing country project or as an “add-on” with additional funding.

Finding 7: Although GEIPP documents and activities make mention of Small and Medium Size Enterprises, the evaluation found no evidence of systematic approaches or specialized financing to address their particular challenges with moving towards eco-industrial production.

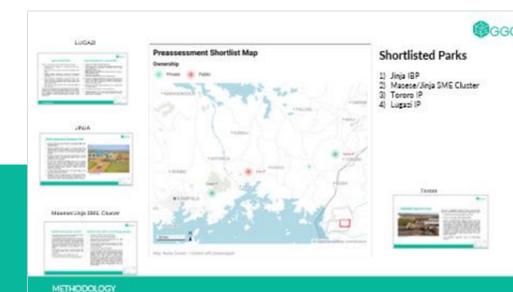
GEIPP has been most effective in-country through its collaboration and support to enable governments to increasingly focus on EIP approaches. Parks and companies operating at high standards with strong resources have been most able to adopt new practices. Older, crowded IPs with many SMEs have not yet been major beneficiaries of the GEIPP approach and the evaluation found that country projects have largely struggled to bring them into the projects at any scale.



Lugazi IBP: Opportunities for Decentralized IP Model

The **facilitation of SMEs to integrate IP projects** for example through dedicated incubators, their contributions within the IP global value chains, urban symbiosis with IP or by facilitating industrial clusters of SMEs to form IP has not been sufficiently explored in such projects, though GGGI Uganda has taken an active approach to support it.

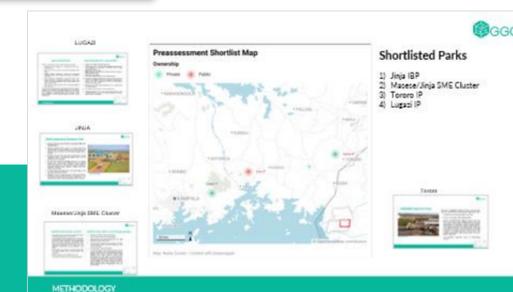
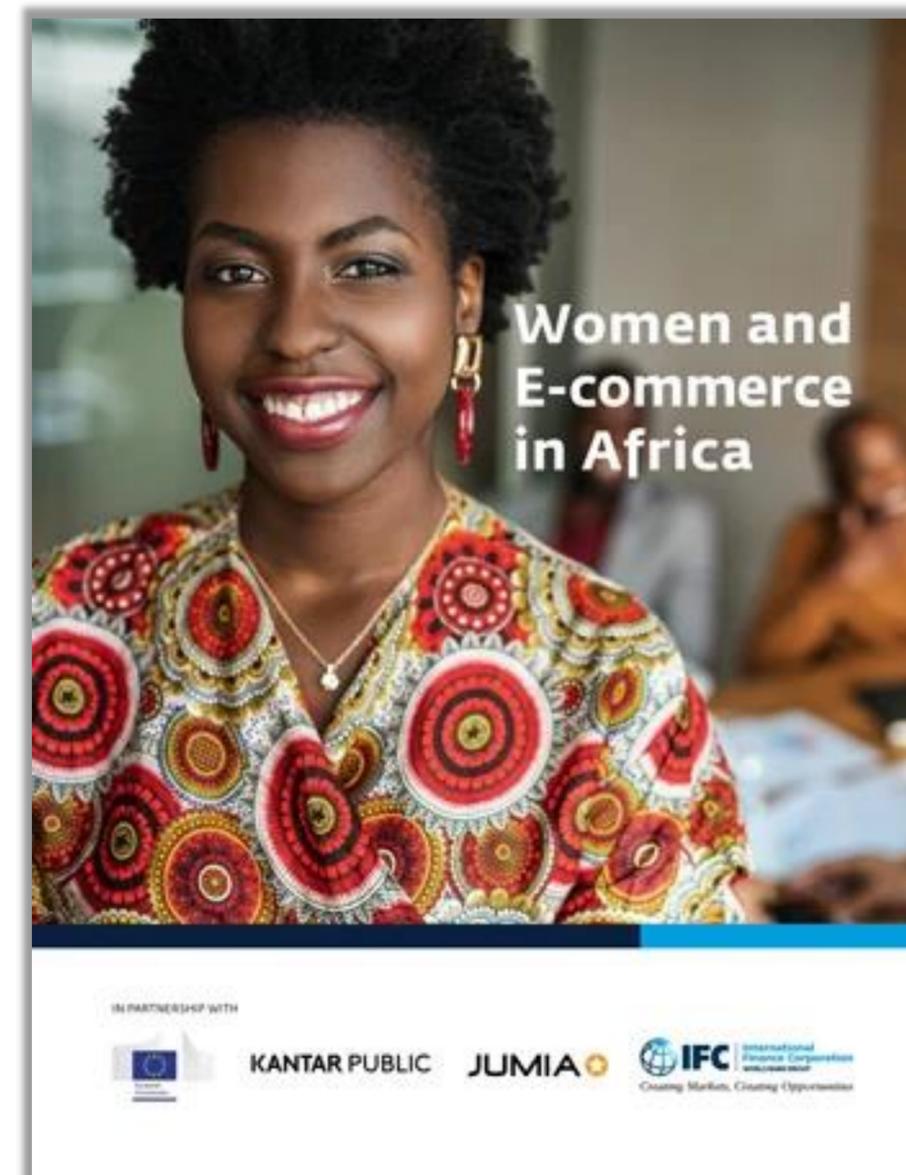
The proactive preselection of SMEs clusters in the vicinity of IPs as potential projects recipients has been proposed by GGGI. This approach is supported by the recent [evaluation of UNIDO Global Eco-Industrial Parks Programme \(GEIPP\)](#), a five-year initiative launched in December 2018.



Gender approach and sustainable digitalization

Social inclusion, including Gender aspects, are fully integrated in the project methodology through a dedicated assessment tool, the promotion of SMEs, including women-entrepreneur led and the design of symbiotic infrastructures, particularly in the social sector, that may address inclusivity needs.

However, an innovative avenue the project team has taken into consideration is the opportunity offered by sustainable digitalization not only to support greening (a digitalization readiness tool has been introduced in the methodology) but also to address B2C businesses. Indeed, as per [IFC 2021 report on Women and e-commerce in Africa](#), “on the Jumia platform, 35 percent of businesses in Côte d’Ivoire and 51 percent of businesses in Kenya and Nigeria were owned by women”. Thus, by enquiring on the opportunities to identify SMEs clusters that may use B2C business model for export during site selection, GGGI has done a step more in finding innovative ways to bridge the gap between green industrialization, sustainable digitalization and gender inclusion.

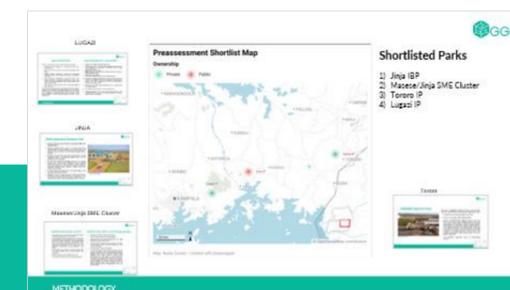


JINJA Industrial Business Park

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- Currently, the park hosts Kiira Motors Corporation as its sole operational tenant, manufacturing electric buses, with all available land fully allocated.
- The site faces significant challenges because of its wetland location near a water stream, resulting in frequent flooding that disrupts operations, while its eastern boundary adjoins a protected National Forest Authority Reserve that limits expansion possibilities.
- A critical infrastructure gap exists in the water supply, as the park lacks piped water services.
- **Symbiosis on site is unlikely** because of the lack of diversity of tenants and space. Given the tenant's unavailability, it was not possible to assess further the potential urban symbiosis.



Photo Credit: kiira-motors-plant.jpeg (1020x680)

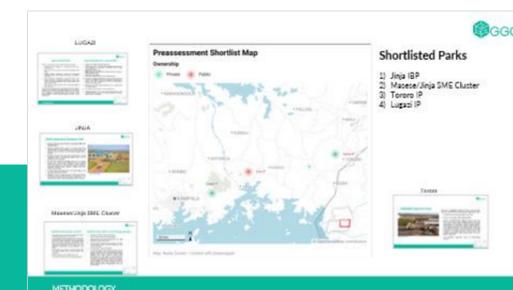


MASESE/JINJA SMEs CLUSTER

- The cluster has a railway line that runs through the property, connecting it to Rippon Port on Lake Victoria.
- Planned upgrade to a standard-gauge railway (SGR) presents a significant opportunity for tenant industries to decarbonize their supply chains. Discussions with Busoga Forests Company indicate that utilizing the upgraded rail link could reduce their transportation costs by over 60% while substantially cutting emissions currently generated by road freight.
- Direct access to major highways, including the Jinja-Kampala and Jinja-Tororo-Busia routes, ensuring seamless road connectivity.
- Reliable three-phase industrial-grade power supply.
- The materiality assessment shows no disqualifying concern.

MASESE/JINJA SMEs CLUSTER Opportunities

- A. Opportunity for RECP symbiotic infrastructures:**
- i. Transforming Fish Waste into food-grade gelatine
 - ii. Densifying unburnt coal-charcoal residue (from Iron & Steel factories) for heating in steam boilers
 - iii. The slag (a molten waste byproduct composed of silica (SiO_2), alumina (Al_2O_3), and other impurities) holds potential for reuse in cement production
 - iv. Power Stabilization for Reliable Operations
 - v. In Vessel composting for urban industrial symbiosis :Jinja City Council has invested in 15-ton waste-separating machines to segregate organic matter from plastics, enabling composting. However, under natural conditions, organic waste decomposition can take weeks or months, leading to accumulation at dump sites near the Masese Industrial Cluster. In-Vessel Composting technology, which employs automation, controlled aeration, and real-time monitoring, can drastically reduce composting time, improve compost quality, and prevent anaerobic conditions that generate foul odors and harmful emissions.



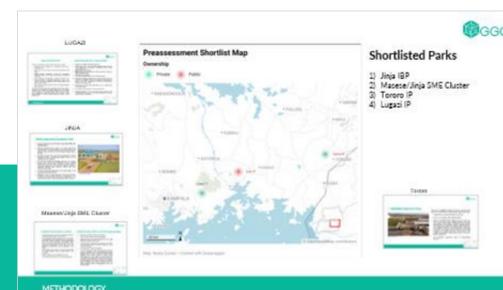
MASESE/JINJA SMEs CLUSTER Opportunities

B. Opportunity for logistics infrastructure;

- i. Shared maintenance workshop: Motor failures forces factories to transport damaged units to Kampala or even Kenya for repairs, causing prolonged downtime and high maintenance expenses.
- ii. There is also an opportunity for revamping the port infrastructure, especially under the assumption that the railway from Masese to Jinja is going to be revamped. This infrastructure would also provide symbiosis with Jinja city (including Jinja IP) and surrounding districts like Buikwe (where Lugazi IP is being constructed).The port could be combined with an eco-tourism and wetland rejuvenation initiative to clean the water.

A. Strategic advantage: The park would present one of the first documented models for supporting a cluster to form an Industrial Park with a prior and post park formation simulated in an eCBA exercise.

B. Limitations: The Material Flow Analysis would require to combine the data of over a hundred companies, the establishment of an online circular economy platform and therefore requires considerable more time than available.



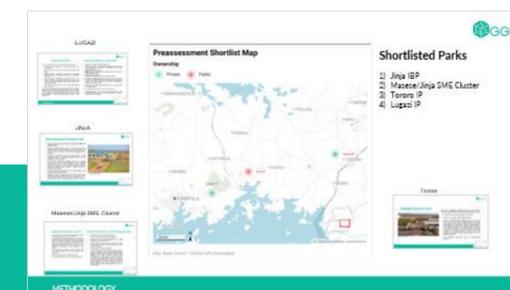
TORORO Industrial Park



Photo Credit: MZEE-1.png (983x550)

The park is strategically located in Tororo's industrial zone near the Maraba border crossing between Uganda and Kenya.

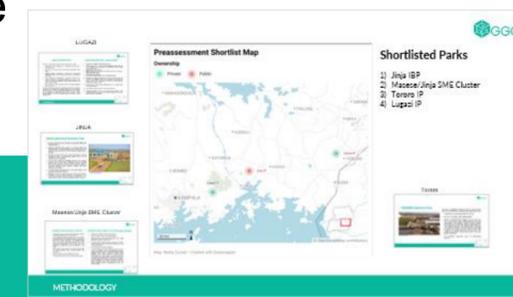
- It benefits from a three-phase 33kV power line.
- Proximity to a potable water treatment plant,
- Access to the Jinja-Tororo Highway and sits just 5 km from Tororo Railway Station, enabling efficient multimodal transportation. The property's eastern boundary adjoins the Maraba River, presenting potential opportunities for water-adjacent operations. Any developments would need to consider an ecosystem services conservation plan (high materiality on multiple ecosystem services due to the unspoilt environment), which could be part of an eco-tourism component.
- The materiality assessment shows no disqualifying concern



TORORO Industrial Park Opportunities

Opportunity for RECP symbiotic infrastructures:

- i. Transition from Wood Biomass to Agro-Residue Briquettes
- ii. Cement factories in Tororo heavily rely on wood biomass, contributing to deforestation and rising fuel costs. The abundance of agro-residues like coffee husks, rice husks, and sunflower hulls that can be densified and used as an alternative fuel. The Industrial Park can invest in a biomass briquette production line to convert agro-waste into high-energy briquettes.
- iii. Reducing Post-Harvest Losses through Agro-Processing
- iv. Farmers of tomatoes, green peppers, and chilies face significant losses (up to 30%) due to grading rejections and short shelf life. To overcome this challenge, it's proposed to anchor a tomato/chili processing line to produce.
- v. Power Stabilization for Reliable Operations
- vi. Tororo's power grid suffers from surges and instability, disrupting small- and medium-scale processors. To minimize equipment damage and production downtime of the tenant industries and attract power-sensitive industries (e.g., cold storage, precision manufacturing), the industrial park would need to install a centralized power stabilization station in the industrial park with Voltage regulators and surge protectors for critical machinery.
- vii. SME Agro-Processing Zone with Shared Wastewater Treatment
- viii. The park could dedicate a specific zone for SMEs specializing in agro-processing. These designated areas will support the establishment of cottage industries focusing on key value-added sectors, including Meat processing, Coffee processing, Tomato and chili sauce production, and Rice milling and processing. These agro-processing activities produce wastewater containing significant organic matter. To manage this wastewater efficiently while controlling costs, we recommend establishing a shared treatment facility.



TORORO Industrial Park Opportunities

Opportunity for logistics symbiotic infrastructures:

Logistics Hub and Warehouse Optimization

The industrial park's management plans to incorporate comprehensive warehousing and logistics facilities, including an Inland Clearance Depot (ICD) to streamline customs processing. An integrated logistics management system could be proposed that will optimize: Transport Coordination to digitally track and schedule all truck movements, and Inventory Management to provide centralized visibility of all goods in transit and storage. This technology-driven approach will cut logistics costs by 25-30% for park tenants, reduce average cargo dwell time by 40%, enhance customs clearance efficiency at the ICD, and provide data analytics for continuous improvement.

Opportunities for shared social infrastructures such as amenities for truck drivers and similar measures aimed to reduce negative impacts due to people's movements.

Strategic advantages:

Access utilities, transport links, and expansion capacity make this park an ideal location for manufacturing and logistics operations serving both Ugandan and Kenyan markets and facilitating urban symbiosis.



Final IP site selection justification

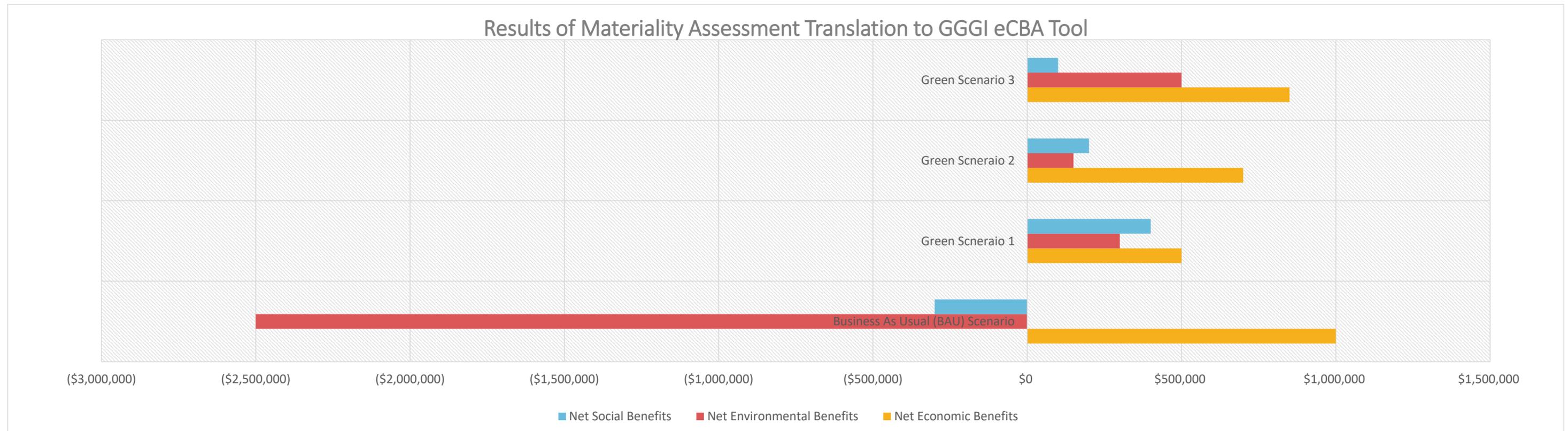
Site	Final Selection Y/N	Next step recommendations
LUGAZI Industrial Park	Yes.	The parks offers a reproducible model for decentralized parks with mix export-domestic focus promoting innovation, SMEs and gender/social inclusion. Support could be phased for longer term development with various models for service allocation and would make an excellent case for eCBA.
Masese/Jinja Cluster	Maybe but recommended for project with a longer time-frame	The park would present one of the first documented model for supporting a cluster to form an Industrial Park with a prior and post park formation simulated in an eCBA exercise. However, the complexity of the project requires a longer time-frame and funding. Co or complementarity funding is required.
JINJA Industrial Business Park	No unless included in a wider project (port)	Symbiosis with Masese SMEs cluster could potentially be envisioned in relation to a shared port services and provided ecosystems preservation measures are put in place.
TORORO Industrial Park	Yes	High prospect as a logistics hub and for urban symbiosis services. Potential to act as an SME hub as well as . Border location of significant importance.

Next Steps

In-depth field mission for the elaboration of masterplanning and recommendations. Green benefits valuation using GGGI eCBA tool

CATEGORY OF CAPITAL WITHIN GGGI eCBA FRAMEWORK
Economic
Environmental
Social

These results can then be presented graphically to show a comparison of the different scenarios/initiatives proposed.



ANNEXES

Previous Achievements

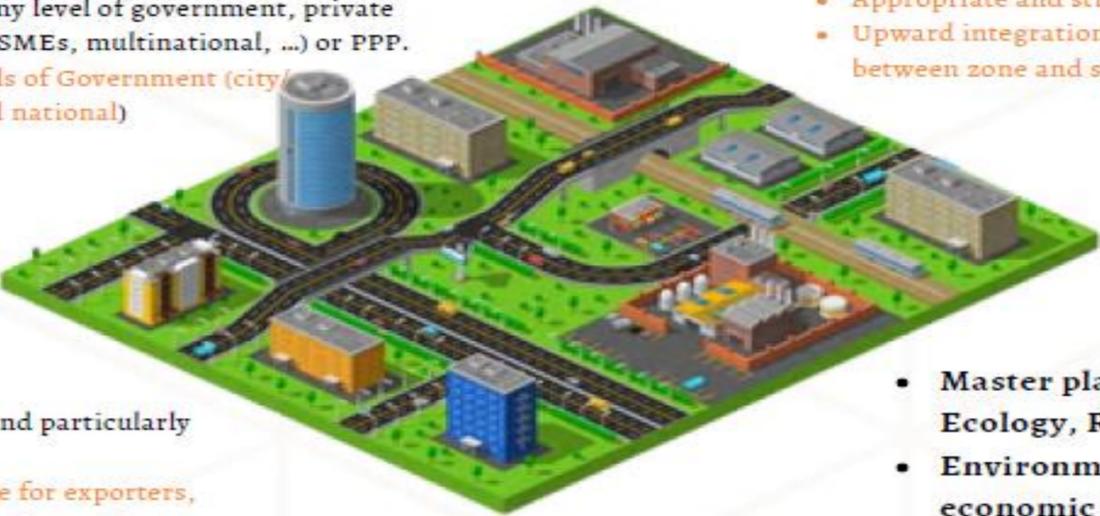


- Entebbe
- Soroti
- Pakwach
- Kasese



The focus of the project to increase export production does not limit to Freezones or SEZ strictly but can be extended to **IP with mix export-domestic status** which offer a wider scope of options in Uganda.

Industrial Park (IP) ELIGIBILITY CRITERIA FOR UGANDA (Green) Special Economic Zones require additional conditions (in green)



- Single management
- One Stop Center, separate export processing, custom areas, management building office
- Can be established by any level of government, private enterprise of any kind (SMEs, multinational, ...) or PPP.
- Need approval by 3 levels of Government (city/municipal, regional and national)

Multi-Use Nature possible but should feature at minimum a manufacturing or processing or tourism/hospitality component.

- Regulatory Incentives and particularly green Incentives.
- Special incentive regime for exporters, no minimum export requirements.
- Zone developers/park management allowed to supply utilities services to tenants and communities around.

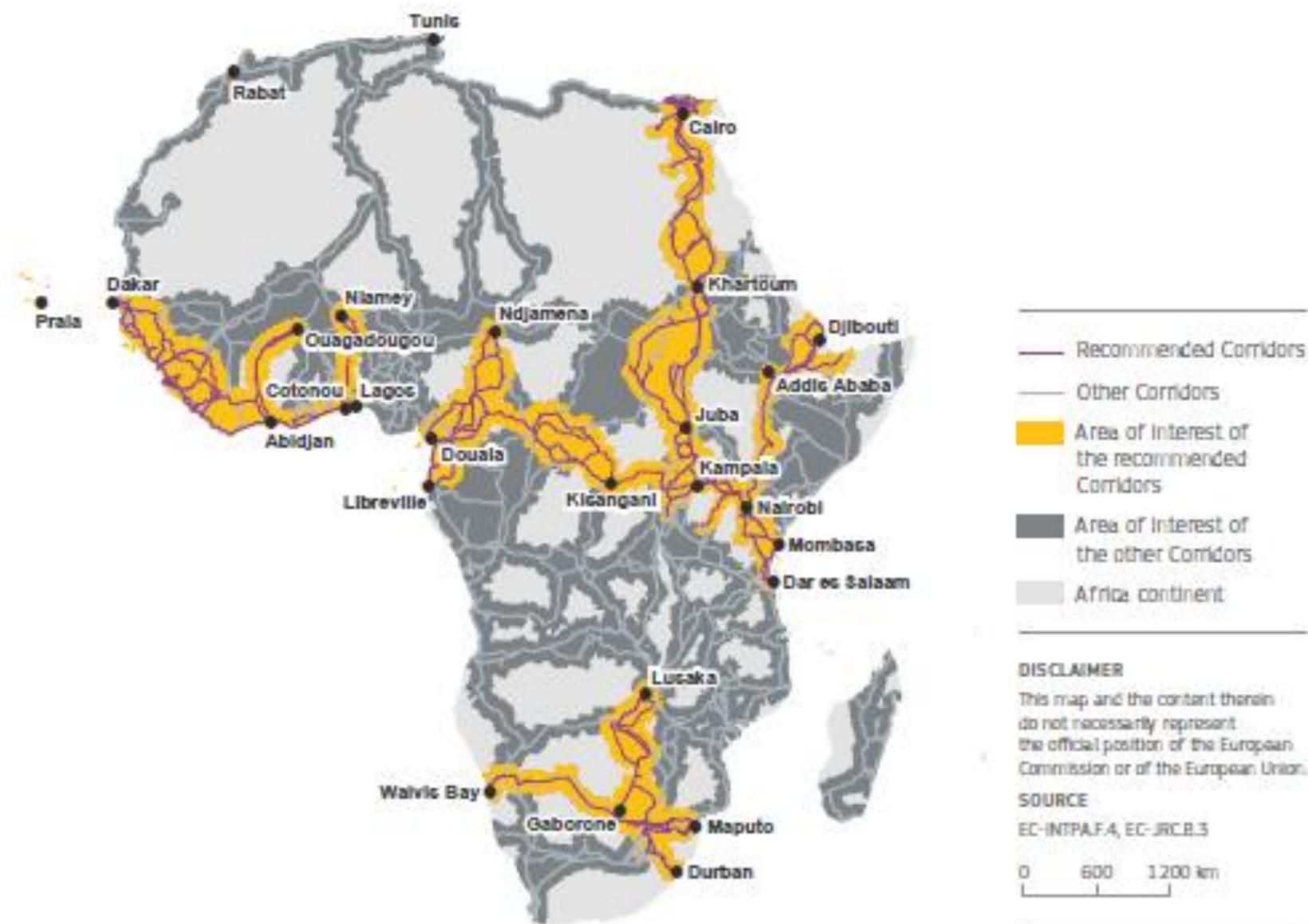
- Delineated land of any size with infrastructures and services.
- No encroachment on protected or similar areas.
- Appropriate and strategic area
- Upward integration: collaborations fostered between zone and surroundings (local economy)

- Surrounding fence

- Master planning: Industrial Ecology, RECP, Symbiosis.
- Environmental, social and economic beyond compliance status (ex-international labor norms, construction standards, emissions etc.

Locations in identified corridors

Figure 13: The envisaged 11 Strategic Corridors, as emerged from the quantitative and qualitative analyses.



3 Priority corridors:

6. DOUALA / KRIBI-KAMPALA

Central Africa: Cameroon, Central African Republic, Democratic Republic of the Congo, Uganda

8. MOMBASA-KISANGANI

East Africa: Kenya, Uganda, Rwanda, Democratic Republic of the Congo. A TEI initiative exists (France and Germany) in collaboration with EIB (including €44 million of EU grant). Built in Uganda (Mombasa-Kisangani Strategic Corridor): €229.5 million project involving French Development Agency (AFD), the African Development Bank and a €91 million EU contribution.

11. CAIRO-KHARTOUM-JUBA-KAMPALA

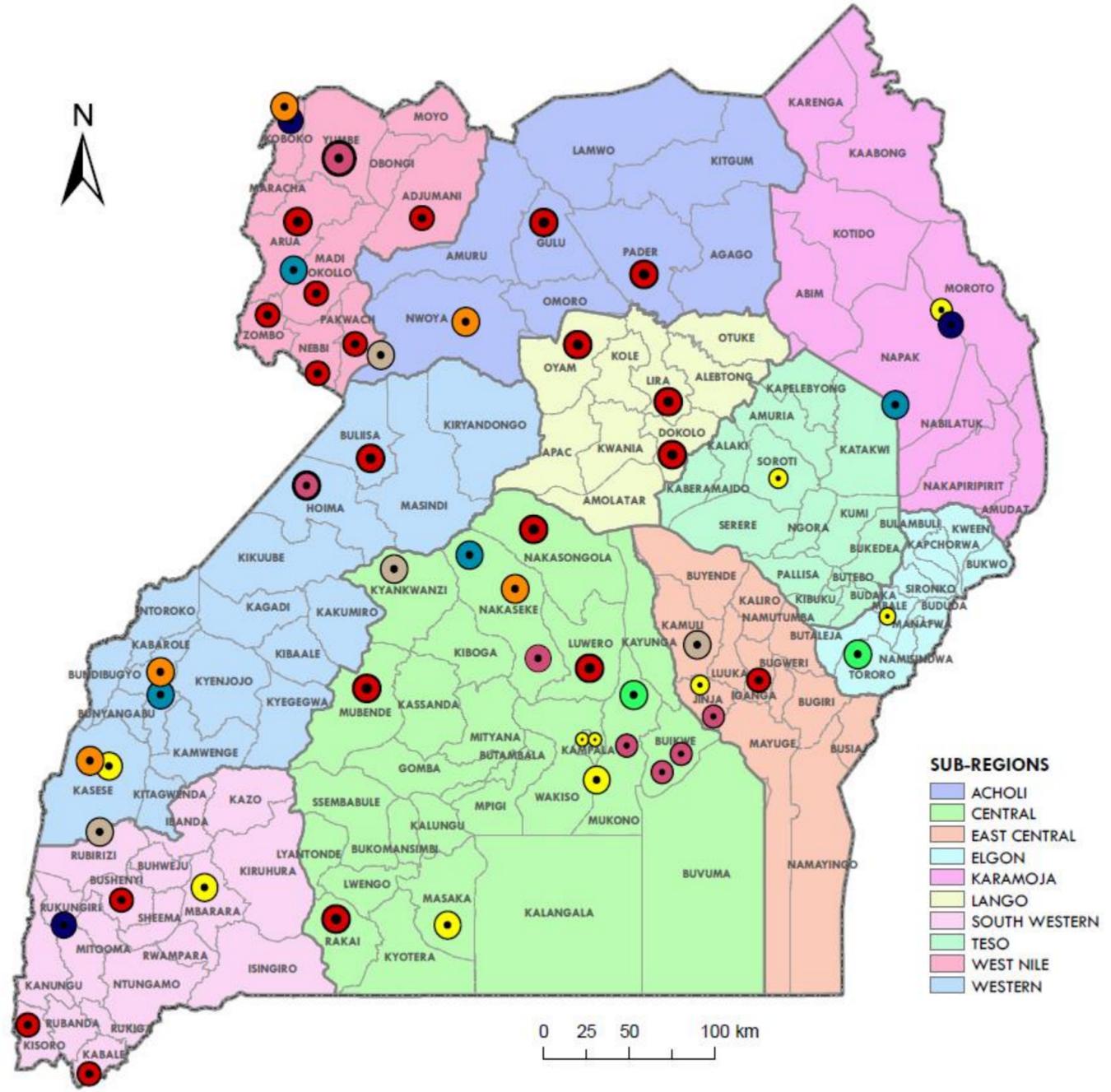
North and East Africa: Egypt, Sudan, South Sudan, Uganda

Public SEZ & SEZ Enclaves in IPs

National Industrial Parks Development Strategy:

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

●	Kampala Industrial and Business Park, Namanve	2,200 acres
●	Luzira IBP	70 acres
●	Bweyogerere IE	50 acres
●	Mbarara (SME Park)	12 acres
●	Kasese IBP (also FOCAC)	216 acres
●	Jinja IBP	182 acres
●	Soroti IBP	219 acres
●	Tian Shan Mbale Park	619 acres
●	Karamoja IBP	417 acres
●	Liao Shen Industrial Park Co. Ltd	1,280 acres
●	Lugazi Industrial Park	150 acres
●	MMP Industrial Park Buikwe Ltd	1,000 acres
●	Yumbe Industrial Park	
●	Jinja Industrial Park	200 acres
●	Katosi Industrial Park	10 sq. miles
●	Mukono (SGR) Industrial Park	300 acres
●	Tororo (SGR) Industrial Park	600 acres
●	Oraba Industrial Park	139 acres
●	Kaweweta Industrial Park	11,520 acres
●	Anaka Industrial Park	3,612.6 acres
●	Kabarole Industrial Park	500 acres
●	Moroto	
●	Rukungiri	
●	Koboko	
●	Arua, Adjumani, Gulu, Pader, Madi-Okollo, Zombo, Pakwach, Nebbi, Oyam, Lira, Dokolo, Buliisa, Bushenyi, Kabale, Kisoro, Nakasongola, Mubende, Luwero, Rakai, Iganga.	



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

C. SMEs Aggregation opportunities

01

As part of the project's inclusive approach effort, we shall also analyze locations with the potential for SME aggregation.

02

Included in this analysis will be potentially increasing business access, gender responsive approaches, poverty alleviation, etc

03

For this analysis, non-traditional sectors with the potential for sustainable digitization, for example HR services, call centers, media and IT services, logistics, will be included

04

Opportunities for BtC rather than BTB export models for companies ready for export possible through e-commerce will be investigated.

D. Sectors identification, areas of production and existing clusters

Potential sectors analysis and export markets identification are based:

- Corridors (A)
- Market analysis tools, in particular information from [Uganda Trade Portal](#), [ITC export potential maps](#), including tables/maps on products imported/exported, products diversification, ITC/UBOS/UN COMTRADE publications on the list of products exported from Uganda/countries importing from Uganda.
- NEDS priorities
- Global Value Chain Potential (ex., Vanilla) including potential intermediary markets (ex, Mauritius, India, Indonesia). Uganda's value addition to products is seen as a process where being part of a global supply chain is a preliminary step (risk balancing and volume achievements).
- (Green) Niche Markets potential, such as Organic markets (ex, Japan, Canada)
- High population markets with less stringent export quality criteria (ex, Indonesia, Malaysia)
- Balancing a product market potential with current export volume and barriers to estimate possible market readiness

F. Post-workshop additional considerations

POTENTIAL COLLABORATIONS WITH GoU SKILLING CENTERS

A request from UIA to include Masindi (Bunyoro Industrial Hub) to enhance linkages between a potential IP and the skilling center.

Arguments pro are:

- There is a learning curve and need for GoU to improve the connection between skilling centers and industrial parks, which could work as a model for other site. Indeed in the previous sites where GGGI operated (Kasese, Soroti), this linkage was missing.
- Inclusion on thhe pre-assessment would provide useful insights for future programming and projects proposals.

Arguments Cons:

- There is no guarantee that export-products can be identified from the skilling center competence products.
- If the adequation between the skilling center competencies and the industrial park needs is lacking, there will be little prospects for action within the current project.

PRESIDENTIAL INDUSTRIAL HUBS

REGION/SUBREGION	DISTRICT	LOCATION
Bugisu Subregion	Mbale District	Rwahaha Road
Busoga Subregion	Jinja District	District Farm Institute-Kamuli Road
Bukedi Sub Region	Kibuku District	Palisa Road
Sebei Subregion	Kween	Kween
Teso Subregion	Soroti	Near Teju Factory
Karamoja Subregion	Napak	Napak
Lango Subregion	Lira	Lira University
Acholi Subregion	Gulu District	Unyama- Kitgum Road
Madi Subregion	Adjumani	Kakere Town Council
West Nile Region	Zombo District	District Farm Institute
Bunyoro Sub Region	Masindi Town	Masindi
Tooro Subregion	Kyenjojo District	Kyenjonjo
Rwenzori Sub Region	Kasese	Kasese town
South western sub region	Ntoroko And Bundibugyo	Ntoroko And Bundibugyo
Kigezi Sub Region	Kabale District	Kabale-Kigezi Sub Region
Greater Ankole Subregion	Mbarara District	Rushozi Subcounty
Greater Masaka Sub Region	Masaka	Ndegeya Village in Bugabira Parish
Greater Mubende Subregion	Mubende District	Greater Mubende-Mjubende
Buganda Subregion	Mengo	Kayunga Road
Kampala	Kigo,Along Express Highway/Munyonyo	Kigo Workshop-Carpentry