A DIFFICULT ROAD TO RECOVERY

NOVEMBER 20, 2020

Regional Economic Outlook – Outreach for Uganda
Roadmap

- Health Developments
- Impact on the Region
- Outlook and Policies
- Uganda Corner
Health Developments
Lower cases and out of sync with the rest of the world

**New COVID Cases, Selected Regions**
(Per million population, 7-day moving average)

**Number of COVID-19 Tests per 1,000 People**

Sources: Johns Hopkins University COVID Tracker, Our World in Data, and IMF staff calculations.
However, the regional experience is far from uniform

New Confirmed Cases of COVID-19 per Million, SSA and USA
(7-day moving average)

Sources: Johns Hopkins University COVID Tracker and IMF staff calculations.
Impact on the Region
Lockdowns weighed on travel, trade, and commodities

**Flight Arrivals in SSA**
(Flights per month, mean)

**Export Volumes: Africa, Middle East**
(Percent change, 3-month moving average)

**Oil and Non-oil Commodity Prices**
(Index, Jan. 2020=100)

Sources: FlightRadar24 and IMF staff calculations.
Sources: CPB World Trade Monitor and IMF staff calculations.
Sources: Haver Analytics and IMF staff calculations.
...devastating tourism-dependent countries

Projected Tourism Export Receipts
(Index)

1.7 billion USD additional losses

SARS
GFC
COVID

Current Account Balances
(Percent of GDP, mean)

Fiscal Deficits
(Percent of GDP, mean)

Sources: IMF, World Economic Outlook, IMF staff survey, and IMF staff calculations.
Notes: For COVID and GFC, sample of countries is Cabo Verde, The Gambia, Mauritius, São Tomé and Príncipe, and Seychelles. For SARS, sample of countries includes, Hong Kong, China, Singapore and Taiwan. "t-1" for COVID is 2019, for GFC is 2008, and for SARS is 2002. TDC includes Comoros in addition to the countries above.
Remittances and capital inflows also affected

**Remittance Flows to SSA**
(Billion US$)

**Cumulative Portfolio Flows in SSA Frontier Markets**
(Percent of GDP since the start of each episode)

Sources: World Bank Bilateral Remittance Matrix and IMF staff calculations.

Sources: Haver Analytics, IMF, World Economic Outlook, and IMF staff calculations.
Output seems to have bottomed out...

Real GDP Growth, Data and Nowcasts, 2018-20

(Percent, rolling q-on-q annualized)

Sources: Haver Analytics, national authorities, and IMF staff calculations.
Output will contract by 3.0 percent in 2020

Real GDP Growth
(Percent)

Sources: IMF, World Economic Outlook and IMF staff calculations.
The crisis is setting back hard-won gains in income

Loss in Per-capita Income

Per-capita Growth in 2020

-12 -10 -8 -6 -4 -2 0 2

Years of Income Lost

0 1 2 3 4 5

Oil exporters
Other resource-intensive
Non-resource-intensive

Up to 50 percent of SSA’s population will lose 5 or more years of income gains

Sources: IMF, World Economic Outlook and IMF staff calculations.
Note: Each circle is proportional to the size of the population. The x-axis represents the number of years of per-capita income that was wiped out in 2020.
Outlook and Policies
Prolonged and uneven recovery to start in 2021...

Sources: IMF, World Economic Outlook and IMF staff calculations.
Consolidation will weigh on outlook

Fiscal Deficits
(Percent of GDP, mean)

Fiscal Balance and Public Debt, 2018–22
(Percent of GDP, mean)

Sources: IMF, World Economic Outlook and IMF staff calculations.
Near-term and post-Covid-19 policy trade-offs

Near-Term

- Cautious lifting of lockdown restrictions
- Risks of increasing poverty and hunger

Post-COVID-19

- Accommodative policies during the recovery
- Medium-term fiscal sustainability
Shape of recovery hinges on transformative reforms...

These reforms include:

- *Domestic revenue mobilization*;
- A strengthened focus on *social protection* to reverse the COVID-19 induced increase in poverty;
- Policies to promote connectivity and *digitalization*;
- Enhancing *transparency*, improving *governance*, eliminating corruption.
The region’s gross financing needs are projected at approximately **US$900 billion** for 2020–23, of which just over **50 percent** are external debt amortization.

The DSSI has contributed **0.3 percent** of the financing needs thus far.


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**Table: External Financing Needs and Sources, 2020–23**

<table>
<thead>
<tr>
<th>Country groups</th>
<th>PRGT eligibility</th>
<th>Financing sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>NRICs</td>
<td>PRGT-eligible</td>
<td>Official flows</td>
</tr>
<tr>
<td>ORICs</td>
<td>Non-PRGT-eligible (GRA)</td>
<td>Private flows</td>
</tr>
<tr>
<td>Oil exporters</td>
<td></td>
<td>Unidentified</td>
</tr>
</tbody>
</table>

Source: IMF staff calculations.

Note: This scenario (optimistically) assumes private financial flows revert close to pre-crisis levels. NRICs = non-resource-intensive countries; ORICs = other resource-intensive countries.
What will be the role of the IMF in the recovery?

• Mobilize resources (CCRT, DSSI)
• International cooperation (debt architecture, international tax cooperation…)
• Finance and support design and implementation of home-grown recovery programs
• Capacity building through technical assistance, training and surveillance
Uganda
Strict and protracted containment measures...

Stringency of Lockdowns
(index, max. = 100)

Source: Oxford COVID-19 Government Response Tracker; and IMF staff calculations.
How did the number of visitors change since the beginning of the pandemic?, Uganda

The data shows how visitors to (or time spent in) categorized places change compared to baseline days – the median value from the 5-week period from January 3rd to February 6th 2020. This index is smoothed to the rolling 7-day average.

Source: Google COVID-19 Community Mobility Trends – Last updated 13 November, 17:30 (London time)

Note: It's not recommended to compare levels across countries; local differences in categories could be misleading.

OurWorldInData.org/coronavirus • CC BY
Uganda’s positivity trend is worsening

![Uganda: Positivity Rate (trend)](chart)
...growth has been significantly affected in the short term...

2020 Real GDP Growth Projections
(in percent, WEO vintages)

Sources: WEO; and IMF staff calculations.
Shocks have been accommodated by monetary policy easing

**EAC Policy Rate Changes since COVID-19 Outbreak**
(in percentage points; SSA and EAC median rates)

- Rwanda
- Kenya
- SSA
- EAC
- Tanzania*
- Uganda
- South Sudan

*Tanzania reflects changes to the Discount Rate.
Sources: Haver Analytics; IFS; and IMF staff calculations.

**EAC Non-Performing and Restructured Loans**
(in percent of total loans)

- Burundi
- Kenya
- Rwanda
- South Sudan
- Tanzania
- Uganda

*NPL Jun-19, NPL Jun-20, Restructured Loans 2020
*June-20 data unavailable for South Sudan.
Sources: FSI database; and IMF staff calculations.
...and measures to support digitalization...

**Mobile Money Transactions**
(index, Jan-19 = 100)

- **Uganda**
  - 18,000 drivers and over 1 million customers subscribed
  - Targeting 800 vendors and 50,000 daily customers during COVID-19

**Uganda**

- UNCDF and SafeBoda, with support from SIDA, launch e-commerce platform for home delivery amid COVID-19

Source: BoU; CBK: and IMF staff calculations.

April 29, 2020 | Kampala, Uganda
...as well as fiscal loosening...

Above-the-Line and Below-the Line Measures (in percent of GDP)

- Below the Line Measures (Loans and Equity Injection, and Guarantees)
- Above-the-Line Measures (Revenue and Expenditure)

In Uganda:
- Health spending
- Uganda Development Bank
- Food distribution program
- Import substitution
- Expedited arrears repayments

Current account deficits remain high, but deterioration is small

Change in Current Account Balance between 2019 and 2020
(in percent of GDP, WEO vintages)

Sources: WEO; and IMF staff calculations.
...and international reserves have declined.

2020 Reserve Levels
(in months of imports, WEO vintages)

Sources: WEO; and IMF staff calculations.
Debt vulnerabilities are increasing

Median Impact of COVID-19 on Public Debt
(in percent of GDP, WEO Oct-19 vs WEO Oct-20)

2020 Debt Levels: EAC
(in percent of GDP)

Sources: WEO; and IMF staff calculations.
<table>
<thead>
<tr>
<th>Near-Term Policies</th>
<th>Post-COVID 19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Monetary Policy</strong></td>
<td>Maintain accommodative policy, conditional on inflation outlook</td>
</tr>
<tr>
<td><strong>Financial Policy</strong></td>
<td>Consider the extension of crisis measures (e.g., loan restructuring, but targeted and temporary) Ensure the monitoring of and proper provisioning behind restructured loans</td>
</tr>
<tr>
<td><strong>External Policy</strong></td>
<td>Allow exchange rate flexibility; use of reserves</td>
</tr>
<tr>
<td>Fiscal Policy</td>
<td>Near-Term Policies</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>• Continue spending of health and sustain income and liquidity support for firms and households (“Covid-19 spending”).</td>
<td></td>
</tr>
<tr>
<td>• Expand coverage of social safety nets</td>
<td></td>
</tr>
<tr>
<td>• Pursue concessional financing, DSSI</td>
<td></td>
</tr>
<tr>
<td>• Unwind crisis-specific lifelines gradually</td>
<td></td>
</tr>
<tr>
<td>• Maintain accommodative stance subject to fiscal space</td>
<td></td>
</tr>
<tr>
<td>• Strengthen social safety nets</td>
<td></td>
</tr>
<tr>
<td>• Pursue fiscal sustainability</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Structural Reforms</th>
<th>Near-Term Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• DRMS</td>
<td></td>
</tr>
<tr>
<td>• Expenditure efficiency, PIM, PFM</td>
<td></td>
</tr>
<tr>
<td>• Governance (Covid-19 spending tracking, AML, EITI</td>
<td></td>
</tr>
<tr>
<td>• Financial inclusion</td>
<td></td>
</tr>
<tr>
<td>• Digitalization</td>
<td></td>
</tr>
<tr>
<td>• Climate change mitigation</td>
<td></td>
</tr>
<tr>
<td>• Trade integration</td>
<td></td>
</tr>
</tbody>
</table>
Many countries are putting in place additional enhanced governance measures to track COVID-19 related spending:

- Procurement publication;
- Publication of ex-post delivery reports; and
- Targeted audits of spending.

Others have authorized special units to investigate allegations on the misuse of government funds.

Source: IMF staff compilation.
Note: The type of measures comprise of: (i) procurement publication; (ii) publication of ex-post delivery reports; and (iii) targeted audits of spending.
Key messages

• The recovery ahead remains difficult and risks are tilted to the downside.

• Protecting lives and livelihoods remains a priority…

• …but debt must be brought back to sustainable levels without jeopardizing longer-term growth…

• …and transformative reforms are urgently needed to promote a greener, inclusive, job-rich, and resilient recovery…

• …which will be difficult without external support.
Thank you!
A Difficult Road to Recovery for SSA
SSA Economic Growth prospects

- The Covid-19 pandemic has revealed our system’s exposure to risks and is challenging us to rethink and redesign our current economic model.
- The REO outlook for SSA projects a contraction of –3.0% in 2020 and a recovery to 3.1% in 2021.
- Covid-19 has interacted with other major trends of geopolitics, climate change and technology.

Real GDP growth

- Is the IMF overly optimistic about economic recovery in SSA countries?
- Key domestic risks include a worsening of preexisting socioeconomic inequities and political instability, which would undermine confidence and hinder effective policymaking.
- Known unknowns: Covid-19 is still with us and it’s impact on the economies is still evolving, and other shocks, e.g. weather related or natural calamities
Inflation

• Inflation seem to have been a challenge in some countries even before Covid-19.
• Disinflation pressures could be counteracted by a commodity prices rebound.
Public debt versus fiscal consolidation

- Rising public debt in many economies previously thought to be strong performers. The debt burden bound to worsen with countries borrowing more to tackle the pandemic.
- Zambia is on the brink of becoming the first African country to default following the outbreak of the Covid-19 pandemic.
- Low near-term growth, adding to social tensions, increasing risk premiums, and limited ability to pursue productivity-boosting reforms, could leave countries trapped on a path of low growth and high debt.
- Dilemma, incurring large deficits now for the necessary investments in people, communities, and businesses would increase the chance for a strong, widely shared recovery and thus contribute to more rapidly shrinking deficits in the future than would be the case without such actions.
- On current trends, significant financing gaps are likely to prevail, and without significant additional assistance many countries will struggle to simply maintain macroeconomic stability while also meeting the basic needs of their population.
- Will the Debt Service Suspension Initiative be of help?

![Public debt/GDP (%)](image)
Twin deficits: Fiscal and current account deficits

- It is essential for governments to continue to provide fiscal, financial and other policy support at the current stage of the recovery but how to finance these interventions!
- The existence of “fiscal space” has taken center stage in policy discussions yet scaling down expenditure in medium to long term may prove difficult!
- Need for innovative policy mix

<table>
<thead>
<tr>
<th>Fiscal deficits/GDP (%)</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSA</td>
<td>-3.5</td>
<td>-4.2</td>
<td>-7.6</td>
<td>-5.9</td>
</tr>
<tr>
<td>EAC</td>
<td>-4.7</td>
<td>-5.4</td>
<td>-6.1</td>
<td>-6.5</td>
</tr>
<tr>
<td>Middle Income Countries</td>
<td>-3.8</td>
<td>-4.9</td>
<td>-8.8</td>
<td>-6.7</td>
</tr>
<tr>
<td>LICs</td>
<td>-3.0</td>
<td>-2.6</td>
<td>-4.2</td>
<td>-4.1</td>
</tr>
<tr>
<td>Uganda</td>
<td>-2.7</td>
<td>-5.0</td>
<td>-6.6</td>
<td>-6.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External current account/GDP (%)</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSA</td>
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<td>-3.6</td>
<td>-4.8</td>
<td>-4.1</td>
</tr>
<tr>
<td>EAC</td>
<td>-5.4</td>
<td>-5.2</td>
<td>-5.7</td>
<td>-5.7</td>
</tr>
<tr>
<td>Middle Income Countries</td>
<td>-1.3</td>
<td>-2.9</td>
<td>-3.5</td>
<td>-2.7</td>
</tr>
<tr>
<td>LICs</td>
<td>-7.0</td>
<td>-6.0</td>
<td>-8.6</td>
<td>-8.7</td>
</tr>
<tr>
<td>Uganda</td>
<td>-6.8</td>
<td>-6.5</td>
<td>-8.0</td>
<td>-5.9</td>
</tr>
</tbody>
</table>
Uganda’s growth and Covid

- Before the pandemic, growth was projected to average 6.3% for the period 2019/20-2022/23
- The rapid policy reaction to buffer the initial blow to prevented an even larger drop in output.
- **Assuming recovery in second half of 2020, Growth to recover to pre-Covid level**
- **in 2022/23**
  - Many businesses in the service sectors, such as transport, entertainment and leisure, could become insolvent if demand does not recover, triggering large-scale job losses.
  - Rising unemployment is also likely to worsen the risk of poverty and deprivation for millions of informal workers, particularly.
Uganda’s growth and Covid

- Assuming a population growth rate of 3%, in absence of Covid-19, Uganda would have achieved low-middle income status by 2021/22!
Uganda’s Policy Challenges

• Rekindling the economy with fewer resources poses difficult choices.
  • Social spending versus infrastructure spending: appropriate balancing
  • Coherent and integrated approach that simultaneously addresses both public and economic needs will achieve a sustainable recovery.

• Fiscal dominance: Monetarization of fiscal deficits and central bank independence

• Weak monetary policy transmission mechanisms: Credit growth likely to remain subdued until economic recovery is stronger- how to break the virtuous cycle.

• Loan restructuring and financial stability concerns: Slow economic recovery continues to adversely affect financial condition of households and businesses and their debt service

• Although the banking system is well capitalized, a few banks may experience liquidity and capital shortfalls going forward in an adverse scenario, even with the currently deployed policy measures.

• Rising nationalism and trade protection: Is Regional integration still variable?

• An opportunity for a reset, e.g. education and health systems
IMPACT OF COVID-19 ON UGANDA’S BUSINESSES

Corti Paul LAKUMA
Research Fellow, EPRC

20TH NOV. 2020
Outline of the presentation

1. Context

2. Effects of measures

3. Policy options
1. Context
Two pronged approach to contain impact of COVID-19

- Earlier on, adaptation of containment measures: sanitizer, closure of school, lockdown etc

- Later on, adaptation of policy responses

- Measure have been largely short-term. While policy responses have been short, medium and long-term

- Spread of virus is increasing in the community, business have been hit hard

- Survey conducted in April 2020
2. Effects of measures
Agriculture, small businesses and businesses in Western Uganda hardest hit
<table>
<thead>
<tr>
<th>Percentage increment</th>
<th>Increase in expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%-25%</td>
<td>No</td>
</tr>
<tr>
<td>26%-50%</td>
<td>Yes</td>
</tr>
<tr>
<td>51%-75%</td>
<td>Yes</td>
</tr>
<tr>
<td>More than 75%</td>
<td>Yes</td>
</tr>
</tbody>
</table>
# Millions to lose jobs if measures persist

Table 1: Forecast of the number of people to lose jobs if the situation was to last for six months

<table>
<thead>
<tr>
<th></th>
<th>Temporarily</th>
<th>Permanently</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>3,800,275</td>
<td>625,957</td>
</tr>
<tr>
<td><strong>Sector</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td>123,610</td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>788,693</td>
<td>150,316</td>
</tr>
<tr>
<td>Services</td>
<td>2,887,972</td>
<td>475,641</td>
</tr>
<tr>
<td><strong>Size</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Micro</td>
<td>66,127</td>
<td></td>
</tr>
<tr>
<td>Small</td>
<td>697,045</td>
<td>80,779</td>
</tr>
<tr>
<td>Medium</td>
<td>883,156</td>
<td>213,779</td>
</tr>
<tr>
<td>Large</td>
<td>2,153,948</td>
<td>331,399</td>
</tr>
</tbody>
</table>

Author’s own construct using survey data, 2020
# Salary cuts across board

<table>
<thead>
<tr>
<th>Adjustment</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased salaries of staff</td>
<td>18.4</td>
</tr>
<tr>
<td>Reduced by more than 75%</td>
<td>3.2</td>
</tr>
<tr>
<td>Reduced by 51%-75%</td>
<td>8.3</td>
</tr>
<tr>
<td>Reduced by 26%-50%</td>
<td>36.8</td>
</tr>
<tr>
<td>Reduced by 1%-25%</td>
<td>33.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjust salaries</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>62.3</td>
<td>37.7</td>
</tr>
</tbody>
</table>
Suspension of salaries in 40% of firms

- Compensation continues for all employees: Agriculture 35.6, Manufacturing 48.9, Services 24.0, Overall 27.3
- Compensation continues for selected essential employees: Agriculture 9.6, Manufacturing 25.4, Services 24.0, Overall 32.6
- Compensation for all employees is halted: Agriculture 54.8, Manufacturing 425.7, Services 41.4, Overall 40.0
Index of Change in Price of Output

<table>
<thead>
<tr>
<th>Sector</th>
<th>Size</th>
<th>Region</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td></td>
<td></td>
<td>83</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>105</td>
<td></td>
<td>105</td>
</tr>
<tr>
<td>Services</td>
<td>107</td>
<td></td>
<td>107</td>
</tr>
<tr>
<td>Medium</td>
<td>102</td>
<td></td>
<td>102</td>
</tr>
<tr>
<td>Large</td>
<td>102</td>
<td></td>
<td>102</td>
</tr>
<tr>
<td>Small</td>
<td>104</td>
<td></td>
<td>104</td>
</tr>
<tr>
<td>Micro</td>
<td>110</td>
<td></td>
<td>110</td>
</tr>
<tr>
<td>North</td>
<td>89</td>
<td></td>
<td>89</td>
</tr>
<tr>
<td>West</td>
<td>90</td>
<td></td>
<td>90</td>
</tr>
<tr>
<td>East</td>
<td>99</td>
<td></td>
<td>99</td>
</tr>
<tr>
<td>Central</td>
<td>99</td>
<td></td>
<td>99</td>
</tr>
<tr>
<td>Kampala</td>
<td>111</td>
<td></td>
<td>111</td>
</tr>
<tr>
<td>Overall</td>
<td>104</td>
<td></td>
<td>104</td>
</tr>
</tbody>
</table>
## Change in access to credit (% firms)

<table>
<thead>
<tr>
<th>Sector</th>
<th>No Impact</th>
<th>Moderately reduced</th>
<th>Severely reduced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>32</td>
<td>35</td>
<td>34</td>
</tr>
<tr>
<td>Services</td>
<td>31</td>
<td>34</td>
<td>35</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>34</td>
<td>42</td>
<td>24</td>
</tr>
<tr>
<td>Agriculture</td>
<td>45</td>
<td>24</td>
<td>31</td>
</tr>
<tr>
<td>Large</td>
<td>83</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>Medium</td>
<td>24</td>
<td>44</td>
<td>33</td>
</tr>
<tr>
<td>Small</td>
<td>23</td>
<td>37</td>
<td>40</td>
</tr>
<tr>
<td>Micro</td>
<td>31</td>
<td>33</td>
<td>36</td>
</tr>
</tbody>
</table>
Ability to pay outstanding debts (% of firms)

Sector: Agriculture, Manufacturing, Services
Size: Micro, Small, Medium, Large

- Increased
- Moderately reduced
- No Impact
- Severely

Overall chart showing the ability to pay outstanding debts for different sectors and sizes.
3. Policy options
# Practical policy options

<table>
<thead>
<tr>
<th>Policy proposal</th>
<th>Firm size</th>
<th>Line/sector</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Safety nets (food</td>
<td>Micro/Small</td>
<td>Agriculture/Services</td>
<td>Effectiveness and efficiency of the food distribution system</td>
</tr>
<tr>
<td>distribution)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Public equity</td>
<td>Medium and Large</td>
<td>Services/Education</td>
<td>Who benefits/Inclusivity/ Fiscal gap</td>
</tr>
<tr>
<td>3 Bailout(s)</td>
<td>Small, Medium and Large</td>
<td>All sectors</td>
<td>Who benefits/Inclusivity/ Fiscal gap</td>
</tr>
<tr>
<td>4 Initial Public Offer</td>
<td>Small, Medium and Large</td>
<td>All sectors</td>
<td>Governance/Transparency</td>
</tr>
<tr>
<td>(IPOs)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Practical policy options

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<th>Policy proposal</th>
<th>Firm size</th>
<th>Line/sector</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Database of households and firms</td>
<td>Small, Medium and Large</td>
<td>All sectors</td>
<td>Informality/Coordination/Duplication of efforts</td>
</tr>
<tr>
<td>6 Multi-sectoral approach</td>
<td>Necessary conditions</td>
<td></td>
<td>Working in silos/Lack of synergies/Lack of coordination</td>
</tr>
<tr>
<td>7 Reducing inequality</td>
<td></td>
<td></td>
<td>Lack of inclusivity in policy design</td>
</tr>
<tr>
<td>8 Trust</td>
<td></td>
<td></td>
<td>Accountability</td>
</tr>
</tbody>
</table>
Thank You!