UNCTAD | THRIVE PROGRAMME | UGANDA

PROGRAMME BOARD MEETING

THRIVE Programme | Minutes of Meeting — 4th Session

OFFICIAL RECORD

18 June 2025

Date	Wednesday, 18 June 2025
Time	09:30 – 13:00 EAT (East Africa Time)
Venue	UNCTAD Uganda Country Office, Kampala | Hybrid (Zoom link provided)
Chair	Ms. Amina Nkosi, UNCTAD Country Coordinator, Uganda
Minutes Prepared by	Mbuyu Bilga, Programme Officer – Communications & Reporting
Distribution	Programme Board Members, UNCTAD HQ Geneva, EU Delegation Kampala

1. ATTENDEES

Name	Title / Organisation	Role	Attendance
Ms. Amina Nkosi	UNCTAD Country Coordinator, Uganda	Chair	In-person
Mr. David Ochieng	Director, UNCTAD Programme Management	Board Member	In-person
Ms. Sophie Lefebvre	Programme Officer, EU Delegation Kampala	Board Member (Donor)	In-person
Mr. Robert Kato	Commissioner, Ministry of Trade, Industry & Cooperatives (MTIC)	Board Member (Govt)	In-person
Ms. Grace Auma	Executive Director, Uganda Small Scale Industries Association (USSIA)	Board Member (IP)	In-person
Mr. James Mulindwa	UNCTAD Project Manager, THRIVE	Presenter	In-person
Ms. Fatima Al-Hassan	UNCTAD Finance Officer	Observer	Virtual (Zoom)

Mr. Peter Ssemanda	M&E Officer, THRIVE	Presenter	In-person
Mbuyu Bilga	Programme Officer – Communications & Reporting	Secretary	In-person
Ms. Harriet Nakato	Gender Specialist, THRIVE	Observer	In-person
Mr. Tom Watkins	UNCTAD HQ, Geneva – Programme Supervisor	Observer	Virtual (Zoom)

2. AGENDA

Item	Topic	Time
1	Opening remarks and adoption of agenda	09:30 – 09:45
2	Review and adoption of minutes from 3rd Programme Board Meeting (March 2025)	09:45 – 10:00
3	Mid-term progress report: Results, financial execution, and emerging risks	10:00 – 11:00
4	Mid-term evaluation: Scope, TOR, and procurement timeline	11:00 – 11:30
5	Year 3 work plan and budget revision: Discussion and approval	11:30 – 12:30
6	Any other business and closing remarks	12:30 – 13:00

3. PROCEEDINGS AND KEY DISCUSSIONS

Agenda Item 1: Opening Remarks

Ms. Amina Nkosi opened the meeting at 09:35 EAT and welcomed all participants, including those joining virtually from UNCTAD HQ Geneva. She noted that this was the fourth Programme Board meeting and the first to be held in hybrid format. She reminded the Board that the meeting would focus on the mid-term progress review and the approval of the Year 3 work plan.

The agenda was adopted without amendment. Ms. Nkosi acknowledged the apologies received from the Deputy Minister of Finance, who was represented by Mr. Robert Kato.

Agenda Item 2: Review of Previous Minutes

The minutes of the 3rd Programme Board Meeting (26 March 2025) were reviewed. Ms. Sophie Lefebvre (EU Delegation) requested a minor correction to Paragraph 4.2, replacing 'EUR 3.2 million' with 'EUR 3.84 million' to accurately reflect the EU contribution. Subject to this correction, the minutes were adopted by consensus.

Agenda Item 3: Mid-Term Progress Report

Mr. James Mulindwa presented the mid-term progress report covering the period January to June 2025. He highlighted that the project had reached 1,247 beneficiaries against a semi-annual target of 1,100 (113% achievement) and that the Mbale Business Acceleration Hub had been successfully inaugurated in March 2025.

Mr. Peter Ssemanda presented the M&E dashboard, noting that 7 out of 8 key performance indicators were on track. He flagged the value chain linkages indicator as slightly below target (44% vs. 50% expected at midpoint) due to delays in the Market Intelligence Platform rollout.

Discussion: Ms. Sophie Lefebvre (EU) commended the strong performance on gender indicators (31.2% women-led enterprises, exceeding the 30% target) and asked whether the project could increase the women's target for the second half of the project. Mr. Mulindwa confirmed that the team would review the feasibility of revising the target upward in the Year 3 work plan.

Mr. Robert Kato (MTIC) raised concern about the delayed co-financing disbursement from the Ministry of Finance and committed to following up with the Permanent Secretary within 10 working days.

Agenda Item 4: Mid-Term Evaluation

Mr. Mulindwa presented the draft Terms of Reference (TOR) for the independent mid-term evaluation, planned for September–October 2025. The Board reviewed the proposed evaluation questions, which cover relevance, efficiency, effectiveness, and sustainability.

Decision: The Board approved the TOR in principle, subject to the inclusion of an additional evaluation question on the sustainability of the Business Acceleration Hub model. UNCTAD will issue the Request for Proposals (RFP) by 31 July 2025.

Agenda Item 5: Year 3 Work Plan and Budget Revision

Mr. Mulindwa presented the proposed Year 3 Work Plan (January–December 2026), which includes the launch of the Northern Uganda Value Chain Accelerator in Gulu, the full rollout of the Market Intelligence Platform, and the scaling of the Women's Entrepreneurship Bootcamp to three additional districts.

The Board discussed the proposed budget revision, which includes a reallocation of EUR 45,000 from the equipment budget line (underspent due to procurement efficiencies) to the training and workshops budget line to support the expanded bootcamp programme.

Decision: The Board approved the Year 3 Work Plan and the proposed budget reallocation by consensus. Ms. Lefebvre noted that the EU Delegation would need to formally endorse the budget revision in writing within 15 working days, in accordance with the Grant Agreement.

Agenda Item 6: Any Other Business

Ms. Harriet Nakato (Gender Specialist) presented a brief update on the Gender Action Plan, noting that the project was on track to meet all gender targets. She requested Board endorsement of a proposed partnership with the Uganda Women Entrepreneurs Association (UWEA) to co-deliver the second Women's Entrepreneurship Bootcamp. The Board endorsed the partnership.

Ms. Nkosi closed the meeting at 13:05 EAT, thanking all participants. She confirmed that the next Programme Board Meeting would be held in December 2025, with the exact date to be communicated by the Programme Management Unit.

4. ACTION ITEMS AND DECISIONS LOG

#	Action Item	Responsible	Deadline	Status
1	Correct minutes of 3rd PBM (EUR 3.2M → EUR 3.84M) and recirculate to Board	Mbuyu Bilga	25 Jun 2025	OPEN
2	Follow up with Ministry of Finance on delayed co-financing disbursement	R. Kato / MTIC	30 Jun 2025	OPEN
3	Revise MTE TOR to include Hub sustainability evaluation question and issue RFP	J. Mulindwa	31 Jul 2025	OPEN
4	Submit Year 3 Work Plan and budget revision for formal EU endorsement	J. Mulindwa / EU Del.	15 Jul 2025	OPEN
5	Formalise partnership	H. Nakato	31 Jul 2025	OPEN

	agreement with UWEA for Women's Bootcamp			
6	Review feasibility of increasing women's enterprise target for Year 3	J. Mulindwa / H. Nakato	15 Jul 2025	OPEN
7	Circulate date for 5th Programme Board Meeting (December 2025)	Mbuyu Bilga	31 Jul 2025	OPEN

5. CERTIFICATION AND SIGNATURES

Minutes Prepared by	Approved by Chair
Mbuyu Bilga Programme Officer – Communications & Reporting UNCTAD Uganda Country Office	Ms. Amina Nkosi UNCTAD Country Coordinator, Uganda Chair, THRIVE Programme Board
Signature: ____________________________	Signature: ____________________________
Date: ____________________________	Date: ____________________________