

Mission of the Centre for Basic Research

To generate and disseminate knowledge by conducting basic and applied research of social, economic and political significance to Uganda in particular and Africa in general, so as to influence policy, raise consciousness and improve quality of life.

Industrialisation in Uganda: Challenges, Sectoral Mix, Labour Conditions and Policy

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List of Abbreviations

AIDS	:	Acquired Immuno Deficiency Syndrome
CBR	:	Centre for Basic Research
EAC	:	East African Community
ENRECA	:	Enhancement of Research Capacity
ESP	:	Export Strategic Plan
FDI	:	Foreign Direct Investment
GNP	:	Gross National Product
HIV	:	Human Immuno Virus
HPAE	:	Highly Performing Asian Economies
ICT	:	Information Communication and Technology
IMF	:	International Monetary Fund
IT	:	Information Technology
MNCs	:	Multinational Corporations
NCDC	:	National Curriculum Development Council
NGO	:	Non Governmental Organization
NPA	:	National Planning Authority
NRM	:	National Resistance Movement
NSSF	:	National Social Security Fund
PC	:	Personal Computer
PAF	:	Poverty Action Fund
PAF	:	Poverty Alleviation Fund
PEAP	:	Poverty Eradication Action Plan
RMI	:	Repetitive Motion Injury
TNCs	:	Trans National Corporations
UBoS	:	Uganda Bureau of Statistics
UDC	:	Uganda Development Corporation
UFPEA	:	Uganda Fish Processors and Exporters' Association
UIA	:	Uganda Investment Authority
UIRI	:	Uganda Industrial Research Institute
UMA	:	Uganda Manufacturing Association
UNBS	:	Uganda National Bureau of Standards
UNCST	:	Uganda National Council of Science and Technology
UPC	:	Uganda People's Congress
UPE	:	Universal Primary Education
WTO	:	World Trade Organization
CSSSC	:	Centre for Studies in Social Sciences, Calcutta
RUC	:	Roskilde University Centre

Official opening Remarks by Associate Professor J.J. Barya

On behalf CBR, he welcomed all visitors to Uganda and all participants to the first Industrialization workshop in Uganda

He requested participants to observe a minute of silence to remember the late Executive Director of CBR, Dr. Nyangabyaki Bazaara, who passed away on Thursday, 8 August 2003.

He noted that CBR was started in 1987 and is an interdisciplinary research centre with over 30 researchers. The organization has produced a lot of research work in the areas of socio-political sciences and law among others and also produced a number of publications, working papers, occasional papers and books.

He expressed his appreciation to ENRECA, and collaboration between three institutions of CSSSC, RUC and CBR, through which different researchers at CBR have shared experiences. He observed that through the same collaboration, three researchers (Dr Simba Kayunga, Dr. Murindwa Rutanga and Dr. Lawyer Kafureka) have been trained up to PhD level, and others such as Lameck Kibikyo, also a PhD student, are being supported by this programme.

He thanked the Government of Uganda for recognizing the importance of this workshop and expressed his gratitude to the Ministry of Tourism, Trade and Industry for its support.

Remarks by Danish Representative, Associate Professor Preben

Prof. Preben remembered the Late Dr. Bazara and said that while his institution has collaborated with a number of Directors, his death was a severe blow to all of us and to the collaboration.

He recognized the efforts of Prof. Mamhood Mamdani for linking his University and Uganda through CBR.

He said that the workshop theme of Industrialization was timely since it was going to provide research solutions to the urgent needs of today's society. He added that the first Industrialization workshop was following ongoing activities in the business and economic world.

Remarks by Indian High Commissioner to Uganda, H.E. Deepak Ray

The Indian High Commissioner to Uganda gave a brief history of India's industrialization process in which Indians in the private sector have played a big part. He noted that industrialization and development in India led by the private sector dates back to the 1950s and a lot of success was achieved in the 1980s and 1990s.

He pointed out that Indians would take a lot of pleasure to share their development experiences with other developing countries, Uganda inclusive. He noted that this sharing of experiences to help developing countries in different areas has as already been spearheaded by Denmark.

On behalf of the delegation from India, Prof Susanta Gosh from CSSSC said that his institution had taken part in the collaboration for the last 8 years. He noted that the collaboration had been successful and their institution was ready to continue with it.

Address by Hon. Jennifer Namuyangu Byakatonda, the Minister of State for Tourism, Trade and Industry

In her speech, Hon Jennifer Namuangu made the following points:

- She said that she was honoured to be part of the Industrialization workshop, the first of its kind in Uganda.
- She extended her condolences to CBR, and to all the research fraternity upon the death of Dr. Nyangabyaki Bazaara and challenged everyone present to accomplish his mission.
- She noted that industrialization is promoted in developing countries to cause accelerated growth. She pointed out that in order to achieve that, research and industry should be partners.
- She said that while her ministry was reviewing the current industrial policy to bring about competitiveness, participants had a challenge to help government to come up with a clear policy on industrialization through their workshop deliberations and also come up with workable solutions and strategies to contribute towards industrialization in Uganda.
- She appreciated the contributions of the private sector in the industrialization process and promised government support
- She declared the workshop open.

Presentations

Session One: Chair, Prof. Banerjee

Theme One: External Factors, Other Industrialization Challenges in Uganda

Keynote Speech: World System and the End of the Third World *by Assoc. Prof. Kristen Nordhaug*

Assoc. Prof. Kristen gave a brief history concerning the financial activities between 1970 to date. He pointed out that during the 1970s there was a lot of lending from developed to developing countries. During the same time (1970s) there was a crisis of confidence of the dollar and this led to the US tightening the dollar and changing the entire US monetary policy.

He noted that the debt crisis of the 1980s affected most of the sub-Saharan and Latin America countries while on the other hand countries of East Asia driven by China were improving. These changes were a result of changes in the US policy. He noted that the US was able to borrow large amounts of offshore dollars from the rest of the world.

Assoc. Prof. Kristen then posed a question: Why were the Sub-Saharan African countries engulfed in the debt crisis while the East Asia was not? To answer the same question, he said that this was largely because developing countries in East Asia were able to export to the US market while countries of Latin America and Sub-Saharan Africa could not. Further still, East Asia had a dynamic group of overseas Chinese businessmen.

He noted that there was also a legacy of the Japanese colonialism in some areas of East Asia that favoured development in the East as opposed to Latin America and Sub-Saharan Africa.

He also pointed out that the impact of the cold war favourably helped countries of East Asia to access the US market

Discussion

Dr. Julius Kiiza's response

Dr Julius Kiiza said that Prof. Kristen Nordhaug seemed to suggest in his presentation that external factors were the only ones responsible and were the key explanation for success East Asian countries. He strongly disagreed with

this argument and questioned why there was a debt trap? He argued that part of the reason why Sub-Saharan African countries had not done well was that their economies were structured only to produce primary goods. He also explained that China was not a model society because of Confucianism

Professor Kristen Nordhaug's response

Prof. Kristen Nordhaug argued that the US played a central role in establishing a thriving economy for the East Asia countries by creating new opportunities and extending foreign aid to them. He observed that while internal factors could have played a role, the role of the US still remained significant.

Presenter: Mr. Paul Mpuga

Topic: Credit Demand and Small-scale Industrial Development in Uganda

In his presentation, Mr Mpuga argued Uganda's financial sector is largely undeveloped and highly concentrated in urban areas. He noted that the majority of the population in the rural areas (about 85% of the total population) had no access to the formal financial services. Using data from the Uganda National Household Surveys conducted in 1992/93 and 1999/2000 he made the following points:

- In many cases, Uganda's financial sector is dominated by foreigners who concentrate in urban centres leaving the rural dwellers to the informal sources of credit
- Many financial institutions are inefficient and the financial market in Uganda is largely underdeveloped
- Evidence from survey data shows that only 5% of households in rural areas have access to Micro Finance institutions
- Factors that affect access to credit include age, sex, education, whether one has had access to credit before etc. while, on the other hand, there are factors in the financial institutions themselves that affect access to credit by the rural folk and these include profitability.
- Using data sets from UBoS, he pointed out that the majority of households in rural areas receive financial services from friends and relatives (48%), NGOs, and government programmes such as *entandikwa*. However, money lenders (4%) were not seen as important sources of credit to the rural dwellers.

- Using data from UBoS from 1991 and 1999 household surveys, he noted that only 17.6% of the respondents indicated having ever applied for credit and 84% of those did actually access credit. He said that this means that many people who apply for credit in rural areas receive partial credit while others do not access it at all.
- The highest amount of credit is received by people in the central region of Uganda, according to the surveys
- Relatives and friends were found to be the most important source of credit for the rural folk and in the majority of transactions collateral were not considered as important.
- Households in rural areas tended to apply for smaller amounts of credit compared to those in the urban areas. Those involved in trade were more likely to apply for credit as compared to those in agriculture because of better returns in the former.
- The old and educated in rural areas were found to be more likely to access credit as compared to the young and uneducated. The wealthier households in the rural areas were also more likely to apply for credit as compared to the poorer ones.
- Households with better roofing and cemented floors were found to be more likely to apply and access credit than other households and findings indicated that these households were more likely to succeed with their credit.
- Individuals in the East and West were found to apply for credit more than those in the North and Central parts of Uganda.
- The sector which one is engaged in has a big implication on which source one will seek credit from. He noted that individuals in administration were more likely to seek credit from commercial (formal) institutions. However, those in small-scale industry were more disadvantaged and tended to be served by moneylenders. This meant that they required more attention from government.
- Age has an important implication for accessing credit and those individuals with assets were found to demand credit from formal sources.

Discussion

Dr. Julius Kiiza wanted to know the presenter's definition of a household as a unit of analysis. Did he mean single sex couples or husband and wife or husband, wife and children? He also wanted to know why it was households from the North and East that could not easily access credit, and what was the way forward?

Mr. Mpuga's response

In his response, Mr. Mpuga clarified that it was individuals that sought credit. He also noted that there were no commercial banks in rural areas and rural dwellers had minimal opportunities of seeking credit from formal institutions.

Presenter: Mr. Adam Mugume

Topic: Credit Accessibility and Investment Decisions in Uganda's Manufacturing Firms: A Micro Empirical Investigation. (Institute of Economics, Makerere University)

Mr. Mugume's presentation examined the impact of credit constraints on investment behaviour in Uganda. The information was based on firm surveys data carried out on manufacturing firms that had demanded for bank credit and were either granted or denied. He argued that there is discrimination in credit allocation and that credit accessibility impacted on investment decisions across the sectors. He noted that credit from commercial banks is firm-specific, sector-influenced and that small firms find it difficult to access loans. He also made the following points:

- He observed that during this age of financial liberalization, what we expected is not what we are getting. He argued that this is proved by the fact that the amount of credit going to the agricultural sector decreased since liberalization and continues to go down.
- Factors determining a firm's investment would be determined by flow of different sources of finances, uncertainty, age and size of the firm, nature of the business etc.
- Factors determining the amount of credit to be accessed by a firm include, information symmetry (i.e. the bank has to investigate whether the information given by the firm is credible) and expected future output of the loan.
- The size of the firm is important in accessing credit; the bigger the firm the higher the chances of credit accessibility. Smaller firms are more likely not to access credit at all.
- Location of the firm e.g. Kampala, may not be important in accessing credit. However, agriculture-based firms are less likely to access credit.
- Talking about the investment function, he noted that the higher the profit, the more the firm is likely to invest.

- He also pointed out that if agriculture is the engine of growth and yet it is discriminated against in terms of access to credit, there must be interventions designed by government to salvage it.

Discussion

Commenting on the presentation, one participant said that one of the fundamental issues in investment is the management of our national reserves. While in developed countries reserves are used to bail out and subsidize agricultural activities, ours in developing countries are not. He therefore suggested that it is high time governments in developing countries started giving subsidies to agriculture.

Mr. Mugume's response

Mr. Mugume agreed with the participant on the issue of reserves but quickly added that commercial banks cannot loan out their reserves. Hence government needed to allocate an amount in the budget to agriculture annually.

Presenter: Mr. Elisam Magara

Topic: The development of Information Society: An Integral Need for Uganda's Industrial Development

Mr. Magara's paper discussed the strategies for the establishment and proper functioning of an information society in Uganda. First, he defined information society as the stage when all people in all parts of the society have access to the information they need. His presentation brought out the following points:

- Information society goes through three stages: *literacy, information conscious society and information literacy.*
- He defined an *information conscious society* as those people in the society who are seeking for information.
- Information literacy is a stage where individuals are able to access and use information, engage in self-directed learning and also promote information use.

- He said that in order to come to information age Reform we have to go through four stages: the *ignore approach*, the *isolate approach*, the *idolize approach*, the *integrate approach*.
- He defined the *ignore approach* as the stage where leaders are ignorant about information technologies such as computers and do not plan for them. The *isolate approach* was defined as the stage where leaders know about computers and information technologies but do not use them. On the other hand, he defined the *idolize approach* as the stage whereby leaders have become semi-literate about information technologies and try to transform their organization by use of information technologies. However, this approach is said to be unsustainable. He further defined the *integrate approach* as the stage whereby the whole society has become information literate. At this stage, information is placed in the driving seat.

He pointed out a number of strategies where Uganda can adopt this approach in order to become an information society. Some of them are:

- Vision 2025
- The Constitution of Uganda
- Developments in information and communication systems, especially development of an information policy
- Development of indigenous knowledge
- Education for all
- Functional adult literacy
- Book Society Development Initiative
- Decentralization System and services.

He pointed out, however, that all those strategies still lack frameworks and noted that the way forward should be to do the following:

- Development of framework or a policy for the development and promotion of information society in Uganda.
- Community and extension services whereby districts and local councils should be assisted to develop local information policies to enable access to information by all stakeholders e.g. community libraries.
- Peace building and democracy to empower individuals and groups.

- Development of information counselling services in schools, local councils and communities to guide people on how to cope with changing society.
- Social economic development to understand the issues that affect the use and utilization of information.
- Promoting the information literacy initiative to train people to recognize the value of information.
- Knowledge society development whereby the information needs of the society should be identified.
- Development of support systems to enable society to capture important information to make effective decisions.
- Curriculum development whereby information literacy programmes will be incorporated at various educational levels.
- Development of gendered initiatives whereby the roles of women and men in the information society will be examined.
- Empowerment of people as competitive strategy to develop their participation in decision-making in organizations, communities and government.
- Urban social questions where the needs of society would be incorporated in national programmes.
- Cultural creativity and moral development especially develop the moral fibre in Uganda that has degenerated over the years.
- Development of ICT usage to enable individuals in society manage the new information technologies.
- Enhancement of research capacity in the country.
- Consultations and strategic alliances with different stakeholders in the promotion of information society in Uganda.

Discussion

During the plenary discussion participants made the following contributions and also asked some questions:

- The strategic exports programme includes IT as one of the commodities. How does it fit in?
- Mr Kibikyo asked the presenter to critically look at the current information policy and identify Uganda's information needs and the challenges?
- One participant observed that in Vision 2025 it is wished that every primary pupil will have a PC on his/her desk. However, whereas today

all computers and computer software are tax-free, we are still largely dependent on second-hand equipment.

- Another participant said that development cannot be isolated from information. Uganda Investment Authority has not been able to provide the people of Uganda with information on the available investment opportunities. He suggested that it is high time that the private sector got involved in dissemination of information in order to bring about the information society. He further suggested that Micro Finance Institutions in Uganda should also give more information to the people about their operations.

Mr. Magara's response

Mr Magara thanked the participants for the respective contributions and noted that the quality of information, the form and how it is presented is what matters in the creation of an information society.

Presenter: Mr. Vincent Makhoha

Topic: Natural Resource and Environment Challenges and Industrialization in Uganda

In his presentation Mr Makhoha noted that:

- The environment management in Uganda has been determined by a number of international conventions to which Uganda is a signatory.
- Uganda has also enacted the Uganda Environmental Act of 1995.
- Whereas Uganda's natural resources include a good climate, the biggest challenge is the climatic change that has taken place over the last 5 years. He noted that in Kabale and Entebbe, for instance, the minimum and maximum temperatures have always consistently been above the mean over the past 5 years' implying that Uganda is warming up.
- Over the last 30 years, Uganda has experienced a drought once every decade. However, given the fact that most industries are agro-based, these droughts have tended to affect them.
- Over the past 30 years the number of vehicles in Uganda has increased from less than 100,000 to over 600,000. He emphasized that most of these vehicles are second-hand that use super fuel that has effects on our environment.

- Our bio-diversity in most parts of Uganda has been declining over the past years. Our forests and certain species of butterfly are threatened with extinction. He noted that there are two species of antelopes that are now extinct while others are reducing drastically. He also noted that Uganda has more than 11% of the world's birds yet it occupies 2% of the world's area.
- The large mammals such as elephants, hippopotamus, buffalos and giraffes etc, have greatly reduced in population size over the past years. On the other hand, the black rhinos and white rhino species are extinct due to a number of factors including poaching.
- The wetlands which serve the purpose of nutrient retention as well as water transport have been encroached upon or even depleted in many parts of the country, partly due to the rapid population growth among other factors.
- The energy sources in Uganda pose a number of challenges. Today the demand for wood fuel exceeds the supply in many parts of the country.
- Whereas hydroelectric power is relatively cleaner, it also has a number of challenges such as creation of reservoir that may lead to nutrient and pollutant retention.
- The social human resource is the most important resource Uganda has. However, the values and way of life and settlement patterns are constantly changing. There are a lot of adaptation traits from other cultures. He also noted that people's interaction with the environment/resources determines their value and how they are used.

Presenter: Mr. Fredrick Kakembo

Topic: The Educational Challenges in the Industrialization of Uganda

In his presentation Mr. Kakembo argued that in order for Uganda to industrialize it must develop its human resource. He said that in order to produce a broad range of practical skills and positive attitudes towards work, the educational curriculum has to be structured for human resource development. He emphasized that industrialization in Uganda will be achieved through the development of science and technology, human resource development and also the gradual development of indigenous technologies. His paper also focused on educational challenges and issues that are detrimental to industrialization. These included:

- Poor institutional infrastructure. He argued that the country lacks a clear policy to establish a linear connection between education, research, innovation, technology and production, which will reduce dependency on foreign technologies.
- Lack of inter-sectoral linkage. He made a case that technology in Uganda has not moved from the laboratory. Educational planning is only done at the macro level and is not linked to the world of employment, work, production, training programmes and educational system in general.
- Inadequate human resource development. He pointed out that most of the higher education expansion has taken place in the liberal arts, social sciences and other non-scientific disciplines. As a result there is an acute shortage of personnel in the technological and scientific sectors, which hinders industrial development.
- Meagre government investment in research and development.
- There is also a shortfall in the training of the informal sector. It has been left to the uneducated and people learning by apprenticeship.

He proposed a way forward as:

- Undertaking reforms in the institutional framework. He proposed educational reforms that would ensure greater efficiency, qualitative and quantitative output of human resources.
- Undertaking the inter-sectoral linkage by creating an alliance between all sectors related to production. These include: higher education, industry, research institutions, public service, the UNCST and the NCDC. He noted that the inter sectoral linkage would help to
 - i) Formulate a realistic educational curriculum
 - ii) Reduce duplication of financial and other resources
 - iii) Maximize the utilization of national resources.

He proposed that education would be linked to industry by

- i) Diagnosing the needs of the society
- ii) Having realistic debates on what kind of society to create
- iii) Identification of potential resources for industrial development e.g. oil resources
- iv) Formulation of a national development strategy
- v) Determination of the role of education in the development strategy

- vi) Human resource development
- vii) Curriculum reforms
- viii) Linking sciences and technology
- ix) Continuous assessment of society needs based on socio-economic and technological changes

He pointed out other reforms that have to be undertaken and these include:

- i) Organizing science fairs
- ii) Awarding of prizes
- iii) Increase in training of science teachers
- iv) Linking science institutions and production units
- v) Making science courses more work-oriented
- vi) Encouraging research at an early age
- vii) Organizing workshops and seminars
- viii) Student flow regulation through information and guidance, offering financial incentives and lowering cut-off points.

He observed that science and technology in higher institutions would be strengthened by:

- i) Creating technical branches of higher education
- ii) Government funding key strategic areas of science and technology even in private universities
- iii) Higher education institutions serving as springboards for curriculum change and innovation
- iv) Government increasing funding.

In the area of training services and education extension to the informal sector he proposed the following innovations:

- i) Diversifying training from conventional institutions to non-formal sectors
- ii) Promoting linkages between the indigenous technologies and modern technology
- iii) Gradual evolution and promotion of traditional skills in craftsmanship into a modern small scale industry
- iv) Borrowing a leaf from the Indian and German experiences

- v) Integrating the production of Katwe and other areas into Makerere and Kyambogo universities.

Discussion

During the plenary discussions participants made contributions and others asked questions:

- Prof. Kristen Nordhaug noted that there is need to do away with the colonial legacy of concentrating on arts.
- Mr. Kakembo agreed with him and added that in the history of education in Uganda our people did not want to take their children to technical and vocational schools because these were regarded as low-grade jobs. Many people, especially during the colonial times, wanted to do white collar jobs which were considered to be jobs of people of the higher calibre. This is partly responsible for the fewer numbers of people trained in sciences.
- Mr Michael Niyitegeka noted that there is a problem with the Uganda's whole education system that trains people to be employed. He noted that the system is purely academic and not relevant to the needs of the times. He concluded that it is high time that we changed it.
- Mr. Kibikyo on the other hand observed that there are certain things that do not need a lot of science. He gave an example of a bicycle. He also wondered how the cost of expensive science equipment could be overcome in our schools.
- Mr. Kakembo responded by saying that in order to make a bicycle one needs to know the theory behind joining of metals and that this is what our people need to learn. He also noted that there are industries that are interested in investing in human resource in order to improve their production and reduce their costs.

Presenter: Mr. Michael Niyitegeka

Topic: Glass ceiling! In whose favour is it?

Mr. Niyitegeka started his presentation by defining what he meant by the term 'glass ceiling'. He said that 'glass ceiling' refers to the barrier that bars women from going up in management positions. You can see through but you can not go beyond it.

He said that the ceiling operates by organizations having systems/cultures that do not appreciate values in others especially the ladies. The glass ceiling starts at recruitment where particular specifications are spelled out. The ceiling has a lot of inclinations to the male species. He also argued that the ceiling exists with or without the knowledge of top management.

He pointed out that the glass ceiling is propagated by cultural biases, attitudes/gender stereotypes that are shared within the organization. He pointed out that labour in organizations is gender-biased (the homemaker attitude.)

He noted that the male higher model of hiring employees is absurd and promotes the glass ceiling. There are unclear employment conditions. (e.g. a lady should not conceive before she has worked 3 years with an organization).

He observed that the costs of the glass ceiling are hidden but they are high. They include building of day-care facilities at the places of work, maternity leaves, loss of experienced staff especially ladies, wasting of human resources due to frustrations. The cost of replacing employees who have left organizations has always been very high.

He said that there are benefits of breaking the glass ceiling. These may include an increase in the profitability of the company, improved management that is more participatory (bottom-up) and reduction in corruption.

Quoting some comparative studies, he argued that there is evidence that women managers tended to score higher than their male counterparts.

He emphasized that the way forward should be to break the glass ceiling in organizations. A culture of equality should be developed in all organizations and all people (men and women) should access information. He summed up his presentation by saying that if Uganda is to industrialize we must tap all our potential whether from males or from females.

Discussion

Mr. Magara noted that people only look for jobs for which they were trained but this culture needs to be changed. People should be able to adapt to new situations.

One participant said that whereas the elites have better prospects for employment, time has come for people to strategize as they study. They should be able to offer courses depending on the needs of the job market.

Mr. Magara again raised a concern that many organizations offer training only in their own areas of interest and specialization. He observed that many people have lost jobs because of going for further studies and taking courses not compatible with their current job descriptions, something that is construed to mean that one is about to leave.

Prof. Fleming noted that it is necessary to introduce life-long learning. Individuals should be able to broaden their knowledge.

Ms Robinah Ssebano reported the entrepreneurship curriculum has been developed and it is being piloted in a few selected schools.

Mr. Niyitegeka observed that in Sweden parents (man and woman) take maternity leaves of up to 12 months. He also pointed that it is high time that Ugandans took advantage of the technology and have Virtual offices where one is able to work on his/her networked computer at home. He gave an example of a consultant in Kampala doing consultancy work for firms in Europe on his networked computers without necessarily having to go there.

Session Two

Theme Two: Informal Sector, Fishery and Milk Industry

Chair: Associate Professor Daniel Fleming

Keynote Speech by Reserve Bank of India Professor of
Industry, *Dr. Sungata Marjit*

Topic: Trade Reforms Internal Capital Mobility and Informal Wage-Theory and Evidence.

In his keynote speech Prof Sungata Marjit focused on the reforms that have taken place in the Indian economy and their impact particularly on the informal sector. He made the following points:

- While the informal sector is very important, there still very little literature about it today.
- Since 1991-92 the Indian economy has undergone a series of reforms and also removed trade barriers. He noted that India today has the highest foreign exchange reserves in Asia.
- The majority of the work force in India is absorbed in the informal sector. He also pointed out that while 90% of the work force in India is absorbed in the informal sector, in Latin America it is 60%-70% and higher in Sub-Saharan African countries.
- The reforms in India have to do with the labour laws and regulations, removal of tariff barriers and subsidies because these have implications on people in the informal sector.
- The movement of people from the formal sector to the informal sector have a lot of implications on the informal wage as the size of people within the sector is expanding.
- The argument is that when labour moves from one sector to another, capital does not move with it. This has implications on the wage. He also noted that at the same time, capital within the formal sector is relocating itself.
- He pointed out that in the informal sector, productivity and the wage have to be very close.

- He noted that open unemployment cannot exist among the very poor because it is synonymous with death.
- He observed that in India the real informal wage in the 17 states of India was going down in the pre-reform period. However, research findings done in 1989-90 and 1994-95 after the reforms indicated that the informal wage had started going up. Further evidence from studies done in 1999-2000 further confirmed that the informal wage had further improved across all states in India.
- He argued that people within the formal sector in India did not have incentives to accumulate assets as their counterparts in the informal sector. This was proved in studies carried out in pre-reform period of 1984-85 and compared to the findings in studies done in 1989-1990 and after the reforms in 1994-95 whereby accumulation of assets was clearly seen.
- He therefore concluded that in a poor country where the informal sector is expanding, the process of accumulation of assets is also taking place.

Discussion

During the discussion, Prof. Marjit noted that the gap in terms of average wage has widened in India. In India people with low education and people with high education (PhD.) are doing much better than those with medium education. While those with low education are involved in the informal sector (small-scale industries etc,) those with high education are doing consultancies.

Presenter : Grace Flavia Nabadda-Barya

Topic: Cloth Hawkers and their impact on the Textile Industry in Uganda

The paper examined the effects of cloth hawking of especially second-hand clothes from India, Indonesia, Malaysia, Britain and America on the textile industry in Uganda. She also focused on the problems facing the textile industry and also presented an overview of the marketing skills in the textile industry. She started by briefly looking at the history of the textile industry and noted the following points:

- The textile industry in Uganda had its roots way back in 1903 when Borup came up with a spinning mill.

- By 1906 different ginneries had started coming up. At this time Ugandans were producing cotton to facilitate the British textile companies.
- By 1970 there were a number of textile industries in Uganda e.g Nyanza, Pamba, and African Textile Mills.
- By 1974 the government then came up with a National Textile Board to manage the textile industry in Uganda.
- The period that followed was characterized by an irregular supply of spare parts for the industries, no working capital, expulsion of technicians and Indians from Uganda etc and slowly the textile industry in Uganda started experiencing a slow but painful death.
- This resulted into the indigenous Ugandans importing fabric from the different countries such as India, Malaysia, and Emirates. Canada etc. At the same time the importation of second- hand clothes also started.
- By the 1990s there was a restructuring that later led to the cloth hawkers in the different local markets.
- Today there are several textile industries that have been revived and these include: Sigma Nytile, Phoenix, Trystar, Eladam, Kyosimba Textiles, Johnie Spinning Industry. A lot of capital has been injected in these industries but they are facing stiff competition from the hawkers.
- Some of the challenges faced by the textile industry include the over-valued exchange rate, the liberalization of the economy, low supply of cotton. At the same time, the infrastructure and other support systems have crumbled. This has led to low productivity, low quality goods leading to marketing problems especially faced with better quality but second-hand clothes coupled with poor marketing skills.
- She noted that there is one distributor of second-hand clothes on Namirembe road who is able to supply about 2000 bales of second-hand clothes in just one week from UK and Canada due to the high demand.

Discussions

Mr. Kibikyo wanted to know the percentage of second-hand clothes compared to the total volume of fabric imported into the country. He asked how long was Uganda going to continue protecting the local industries, which it has been protecting since the 1960s? He further wanted to know what is unique about the textile industry, which even calls for the intervention of the president when at the same time the economy has been fully liberalized?

Mrs. Barya responded by saying that the textile industry is unique because Uganda produces the best cotton. She noted that this industry is unique because today our people have gone as far as importing everything

including bras and second-hand knickers. “Why should these be imported?” she asked. Regarding the duration of the protection, she referred that to authorities from the Ministry of Industry.

One participant encouraged Mrs. Barya to do further research and include even the cottage industry where many grassroots women are involved. He observed that there are cost benefits of buying new fabrics because they give the value for money and agreed with her that in order to promote our industries importation of second-hand clothes should be discouraged.

Presenter: Ms. Zeridah Ddamulira

Topic: Informal Sector Impact on Industrial Development in Uganda

She started her presentation by giving a brief historical background of the informal sector. She pointed out that the sector is believed to have emerged in 1939 after World War II as a way of differing from the communist mode of production, especially in urban areas. It was largely one way by which the urban poor earned their living. She also made the following points:

- People involved in the informal sector include the women, youth and children.
- The informal sector does not require a lot of specialized skills. There is free entry and free exit.
- Examples of informal sector activities include street vending, restaurants, groceries, kiosks, trading in agricultural produce, market vending, among others.
- The informal sector has absorbed a large proportion of the unskilled labour and generated a lot of employment opportunities due to the sizing down of the formal sector since 1993, coupled with the rural-urban migrations.
- On the linkage between the informal sector and industrialization here in Uganda she argued that the industrial sector stems from the informal sector. “Informal sector is the mother of industrialization,” she said.
- Citing a number of places in Uganda where informal sector activities are taking place, e.g. Kisenyi, Kawempe, Nalukolongo, Katwe and other upcountry places, she argued that informal sector activities absorb raw materials from the industries.
- She argued, however, that some of the limitations within the sector include exploitation, low productivity, lack of credit and disguised unemployment.

Discussion

Mr. Magara observed that Ms. Ddamulira's paper needed to be overhauled because it had a lot of sweeping information that was not backed up by facts and the presentation itself left a lot to be desired. He proposed that she consults the budget paper and other literature to beef up her presentation.

Mr. Niyitegeka requested Ms. Ddamulira to define the concept of the informal sector and to tell us the delimitations of the sector because it did not come out clearly in her presentation what the sector was and was not.

Another participant said that Ms. Ddamulira needed to expand her paper and study the operations of particular producers within the informal sector and come up with a case study on which to base her generalizations.

Ms. Ddamulira did not have time to respond to these comments.

Presenter: Samson James Opolot

Topic: Redeeming the Informal Sector and Accumulation from Below: A Framework for supporting 'Informal' sector Industrialization in Uganda

He started his presentation by noting that the definition of the informal sector is very difficult to come by. His presentation brought the following points:

- The informal sector is not a small-time thing because there are firms that are expanding and exporting within the sector.
- He pointed out the need to look at differentiation within the sector. To date the informal sector is looked at as an integral part of an economy. Economies such as Italy are respected for their cottage industries that are within the informal sector.
- He delved into the development paradigms that led to and which justify the informal sector. These included:
 - *Growth with distribution/equity* which argues that the urban informal sector ensures equitable distribution of income among the poor,
 - *Employment generation* which argues that the informal has been able to employ people with few skills by using appropriate technologies that are labour intensive,

- *Appropriate technology* which argues that the urban informal sector uses appropriate technology using local resources efficiently and reusing and recycling waste materials,
 - *Human resource development* which argues that the informal sector trains migrants with no or little skills by apprenticeship using very little educational processes,
 - *Basic needs approaches* which argues that the urban informal sector has been providing basic needs for the urban populations and migrants at affordable prices and qualities.
- He also noted that multiple taxation is crippling businesses within the informal sector.
 - Informal sector economies that support the formal sector should be consolidated such as the small-time *waragi* distillers that supply Uganda Waragi Distilling Co.
 - He observed that in Latin America, the informal sector is stronger. He argued that our informal sector players should also get organised and get unionized for a bigger bargain.

He concluded his presentation by saying that we should not ignore our own limping but important innovators such as the guy at Katwe in Kampala who made a helicopter.

Discussion

Mr. Niyitegeka observed that the informal sector operators in Katwe cannot be demeaned because some of the big industries in Uganda with brand names such as GM Tumpeco are using those small entrepreneurs and paying them less. These informal sector operators could also be helped to get brand names to sell independently because they are producing the very products these big industries with brand names are putting on the market.

Mr. Kibikyo suggested that Mr. Opolot could have suggested in his paper how to handle some of the existing regulations that are frustrating operators within the informal sector.

In his response Mr. Opolot noted that he made a number of proposals in his paper only that he could not read word by word given the time constraints. He agreed with Mr. Niyitegeka on the issue of brand names and added that he was aware that there are all sorts of sub-contracting within the sector by big companies

Theme Three: The State, Market and Industrial Policy

Session One

**Chair: Professor Marjit Sungata, (Reserve Bank of India
Professor of Industry)**

Keynote Speech: Economic Reforms and Industrialization in LDCs of India, Latin America and Africa, by Dr. Sambuddha Banerjee

In the keynote speech Dr. Sambuddha Banerjee reviewed the recent theories and evidence on trade and industrial policy reform in developing countries and also analyzed growth in Africa. The following were the highlights of his presentation:

- In Uganda, the economic reforms started in 1986 and the economy was liberalized. However, growth of the industrial sector has remained optimal due to poor infrastructure, weak institutions, lack of capital, lack of technical and managerial skills, among others.
- Industrial output in Uganda had steadily increased to up to 17% by 2000. He pointed out that steel products as well as bricks and cement industries have gone up drastically in the same period.
- The export of goods and non-factor services in Uganda experienced a decline in the period 1980-1983 but experienced some increase in the period 1994 -2000.
- The exports at GNP constant prices have also been rising for the period 1994-2000 and at the same time the shares in manufacturing have been rising.
- The share of industry of GNP has gone down over the last 20 years. However, manufacturing has slightly gone up and there has been an increase of export of manufactured goods from 13% (1980) to 14.2 (2000). There has also been a significant increase in export of non-traditional exports.
- The index of Kenya is higher as compared to that of Uganda and has increased from 0.66 to 0.72
- Uganda's Internet users stood at 600 (1996) and increased to 25,000 (1999) while the telephone lines per 1000 population were 1.4 (1980) and rose to 10.3 (1999). However, the figures for Kenya are much higher.

- While comparing the real GDP and GDP growth, he noted that there has been an increase from \$ 3146m to \$ 7728m while in Kenya it was \$ 5824m to \$ 9876m. The implication of this is that there was more growth of the Ugandan economy as compared to that of Kenya and other Sub-Saharan countries.
- In value added in Industry as a percentage of GDP, there was a sharp rise for Uganda again as compared to Kenya.
- The post-reform industrialization in Sub-Saharan Africa is still lower than what it was in the 1980s.
- He noted that the companies have to adopt better technologies, improve Information Technology consciousness in order to increase the industrial output.

Discussion

Assoc. Prof. Kristen wanted to know how the AID relationship between Kenya and Uganda influenced his comparisons and whether this comparison would help in determining the economic reforms in other Sub-Saharan states.

Dr. Julius Kiiza requested the presenter to throw more light on the term 'Trade Openness Index' and what the higher figures in an economy meant.

Prof. Sambuddha Banerjee responded by saying that the indexes indicate the openness of an economy whether it has increased or whether it has not. The higher figure means that the industrialization was going up and that there is more for export.

One participant made a contribution saying that there is need to address food processing as a very important issue and researchers need to do more research in this area.

Presenter: Dr. Kiiza Julius

Topic: Fortifying "late" Industrialization against Failure: The Case for Development State Activism in Uganda

In his presentation Dr. Kiiza noted that:

- The debate for development activism has assumed centre stage. Countries such as Uganda are described in derogatory terms e.g. parasitic states.
- While the dominant ideology today is economic liberalism, Dr. Kiiza argued that this is an easier alternative and he called it a "lazy man's

- Comparing Taiwan and Uganda, Dr. Kiiza argued that both are small states of 24 million people. Both are former colonies but today both have totally different economies. He noted that Taiwan has transformed its economy from primary production to high technology. “Why is East Asia most effective than countries of Sub-Saharan Africa?” he asked.
- He argued that the developmental State was not God-given to countries of East Asia but it was politically driven. He argued that we must abandon the IMF–World Bank ideologies and replace them with nationalistic strategies and also define our long-term priorities. He stressed that Uganda, as a Nation must transform the national economy from primary commodity production.
- Quoting the experience of Britain, Dr. Kiiza noted that it was described as ‘early industrialization’ while USA was described as a ‘late industrializer’. In addition, Germany was described as ‘late-late industrializer’ while the experiences of the East Asian countries were referred to as ‘catch-up industrializers’. However, when it came to Africa, it was described as ‘failed industrializer’.
- He argued that a free market is a fallacy. He noted that late industrialization calls for state intervention in guiding the economy. But there is no country early or late that has ever industrialized without the state. He therefore concluded that there must be ‘**Developmental State Activism**’.
- Quoting Chamas Johnson, he argued that the dominant ideology should be ‘Economic Nationalism’ and not ‘economic liberalism’. He emphasized that the state has to guide the market using a lead agency playing an entrepreneurship role.
- He pointed out that the developmental state has to consult with the stakeholders before announcing policies so that the affected stakeholders are part of their formulation and development. He observed that while the politicians reign, the bureaucrats remain and have to be permanent such that the process of policy formulation is consistent.
- He stressed that in Taiwan the state was practised Developmental State Activism and economic nationalism and not economic liberalism. He pointed out that today they produce goods that have a potential to penetrate the global markets.

- He noted that the scenario in Uganda is different in the following ways: In Uganda there is no emphasis on high-level bureaucracy. (We emphasize technical know-who characterized by recruiting people with no proper qualifications). In Uganda there is no commitment to economic liberalism and no commitment to economic nationalism. Uganda has had different political régimes since independence accompanied by crisis, Marxist ideology, neo-liberalism, economic liberalism and no State-intervention but privatization. He argued that the top priority of the current regime is political survival other than national survival and because of this the World Bank policies have been swallowed as a whole and gospel truth.
- He concluded that there is no country in the world that has been able to industrialize in the context of free markets and Uganda is not going to be the first. He emphasized that Developmental Activism is not optional but a MUST.

Discussion

Juma Okuku strongly disagreed with the presenter and said that the presenter's comparison of Uganda and Taiwan was far-fetched. He said that he had stayed in South Korea and Taiwan itself twice and was in better position to understand them. He argued that the two countries have totally two different sets of conditions politically, socially and economically. In Taiwan they recruit only high quality bureaucrats. In the broader international context it is even unheard-of to begin thinking about abandoning the IMF and the World Bank, he said. If we were to abandon the World Bank and IMF how would we explain those other countries such as Chile and Ireland that are developing within the context of the World Bank and IMF? he asked. He added that the presenter was simply excited and suggested ideas that could not be applied in Uganda's context. He suggested that we need to first understand our political, social and economic dynamism before jumping to conclusions that Uganda can become a 'Taiwan' with Developmental Activism. He ended by saying that the notion of 'baby-sitting industries' cannot be sustained in the long run.

Dr.Kiiza's response

In his response Dr Kiiza said that comparison is a lot easier when comparison units have things in common. He added that advanced comparison looks at both similarities and differences. He argued that Taiwan

was a good example in this assessment because it had a lot in common and yet more differences at the same time whereas Chile and Ireland were not.

Dr. Kiiza also noted that Juma Okuku had provided his own answer when he argued that in Taiwan they recruit only high quality bureaucrats. He said that is exactly what economic nationalism is all about.

He noted that Chile and Ireland are not neo-liberal economies as Juma thinks. Chile has only achieved rapid growth in the 1990s and even then without industrialization. In actual fact it is still exporting copper like Uganda, which is exporting hides and skins that are not transformed.

About the issue of 'baby-sitting' industries Dr. Kiiza said that 'baby-sitting' simply means being patient with our own industries. He said that USA in 1776, Alexander Hannington noted that USA's industries needed 200 years before USA would liberalize. He pointed out that USA actually liberalized after World War II. He concluded that Uganda's industries actually still need to be 'baby sat'.

Presenter: Mr. D.L. Kibikyo

Topic: Does the PEAP Promise Industrial Development for Uganda?

Mr. Kibikyo started his presentation by drawing lessons from the Highly Performing Asian Economies (HPAE) and made comparisons with Uganda. The following were the highlights of his presentation:

- FDI is influenced by the level of organization of the natural resources. Plantations and minerals play a big part in attracting this FDI.
- The level of organization of the natural resource determines intervention. He noted that there is need for more intervention in agricultural activities.
- Where we have FDI, we get less government intervention as we get more MNCs.
- The PEAP is handling policies for small-scale industries. One weakness with the PEAP is that it has not considered cooperatives that were crucial in the HPAE industrialisation.
- Politics in the Highly Performing Asian Economies followed politically sensitive policies. Their objectives were economic development. They employed economists trained in the west and policy-makers and bureaucrats were protected. On the other hand, in Uganda more funds go to administration and security. He argued that while the National Planning Authority (NPA) has been put in place, the people constituting it might not be the best suited to do the job. Gender issues

are not well catered for. For instance, gender activists were already complaining that they need a balance in the NPA. There are also issues of tribalism and total exclusion of certain professions. (For instance, the government prefers medical doctors in government positions such as in UIA, MoFPED, etc.)

- The natures of the projects identified by the Asian economies were those where they had comparative advantage, knowledge-specific and capital intensive and high value. While in Uganda we have identified some commodities, they are not high value. He pointed out that the prices of our coffee have been declining and over 50% of our national budget is donor-funded. He suggested that there is need to identify other commodities for export that are of high value.
- He noted that most countries of HPAE were at the same level of development with Uganda in the 1960s and 1970s. They were able to enter the regional markets, diversified their products and even produced new goods for new international markets. At the same time, they subsidized some of their goods. On the other hand, Uganda's products are experiencing a lot of barriers, there is ignorance of export markets and unfinished goods attract taxes. There is still need for public and private interface to be informed about development in markets and technology.
- He observed that the HPAE had access to cheap capital, low interest rates, pension schemes and there was foreign investment. On the other hand, all these are lacking in Uganda. There are problems of access to capital. While the NSSF pension scheme is in place, it has not been fully exploited. Our infrastructure, such as schools and roads are still poor. While the HPAE were using the sea for us we are using the roads and have ignored the railway transport and the abundance of hydro electric power potential in the country.
- So the big questions are: What goods do we produce? Where does the capital come from? Where is the market? And who is to invest?
- The paper recommends high-value products such as vanilla, farming of pharmaceutical plants and food-processing in the short-run and exploration of the country's mineral wealth in the long run. In terms of capital, government can utilize the NSSF as well as mobilising the population. Investors can be government, the church, traditional or cultural groups like the kingdoms or any other organized groups.

Discussion

Dr. Kiiza noted that the Asian economies did not necessarily recruit economists. The Taiwan and Japan recruited engineers while in Korea emphasis was put on scientists and lawyers.

Prof. Marjit remarked that this year China has hired a lot of economists. Uganda also should learn from these countries and be able to adapt what works, what is good for Uganda may not be good for India; he said. There has to be a Ugandan way of doing things. Let's learn from the west but build our own.

Presenter: Mr. Anthony Juma Okuku

Topic: Reflections on the Institutional Foundations of Uganda's Industrialization: Past, Present and Future

In his paper Mr. Okuku examined the existence or absence of institutional foundations critical for industrialization from late colonization to the present. He looked at the state and the bureaucracy, the coordinating agencies and institutions that provide control over resource flows as well as the existence of intermediate business associations that link the state and business firms.

He noted that

- There are already institutions that can lead the process of development. He gave the example of the state and bureaucracy, coordinating agencies the ministries, banking institutions, insurance houses, post office, the capital market.
- He noted that there must be institutions linking the state intermediate institutions integrating the state and organized (e.g. UMA) and other institutions.
- The only thing that does not exist is the ideological underpinning and institutional frameworks that are so skewed. He argued that there is no respect for cultural and ideological opinions of these institutions.
- There must be a nature of cohesion within that state, the bureaucracy must be competent, organized and competently recruited.

Discussion

Dr. Julius Kiiza disagreed with Mr. Okuku on the issue of attracting investors.¹ He argued the world over the trend is that of attracting human capital that you do not have. He cited the example of the US immigration visa policies to prove his point.

Mr. Okuku's response

Mr. Okuku said that Korea never invited foreigners and even those who went there were only integrated. He insisted that what the president did has not benefited Uganda as a country to be independent and our people to industrialize. He argued that industrialization takes more than adjusting visa policies.

Presenter: Mr. Moses Ssebunnya

Topic: The role of Standardization in Industrial and Economic Development in Uganda

Mr. Ssebunnya started his presentation by defining the concept of 'standardization'. He said that it is a document or a physical unit that serves as a yardstick on which all other measures are based. He noted that standardization is a process and that standards are developed through consensus. In Uganda standardization has been gradual since 1990. The following are the highlights of his presentation:

- There are standards that are mandatory especially those that affect public health such as building materials and packed foods. He noted that those other standards that do not directly affect public health and the environment are referred to as voluntary.
- He pointed out that standards are developed at different levels: i.e. National, Regional and International. At the national level in Uganda, the UNBS is responsible for those standards. At the regional level, standards are developed taking into account similar conditions (e.g. EAC has some standards that govern trade and business within the region), while at international level standards are developed by all

¹ Mr. Okuku had argued that the president was wrong to attract investors to Uganda from elsewhere.

countries. However, all countries adopt the international standards (developed in Geneva) as National standards so that their products are not restricted to enter any country.

- Standards can open gates for our products at the international market. To enter the international markets we must improve competitiveness by improving the standards.
- He noted that the government is currently developing the ESP. This is about increasing the value of Uganda's exports. He observed that the entry point of this strategic plan is standardization. In the same bid, government is strengthening the role of UNBS.
- He said that Uganda is a signatory to the international agreements especially the sanitary regulations. These are new standards for pesticides in the European market. So our people dealing in the flower industry have to comply with them. If you are to export Simsim to Japan, for instance, there should be 0% pesticides. He emphasized therefore, that as Ugandans we must produce goods that are higher than the required standards.
- He also pointed out the need for accreditation such that our laboratories issue out certificates for goods that are internationally recognized. For instance the organic certification of our coffee

Discussion

Mr. Chango Machyo disagreed with the issue of standards and said that the true standards are those that support what we want as Africans. According to him, different states have their own standards and there is nothing like international standards.

Presenter: Chango Machyo W'Obanda

Topic: Independence, Industrialization, Development and Progress

The following were the highlights of Mr. Chango Machyo's presentation:

- He pointed out that Britain was the first country to industrialize and the French learnt by working in the British industries as messengers and by spying. On the other hand, the Americans passed a decree prohibiting any foreigner spying on their industrialization process.
- He said that while the African struggle was supposed to be a revolution aimed at changing the systems including the working methods, 40

years down the road we are still talking about industrialization. He added that we are still imitating our colonial masters like parrots and pointed out that we need to be critical of what we are learning.

- He reported that the British came to colonize us after the abolition of slave trade because they wanted raw materials for their industries. He noted that the industrial revolution in Europe targeted making the Africans to grow raw materials at home for European and American industries and that colonization had nothing to do with civilizing Africans.
- He argued that Europeans who did not allow Africans to industrialize perpetuated the status quo in the African countries. He argued that before the Europeans came to colonize us, Africa was ahead and our people were producing. He emphasized his point by giving the example of the African Museum in Belgium where everything displayed, except a car, was made by Congolese before the Belgians came.
- He pointed out that the structural adjustments cannot help us to industrialize because they are in place to serve the interests of the World Bank and IMF.
- While the Uganda Development Corporation (UDC) was put in place in the 1960s by the then Obote government to spearhead the industrialization process, it was abolished by the NRM government for political reasons. Probably because UDC suggests connotations of UPC. Why didn't they baptize it another name? he asked.
- Mr. Chango Machyo wondered why we have a national border and then continue to talk about markets! He argued that we cannot industrialize Uganda because the market is too small. He suggested that it is better to produce and feed ourselves than think of export if there is a surplus.
- He emphasized that if we want to industrialize, we have to act by our own dictates not according to the World Bank and IMF. He said that our future lies in our own hands and we have to fight our own inferiority complex and lack of initiative if we are to industrialize. We have got to turn around and challenge ourselves whether we are doing enough.

Plenary Discussion

Juma Okuku said that the important question is not simply to de-link but how do we de-link. How do we acquire that technological know-how? He

noted that we must industrialize by learning. We must strategically socialize with the international community in order to be able to build our own. He argued that the new development industrialization strategies organize from households.

Chango Machyo remarked that 'de-linking' simply means not depending on someone far superior to you. He pointed out that we don't have to get someone from Britain to come and paint parking lots in Kampala. De-linking is about learning from others intelligently. He gave an example of India where they produce their own textbooks .

One participant observed that people are interrelated and intertwined. What is important is tapping the scientific knowledge. The science of mankind should benefit everyone. If we want to industrialize we should develop our human resource first, then our institutions and be able to address the problem of small-scale industries.

Dr. Kiiza raised concerns about wasting our meagre resources by buying expensive vehicles such as Pajero intercoolers. At this point he challenged Mr. Chango Machyo on what advice he gave to government. On the issue of exports, he said that turning to non-traditional commodities such as vanilla will still pose the same problems like the old traditional crops. The only solution is to shift to high-value products.

Prof. Marjit decried the serious brain drain in India. He noted that a lot of Indians who are highly specialized are serving in other countries and not benefiting their country directly. He argued that in fact India was benefiting more from the mediocre people and not from her best brains. "They are only Indians by their passports and this is the irony of development and it is the same everywhere," he said.

Chango Machyo noted that Ugandans have never decided to grow cotton or coffee. These crops were brought by the British and imposed on us because they wanted them for their own industries. They are the ones who even set the prices. He therefore agreed with Dr. Julius Kiiza on the issue of vanilla that while it is fetching high prices today it is only temporary. The solution for Uganda is to turn to high-value products.

Theme Four: Labour and Collective Bargaining

Session Two

Chair: Assoc. Prof. Kristen Nordhaug

Keynote Speech: Industrial Relations/Trade Union Aspects of Industrialization by Assoc. Prof. Daniel Fleming

Assoc. Prof. Fleming's presentation focused on the international changes that challenge the traditional management-labour relations. He also discussed work organization and division of labour as well as industrial relations and resource management. The highlights of his presentation were as follows:

- The path that Europe is taking is still very much dependent (60-70%) on labour and trade unions. However, there is an international decline of the unions due to neo-colonialism, human resource management and organization of work.
- There were drastic changes in union densities between 1980-1995 whereby membership to trade unions was increasing. On the other hand, however, membership to trade unions in Uganda was going down for the same period. (7.8% to 3.9%).
- The reasons for the decline in trade union membership include;
 - i) Increase in informal sector activities globally, which has made it difficult to organize
 - ii) Increase in jobs outside the unionized jobs
 - iii) Increase in skilled workers
 - iv) Young workers who do not want to waste their time joining unions
 - v) Unions organizing only at company levels
 - vi) Split in unions especially after the World War II and unions sometimes fighting each other e.g. in Bangladesh 17 unions were fighting each other.
 - vii) Difficulties of retaining membership within the trade unions
- He emphasized that the unions can only survive by organizing according to careers, having strong coalitions with NGOs and other

- Prof. Fleming also touched on the differences in labour policies whereby different policies emphasize different issues such as resource management
- He emphasized that countries such as Singapore have relied upon proactive Human Resource Initiatives whereby their industrialization process started with designing their education systems to develop skills.
- Prof. Fleming said that in the Scandinavian countries the trade unions are very much informed and are running different programmes. The trade unions are so strong that managers often find themselves handicapped in the formation of policies. On the other hand, the picture is different in Asian countries because there the policies are company-led.

Presenter: Kasule Kalule

Topic: Trade Unions and Collective Bargaining - A Country Case Study About Relationship Between the Fisheries Trade Unions and the Foreign Investors in the Fish Industry in Uganda

Mr Kasule Kalule gave an overview of the fishing industry in Uganda. The following were the highlights of his presentation.

- He noted that Lake Victoria is the second largest in the world.² Uganda has 45% of its total water body covering an area 68,800 sq. km within its boundaries while Kenya has 6% and Tanzania has 49%. Its shoreline within Uganda covers 3,500 km and can produce an estimated maximum yield of 218,000 metric tonnes of fish per year.
- Uganda earns \$90 million, i.e. 32.8% of its national export earnings from fish exports.
- The fishing industry in Uganda is sustaining between 500,000 to 1,000,000 people directly or indirectly.
- Fish processing in Uganda started in 1992 and at present there are 10 multinational companies under Uganda Fish Processors and Exporters Association (UFPEA).
- He noted that the working conditions for employees in the fishing companies are appalling. Each worker has to work for 12 hours a day (i.e.

² Lake Superior found in North America is the largest in the world.

8.00 a.m. to 8.00 p.m.) earning a daily wage of 1500/= - 2500/=. Each worker is required to process 1 tonne of fish per day to qualify for a day's payment. On top of that there are no benefits such as overtime, no appointment letters, no working leave and the protective gears are inadequate.

The trade unions' contribution in industrial development in Uganda can be in four areas:

- a) Giving continuous education to the workers,
 - b) Protection of consumers from substandard fish,
 - c) Protection of workers against occupational hazards e.g. Repetitive Motion Injury (RMI),
 - d) Protection of workers' human and labour rights.
- Marginalization of workers in fish industries can be disastrous because it can result in low production (plodding), strikes and destruction of property.
 - He defined collective bargaining as the process of negotiation between workers and their employers.
 - He emphasized the need for workers within the fish industries to unionize. Unfortunately, today the current government authorities think that the trade unions are harassing their foreign investors. This thinking is worsened by poor information flow from UIA, which has not sensitized the investors on the roles of trade unions in Uganda.
 - He pointed out that the way forward should be for workers in the fish industries to withdraw their labour without violence and to find suitable alternatives. He also noted that today some workers have organised themselves and there are other avenues such as the PAF under the PEAP which they can solicit for.
 - He observed that since people in the fishing industry are some of the most hard hit by the HIV/AIDS pandemic, they have to benefit from the government strategy against the HIV/AIDS. While a few of them have benefited from sensitization drives under the Uganda Aids Commission, more need to be done.
 - He also noted that our fish factories in Uganda are wasting a lot of fish parts that would be transformed into other useful products. He cited the example of fish scales that could be transformed into office glue and the fish skins, which could also be transformed into useful products. He

observed that there are investors in the United States who are interested in undertaking this venture.

- He pointed out that Kenya that controls only 6% of Lake Victoria water body has 15 fish industries and is exporting more fish products than Uganda due to our ignorance.

Discussion

Prof. Daniel Fleming wanted to know whether the trade unions could include even the fishermen themselves and not only workers in the fish factories.

In his response, Mr. Kalule Kasule said that they have started working with the fishermen. Today the fishermen have no say in setting the fish prices. The fish companies set all prices. He noted that some of the operators of these companies are very unscrupulous because they begin buying fish from fishermen at 5.00 p.m. when the fishermen are desperate and are ready to give their fish at any price for fear of it going bad.

Mrs. Mary Kakembo wanted a clarification on the workers' union in the fishing industry and whether they have been able to help people getting out of business such as the women who used to smoke the fish.

In response to her question, Mr. Kalule Kasule noted that 44% of people involved in the fishing business are women and a number of them are involved in smoking the fish. He pointed that today there is almost no fishing policy and a few existing regulations are not enforced. He reported that whereas fish processors are not supposed to get involved in actual fishing, today they own many boats and boat engines and they have employed many people who operate them thus displacing many people from the business. He emphasized that the only solution is to organize the fishing community to fight these injustices.

Presenter: Edward Rubanga

Topic: The Effect of Non-Minimum Wage Policy on the Productivity of Sugar Industry in Uganda

Mr. Rubanga gave a historical overview of industrialization in Uganda and the evolving of the minimum wage and how the non-minimum wage implementation has had a negative effect on the labour supply in Uganda. The following were the highlights of his presentation:

- He noted that the minimum wage is a ceiling which one must get when selling one's labour. It is a wage rate set by government to guide the labour market and labour supply. He noted that discussions about the minimum wage in the developed world started in the 1930s while in the developing countries it was the ex-soldiers returning from the First World War that started the struggles and called for changes.
- He argued that the colonialists came here largely because there was abundant labour.
- Because of the non-wage policy in Uganda, the investors tend to pay low wages leading to low purchasing power, low labour power, production and consequently to under-industrialization.
- Industrialization in Uganda goes back to 1900 when it was introduced by the British to boost their national economy. It was at that time that a working day was defined and also weekends set apart for rest and to attend church services.
- Coffee was introduced in 1900, tea and cotton in 1903 and sugarcane was introduced around 1940.
- By 1907 the production of cotton had risen to 2000 bales and by the 1920s it reached 200,000 while between 1937-38 it was 418,000 bales.
- Policy making in Uganda started with the 1900 agreement, which distributed land among several kinds of beneficiaries. This agreement was meant to enable the colonial government to secure land for agri-business for white farmers. However, many of them who got land had abandoned it by 1924.
- Many of white farmers lost their labourers to the local coffee farmers in Buganda who were offering them better incentives. However, later on the Asian entrants into the farming business such as Metha and Madhvani bought off land from the white farmers
- He gave an overview of how the minimum wage discussions in Uganda have evolved since 1914 up to today.

Discussion

Mr. Niyitegeka wanted to know how the investors will be able to offset their losses if they have to pay a minimum wage.

One participant sought a clarification on whether there is a minimum wage addresses the concerns of the unskilled because is not only the skilled who are exploited.

In his response, Mr. Rubanga said that the minimum wage has nothing to do with profit. It is entirely a political economy issue. He noted that it

should be politicians to mobilize people for production. He argued that if the president is the most highly paid person in Uganda, there should be the lowest paid.

Presenter: Assoc. Prof. Germina Ssemwogerere

Keynote Speech: Uganda's Policy Reform, Industry Competitiveness and Regional Integration: A Comparison with Kenya

The highlights of Prof. Ssemwogerere's presentation were as follows:

- There were fears that when Uganda liberalizes, Uganda's industries would be wiped out.
- The competitive difference between Uganda and Kenya was not all that bad according to researching findings. However, Uganda's comparative advantage is reduced due to excessive use of imported goods, Uganda being a landlocked country, with poor infrastructure and exporting non-finished products.
- Over time, however, there have been minor improvements in comparative advantage although there have been no improvements in technology.
- She suggested that UDC should be re-instated in order to attract foreign investment.
- During the economic recovery programme, Uganda received a lot of aid that led to the initial industrial growth. From 1990 onwards, however, there were permissive policies intended to reduce official public control and which allowed the market to operate by its own forces. Due to the efficiency of the market then, there was some growth and part of the growth was due to the coffee boom at that time.
- The PEAP era has brought another set of policies. These include UPE, infrastructure such as roads, primary healthcare provision, formulation and enforcement of standards among others. These are functional policies that are supported by a wide section of the population and intended to make the market mechanism in place function better. However, the PEAP era may not result into industrialization because these policies do not enable us to compete at the WTO.

Plenary Discussion

- One participant from UIRI noted that the industrial policy is now before cabinet for discussion.

- Mr. Niyitegeka wanted a clarification on how a shift in human resource management affects industrial relations.

Closing Remarks

In his closing remarks Dr. Simon Rutabajuka, the Acting Executive Director of CBR, noted that CBR was privileged to have hosted the ever first Industrialization conference in Uganda. He thanked DANIDA and ENRECA for funding the workshop. He noted that CBR has been in collaboration with ENRECA since 1994 especially in the areas of institutional capacity building. He reported that considerable work that includes working papers has been produced. He observed that ENRECA has also helped greatly in enhancing the research capacity at CBR, which is also benefiting the country as whole especially in teaching and policy development.

In a special way he thanked all those who responded to the call for papers and who presented them during the conference. He noted that the workshop was a good forum for disseminating the research findings. He noted that Industrialization is a challenge that Ugandans must pursue by developing correct policies that will sustain production. He pointed out that the conference proceedings will be published either in book form or in occasional papers and made available to policy-makers and to everyone. He thanked all participants for the fruitful deliberations and contributions to future development. He declared the workshop closed.

Appendix 1: Programme

Day 1

Time	Activity	Resource person
08.30-09.00 a.m	Arrival and registration	
09.00- 09:30 a.m	Official Opening Remarks	Ass.Prof. Barya J.J. PhD, CBR
09.15- 09:30 a.m	Minister of State for Tourism, Trade and Industry	Hon. J. Namuangu Byakatonda
Theme One: External Factors, Other Industrialization Challenges in Uganda Session One: Chair: Prof. Banarjee PhD.		
09:30-10:30 a.m	Keynote Speech: The world system and the End of the Third World	Ass. Prof. Kristen Nordhaug PhD
10:30-11:00 a.m	Credit Demand and Small Scale-Industrial Development in Uganda	Mr. Paul Mpuga
11.00-11:30 a.m	TEA BREAK	
11:30-12:00 pm	Credit Accessibility and Investment Decisions in Uganda's Manufacturing Firms: An empirical investigation	Mr. Adam Mugume
12:00-12:30 p.m.	The Dev't of an Information Society: An integral Need for Uganda's Industrial Dev't	Mr. Elisam Magara
12:30-01:00 p.m	Natural Resource and Environment Challenges and Industrialization in Uganda	Mr. Vincent Makhoha
01:00-02:00 p.m	LUNCH BREAK	
02:00-02:30 p.m	The Educational Challenges in the Industrialization of Uganda	Mr. Fredrick Kakembo
02:30-03:00 p.m	Breaking the Glass Ceiling! In Whose Benefit is it?	Mr. Michael Niyitegeka
03:00-03:30 p.m	Discussion	
Theme Two: Informal Sector, Fishery and Milk Industry Session 2: Chair: Assoc. Prof. Daniel Fleming, PhD		
03:30-04:30 p.m	Keynote Speech: Trade Reforms, Internal Capital Mobility and Informal wage-Theory and Evidence	Sungata Marjit PhD

04:30-05:00 p.m	EVENING BREAK & TEA	
05:00-05:30 p.m	Redeeming the Informal Sector? Accumulation from Below and the Possibilities for alternative Industrialization in Uganda	Mr. Samson Opolot
05:30-06:00 p.m	Informal Sector Impact on Industrialization in Uganda	Ms. Zeridda Ddamulira
06:00	Close for the day	
Day 2: Theme Three: The State, Market and Industrial Policy Session 1: Chair: Prof. Marjit Sungata PhD		
09.00- 09:30 a.m	Keynote Speech: Economic Reforms and Industrialization in LDCs of India, Latin America and Africa	Prof. Sambuddha Banerjee, PhD
09:30-10:00 a.m	Fortifying "Late" Industrialization against Failure: the case for Dev't State Activism in Uganda	Julius Kiiza PhD
10:00-10:30 a.m	Does the PEAP Promise Industrial Development in Uganda	Mr. D.L Kibikyo
10:30-11:00 a.m	Reflections on Institutional Foundations of Uganda's Industrialization: Past, Present and Future	Mr. Anthony Juma Okuku
11.00-11:30 a.m	Tea Break/The role of Standardization in Industrial and Economic Development in Uganda	Mr. Moses Sebunnya
11:30-12:00 pm	Discussion	
Theme Four: Labour and Collective Bargaining Session 2: Chair: Assoc. Prof. Kristen Nordhaug, PhD.		
12:00-01:00 p.m.	Keynote Speech: Industrial Relations/Trade Unions Aspects of Industrialization	Assoc. Prof. Daniel Fleming, PhD.
01:00-02:00 p.m	LUNCH BREAK	
02:00-02:30 p.m	Trade Unions and Collective Bargaining-A Country Case Study about the Relationship between the Fisheries Trade Unions and the Foreign Investors in the Fish Industry	Mr. Kasule Kalule

	in Uganda	
02:30-03:00 p.m	The Effect of Non-Minimum Wage Policy on the Productivity of Sugar Industry in Uganda	Mr. Edward Rubanga
03:00-03:30 p.m	Sustainable Economic Growth and the Era of Structural Adjustment Programmes (SAPs): Observations on Uganda	Mr. Andrew Rugasira
03:30-04:00 p.m	EVENING TEA	
04:05-05:05 p.m	Keynote Speech: Uganda's Policy Reform, Industry Competitiveness and Regional Integration: A Comparison with Kenya	Assoc. Prof. Germina Ssemwogerere, PhD
05:05-05:35	Discussions	
05:35-05:40 p.m	Close Conference	
05:40 p.m	Cocktail Party at Makerere University Kampala Campus	
Thursday August, 14th 2003: Tour of Jinja Town		

Appendix 2: List of Participants

No.	Name	Address
1	Asiimwe Wilson	Makerere Institute of Social Research, P.O.Box 16022 K'la
2	Barya J.J. (Prof.)	CBR
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23	Longole Mark	Radio Uganda
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35	Nabadda Barya Grace Flavia	Kampala International University
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37	Nakayemba Zowena	Voice of Africa
38	Namuangu Jennifer Byakatonda. (Hon.)	Minister of State for Industry Trade and Tourism
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56	Wambede Seth	National Planning Authority
57	Wandeba Alex	Radio Uganda
58	Wesonga James	Economic News

CBR WORKSHOP REPORTS

1. **Pastoralism, Crisis and Transformation in Karamoja**; Report of a Workshop Organised by CBR and held at the Faculty of Science Makerere University, August 14 - 15, 1992, by Joe Oloka-Onyango, Zie Gariyo and Frank Muhereza; 26p.
2. **Women and Work: Historical Trends**; Report of a Workshop Organised by CBR, and held at the Faculty of Science, Makerere University, September 7-10, 1992, by Expedit Ddungu, James Opyene and Sallie Kayunga; 61p.
3. **Workers' Education**; Report of a CBR Workshop held at the Faculty of Veterinary Medicine, Makerere University, March 19-20, 1993, John Jean Barya, Sallie Simba Kayunga and Ernest Okello-Ogwang; 47p.
4. **Pastoralism and Crisis in Karamoja**; Report of the Second CBR Pastoralism Workshop held at St. Phillips community Centre, Moroto, January 28-29 1994, by Frank Emmanuel Muhereza and Charles Emunyu Ocan; 19p.
5. **Regional, Workshop on Public Interest Environment Law and Community-Based Initiatives for Sustainable Natural Resources Management in East Africa** held at Colline Hotel Mukono, in August, 1996 by Samson Opolot and James Opyene; 37p.
6. Report of a Workshop Organised by CBR on **"A Dialogue on Gender Dimensions of Agricultural Policy in Uganda"** held at Fairway Hotel Kampala, May 3-4, 1996, by Samson James Opolot and John Ssenkumba; 58p.
7. **Report on the Proceedings of the NOTU/CBR Seminar: Worker' Social Conditions in Uganda Today** held at held at Pope Paul VI Memorial Community Centre on 22-23 July 1997, by John Ssenkumba and Crispin Kintu; 27p.
8. **Report of the ENRECCA Workshop on "Modernity, Development and Institutional Change: A Dialogue Towards the Next Millennium"** held at Lake View Hotel Mbarara, 21 – 28 February 1998, Charity Kyomugisha; 38p.
9. Report of the **Workshop on the Survey: "Constitutionalism Project Phase Three"** held at Colline Hotel Mukono, 29-30 January 1996, by John Ssenkumba; 22p.
10. **Lessons of Constitution-Making in Uganda** by Samson James Opolot and Crispin Kintu Nyago; 29-30 January 1996. 52p.
11. **Report on A One-Day Dissemination Workshop on the Study "Civil Society, Empowerment and Poverty Reduction: A Review Essay"** by Bazaara Nyagabyaki and Kintu Nyago Held at Centre for Basic Research on 2 September 1999, 21p.
12. **Peace, Democracy and the Human Rights in Uganda: A String of Fragile Pearls**; held at the Conference Centre, Kampala, on 20th October 1999, by Samson Opolot. 31p.
13. **GWESA Research Methodological Workshop Report**; held at Hotel Triangle, Jinja, on 21-23 July 1999, by Winnie Bikaako and Raphael Musoke. 41p.
14. **Building Healthy Cities: Improving the Health of Urban Migrants and the Urban Poor in Africa**; held at Hotel Africana, Kampala – Uganda, on 2-3 July 2001, by Charity Kyomuigsha. 74p.
15. **Frameworks for Citizen Participation in Local Governance**; by Samson James Opolot and Frederick Ssali, Held at Hotel Africana, Kampala – Uganda, on 26th July 2002; 28 p.
16. **Post-Colonial Studies in Africa**; Report of a workshop held at Hotel Africana, Kampala – Uganda, on 2-3 July 2001, Prepared by Dr. Yasin Olum, Edited by Richard Ssewakiryanga, 2003. 68 p.

17. **Industrialisation in Uganda Challenges, Sectoral Mix, Labour Conditions and Policy**; Report of a Workshop held at Fairway Hotel, Kampala – Uganda, 12-13 August 2003. Prepared by Nsubuga Charles Henry and Sheila Gashishiri, 2003. 51 p.