

Doing Business in Uganda The Major Constraints.

The doing business series of the World Bank measures the regulatory cost of doing business in economies. It aims at investigating the regulations that enhance business activity and those that constrain it. It looks at

the impact of regulation on business at ten stages of a typical business cycle: starting a business, dealing with construction permits, labour market regulations, registering property, getting credit, protecting minority inves-

tors, paying taxes, trading across borders, enforcing contracts and resolving insolvency.

The UIA being the leader of a group of government institutions relevant to in-

vestment, dubbed Team Uganda and also being the Secretariat of the Presidential Investors Round Table hosted a breakfast meeting of Team Uganda at Hotel Africana on 2nd December

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FOREWORD



Investor of the year (INOY) awards 2014

The Investor of the year Awards (INOY) gala is an annual calendar event organized by the Uganda Investment Authority and one of the biggest annual events, in which UIA showcases investments that have commissioned within a given time period. It is one of the avenues through which UIA recognizes the efforts of the private sector in economic development drive of the country.

This year's event was officiated by The Right Honourable Prime Minister Dr. Ruhakana Rugunda.

The event is a vital platform for the UIA and the Government of Uganda to showcase existing Investment opportunities in the country and carry out Foreign Direct Investment-FDI retention programs.

This year had thirteen shortlisted companies. The overall winner for Investor of the Year 2014 Gold Award was Pearl Diaries Ltd of the Midland Group.

The Silver Award winner was Roofings Rolling Mills (U) Ltd while the Bronze Award winner was Graphic Systems (U) Ltd.

The Best Woman Entrepreneur of 2014 was Ms. Barbara Ofwono Buyonda of Victorious Education Services.

The Best Investment Promotion Embassy was the Uganda High Commission in Pretoria, S.A.

Other shortlisted competing investors included: Al-Shafa Modern Hospital Jinja, Kaliro Sugar Kaliro District, Greenstone Resources Busia District, Igongo Cultural Centre Mbarara District, Amos Diaries Mbarara District, Umeme Ltd, Wana Solutions in Wana Close Seguku, Ahmed Raza Foods Industries Bombo Road Matugga and Dial-A-Service (U) Ltd located at Statistics House Kampala.



It is one of the avenues through which UIA recognizes the efforts of the private sector in economic development drive of the country.

See Pictorial inside...Pg 4



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Doing Business in Uganda

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The ED Uganda Investment Authority Dr. Eng Sebbowa making a point at the TEAM Uganda breakfast meeting at Hotel Africana on 2nd December 2014.

2014 to chew through the most recent Doing Business Report 2015 of the World Bank.

This particular report ranks Uganda 150th out of 189 economies worldwide in ease of doing business overall. This is damning,

but believe it or not, it was an improvement on the previous year's ranking which placed Uganda 152nd out of 189 economies.

So as Team Uganda, comprising of Ministry of Finance, Uganda Revenue Authority, Uganda Elec-

tricity Regulatory Authority, UMEME, Uganda National Chamber of Commerce and Industry, Ministry of Trade, Kampala Capital City Authority, Uganda Registration Services Bureau, National Social Security Fund, Uganda Manufacturers Association, Private Sector

Foundation Uganda among others, descended on Hotel Africana on the morning of 2nd December 2014, the UIA singled out three areas in which Uganda was failing the most.

Getting electricity; was by far the worst, with Uganda being ranked 184th out of 189 countries. The World Bank doing business report 2015 found that it takes 132 days, 6 procedures and a cost of 11004.9% of per capita income to get electricity for a basic warehouse in Uganda. Comparatively, it takes thirty four (34) days to achieve the same in Rwanda, seventy nine (79) days in Ghana.

Starting a business; the World Bank doing business report 2015 ranked Uganda 166th out of 189 economies. In this, Uganda has continued to decline since 2011. Starting a business in Uganda will take an investor fifteen(15) procedures, thirty two (32) days and cost 64.4% of income per capita(510 USD)according to the World Bank doing business report 2015. Comparatively, starting a business in Rwanda and Mauritius will take you 6 days, South Africa 19 days and 30 days

in Kenya.

Dealing with construction permits; in this one, the World Bank doing business report 2015 ranked Uganda 163rd out of 189 economies. Getting construction permits requires fifteen (15) procedures, takes 154 days and costs 11.7% of warehouse value in Uganda. In comparison, it takes 245 days to do the same in Mauritius, 77 days in Rwanda, 125 days in Kenya and Ethiopia and 48 days in South Africa.

Why is this so?

In March 2014, UIA did its own verification survey, on getting electricity, which is the most problematic, and found that the estimated cost of obtaining an electricity connection stood between 74 million-161 million Uganda shillings and the number of days ranged between 34 and 180 days.

The survey observed that major delays occurred at Lugogo where there is a perennial lack of poles, transformers and meter units. It is these kinds of bottlenecks that ensure that for instance, getting a wiring inspection will take 30 days and getting a meter installation another

30 days.

Another issue was the huge cost an investor has to incur to put up the infrastructure (transformers, meters, cabling wires and poles). It was also observed that investors are now out sourcing private electrical contractors who can purchase the equipment and do the installation. These contractors are cheaper and take less time to do the installation compared to UMEME. Interestingly though, the transformers and other materials remain the property of UMEME. Would it not be fair and more attractive for the cost to be shared between the investor and the government?

The survey also observed the big problem of high electricity tariffs which is however still dwarfed by the bigger problems of cost of installation materials and UMEME delays. The high electricity tariffs continue to hamper business investment.

Mr. Benon Mutambi CEO Electricity Regulatory Authority informed the Team Uganda meeting that ERA is working on a price harmonization and is willing to take in any more innovative ways that can lead to low cost of

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electricity, improve and reduce on time spent getting an electricity connection. Mr. Robert. F. B Mubiru Project Manager UMEME also informed the meeting that UMEME is applying and adopting new technologies that will ease customer applications and inspections. He also mentioned that UMEME is working on reducing the cost of a transformer.

Turning to starting a business; it still is a puzzle why for instance, it takes five (5) days for an investor to register for taxes and obtain a tax identification number TIN at Uganda Revenue Authority, and then another ten(10) days for KCCA to just issue a trading license and four(4) days to register with NSSF. On the brighter side, it takes one (1) day to file registration documents at the office of the Registrar and obtain the Certificate of Incorporation. Would it not be attractive to an investor, for government to establish online processes that communicate between the three institutions URSB, KCCA and NSSF so every-

bottlenecks in construction permits are in KCCA and NEMA. It will take an investor thirty (30) days to obtain land ownership clearance from KCCA, 21 days to obtain assessment of plans and 60 days to obtain approval of plans and receive a building permit and hoarding permit. Ezra Ssebwe Manager Business Department KCCA, informed the Team Uganda meeting that through partnerships, KCCA is already working with URSB and URA to improve the processes followed when doing business in Uganda, KCCA's partnership with UIA, PSFU and UNCC in creation of public awareness is also in progress.

It will take 21 days to prepare an environment impact assessment as required by NEMA and another 21 days to request and obtain approval from NEMA. It would be more attractive to an investor if KCCA, NEMA and NWSC could consider merging some procedures and introduce online application processes

where the monopoly of the electricity utility on the sale of materials for new connections has been eliminated and the processing fees for new connections has been dropped.

Mr. Lawrence Byensi, the Director Investment Facilitation and Aftercare Division at UIA proposed that in dealing with construction permits, government should consider merging some of the procedures in NEMA, KCCA and NWSC. He further suggested that amendment to the NEMA law be expedited and that staffing levels at NEMA and KCCA should be increased.

Dr. Peter Ngategize National (CICS) Secretariat MFPED, in a wrap, informed the meeting that the best performing countries had embraced an international best practice that included; putting procedures online, this was found in 109 countries; having no minimum capital requirement was found in 99 countries; having a one-stop shop was found in 96 countries.

Q&A with Mr. Paul Echatu, Inspector of Works (Industrial Parks) Uganda Investment Authority UIA



for infrastructure development. Notable among these, is the World Bank which provided 16 million US dollars for Master Planning and the ESIA; Design of roads in South A and parts of South B; Execution of Earthworks of South A roads; and Construction of the UIA offices in the KIBP. The EXIM Banks of India and China are individually considering the provision of more funding to fill in the gaps.

facturing plant.

vi. Soroti Industrial and Business Park is in Soroti and is 219 acres in size. The Master Plan, ESIA study and border markers are in place and land has already been allocated to 9 companies including Teso Fruits Factory which is setting up a fruit processing factory.

There are other park sites that have been identified all over the country and they are in various preliminary stages of planning and development. UIA is grateful to the districts that have approached the organization with land offers requesting UIA to develop the offered land into industrial and / or business parks

UIA is the owner of several square miles of land in Kaweeri – Mubende, Masindi, Goli – Mukono and Kashari, most of which it has leased to commercial farmers.

Q Describe the works (roads et al) going on in the Namanve industrial business park.

A The Kampala Industrial and Business Park (KIBP) located at Namanve in Mukono/Wakiso Districts is going to be a state of the art Industrial Park when completed. The Industrial Park sits on 2006 acres of land zoned into South A, South B, South C and North Estates, according to the nature of business e.g. processing of foods and beverages, manufacturing, ICT services, etc.

Government of Uganda found it prudent to provide serviced land to private investors in order to facilitate the smooth setting up of industries. Serviced land has the necessary infrastructure like roads for access, power, water, interconnectivity, etc. Uganda Investment Authority (UIA) is guided by a Master Plan and Environmental and Social Impact Assessment (ESIA) for the Industrial Park during infrastructure development.

Who are the major players in the efforts to make the industrial business parks operational and how much in terms of resources has been committed?

The major player in the development of industrial and business parks in the country is the Government of Uganda. Uganda's development partners have supplemented Government's efforts in providing funding

A UIA has a portfolio of 10 industrial parks so far and 4 pieces of agricultural land across the country. These are active at different stages of development and use. The industrial park sites include:

Luzira Industrial Park in Kampala, sits on 70 acres of land which is fully serviced with infrastructure and fully allocated to 12 companies which are at various stages of development. Prominent among these are Quality Chemicals Industry, Blue Wave Water, Master Woods, etc.

Bweyogerere Industrial Park in Kampala is a 50 acre business park with the all the necessary infrastructure in place and is allocated to 8 companies which are in various stages of development. Among them are Uganda National Bureau of Standards (UNBS) Bweyogerere Hospital, etc.

Mbarara SME Park is 13 acres in size with 5 blocks of buildings housing 34 work spaces.

Kasese Industrial and Business Park is on 215 acres. The Master Plan, ESIA study and border markers are in place.

Jinja Industrial and Business Park is 182 acres. The Master Planning, ESIA study and border markers are in place and land has already been allocated to 3 companies including Kiira Motors Corporation who plan to set up a vehicle manu-

Q Please throw some light on the cost of the various projects and how much resources have been mobilized for each. How much is pending and what are the projected completion dates?

A UIA is developing the parks in phases depending on funds released from the government treasury quarterly. Currently, Luzira and Bweyogerere are completely serviced, while the rest need to have the roads, bulk water, industrial power, sewage systems and solid waste management systems, as well as connectivity put in place.

The required development budget for infrastructure for the parks in the short term amounts to US\$150 million for the Kampala Industrial Business Park in Namanve, Mukono; US\$10 million for Moroto; US\$5 million for Soroti; US\$5 million for Kasese; US\$0.5 million for Mbarara; US\$5 million for Jinja and US\$40 million for Mbale.



A cross section of participants at the TEAM Uganda breakfast meeting at Hotel Africana on 2nd December 2014.

thing could be concluded in less than a day? Mercy Kainobwisho, Director Business Registration URSB, informed the meeting of the new measures that URSB has embraced and these included the introduction of online searches, eliminating the requirement of assessments in order to reserve a company name and a bank branch that has been opened at URSB in order to speed up the name reservation process.

When it comes to obtaining a construction permit; it is not attractive to an investor that dealing with construction permits will cost up to 11.7% of warehouse value in Uganda. The major

What actions are available?

At the same Team Uganda meeting aforementioned, the UIA proposed several ideas that could improve the ranking of Uganda in the ease of doing business reports. For instance, the Executive Director, Dr. Eng. Frank Sebbowa proposed that UMEME should introduce online application processes and subsidize the supply of electricity materials. He further suggested that the cost of transformers and other electricity materials be shared between the investors and the government. He compared the Uganda situation to Burundi



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Investor of the year (INOY) awards 2014



Rt. Hon Prime Minister Dr Ruhakana Rugunda(C) was the Guest of Honour at INOY 2014 at Imperial Royale Hotel 12th December 2014. He is flanked by Hon Ajedra Min. of State for Investment and Dr. Eng. Sebbowa Frank, the ED Uganda Investment Authority.



Some of the participants at the INOY 2014 awards. Mrs Barbara Ofwono(L) of Victorious Education Services won Best Woman Entrepreneur award. Mr S. Lalani(R) of Roofings Rolling Mills which was investor of the year silver award winner.



A cross section of investors at the luncheon.



Rt. Hon Prime Minister Dr Ruhakana Rugunda(L) with Dr. Eng. Sebbowa Frank ED UIA having a one on one.



The MC of the day Sheila K Mugenzi Director of Public Relations UIA with Ms Hope Waira UIA.



Mr. Alam(L) of the Alam Group alongside other investors seen following proceedings at INOY 2014.



Investors in a quiet discussion at the INOY 2014.



Mr. S Lalani of Roofings Rolling Mills receives the investor of the year silver award at the INOY 2014.



Pearl Dairy Farms Limited was recognized as the overall Investor of the Year and awarded the GOLD AWARD for 2014.



A cross section of participants receive their award from Hon Ajedra Min. of State for Investment.



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Mrs Barbara Ofwono Buyondo, Director Victorious Education Services was UIA Best Woman Entrepreneur Award winner 2014.

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- Victorious Kindergarten - Miracle Campus- Rubaga.
- Victorious Kindergarten & Daycare - Central Genesis Campus.
- Victorious Primary School - Mukono with Boarding Section.
- Victorious Kindergarten and Day Care - Ntinda.

Recruitment of teaching and non - teaching staff is going on.

Applications are being received until 13th January 2015.

Interviews will commence on 16th January 2015.

General Interviews for new pupils will be on 12th January 2015 at Divine Campus Rubaga for all Campuses.



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Q&A with Mr. Ignie I. Igunduura, Manager Public Affairs, Civil Aviation Authority(CAA)

Q The Civil Aviation Authority CAA has been in existence for 23 years. Describe what it has been like.

A Before 1991 the civil aviation industry had multiple administrative arms, the air transport industry was in decline and several government ministries and departments had taken charge of portions of the industry both at the airport at Entebbe and elsewhere.

Air navigation was under one entity, registration and licensing of aviation personnel and aircraft was under another, management of airport infrastructure was under a different Ministry, collection of revenues, that is, charges and fees was also totally under a different administration, security was also under a totally different administration. That scatter of the industry caused it a lot of problems.

In creating the Civil Aviation Authority CAA in 1991, the Government sought to remedy the scattered nature of the industry by centralizing its management. Thus the mandate of CAA was; to promote the development of a safe, regular and efficient civil aviation in Uganda and outside Uganda.

Since 1991 the airport infrastructure has been upgraded and passenger facilities refurbished. Air navigation and communication equipment were replaced or upgraded in some instances. Staff have been re-trained and better compensated. More professional staff were brought in to join the existing team in order to be able to face the challenges of revamping the industry.

The first ten (10) years (1991-2001) were for rehabilitation and refurbishment of existing facilities. Spanish and Danish financial support worth about 52 million USD rehabilitated the aeronautical infrastructure and also refurbished the passenger movement areas.

The next ten years (2001-2011) were spent on capacity building. CAA adopted a Master Plan for developing Entebbe airport in 2002. The American transportation group, LPA, recommended the construction of a new cargo centre, development of a Ferry Port to enable transportation of fuel from the lake ports of Kisumu or Mwanza. This would ensure delivery of much larger volumes of fuel compared to use of trucks. The CAA hopes to encourage the private sector to invest in the Ferry Port to handle the fuel transportation business.

The third recommendation was the extension of the passenger terminal building, while the other recommendation



was for separation of the international from domestic passengers. Presently passengers travelling to up country airports like Kisoro, Gulu, Arua are processed through the same facilities and access the aircraft through the same gates. The fifth recommendation was the expansion of the Apron at Entebbe. The aircraft parking currently has only eleven berths.

Q How has the implementation of the plans progressed?

A We embarked on the short term phase of the plan in 2005, the year Uganda was confirmed as the host for CHOGM 2007. Among the priorities of Government at the time, was the refurbishment and upgrading of the airport facilities. CAA already had the master plan in place.

CHOGM helped us fast track a number of projects in the master plan. We expanded the passenger terminal building especially the arrivals area. We also put up a domestic passenger terminal building. However the building was transformed into a VVIP reception center in order to accommodate the Heads of State and Government that came for CHOGM. CAA also installed an automated car

parking management system.

In 2012, the Authority realized traffic growth was constraining the existing facilities. We are currently handling traffic of 2019 according to projections in our master plan. So the airport is already congested.

Government has already moved quickly to identify funding and contractors that can undertake the various projects. The projects include, a new passenger terminal, a modern cargo center, expansion of the aircraft parking area, a storied car parking facility and resurfacing of the runway among others.

Q What is there for private sector investment?

A The cargo center is an attractive area for private investment.

Car parking is another area where the private sector can come in.

The ferry port is another investment the private sector maybe interested in.

The aircraft maintenance center is a business the private sector would love to participate in. Major airline companies usually run maintenance centers where they service other airlines' aircraft on top of their own.

There is also the proposal for a shopping mall at Entebbe airport. Commercialization of airports is a fast growing trend worldwide. Countries are working to attract passengers to stay at airports longer by having facilities like hotels, tennis courts, swimming pools, cyber cafes, book shops etc. The concept is called the 'airport city'. Ideally you create a city around the airport. This has been very successful in Singapore, Dubai, Amsterdam, Mauritius, etc. We can also have convention centres, where people can meet and fly away again.

Q What about the other airports in the country?

A CAA has already developed upgrade plans under the national civil aviation master plan. The Authority is looking at Arua, Gulu and Kasese. Gulu and Kasese are supposed to attain international status to provide alternate facilities for Entebbe. Master Plans for the airports are ready. Preliminary estimates put Kasese at about 80 million USD and Gulu at about 45 million USD. Gulu's runway is 3.1 km which is adequate for commercial traffic while Kasese's runway will need to be extended from the present 1.7km to about 2.5km. We shall need to widen the runway to 45 metres and also put airport terminal buildings, control tower, cargo center, runway lights, fire fighting equipment etc.

For Arua, we are about to complete the passenger terminal building capable of handling 100,000 passengers a year. We have also built new staff houses and are expanding the aircraft parking area.

All the thirteen up country airports are fully operational but are not busy largely due to the lack a city airport in Kampala.

Q Tell us about the EAC regional civil aviation industry

A Regionally our biggest achievement has been the establishment of the Civil Aviation Safety and Security Oversight Agency (CASSOA) based in Entebbe. This organization is able to keep guiding the region in areas of aviation safety and security but also coordinates the effort of putting together a pool of experts. As a region we do not have all the experts we need. The ones available are expensive to permanently employ. So part of what CASSOA is doing is to maintain a pool of experts that can be shared by the region.

Harmonization of civil aviation regulations in the region is another achievement. We are seeking to operate under a single set of regulations. The vision of the EAC Heads of State is to operate a single air space. As such flights between EAC member countries would operate as domestic.

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Artistic impression of the proposed expanded passenger terminal building and cargo centre at Entebbe International Airport. Works are slated to commence in early 2015.

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According to the CAA master plan 20 years projection for development of Entebbe Airport, the current terminal building and passenger movement areas are handling passenger and cargo traffic projection of 2019, meaning that congestion at Entebbe airport is already with us.

”



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Uganda National Roads Authority

UNRA IN THE KAMPALA INDUSTRIAL BUSINESS PARK (KIBP)

UNRA has so far undertaken road works on the 4km road from the Kampala-Jinja highway to Roofings Rolling Mills located at KIBP. Approximately 60% of the work has been accomplished and 40% is yet to be done. The total project cost is about 800 million Uganda shillings

In May 2014, Works and Transport Minister, Eng. Abraham Byandaala commissioned the upgrading to class II paved standard of 4km access roads complete with a seven meter asphalt concrete carriageway flanked by a meter shoulders in the Kampala industrial business park KIBP.

He noted that the project is one of the clear indicators of the success and effectiveness of the Public-Private Partnerships. The project whose works are nearing completion has its starting point from Kampala-Jinja main road via the UIA offices and ends at the Roofings Ltd plant.

Through a partnership between its agencies, the Uganda Investments Authority (UIA) and the Uganda National Roads Authority (UNRA), the government has undertaken the development of roads in the parks, starting with the Kampala Industrial and Business Park (KIBP) at Namanve.

The project is contracted to Aurecon AMEI Ltd and Spencon-Stirling joint venture as the engineer and contractors, respectively.



He noted that the project is one of the clear indicators of the success and effectiveness of the Public-Private Partnerships.



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