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UGANDA  
ENTREPRENEURIAL  
ECOSYSTEM  
INITIATIVE  

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# Uganda Entrepreneurial Ecosystem Initiative (UEEI) Phase II Knowledge Brief: Lessons from Three Years of Ecosystem Building

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SMALL



# Authors and Acknowledgments

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## About ANDE

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**The Aspen Network of Development Entrepreneurs (ANDE)** is a global network of organizations that propel entrepreneurship in developing economies. ANDE members provide critical financial, educational, and business support services to small and growing businesses (SGBs) based on the conviction that SGBs create jobs, stimulate long-term economic growth, and produce environmental and social benefits. As the leading global voice of the SGB sector, ANDE believes that SGBs are a powerful, yet underleveraged, tool in addressing social and environmental challenges. Since 2009, ANDE has grown into a trusted network of over 250 collaborative members that operate in nearly every developing economy. ANDE grows the body of knowledge, mobilizes resources, undertakes ecosystem support projects, and connects the institutions that support the small business entrepreneurs who build inclusive prosperity in the developing world. ANDE is part of the Aspen Institute, a global non-profit organization committed to realizing a free, just, and equitable society.



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# THE STATE OF THE ENTREPRENEURIAL ECOSYSTEM IN UGANDA

**Cultivating a thriving entrepreneurship ecosystem is a difficult, non-linear undertaking that takes time, effort, and resources to orchestrate. Following the recent conclusion of Phase II of Uganda’s Entrepreneurial Ecosystem Initiative (UEEI), the activities undertaken and lessons learned constitutes a valuable learning opportunity for both practitioners and policymakers.**

Multiple stakeholders came together to launch UEEI Phase II<sup>1</sup> in 2019, with support from the Argidius Foundation and the Small Foundation in partnership with the Aspen Network of Development Entrepreneurs (ANDE). As a follow-up to UEEI Phase I, which took place in 2018, the second phase was designed to bolster entrepreneurial ecosystems in Uganda, first in Kampala and later, potentially, in other Ugandan cities.

UEEI Phase I included an in-depth mapping of the entrepreneurial ecosystems in Kampala and Gulu.<sup>2</sup> This examination highlighted several key gaps and opportunities in those ecosystems. For example, at the time of the mapping activity in 2018, entrepreneurs in Uganda had few opportunities to access financing, mentorship, and network connections. Uganda’s entrepreneurial ecosystems were found to have a low, albeit growing, number of startups, limited founder experience, and significant resource gaps. The requisite support infrastructure, such as incubators, was only beginning to emerge. These deficiencies were exacerbated by high levels of informality and misaligned tax incentives, both of which acted as constraints to entrepreneurship.

Building on the UEEI Phase I study, there was a consensus amongst ecosystem actors that working collectively towards addressing any one of these constraints was likely to generate some progress in terms of driving the entry and growth of small and growing businesses (SGBs). However, there was also an acknowledgment that these constraints are highly interrelated and mutually reinforcing, implying that a concerted effort to tackle them all holistically could unlock more progress than focusing on individual issues. The Phase II initiative was therefore launched on the premise that a deeply interconnected ecosystem with the right people working together on the right issues while leveraging the right resources can catalyze a thriving environment for entrepreneurs to succeed.

While many of the challenges identified in Phase I of UEEI still remain, much has changed in Kampala’s entrepreneurial ecosystem. In 2022, Uganda’s capital featured for the first time in Startup Genome’s Global Startup Ecosystem Report,<sup>3</sup> where it was ranked as the number one “regional challenger” in Africa, ahead of Dakar, Abuja, Addis Ababa, and Pretoria. A variety of incubators, accelerators, and entrepreneurship programs have been established to provide support for startups, and there have been efforts by both the government and the private sector to improve small and medium-sized enterprises (SMEs) access to funding through banks and microfinance institutions. Investment funds and the availability of business development services (BDS) are also on the rise.

1 [Uganda Entrepreneurial Ecosystem Initiative](#). Aspen Network of Development Entrepreneurs.

2 [UEEI Phase I Summary Report of Findings and Recommendations](#). Aspen Network of Development Entrepreneurs

3 [Global Startup Ecosystem Report 2022](#). Startup Genome



## UGANDA ENTREPRENEURIAL ECOSYSTEM INITIATIVE (UEEI) PHASE II KNOWLEDGE BRIEF: LESSONS FROM THREE YEARS OF ECOSYSTEM BUILDING

While progress is slow, Uganda's regulatory environment is still developing, and the government has been working to streamline processes and remove barriers to entry for startups.<sup>4</sup>

Despite this progress, challenges still exist, such as bureaucratic red tape, a lack of appropriate incentives for investors, a limited pipeline of investment-ready businesses, a high SME failure rate, and a lack of appropriate financial products for SMEs.

**This knowledge brief summarizes key lessons from UEEI Phase II.**



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<sup>4</sup> The Ugandan Startup Scene Report 2015-2020. Weetracker



## 1 LESSON 1: ALIGNMENT IS KEY – ALIGN, ASSESS, AND ADAPT

One of the key lessons from UEEI Phase II is that finding alignment early on with stakeholders and partners on the most effective approach matters just as much as identifying the right actors and the right issues to focus on. Working with stakeholders to define a vision for the future of the ecosystem, establishing a set of priorities, and constantly adapting to the shifting dynamics in the ecosystem are all critical steps.

While there are several frameworks that can be used to think about how entrepreneurial ecosystems function and possible approaches to cultivating thriving ecosystems, there is not one perfect fit. Ecosystem diagnostics tools and baseline research are great starting points when trying to align ecosystem actors, however, their results are often outdated by the time they are completed due to the dynamic nature of entrepreneurial ecosystems; a new set of actors or policy interventions can alter an ecosystem dramatically in under six months let alone two years.

As ANDE's evidence synthesis on cultivating entrepreneurial ecosystems points out, "entrepreneurial ecosystems are intricate webs of systems and actors with extenuating factors unique to each geography."<sup>5</sup> While UEEI Phase I presented several potential pathways on which to focus, finding ways in which the initiative could complement existing interventions was challenging because of the high level of mistrust among ecosystem actors as well as the fact that the ecosystem dynamics had shifted somewhat since the initial study. In many ways, this is what informed the adoption of an impact networks<sup>6</sup> approach as a mechanism to create fertile ground for ideation, collaboration, and information sharing.

Strengthening entrepreneurial ecosystems requires the participation of a variety of actors including the government, the private sector, and academia. It is crucial that these groups are involved and aligned on the most effective approach to address existing systemic challenges. In Uganda, UEEI Phase II successfully brought together a diverse group of over 60 key stakeholders, including government agencies, development partners, entrepreneurs, and financial and non-financial service providers. The initiative sought to align the collective efforts of many stakeholders without dictating specific activities. However, creating alignment between a diverse group of actors in a short amount of time is difficult with limited resources. In that context, some key lessons to reflect on include:

- 1 Finding a core group of actors enables a healthy starting point.** While working to have as inclusive and participatory a process as possible, practitioners may consider identifying a minimum acceptable level of alignment with critical key actors that can act as exemplars.
- 2 Cultivating entrepreneurial ecosystems is a long-term effort.** The process of bringing the many disparate ecosystem interventions closer together to work towards collective or complementary action is both long and complex. Ecosystem-building initiatives can support impact measurement and management in a manner that tracks and leverages the outcomes of existing initiatives.
- 3 Self-assessment diagnostic tools offer a valuable way to monitor and evaluate existing interventions and identify opportunities for greater alignment.** Ecosystem diagnostic tools can enable deeper assessments of the state of existing interventions, thus enabling the identification of opportunities to improve processes and create synergies between complementary work in the ecosystem.

5 [What We Know About Cultivating Entrepreneurial Ecosystems](#). Aspen Network of Development Entrepreneurs

6 [Impact Networks: Measuring Towards Success](#). Small Foundation



## 2 LESSON 2: NETWORKS MATTER – TRUST AND COLLABORATION ARE KEY

Established as a neutral convener, UEEI aimed to bring together private and public sector ecosystem actors to catalyze collaboration and co-creation in the SGB ecosystem to effectively address the constraints on entrepreneurship in Uganda. On account of that neutrality, UEEI was well placed to overcome public-sector entities' skepticism about the intentions of the private sector and bring together private actors who may otherwise have viewed each other as competitors or misaligned. The initiative adopted an impact networks approach to convene ecosystem actors to build trust and facilitate activities aimed at driving collective action.

At their core, impact networks provide an intentional framework and process to create the conditions for success and – ultimately – systems impact. Impact networks place emphasis on the collective mission of the work as opposed to the development of the organization at the center, therefore ensuring that its purpose becomes the driving rationale and force for the network's existence.<sup>7</sup>

Building on shared experiences, UEEI was successful at convening the entrepreneurial ecosystem in Kampala and building a significant level of trust through various interactive engagement platforms which included the following:

- *Regular ecosystem convenings to align on priority issues.*
- *Informal networking events to make connections and build trusting relationships.*
- *A podcast series to profile entrepreneurs and entrepreneur support organizations (ESOs) and share success stories.*
- *Roundtable discussions to engage deeply on issues and drive action.*

Convening disparate ecosystem actors who may view each other as competitors or misaligned is an arduous task. There are several challenges or barriers that prevent ecosystem stakeholders from collaborating including a lack of trust, misaligned priorities, and limited resources. Effective coordination and communication play a significant role in breaking down these barriers by opening constructive channels for dialogue, learning, support, and knowledge sharing. UEEI's role as a neutral convener played a critical role in overcoming many of these barriers.

One of the lessons from UEEI is that practitioners and ecosystem builders should consider some possible trade-offs between the time it takes to draw out organic and emergent action and the need to demonstrate effectiveness, especially where time and resources are limited. Several key lessons from this initiative on the critical role of coordination in strengthening ecosystems were also learned, as outlined below:

- 1 Trust and communication are essential for successful collaboration**, and without these elements, stakeholders may be hesitant to work together. Effective coordination can function as a conduit for information exchange that would have otherwise not been possible between some actors. Ecosystem coordination is not an easy task. It requires the ability to understand the motivations and needs of different actors, build relationships, and broker meaningful conversations that can drive the network forward. It also requires the buy-in of stakeholders in the ecosystem.
- 2 Different stakeholders may have different priorities**, which can make it difficult to align efforts and narrow down a feasible collective agenda. For example, government agencies may prioritize interventions that drive job creation at scale, private sector entities may prioritize reduced tax burdens and business

<sup>7</sup> [Impact Networks – Measuring Towards Success](#). Small Foundation



incentives, and some development partners may want to see interventions that drive long-term transformative change in a manner that is aligned with existing workstreams. Accurately assessing the local context and striking the right balance between the need for transformative change, short-term economic drivers, and resource constraints is difficult but essential.

- 3 Limited resources can make it difficult for stakeholders to collaborate effectively.** This can include limited funding, staff, time, or other resources needed to support joint efforts. In some cases, organizations may find it costly to release key team members to participate in the initiative and delegate responsibility to junior staff, which dilutes momentum as the initiative progresses. Some actors may also be reluctant to participate without incentives such as an upfront commitment of financial resources to fund agreed collective actions.
- 4 Clear accountability and roles are essential to build momentum towards action.** Without that clarity in place, stakeholders may be unsure of who is responsible for what, and who owns the process of change. It may be important to establish a governance structure involving the various actors to provide oversight, embed ownership, and keep the initiative focused and accountable to the ecosystem's evolving needs. It is critical to ensure that the governance structure or advisory committee is aligned with the initiative's goals, is engaged, and takes ownership of its stewardship role.
- 5 Bureaucratic barriers may hinder collaboration and coordination.** For example, government agencies or large institutional partners may have strict regulations and policies that make it difficult to align. Mapping and addressing any bureaucratic barriers that may hinder or delay traction on the collective agenda is crucial.
- 6 Stakeholders will invariably come from different backgrounds and cultures** and will tend to have different norms and perspectives, which can make coordination difficult. Finding effective facilitation tools, communication strategies, and inclusive participatory approaches can go a long way to defuse tensions and re-enforce what holds stakeholders together, rather than what sets them apart.
- 7 Ecosystem strengthening initiatives can serve as a powerful collective voice** for ecosystem actors to advocate for the policy and behavior change needed to foster an enabling business environment. For example, through engaging with various policy-making processes like the Uganda Startup Act<sup>8</sup> and USAID's Strategic Investment Activity (SIA),<sup>9</sup> UEEI Phase II uncovered opportunities to leverage its neutrality and convening power to influence key policy reforms. Other key actors who contributed to that work included East Africa Venture Capital Association, Private Sector Foundation Uganda, Financial Sector Deepening Uganda, Enterprise Uganda, Startup Uganda, Innovation Village, and the Mastercard Foundation.

<sup>8</sup> [Uganda's Startup Act](#): strides made and how it can be a game changer for entrepreneurship. Innovation Village

<sup>9</sup> [Growing Uganda's Investment Ecosystem](#). Chemonics





### 3 LESSON 3: MAXIMISING THE VALUE OF COLLABORATION AND PARTNERSHIPS

One of the objectives of Phase II was to drive catalytic financial support to kickstart new efforts or strengthen ongoing initiatives in the ecosystem. The initiative hoped to leverage funding to support collaborative and sustained action rather than one-off projects and encourage a full range of financial actors – including investors, banks, government, and philanthropic organizations—to participate in the initiative with both their insight and capital.

Phase II of UEEI was successful in attracting strong institutional participation, providing a fertile ground for valuable partnerships among and between the various entrepreneurial ecosystem actors in Kampala. For example, UEEI Phase II brought together 15 key organizations to collaborate on an investment readiness framework targeted at SGBs trying to raise between US \$50–500K, a segment that is critically underserved. Such a framework was seen as complementary to other existing programs like USAID’s Strategic Investment Activity.<sup>10</sup>

Another example is the ecosystem’s convergence on the development of BDS standards driven by key stakeholders Mastercard Foundation, the African Management Institute, and the Private Sector Foundation of Uganda (PSFU).<sup>11</sup> Equally, Financial Sector Deepening Uganda (FSDU) and NSSF, through its Hi-Innovator initiative,<sup>12</sup> have emerged as key collaborators in efforts to convene and strengthen the ecosystem.

While UEEI Phase II has been effective at building the foundations for collaboration and strong partnerships in the ecosystem, more work is required to harness their abilities to bring together diverse resources in ways that can achieve greater impact, sustainability, effectiveness, and the transformative changes needed for entrepreneurs to thrive. The following reflections are worth considering as ways in which ecosystem initiatives could further strengthen collaboration and maximize the value of partnerships:

- 1 There is a need for greater investments in time and capacity building to maximize the value of partnerships.** If harnessed effectively, the right partnerships have the potential to drive transformative change in the ecosystem.
- 2 While there is significant rhetoric around the need for collaboration, more could be done to properly mainstream partnerships** as an approach to cultivating entrepreneurial ecosystems. In many nascent entrepreneurial ecosystems, there are insufficient enabling systems, knowledge, and tools that can help partnerships to be developed at the scale that is required to deliver both the systemic and incremental changes needed. Entrepreneurial initiatives can play a key role in building such capacity.
- 3 There is a need to develop the capacity to evaluate the value and potential of the partnerships that exist in an ecosystem.** Many of the few existing partnerships in nascent entrepreneurial ecosystems are far from fully delivering on their potential. This may be because they are not strategically aligned, or they may not be set up and running as efficiently and effectively as they need to be.
- 4 Successful partnerships require significant financial and time investment to be successful.** Partnering, particularly among and across ecosystem sectors, is challenging, and if they are going to be successful, such partnerships will require a significant investment of both time and financial resources to develop and manage them.

<sup>10</sup> USAID Feed the Future –Strategic Investment Activity. Chemonics

<sup>11</sup> Development of National BDS Standards Commences. Private Sector Foundation Uganda

<sup>12</sup> NSSF to Support Local Early Stage Businesses with Funding to Grow. NSSF



## 4 LESSON 4: DESIGNING FOR RESILIENCE – LESSONS FROM THE COVID-19 PANDEMIC

The COVID-19 pandemic had a significant impact on entrepreneurial ecosystems in Uganda, as it did in many other parts of the world. For an economy largely reliant on agriculture and imports, the pandemic was particularly disruptive for Ugandan supply chains, making it difficult for businesses to access the materials and products they need.

Reduced consumer demand also had a significant impact on the hospitality and tourism sectors. Furthermore, the pandemic put a significant strain on the finances of many businesses, particularly SMEs. Many businesses had to take out loans they could barely afford or reduce their workforce to stay afloat. It is estimated that factors directly or indirectly related to COVID-19 accounted for more than 60% of complete permanent business closures and 425,000 jobs lost in micro, small, and medium-sized enterprises.<sup>13</sup> BDS providers were likewise affected, with many having to suspend their support programs, rapidly pivot to online programming, or reduce operations.

With physical gatherings banned, the pandemic had an adverse effect on UEEI activities which were heavily designed around physical convenings and face-to-face contact. While the initiative pivoted to virtual convenings and incorporated technology to adapt to new ways of work, there were several challenges that prevented it from acting as an effective support system for stakeholders. One of the main ones was that building the depth of trust and understanding needed was difficult through online meetings and the pace and quality of work were therefore affected at a crucial time for the initiative.

There was an overall slowdown in momentum toward ecosystem building as actors each focused inward to deal with the various effects of the pandemic as well as difficulties adapting to new technologies and ways of work. One key takeaway is that it is in such difficult times that initiatives such as UEEI, if properly resourced, can become even more critical in rallying the support infrastructure to help businesses navigate extreme shocks (such as the pandemic and subsequent recession).

Some key lessons from the COVID-19 pandemic, therefore, include the following:

- 1 Entrepreneurial ecosystem initiatives can act as a support system to triage, guide and support the business community to access the resources they need to survive unexpected shocks.** This can include providing information channels to efficiently deliver and track economic stimulus funds, such as those set up by the government in Uganda,<sup>14</sup> and connecting ESOs with emergency resources.
- 2 Business intermediaries need expanded capacity to build effective, resilient, and adaptable business models.** For example, BDS organizations and their funders can use frameworks like SCALE<sup>15</sup> to improve the effectiveness of the support they offer to enterprises by implementing what works and delivering capacity building programs such as ANDE's Investment Manager Training.<sup>16</sup>
- 3 Facilitation of learning, networking, and collaboration between ESOs can bring about the sharing of resources,** infrastructure, technology, and tools to build stronger acceleration programs or tailored assistance to businesses. Similarly, collaboration allows ESOs to harness their collective capacity to help businesses access new markets and customers in times of uncertainty.

13 [The Socio-Economic Impact of Covid-19 On Business Enterprises in Uganda: Evidence From Micro, Small And Medium-Sized Enterprises](#) – Economic Policy Research Centre

14 [Uganda's COVID 19 Economic Stimulus Package: Will it Deliver?](#) Initiative for Social and Economic Rights

15 [Learning to SCALE Effective Enterprise Development – A Summary of What Works.](#) Argidius Foundation

16 [Investment Manager Training.](#) Aspen Network of Development Entrepreneurs



## 5 LESSON 5: LEVERAGING MEDIA AND COMMUNICATIONS TO LEARN, INSPIRE, AND ENGAGE

From the onset, UEEI Phase II set out to facilitate a platform for learning and adoption of best practices on how best to support the SGB sector in Kampala by curating and disseminating lessons from the efforts of ecosystem actors in Uganda and other developing economies.

One of the most engaging platforms facilitated by the initiative was an entrepreneurship podcast series, the *Ground Up Podcast*.<sup>17</sup> In a series of over 40 episodes attracting over 5,000 downloads in Uganda and globally, the podcast series was effective in surfacing ecosystem activities and bringing visibility to the voices of entrepreneurs and ecosystem actors in Uganda to showcase what works.

Through a series of interviews, the podcast featured diverse impact stories from international award-winning entrepreneurs like Peter Nyeko of Mandulis Energy,<sup>18</sup> experienced investment firms like Pearl Capital,<sup>19</sup> and a variety of well-established ESOs in the ecosystem.

A key lesson from UEEI II is that, if properly leveraged, media and communications are effective ways to celebrate success, inspire, motivate, facilitate learning in the ecosystem, and connect with an audience nationally and internationally that goes beyond the primary urban ecosystem (Kampala) being covered by the initiative.

17 [Ground up- a podcast about propelling entrepreneurship in Uganda. UEEI II](#)

18 [Mandulis Energy-Global Innovator Award: Scaling affordable, reliable & sustainable clean energy solutions. World Economic Forum- WEF](#)

19 [Pearl Capital Partners- an independent agriculture investment management firm. Pearl Capital](#)



## 6 LESSON 6: ENGAGING STAKEHOLDERS ON THE IMPACT AND LEARNING JOURNEY

Cultivating entrepreneurial ecosystems is a messy and non-linear process; effects can rarely be traced to single root causes or factors; outputs are hardly proportional to inputs and outcomes are often unintended and multi-dimensional. The impact of entrepreneurial ecosystem-building initiatives may not be immediately visible and may take years to manifest. There are several variables that can impact the performance of an ecosystem, and it may be challenging to attribute the success or failure of a project, program, or initiative to a single factor.

For example, the success of startups or SMEs may depend on various factors, including access to appropriate capital, talent, markets, or a particular technical assistance facility, financing mechanism, or government regulation. Another challenge is that data on entrepreneurship activities and ecosystem-building initiatives is limited or difficult to obtain, particularly in the case of developing economies with significant resource constraints like Uganda.

On the other hand, the prevailing development mindset has conditioned policymakers and practitioners to understand and manage interventions in the context of successful outcomes, rather than seeing the process of change as an end in itself. Orchestrating the systemic change required to cultivate thriving entrepreneurial ecosystems demands a new way of engaging and thinking with the ecosystem actors about what that process of change looks like, how their actions contribute to that process, and how to get there collectively.

While entrepreneurial ecosystem strengthening initiatives can provide much-needed tools and lessons on how system change happens, it is important to have a clear plan that places both ownership of the process of change as well as the impact journey in the hands of those closest to the problems.

Some key lessons from UEEI II on impact measurement and learning include the following:

- 1 Ecosystem surveys and social network analysis (SNA) can be effective tools for tracking intermediate outcomes and should be undertaken regularly.** They can serve as a periodic health check on the ecosystem and help to identify potential bottlenecks or opportunities to strengthen engagement or support. SNA, in particular, is useful for examining the relationships and interdependencies within the network or ecosystem. It identifies relationships and can mine information on issues such as the quality or effectiveness of a relationship or the work patterns of individuals or organizations. For example, an SNA conducted at the end of UEEI Phase II revealed a strong network of influential actors and associations and the high level of connectedness in terms of networks, collaboration, and information flow that is beginning to take place within the Kampala entrepreneurial ecosystem.<sup>20</sup>
- 2 A long-term monitoring, evaluation, and learning strategy is needed to guide impact measurement practice** in the ecosystem and account for the contribution of existing interventions over time. This can provide insights into the long-term success of initiatives, change dynamics in the ecosystem, and provide effective monitoring frameworks.
- 3 Engaging a diverse set of stakeholders, including entrepreneurs, investors, government officials, experts, and academics in the design and development of the impact evaluation strategy can support peer learning and ownership.** For example, there may be a need to assess and identify ways to align or complement government enterprise development plans such as the Parish Development Model set out in Uganda's National Development Plan (NDP III).<sup>21</sup>

20 UEEI Social Network Analysis (SNA) 2022. UEEI Phase II

21 The Parish Development Model – Uganda's NDP III. Ministry of Local Government



- 4 An ecosystem data strategy could improve the availability and quality of data on entrepreneurship activities and ecosystem-building initiatives.** Establishing data collection mechanisms, partnerships with academic institutions, and collaboration with the private sector are all promising approaches to strengthening this support.
- 5 Technology can enable new dynamic approaches** to outcome data harvesting and sharing that support decision-making at various levels.





# Conclusion

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**The ecosystem survey undertaken at the end of UEEI Phase II revealed that its activities had made significant contributions toward building a cohesive ecosystem and galvanizing collective action by actors in Kampala. The initiative enabled the mobilization and convening of diverse stakeholders and networks in Uganda in pursuit of the common goal of strengthening the country's entrepreneurial ecosystems.**

UEEI II's open-network approach encouraged diverse ecosystem stakeholders to participate in identifying systemic constraints and defining opportunities for strengthening the entrepreneurial ecosystems in Uganda collectively.

Participation in various UEEI II activities was largely representative of key stakeholders, bringing together diverse actors including intermediaries, government institutions, investors, development partners, business networks, and SMEs. Informal networking events were considered the most popular means of engagement, consistently attracting the highest turnout from a variety of stakeholders. A social network analysis conducted at the end of UEEI Phase II revealed a strong network of influential actors and associations and a high level of connectedness in terms of networks, collaboration, and the information flow that has begun to take place within the Kampala entrepreneurial ecosystem.

The ecosystem survey established that the UEEI delivery model was participatory, effective, and fit for purpose, attracting the participation of 147 organizations with 20 committed stakeholders remaining consistently and actively engaged throughout the course of UEEI Phase II activities. While participants highlighted the need to strengthen communications and increase the diversity of engagements, they also emphasized that the coordination role played by UEEI as a neutral convenor is essential for building trust and driving the collective action needed in the ecosystem. UEEI Phase II has been effective at building a solid foundation for collaboration and strong partnerships in Uganda's entrepreneurial ecosystem.

Building on the achievements of UEEI Phase II, there is recognition that more work is required to achieve greater impact, sustainability, and effectiveness collectively. ANDE will continue to remain engaged and support ecosystem actors in Uganda as they define and set the next set of priorities on the long-term journey of building Uganda's entrepreneurial ecosystems.



## ANNEX I

# List of Stakeholders

- ▷ Uganda Agribusiness Alliance (UAA)
- ▷ Amarin Financial Group
- ▷ Bank of Uganda
- ▷ Uganda Manufacturers Association
- ▷ Uganda Hotel Owners Association
- ▷ Small Foundation
- ▷ National Social Security Fund
- ▷ Africa FinTech Network
- ▷ Uganda Small Scale Industries Association
- ▷ Financial Technologies Services Providers' Association
- ▷ East Africa Venture Capital Association
- ▷ Uganda Investment Authority
- ▷ Arua Women Entrepreneurs Association
- ▷ Mastercard Foundation
- ▷ Pearl Capital Partners
- ▷ United Nations Capital Development Fund
- ▷ Financial Sector Deepening Uganda
- ▷ Private Sector Foundation Uganda
- ▷ Open Capital
- ▷ Reliefline Uganda Limited
- ▷ Capital Solutions
- ▷ United Social Ventures
- ▷ FinDev Canada
- ▷ Argidius Foundation
- ▷ Uganda Forum for Agricultural Advisory Services (UFAAS)
- ▷ Munu Technologies Associates
- ▷ Federation of Small and Medium Sized Enterprises-Uganda
- ▷ Yunus Social Business Fund
- ▷ Go5 Packaging
- ▷ Bid Capital Partners
- ▷ Agricultural Business Initiative
- ▷ Association of Ugandan Professional Women in Agriculture
- ▷ Stanbic
- ▷ Ye! Community
- ▷ KACITA UGANDA
- ▷ Imuka Access
- ▷ Innovent Consult
- ▷ DAI Global
- ▷ EzyAgric
- ▷ UNRA
- ▷ Chemiphar(U) Limited
- ▷ Copenhagen Business School
- ▷ GIZ
- ▷ Ministry of Science, Technology, and Innovation-Uganda
- ▷ Finding XY
- ▷ Consumer Centrix
- ▷ CURAD
- ▷ Civil Society Budget Advocacy Group-CSBAG
- ▷ FICA
- ▷ Young Farmers Federation of Uganda
- ▷ Centre for Development Alternatives
- ▷ Uganda Forum for Agricultural Advisory Services (UFAAS)
- ▷ Isango Agribusiness Technologies Ltd
- ▷ Africa Executive Leadership Association
- ▷ TASLAF Advocates
- ▷ Scaleup Africa
- ▷ Ankolo Consulting Ltd
- ▷ StartHub Africa
- ▷ TASLAF Advocates
- ▷ Ortus Africa Capital
- ▷ Agricultural Business Initiative
- ▷ Agro-Tourism Association



## UGANDA ENTREPRENEURIAL ECOSYSTEM INITIATIVE (UEEI) PHASE II KNOWLEDGE BRIEF: LESSONS FROM THREE YEARS OF ECOSYSTEM BUILDING

- ▷ Paradigm
- ▷ Oracle Edge (U) Ltd
- ▷ Ministry of Trade Industry and Cooperatives
- ▷ Empower Nations Initiative
- ▷ Swisscontact
- ▷ Joint Aid Management (JAM) International-Uganda
- ▷ MERCY CORPS
- ▷ GERI
- ▷ Access Agriculture
- ▷ FLIP Africa
- ▷ WANA ENERGY SOLUTIONS
- ▷ UNREEEA
- ▷ iungo capital
- ▷ SHONA
- ▷ GrowthAfrica
- ▷ Ichuli Consulting
- ▷ Eloquent Business Solutions Ltd
- ▷ Northern Uganda Resilience Innovation Network (NURIN)
- ▷ African Management Institute
- ▷ Balloon Ventures
- ▷ Adelphi Research
- ▷ Ancywax
- ▷ Bid Capital Partners
- ▷ Women in Technology Uganda
- ▷ SINAPIS GROUP
- ▷ Uganda Green Enterprise Finance Accelerator (UGEFA)
- ▷ Ennovent
- ▷ Solace Organization
- ▷ Kyusa
- ▷ Ministry of Trade Industry and Cooperatives
- ▷ GroFin
- ▷ Impact@Africa
- ▷ Ministry of Trade Industry and Cooperatives
- ▷ Tufic Business Market
- ▷ Makerere University
- ▷ Innovation Village
- ▷ Village Capital
- ▷ EzyAgric
- ▷ Global Business Labs
- ▷ Avoda Group
- ▷ Uganda Business Europe Forum
- ▷ ANDE
- ▷ Bethel Advisors
- ▷ Consumer Centrix
- ▷ United Bank for Africa
- ▷ iventure Africa
- ▷ Finding XY
- ▷ Startup Uganda
- ▷ Ministry of Trade Industry and Cooperatives
- ▷ Teesa Advisory
- ▷ CardPesa
- ▷ Ministry of Science, Technology, and Innovation-Uganda
- ▷ Inua Capital
- ▷ Human Capital International
- ▷ Laboremus
- ▷ DC Wellness
- ▷ M's View
- ▷ StartHub Africa
- ▷ The Mkutano
- ▷ Strategic Investment Activity-USAID
- ▷ Xeno Investment Management Limited
- ▷ Enterprise Uganda
- ▷ UNREEEA
- ▷ UNDP
- ▷ Ministry of Trade Industry and Cooperatives
- ▷ The Uhuru Institute





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