

about investment

Vol.1 Issue 2

# UGANDA INVESTMENT REVIEW

A Publication Of The Uganda Investment Authority




The One Stop  
Center **e-Biz**  
Platform

**Presidential Investors Round Table (PIRT). What Gains?**

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Ashok Suites is yet another trendy addition to Kampala's growing stock of furnished apartments. It is strategically located in the Akright Satellite City Kakungulu at Bwebajja along Entebbe Road, just a 15 minute drive from Entebbe Airport.

This property, set in a serene, quiet and leafy environment, has been designed to cater for guests moving as family or as singles who need some time away from home, vacationers and expatriate workers in the country for a short stay.

These comfortably furnished and spacious apartments have kitchens fitted with microwave oven, toaster and refrigerator, private bathroom fitted with bathtub, flat screen with satellite TV channels and Wi-Fi connectivity all to ensure a memorable and restful stay.

Enjoy the relaxing view of the mature gardens from your apartment or play golf on the nearby green as you pass your time and re-energize.

The property is fully serviced with daily housekeeping, laundry, airport shuttle and car hire services. Do not take our word for it. Come and discover our choice of apartments at unbeatable rates.



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**Interview**

Mr. Byensi Lawrence Ag. ED.....5

**Notes**

Notes from Management Team-

Mr. Basil Ajer Director Small and Medium Enterprises.....7

Mr. Tebandeke Richard Director, Finance And Administration.....7

Mr. Charles Omusana

Deputy Director Investment Facilitation and Aftercare Division.....7

Mr. Hamza Galiwango Directorate of Land Development.....8

Mr. Joseph Kiggundu Director One Stop Centre, OSC.....8

Mr. Valentine Ogwang Ag. Director Investment Promotion Division.....8

**COVER PAGE****News**

17th EAC Regional Jua Kali/Nguvu Kazi exhibition.....9

Buganda Investment Forum 2016.....10

South African investors interested in recycling plastics into fuel.....12

Technical skills training in value addition of Oyster mushrooms.....13

**Report**

Muppets to Gazelles.....17

UIA Attains Major Milestones In Investor Facilitation.....19

Services offered at the investors one stop centre

UIA licensing office.....21

**Profiles**

Uganda Electricity Transmission Company Limited.....23

Investment Opportunities In Renewable

Energy Generation In Uganda.....24

**Business**

UIA Performance 2015/16.....27

**Statistics**

Quarterly Investment Abstract July To Sept 2016, Fy 2016/17.....31



**The 9th Home is Best Diaspora Summit 2016.....11**



**PIRT 5 Makes Gains in Enabling Uganda's Investment Climate.....14**



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# Interview With Mr. Byensi Lawrence Ag. ED

Dr Sebbowa Frank, former ED, has recently left Uganda Investment Authority (UIA). What does this change mean for UIA, the investors and the 5 year strategic plan?

In the UIA's Strategic Plan 2016 – 21, the Board of Directors have set an ambitious but feasible target of creating 1,000,000 new jobs by 2021. We are targeting investment opportunities in: Agriculture/Agribusiness & Agro-processing; Tourism; Minerals/Oil & Gas; and Science, Technology & Innovations (STI) including ICT. It will also focus on the development and enhancement of Small and Medium Enterprises (SMEs). The Plan is orientated to brand and market Uganda as profitable for investments, business and as the land of entrepreneurial and innovative people. This is going to call for the UIA team to think out of the box. We need to be innovative in our investment promotion and facilitation if we are going to be able to attract quality investment that creates the targeted jobs.

A key strategic pillar of the UIA Strategic Plan 2016 - 2021 is the development of Business, Science, Technology and Industrial Parks to spur industrialization, for the creation of jobs, attraction of new investments in hi-tech and technology firms and high skills transfer into Uganda. This will greatly improve Uganda's productivity and expand Uganda's exports base.

The departure of Eng. Dr. Sebbowa, the former ED will not affect our focus on implementing the Strategic Plan 2016-21.

**As the Ag. ED what should the investors look forward to in terms of your priorities for UIA going forward?**

As far as investment opportunities are concerned, agriculture remains the major economic backbone of Uganda. There are many Government programmes geared at



increasing productivity, for instance Operation Wealth Creation project. As these bear fruit, there is a big need to add value to the increased output. UIA is focused on attracting investment in agro processing for export and packaging. Packaging is a very integral sector to competitiveness in exports. Uganda has a very long list of exportable agro products.

Almost every month Uganda is being acclaimed for its tourism potential and with increased visibility of the country we envisage more tourism interest. There is a lot of viable investment potential in the creation of new tourism products, good affordable accommodation and all the other businesses that surround tourism i.e. crafts, culture (lifestyle experience, theaters,

drama, food, etc.)

The other priority sectors UIA continues to focus on are adding value to minerals and ICT. All these are sectors detailed for focus in Uganda's National Development Plan. Government has even gone ahead to provide sector specific incentives in these areas in order to attract investment. UIA will be marketing these sectors to both local and foreign investors in the coming year.

**What will be the focus of UIA in 2017? What developments and/or events should investors look forward to in 2017?**

Globally the FDI outlook is a bit gloomy, 2017 looks promising because the investment climate is continuously improving. There is renewed focus and interest in the oil sector so the spin off businesses from the

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sector will be viable areas of investment e.g. Logistics, food supply, waste management, etc. In addition, UIA is looking to attract more value adding investments in sustainable investments. Quality investments that do not only add value to Uganda's resources but investments that create quality jobs for the Ugandans. In that way, this will contribute to Uganda's attainment of a middle income economy in the very near future hence achievement of some of the global sustainable development goals of which Uganda is working to achieve. Investment, however, will only come to a location if the investment climate is enabling. In the coming year, we look forward to the pronouncement on a number of policy interventions as advised by the private sector to H.E the President during the Presidential Investor Roundtable (PIRT) which will be concluding its two years in 2017. These are interventions in tourism, oil/gas and mining, as well as the business environment generally. The presence of Government services online is going to make a big difference in terms of reduced time and cost of doing business for both the potential investor

and the Government Agencies offering the registration, licensing and regulatory services. Our One Stop Centre for investors can now be accessed digitally through [www.ebiz.go.ug](http://www.ebiz.go.ug) which brings together all the key relevant Government Agencies so that one can access these without leaving where they are located. This should be able to improve Uganda's business ranking in the Ease of Doing Business Report.

[Finally, talk to investors about the PIRT initiative and what to expect in 2017.](#)

The Presidential Investors' Round Table (PIRT), which is chaired by H.E the President, is a high level forum that brings together a select group of both foreign and local investors to advise Government on how to improve the investment climate in the country. PIRT is used as a vehicle for Public Private Dialogue. It acts as a business – government coordination mechanism. Since its launch in 2004, PIRT phases are run on a two year basis and have focused on selected strategic thematic areas ranging from: agribusiness, ICT, education, infrastructure, the regulatory environment, oil / gas and mining, tourism, transport and logistics,

the creative industry, to e-Government. Currently PIRT phase 5 was started from 2015 to 2017. It was launched on 19th August 2015 and focuses on four thematic areas namely: energy and petroleum (oil and gas), minerals and mineral beneficiation, tourism and Uganda's competitiveness and ease of doing Business.

In 2017, each area will continue to be handled by a Technical Working Group of private and public sector members, headed by a Chairman nominated by H.E the President. UIA comprises the Secretariat Team which carries out sector specific research, document reviews, initiates meetings, and advises the respective Chair persons, links private sector and Government.

The Office of the Rt. Hon Prime Minister coordinates the whole process and follows up on implementation of agreed policy actions. The work of PIRT also helps Development Partners especially World Bank's private sector development and investment climate programmes. PIRT are also undertaken in various African Countries including; Ethiopia, Ghana, Mali, Senegal and Tanzania.

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INVESTMENT  
REVIEW**



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# Notes from Management Team



Uganda has an extensive SME sector which accounts for approximately 90% of the entire Private Sector and regarded as the engine of economic growth. The SME Division of UIA implements targeted investment promotion and facilitation interventions in the local SME sub-sector. We support SME development well aware that SMEs are the drivers for job creation, innovations and creation of new products and services in the economy. In this reporting period up to 3000 SME businesses were profiled and included in our database, 135 SMEs got trainings on entrepreneurship, 85 got hands on technical skills training for value addition and we strengthened one SME cluster. The SME Division also recruited, trained and included 80 youth graduates in the Youth Apprenticeship (YAP) implemented by UIA. The YAP offers a mutually beneficial partnership that improves the employability and skills of the unemployed youth by offering opportunity to work with the SMEs. Through these continuous efforts the SME Division of UIA is confident that we are on the right path to unleashing full potential of the SME sector in Uganda.

**Mr. Basil Ajer**  
**Director Small and Medium Enterprises**

The Finance and Administration division is central to Uganda Investment Authority's achievement of the strategic vision and goals. It does so by maintaining an effective and efficient financial management system, and attracting and retaining a talented and motivated professional workforce. The division is responsible for: Mobilizing resources required to execute UIA strategy, submitting timely work plans and budgets for negotiation with key stakeholders, implementing relevant provisions of the Public Finance Management Act, Preparing and submitting Annual Financial Reports (dully audited), Monitoring, evaluating and preparing periodic performance reports, Recruitment and retention of talented professionals, Identifying capacity gaps and building the skills of UIA's human resources.

**Mr. Tebandeke Richard**  
**Director, Finance And Adminstration**



"Effective January 2017 UIA's the investment licencing process will be automated. This is in line with UIA's continued drive to ease and quicken the issuance of investment licences. Using the UIA component on [www.ebiz.go.ug](http://www.ebiz.go.ug), investment licence applications can be submitted online. This virtually eliminates the need for the investors to physically submit their applications. The system will also ease project monitoring and provision of aftercare services by UIA. The system has the capability of prompting project monitoring as well as enabling investors submit their project updates remotely. UIA project monitoring function and interface with investors is expected to be enhanced and the rate of resolving investors project implementation challenges increased. The investors are requested to send UIA updated information about their businesses such contact persons and their details, project status, actual investment & employment as well as challenges affecting their project implementation.

**Mr. Charles Omusana**  
**Deputy Director Investment Facilitation and Aftercare Division**

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Uganda Investment Authority is developing 23 Industrial and Business Parks country-wide principally with three aims to generate employment for Ugandans, introduce new research technologies and subsequently increase revenue generation for Uganda. The UIA Board also approved another four(4) regional science and technology industrial parks in Kyankwanzi, Rubirizi, Kamuli and Nebbi Districts to improve scientific and industrial innovations linked to major research institutions in the Country.

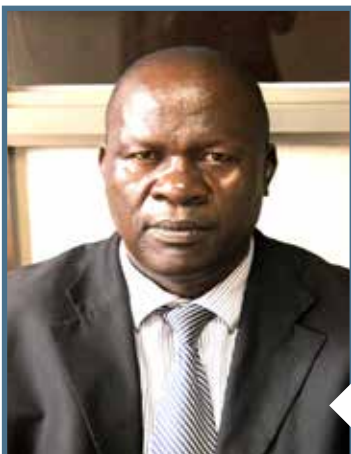
Kampala Industrial and Business Park, Namanve is the flagship Industrial Park and so far has 28 industries operational employing 11,000 Ugandans and another 65 projects are under construction and expected to be commissioned by end of 2017. The Park however still requires 500 Billion shillings to address infrastructure and utility demands. In the Previous quarter, UIA has accomplished the tarmacking of a 2.5km road in the North Estate to Victoria Seeds Ltd . This will be critical for development of the park and other industries along the route have commenced operations such as Kawacom, Saran Agro Ltd, PIO industries and Brookside Dairies. We have also embarked on the refurbishment of Namanve Office Block and maintained the roads in the Park. Toyota U limited is nearing completion of its project and we expect them to launch in the first quarter of 2017. Additionally other industries are nearing completions including Nice House of Plastics, Creston Properties, Saba Gifco Phase 2 and Luuka Plastics. These will have a huge positive impact on the Ugandan economy in terms of employment generation, introduction of new research technologies and payment of taxes.

**Mr. Hamza Galiwango**  
Directorate of Land Development

Over the last 6 months, the UIA Board and Management decided to prioritize the development of the electronic One Stop Centre, eBiz. To date, UIA has received and launched the Business Registration System (BRS), the online application for an investment license (UIA), the online application for an environmental impact assessment (NEMA), the interface to the e-VISA to process online applications for Visas and special permits and passes, and the online application for the City Operators Identification Number (COIN). The business registration process is now fully automated and an investor (both local and foreign) can apply to register a business online on the e-BIZ platform ([www.ebiz.go.ug](http://www.ebiz.go.ug)). A more detailed update on the eBiz and what it means for the investor and government service delivery is highlighted in the magazine.



**Mr. Joseph Kiggundu**  
Director One Stop Centre, OSC



We have received about 60 inquiries from different investors, 2 inward missions, one from Germany-Africa, 2nd one from German-Bavaria. We've also received 4 missions from China, one interested in partnering with Busitema University to educate students in value addition, another one wishes to set up an industrial park in Mukono-Kyetume to focus on specifically agro processing.

We've received notable individuals from South Africa interested in agroprocessing, 3 delegations from India, 2 interested in manufacturing cement and one wishes to add value to oil seeds into a finished branded product.

In general, we've received very many promising results in agro processing and energy both solar and hydro and we think that all these investors will setup on ground by the 4th quarter.

**Mr. Valentine Ogwang**  
Ag. Director Investment Promotion Division

# 17th EAC Regional Jua Kali/ Nguvu Kazi exhibition

The 17th East Africa Jua kali show, took place from 5th to 11th December 2016 at the Kampala Capital City Authority grounds under the theme "Buy East African MSME products to build East Africa". It was organized by the EAC Secretariat in conjunction with the Ministry of Trade Industry and Cooperatives to showcase the stock of products locally made in East Africa.

The annual event is organized in each member country i.e. Kenya, Uganda, Tanzania, Rwanda, Burundi and South Sudan on a rotational basis. In 2015, the Jua Kali Exhibition was held in Dar es Salaam, Tanzania, while the previous ones were held in Kigali, Rwanda and Nairobi, Kenya, respectively. The exhibitions promote MSME products and have contributed to the improvement of their products and services through using the Jua Kali Exhibition platform to network and learn new technologies. This has promoted competitiveness and will contribute to the development of the East African Community economy as the region integrates more to form a formidable bloc



*Ms. Veronica, a UIA staff explaining to the visitors the services offered by UIA during the Juakali exhibition.*

on the global market. The exhibitions have been organized since 1999 and the 2016 exhibition is the 17th edition. Uganda Investment Authority (UIA) is one of the partnering agencies in Uganda and through its Small and Medium Enterprise Division, is promoting and disseminating

information on the investment potential in various parts of the country through regional investment profiles. UIA is developing District Investment Profiles for the different parts of the country, with Teso, Karamoja and Buganda already completed and printed.

## Uganda promotes investment projects worth USD 6b in China.



*Group picture with HE the Vice President of Uganda Hon. Edward Sekandi (5th from Left) and Uganda's Ambassador to China Amb Wagidoso*

# Buganda Investment Forum 2016



*Mr. John Musajjakawa, a Senior Investment Executive talking about the investment opportunities in Buganda region during the Buganda Investment Forum.*

On 29th November 2016, the Buganda Kingdom in partnership with Uganda Investment Authority (UIA) and other

stakeholders organized the Buganda Investment Forum with the theme 'Affordable Housing for Development'.

While making a presentation on investment opportunities and the investment climate in Uganda, Mr. John Musajjakawa, Senior Investment Executive in the Investment Promotion Division at the UIA informed the Forum that UIA offered support to all citizens, in all regions in the country.

The Minister of Finance in the Buganda Kingdom, Owek. Robert Waggwa Nsibirwa, said as the theme indicated, the forum was a platform for participants to know about the housing investment opportunities in Buganda through the Kingdom's investment body, Buganda Investments and Commercial Undertakings Ltd (BICUL). This is the Kingdom's holding company that generates special purpose vehicles, trading agencies, and companies as well as supports the framework of investments in the kingdom.

The Kattikiro of Buganda, Owek. Charles Peter Mayiga appreciated UIA's continuous support in promoting Buganda's investment opportunities

*Mr. Matovu Vianney Ngoma, the National Political Commissar of FRONASA presenting an award to Uganda Investment Authority (UIA) Acting Executive Director, Mr. Lawrence Byensi, during an appreciation meeting for the support and various entrepreneurship training rendered to veterans by UIA.*



# The 9th Home is Best Diaspora Summit 2016

On 21st December 2016, Uganda Investment Authority held the 9th Home is Best Diaspora Summit at Hotel Africana presided over by Hon. Matia Kasaija, the Minister of Finance, Planning and Economic Development. He welcomed the diaspora Ugandans to the 9th HIB summit 2016 under the theme, Diaspora Investment; A bridge to the Middle Income Economy. He informed the diaspora people that the main objective of this summit is to mobilize Ugandans in the diaspora to invest back home. "We want

to steal from the diaspora Ugandans. Hon. Minister also emphasized that government's partnership with people from the diaspora is critical for our country's economic growth and development. "According to the World Bank immigrations remittances fact book 2012, remittances to Uganda surpassed earnings from her major traditional exports. The diaspora therefore is recognized as a very important resource to our economy." He said. The Minister appreciated all those who have either invested or remitted money to boost

warehouse receipting and mobile money. "The country needs products that reach the low income segments in a modern diversified manner." He said.

Mr Piwang Jalobo, a UIA board member and Chairman IPPRC, in his welcoming remarks informed the people that our emphasis this year is on the financial sector, given the Diaspora contribution to the Uganda economy has reached upwards to US \$1 Billion in various sectors such as Education, Finance, Health Care, Services and General consumption. In his personal story as a diaspora investor at home in the mid 1990s, he faced a number of financial hurdles for no bank or financial institution in Kampala would give them any development or working capital loan unless they had collateral within 5-mile radius of Kampala City in Central Uganda. He encouraged the diaspora not to give up and appealed to them to believe, hope and love their country.

The Permanent Secretary of Foreign Affairs, Mr. P. Mugoya on behalf of Hon Sam Kuteesa closed off the event by congratulating UIA for organizing this particular summit. He believed that this productive and meaningful meeting has provided a platform within which all stakeholders were able to share their views and ideas about how the diaspora can be mobilized to contribute more towards the development of Uganda. "This government- diaspora interface is important because it provides all of us with an opportunity not only to engage in issues of concern but also those of mutual benefit in the advancement of Uganda's interest abroad." He said. He advised all Ugandans abroad to register at the nearest Ugandan missions where they stay since it is important in helping to address the problems they face in a timely manner. Lastly he congratulated UIA for coming up with the brilliant idea of the Home is Best Diaspora Summit.



Hon. Matia Kasaija - Minister of Finance (L), UIA Board Director Mr. George Piwang and Mr Byensi Ag ED at the Home is best Diaspora Summit 2016

to identify the constraints to investment growth and find solutions together with you our comrades from the diaspora" He said. He urged the Ugandans at home to be trustworthy and true to themselves. He further encouraged them to get their richness through honest means and not

productivity in our economy. The keynote speaker Dr. Joseph Muvawala discussed the linkages between the diaspora resources and the financial service sector. He advised the diaspora Ugandans to invest in innovations such as banking, electronic payment systems,

## South African investors interested in recycling plastics into fuel



South African delegation led by Dr. Christian Koch, a catalyst specialist from AlphaKat Technology (seated at extreme left) with UIA investment executives after a meeting. They wish to introduce KDV- technology to refine waste products such as plastics, polythene, paper and water hyacinth into diesel fuel for the East African market and provide 3 million jobs.



# Technical skills training in value addition of Oyster mushrooms



Uganda Investment Authority in partnership with Uganda Industrial Research Institute is implementing a Micro, Medium and Small Enterprises (MSMEs) technical skills training program in different parts of the country in a variety of sectors.

Towards the end of October, a one week value addition skills training in mushroom was conducted in Mpigi district with the majority of participants being mushroom growers dominating the oyster mushroom production sub sector. Forty one (41) participants from Mpigi town council, Mawokota, Nabusanke and the surrounding areas attended the training whose objective was to equip them with the basic knowledge and skills in mushroom value addition techniques.

The training focused on the use of basic and appropriate processing technologies to produce various high quality mushroom products which could be competitive on the market. The products included oyster mushroom powder, porridge, soup and paste. There has been a lot of growing mushrooms and little or no value addition on the mushrooms produced in Uganda due to lack of skills and access to the required techniques. The training provided the participants the opportunity to improve their house hold incomes and livelihood.

Value addition on agro products promotes industrialization and sustainable food production, hence eradication of poverty in the long run.

The MSMEs Technical Skills Training program is aimed at building capacities of MSMEs so that they may acquire the necessary basic skills to produce improved and high quality products that fetch high monetary values thus improving house hold incomes and promoting industrialization. The programme continues to train MSMEs countrywide and in various sub sectors.



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# The 3rd UAE Trade Mission Conference



*UIA Board Chairman Eng. Tobias Karekaho receiving a plaque from Mr. Mohammed Rashid Ali, Head of the UAE trade delegation*

The 3rd UAE Trade Mission Conference took place over two days from Monday 28th November to Tuesday 29th November 2016 at the Kampala Sheraton Hotel. The conference was opened by Hon Matia Kasaija, Minister of Finance, Planning and Economic Development. In his opening address, Hon Kasaija said 'the UAE trade missions are of great importance to Uganda because when handled properly, the balance of trade between the two countries can improve'. He was optimistic that the interaction during the two(2) day conference would yield profitable results. He assured participants that Uganda Investment Authority (UIA) was a

government One Stop Centre that offers investors all registration and licensing services required to set up a business in Uganda.

Prior to the Minister's address, Eng. Tobias Karekaho, UIA Board Chairman, called upon the Ugandan businessmen and women to cooperate and share the benefits and some of the experiences that the companies from UAE have. "There is a great chance of Uganda moving forward out of the emboldened benefits from this cooperation." He said

Mr. Mohammed Rashid Ali, head of the UAE trade delegation, said the business people expected full support from both

UAE and Uganda governments. He informed the conference that out of the whole business delegation that visited two countries (Kenya and Uganda), 16 member companies came along from UAE with a sole interest in Uganda and they were involved in agro processing, energy, construction solar and infrastructure.

The delegates raised issues regarding taxation, to which Hon. Kasaija responded by requesting them to send a technical team to Uganda to sit with a team from the various government Ministries, Departments and Agencies so as to listen to their requests and then later come up with mutually beneficial decisions.



*L-R: Mr Poonoosamy, Managing Director, Board of Investment Mauritius, hands over a certificate and plaque to Mr Valentine Ogwang Ag Director Investment Promotion who represented UIA. UIA was named Most Collaborative Investment Promotion Agency during the Africa Partnership Conference in Mauritius in September 2016*

World Bank Uganda office Country Manager Ms Christina Malmberg Calvo hands Mr Basil Ajer UIA Director SME UIA's Award plaque, as Mr Patrick Bitature, PSFU Chairman of the Board looks on. Mr Ajer was accompanied by Mr Godfrey Semakula UIA Lands Development Division and Ms Sheila K Mugyenzi Communications and PR. UIA emerged 2nd among the top three Government Agencies that, according to private sector companies approached in a survey, contributed significantly toward private sector development in 2015



# PIRT 5 Makes Gains in Enabling Uganda's Investment Climate

**By Sheila K Mugenzi - Deputy Director, Communications and PR**

During the Presidential Investors Round Table (PIRT) 5 meeting held in November 2016 at Statehouse Entebbe, the President, H.E Yoweri Museveni pronounced himself on the need to remove VAT taxation on tourism because it is among Uganda's exports that do not attract such taxation. The PIRT, a high level interac-

tion between private sector and public sector chaired by H.E the President, was launched by H.E. the President in August 2015 and is addressing interventions in Tourism; Competitiveness; Minerals; and Oil, Gas and Energy. This interactive platform of both local and international investors and Government

Ministries Departments and Agencies (MDAs) is coordinated by the Office of the Prime Minister with Uganda Investment Authority (UIA) as Secretariat.

The PIRT Chairmen and Technical Working group members have held several consultative meetings with Ministries and Government Agencies in the



*Group Photo with HE the President.*



CICS Head Dr Peter Ngategize chats with Prof Ezra Suruma Chancellor MUK and former Minister Finance

four thematic sectors that are of focus this time round. Issues for intervention evolved around domestic participation in projects and the fast tracking of the PPDA law regarding local content, the increase of government participation in strategic sectors like generation of electricity from Uranium, the revival of the National Airline, Uganda's brand management, the closing of skills gaps across all sectors, fast tracking the budgeting and availability of funds and promotion for all infrastructure projects in the Albertine region if Uganda is to produce in the first oil in 2020 and improvement in government's service delivery, among others. Also cited, was the weakness of UIA in intervening in investment implementation problems. The solution was seen in the fast tracking of the enactment of the Investment Bill, which is under amendment and structured to enable UIA to expand its mandate to implement the One Stop Centre for investors, following H.E the President's directive that UIA be the One Stop Centre for investors.

Mr. George Jalobo-Piwang, Chairman UIA Board's Investment Promotion and Public Relations Committee, represented

the Board Chairman and assured the meeting that the over haul H.E the President talked about regarding UIA is taking place. He reiterated UIA's ambitious target of creating one million jobs by 2021. He took the opportunity to inform the meeting about UIA's new Vision and the targeted sectors i.e. "Uganda:

profitable for investment, business and innovative" and Agriculture/Agribusiness & Agro-processing; Tourism; Minerals/Oil & Gas; and Science, Technology & Innovations (STI) including ICT, respectively. He also informed them that the Strategic Plan is prioritizing development of a robust Small and Medium Enterprises (SMEs) sector.

***Uganda:  
profitable for  
investment,  
business and  
innovative***



Some of the Ministers who attend the PIRT

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# PIRT gains since 2004

Since 2004, when the first PIRT was launched, there have been remarkable outcomes from the Table. Among these are: Regulatory Environment (Competitiveness in doing business)

- Formation of a PIRT Cabinet Implementation Committee chaired by The Rt. Hon Prime Minister.
- Establishment of the One Stop Centre at Uganda Investment Authority
- Construction of the Kampala Industrial and Business Park in Namanve
- Creation of the Credit Reference Bureau
- Enactment of several commercial laws i.e company law, Free Zones Law, Capital Markets law, Insolvency Act, Trade Marks Act, Partnership Act
- Liberalization of the Pension sector
- The Ministry of Public Service issued performance contracts to Top Level Management in Ministries
- A study to establish the infrastructure fund was undertaken
- Autonomy of the Uganda Registration Services Bureau was realized
- Computerization of the Land Registry

## Agriculture and Agribusiness

- Increase of levy in export of raw hides and skins
- Putting in place the agricultural loan guarantee scheme in commercial banks
- Re-capitalization of Uganda Development Bank
- Extension of support to seed producers (Agro-Genetic Technology Ltd and Victoria Seeds Ltd)
- Enactment of the Plant Protection and Variety Act
- Establishment of the Phosphate multi product development project in Sukuru – Tororo

- Establishment of a high quality laboratory with seed testing technology at Namalere
- Elevating Kituuza into a fully-fledged National Coffee Research Institute
- Kituuza in Mukono has been elevated to a fully-fledged National Coffee Research Institute (NaCORI) and this has greatly enhanced the research capacity in the coffee industry.
- Government has established a high quality laboratory with seed testing technology at Namalere. This facility will facilitate identification of fake inferior seeds.
- The Plant and Seed Act 2006 has been operationalized, initially, by constituting the National Seed Board. The National Variety Release Committee and the National Seed Certification Services Unit have been established and are functional.

## Petroleum, Oil and Gas

1. Establishment of the Uganda Petroleum Institute Kigumba
2. Enactment of the Petroleum laws and drafting of the Petroleum regulations.
3. Ministry of Energy and Mineral Development signed an MOU on the commercialization plan with licensed Oil companies.
4. Establishment of the Petroleum Regulatory Authority
5. A lead Investor to develop the oil refinery was selected – RT Global Resources Consortium
6. EAC partner states are working on a feasibility study to assess the most economic route for the crude oil export pipeline.
7. Another round of licensing was opened
8. Development of the TC 16 standards for the oil and gas sector. 30 standards out of which 20 standards have been approved by the National Council

for Standards; these standards cover petroleum exploration, development, production, refining and transportation.

## Mining and Value addition

1. Government revised the Extraction Industry Tax regime. The approved tax amendments were pronounced in the 2015/16 Budget
2. Uganda Investment Authority is ready to allocate up to 100 acres of land to investors in the mining value addition sector for investment purposes in different parts of the country.

## Information and Communication technology

1. Operationalization of the National Information Technology Authority of Uganda (NITA-U)
2. Enactment of the Cyber Laws of Uganda
3. Implementation of the National Identity Card Project
4. Creation of the Intellectual Property special units in police
5. The Uganda ICT Association was formed
6. Uganda secured its own national Internet Protocol address infrastructure
7. Significant reduction in broadband through attraction of key players such as Secom, TATA whose presence reduces middlemen in connection to the undersea cable.

## Transport and Logistics

1. Investment in a wide gauge railway network
2. Revision of exclusive rights agreements in the air service industry

## Health sector

- Decongestion of Mulago Hospital

# Muppets to Gazelles



The Muppets to Gazelles (MTG) project is funded by the Netherlands Organization for Scientific Research and is jointly implemented by Uganda Investment Authority in collaboration with Eindhoven University of Technology (Netherlands), Makerere University Business School and Uganda Women Entrepreneurship Association. The Project is aimed at exploring options of promoting Uganda's rural female entrepreneurship, by addressing information asymmetry, as well as identifying other factors that constrain the growth potential of the female entrepreneurs in the rural areas.

## Marketing Platform System

According to reports from the various

studies that the team has undertaken, it was revealed that farmers in Nakaseke, Mpigi and other rural locations tend to produce a number of food stuffs that they sell to middle men at very low prices who in turn sell in the urban centers at much higher profits sometimes in the excess of 100%. This has been attributed to the lack of knowledge by the farmers of the market rates for their produce. Peak season production far exceeds consumption which leads to the plummeting of farm gate prices and yet market prices are not as adversely affected.

In efforts to address the existing knowledge gap, the MTG project team developed a fully functional

technology system in 2 centers that allows for dissemination of agricultural and business related information to enable farmers know current market prices so they may make informed decisions about their selling prices. The same solution has a facility that enables these farmers to alert potential large scale buyers of the availability of their produce. The system is also able to report farmer prices even in the off season so that the farmers may appreciate the price differences and the importance of post-harvest processing and storage.

This technology is appropriate as the

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mobile phone penetration in rural areas has increased. The MTG team has created a data base of about 1650 farmers in Nakaseke fully populated with up to date farmer phone contacts, profiles, type of enterprise and their parishes. Daily market prices are sought from a number of sources and broadcast to all farmers. Every farmer receives an SMS in their specific numbers which are at the same time broadcasted to all known large scale buyers from within and out of the region. The farmers in 14 parishes of Nakaseke have been trained on use and constant interactions with the system.

### Tele Centre infrastructure

The project has purchased and delivered 8 computers 4 for each center, 2 generators 1 for each, provided office furniture for the 2 centers and has renovated the Nakaseke Tele center's office structure.

### Radio Programs

The Nakaseke Tele-center's radio signal was boosted by the project in terms of coverage from 100WTs to 1000WTs to cover all the 19 Parishes in the District. The team developed programs which are aired over the radio station on a weekly basis. The facilitators of these programs were sourced from the District for cost efficiency such as District Agricultural Officers/ Community Developmental Officers, NGOs working with female entrepreneurs in the region, to provide another mechanism in which they can promote already existing government programs on sensitization of the community on developmental issues. A model entrepreneurship program is also aired where a mentor in entrepreneurship is featured to discuss their experiences in business. This



*Hon. Galabuzi Ssozi, the State Minister of Luweero Triangle, launching a marketing platform under the Muppets and Gazelles project. Ms. Modesta Lokeris is the Project Manager*

was aimed at creating a network at the resource center level for future sustainability issues.

The project is set to build the capacity of the female entrepreneurs in Nakaseke and Mpigi through training using modules on Business Basics, Business Planning, Enterprise Management and Social and Personal aspects of the business. These trainings will include key module sections for the project such as Networking, Financial Literacy and Mobile Money application. Another highlight of these trainings is a trading GAME developed by a local entrepreneur teaching skills of how and when to buy and set prices of products. The training also has been designed to cater for the needs of the local community by ensuring that 10 of the 60 slots will be reserved for local leaders/entrepreneurs identified to become potential trainers and mentors.

The project has developed handbooks detailing the instructions, important

information and offices of reference that entrepreneurs require as they start and operate their businesses. The handbook has been translated into the local dialect, Luganda, which is widely spoken in the region. It will also be designed for low literacy consumption in a simplified format with use of illustrations. Over 5,000 copies of the handbook will be distributed in the different regions of Uganda based on where UIA has centers that entrepreneurs can access.

At the end of the project, which ends in the first quarter of 2017, the team will develop a policy brief on the use and adaptation of ICT and social networking's as business and marketing tools by Ugandan female entrepreneurs in rural areas. This brief will feed the National MSME Policy.

# UIA Attains Major Milestones In Investor Facilitation

The new developments at the One Stop Centre (OSC)



15th Dec, 2016: The Chairman, UIA Board of Directors, Eng. Tobias Karekaho (in white shirt), receives documentation for the 4 additional e-BIZ modules from the Ag. ED/UIA, Mr. Lawrence Byensi, as Mr. Joseph Kiggundu and Mr. Andrius Kaikaris cheer on.

Uganda Investment Authority (UIA) was directed by Cabinet under Minute CT 52 (2014) to transform itself into a One Stop Centre for Investors, thereby bringing all investor-related services under one roof. This was aimed at smoothening the process of facilitating investors with primary and secondary certificates and licenses, one of the key mandates of the Uganda Investment Authority. In the FY 2015/16, UIA moved speedily to actualize the Cabinet directive, and today several Agencies have established presence at the Investors One Stop Centre. These are Uganda Revenue Authority (URA), Uganda Investment Authority (UIA), Uganda Registration Services Bureau (URSB), National Environmental Management Authority (NEMA), Directorate of Citizenship and Immigration Control (DCIC), Ministry of Lands Housing and Urban Development / Directorate of Land Registration (MLHUD), and Uganda National Bureau of Standards (UNBS). Space allowing, especially after moving to the spacious Uganda Business Facilitation Centre (UBFC) Plot 1 Baskerville Avenue Kololo, where UIA is to have its permanent home, more Agencies like KCCA, UFZA, NSSF, etc., will be accommodated.

Over the last 6 months, the UIA Board and Management decided to prioritise the development of the electronic business arm (e-BIZ) of the One Stop Centre, which had stalled for a variety of reasons. In order to bring back the project to agreed timelines, Norway Registers Development (NRD) the contractor for this assignment, was requested to come down to Uganda from Lithuania to expedite the software development process. NRD, with an 8-man team, has since October 2016, been on the ground working tirelessly with the UIA Management to achieve this noble objective. On December 6th 2016, Uganda



*Clients awaiting service at the Investors One Stop Centre*

Investment Authority registered the 1st landmark achievement when it received and launched the Business Registration System (BRS). This achievement was witnessed by none other than Hon. David Bahati, the Minister of State for Planning, Ministry of Finance Planning and Economic Development. The BRS that cost a sum of US\$1,080,841,768, was developed for our sister institution URSB, to automate

the hitherto cumbersome business registration process. We are glad that the business registration process is now fully automated, and save for a few challenges on connectivity, an investor (both local and foreign) can apply to register a business online on the e-BIZ platform ([www.ebiz.go.ug](http://www.ebiz.go.ug)).

On December 15th 2016, in full presence of the UIA Board of Directors, Uganda



*6th Dec 2016: Hon. David Bahati makes his remarks on the handover/launch of the BRS. R - L: Hon. David Bahati, MS/MoFPED; Mr. Lawrence Byensi, Ag. ED/UIA; Dr. Peter Ngetegize, Coordinator CICS/MoFPED; Mr. Geoffrey Turyamuhika, the Head – Investment Desk/MoFPED.*

Investment Authority registered the 2nd landmark achievement when it received the handover reports from the Director Investors One Stop Centre, Mr. Joseph Kiggundu, for four (4) additional modules under the Investors One Stop Centre e-BIZ project, i.e. the online application for an investment license (UIA), the online application for an environmental impact assessment (NEMA), interface to the e-VISA to process online applications for Visas and special permits and passes, and the online application for the City Operators Identification Number (COIN). All these additional services will be officially available on the e-BIZ platform ([www.ebiz.go.ug](http://www.ebiz.go.ug)) beginning Monday the 19th of December 2016. We encourage the business community to utilise the online platform so as to avoid the rather costly physical visits to the Investors One Stop Centre. The Investors One Stop

Centre helpdesk support is available on 0800-300366/0800-300336. Operational guidelines for these services will also be available on both the UIA website [www.ugandainvest.go.ug](http://www.ugandainvest.go.ug) and the One Stop Centre homepage [www.ebiz.go.ug](http://www.ebiz.go.ug).



Ministry of Lands Housing and Urban Development

#### SERVICES OFFERED AT THE INVESTORS ONE STOP CENTRE UIA LICENSING OFFICE

- Receiving and appraising applications for the Investment License
- Guiding and advising investors on;

- Respective Agency requirements
- Requirements for the UIA Land in Industrial and Business Parks in Uganda
- Incentives on acquiring the Investment License

- Providing Information on the roles of UIA in the Country

#### UGANDA REGISTRATION SERVICES BUREAU (URSB)

- Registration of both the local and foreign Companies
- Registration of Business Names
- Registration of the Legal Documents
- Advisory services on Company Registration

#### UGANDA REVENUE AUTHORITY (URA)

- Application for TIN Number (physical)
- Application for TIN Number (online to come soon)
- Offering Tax related information
- Advisory services on the Taxes for all sectors

#### UGANDA NATIONAL BUREAU OF STANDARDS (UNBS)

- Advising on the legally accepted standards of products
- Providing information on the standards required of a product
- Certifying products that meet standards

#### NATIONAL ENVIRONMENTAL MANAGEMENT AUTHORITY (NEMA)

- Providing information on the Environmental Impact Assessment required on specific projects.
- Monitoring and ensuring environmental

compliance by the projects requiring EIA

- Advisory services on best Environmental practices in Uganda

#### DIRECTORATE OF CITIZENSHIP AND IMMIGRATION CONTROL

- Processing Passports and other travel documents
- Processing of the work permits and other residential facilities
- Processing Visas and Passes
- Processing Ugandan Citizenship
- Information on the immigration related issues

#### KAMPALA CAPITAL CITY AUTHORITY (only available electronically)

- Processing application for City Operators Identification Number (COIN)
- Processing application for Trading License (still under development, to come soon)



15th Dec 2016: Members of the UIA Board of Directors pose for a group photograph with Mr. Andrius Kaikaris (NRD), during the handover of the 4 additional modules of the e-BIZ system.

L – R: Mr. Ramadhan Bukoma, Mr. Lawrence Byensi (Ag. ED), Ms. Betty Adima, Mr. Sasaga Wanzira, Mr. Emely Kugonza, Mr. Andrius Kaikaris (NRD), Eng. Tobias Karekaho, Ms. Shifa Kaddu, Mrs. Olive Kigongo, Ms. Mary Katarikawe, Mr. George Jalobo-Piwang.

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# Grid Development Plan 2015 - 2030

## UGANDA ELECTRICITY TRANSMISSION COMPANY LIMITED

### Background

Uganda Electricity Transmission Company Limited (UETCL) has a leading role in developing, Operating and maintaining an efficient High Voltage Transmission Grid to meet the national load demand, power evacuation from new generation plants and regional power exchange requirement through regional interconnections within the national and International technical, social-economic and environmental standards.

A key responsibility in this respect is to constantly plan and develop a robust High Voltage Transmission Grid. The purpose is to establish a network to improve reliability, security and quality of supply, which will in turn contribute towards the energy needs of Uganda's population for social, economic and industrial development

**The Grid Investment Plan Projects have been classified into the following categories:**

- Power evacuation projects
- Grid re-investment projects
- System Expansion Projects
- Regional Project

A summary of the Grid Investment Plan comprises of the following projects:

Project Category	Estimated Cost (Billion UGX)	Estimated Cost (x1000USD)
Power Evacuation Projects	5,000.44	1,497,905
Re-investment Projects	471.24	141,161
System Expansion Projects	8,066.82	2,416,452
Regional Interconnection Projects	1,254.97	375,933
<b>Total Grid Re-investment Requirement</b>	<b>14,793.47</b>	<b>4,431,451</b>



# Investment Opportunities In Renewable Energy Generation In Uganda

## Hydropower

### Large Hydropower

The potential for development of large hydropower projects along River Nile is estimated at about 2,000 MW. With only 380 MW developed at Kiira and Nalubaale and 250 MW at Bujagali, the unexploited potential is well over 1300MW. Table 1 below, shows the large Hydropower sites along River Nile.

**Table 1. Hydropower Sites along River Nile**

No.	Site	Location	Potential Capacity (MW)	Status
1	Murchison Falls (Uhuru)	Nwoya/Bulisa	642	Preliminary studies available with MEMD. Project located in a national park.
2	Kiba	Nwoya/Masindi	295	Preliminary studies are available with MEMD.

### Small Hydropower

Even though the cost per unit of electricity from small hydropower plants may be higher than that from the larger hydropower plants, due to economies of scale, the small hydros present a category of energy sources, which could sustainably contribute to the enhancement of rural electrification, especially where electricity distribution in the project areas is carried out. Table 2 below, shows the small hydropower sites that are available for development.

It is important to note that, the above list is not in any way conclusive or representative of the available potential. Intending developers are encouraged to scout for potential sites in the Eastern part of Uganda (The Mountain Elgon region), as well as the Western districts of Ibanda, Rubirizi, Buhweju, Kabale, Kisoro, Kabarole and Rukungiri. Although several sites have been identified and Licensed from the Mountain Rwenzori ranges, the Rwenzori's also still represent a very high untapped potential for small hydropower.

**Table 2. Small Hydropower Sites available for development**

River Name	District	Possible Capacity
Ririma	Manafwa	Approx. 1.5 MW
Lwakhakha	Manafwa / Bududa	Approx. 1.5 MW
Namatala	Mbale	Approx. 3MW
Sipi	Kapchorwa	Approx. 3MW
Sogahi	Kyenjojo	Approx. 2MW
Nyahuka	Bundibugyo	Approx. 2MW
Haisesero	Kabale	Approx. 1MW
Nyarwodo	Nebbi	Approx. 0.4MW
Agoi	Arua	Approx. 0.35MW
Kitumba	Kabale	Approx. 0.2
Amua	Moyo	Approx. 0.18
Ngiti	Bundibugyo	Approx. 0.15
Leya	Moyo	Approx. 0.12
Nyakibale	Rukungiri	Approx. 0.1
Miria Adua	Arua	Approx. 0.1

### Biomass

Biomass based power generation, is increasingly becoming competitive and considerably cheaper than thermal power based on fossil fuels. The need for modern biomass energy

has become more tenable, due to increased electricity demand, coupled with unfavourable weather changes that have resulted into decreased water levels in Lake Victoria.

Co-generation is convenient in situations where

there are excess agricultural residues, such as bagasse, coffee and rice husks. In the case of sugar industries, there is often excess bagasse after the factory requirement, which can be used to generate electricity for local sale, or for feeding into the national grid. Opportunities in the biomass sector are further presented by the large amount of organic municipal and agricultural waste, which can be utilized for energy generation.

## Waste to energy

The conversion of municipal waste to energy, would not only improve the process of waste management in the cities, but also contribute to the energy mix. According to available estimates, it is projected that Kampala city alone generates 730,000 tonnes of waste per year, of which 70% is organic waste. There are major districts around the country, with considerable waste volumes such as Wakiso, Mbarara and Jinja, all of which represent considerable waste to energy potential.

## Peat

Although Peat is technically not a renewable energy source, a theoretical peat volume of about 250 Million tons exists in Uganda (Source: The Renewable Energy Policy for Uganda, November 2007). Taking into consideration the varying quality of peat, the rather strict wetland policy in Uganda, as well as the impossibility to use conventional peat production methods, only 10% of the available volume may be available for power generation. This peat resource volume would be adequate for generation of about 800 MW for the next 50 years. Available peat resources are dispersed mainly in the Western and South-Western parts of Uganda where the desired characteristics are better than in other regions.

## Geothermal

Geothermal energy, is one of the possible alternative renewable energy sources in Uganda, which can supplement other sources of energy.

More than 40 geothermal sites were studied, with an aim of establishing their electricity generation prospects. Parameters such as temperature, chemistry of reservoir, natural heat transfer and fluid characteristics to identify specific project

areas and prioritize those for more detailed investigation were evaluated. The investigations revealed three major potential areas for detailed exploration, namely; Katwe-Kikorongo, Buranga and Kibiro. These are all situated in or near the Western Rift Valley of Uganda (zone of most recent volcanic activities). According to the Renewable Energy Policy of Uganda 2007, the combined geothermal potential from these three major areas is 450MW. Figure 2 below, indicates the locations of major geothermal sites in Uganda.

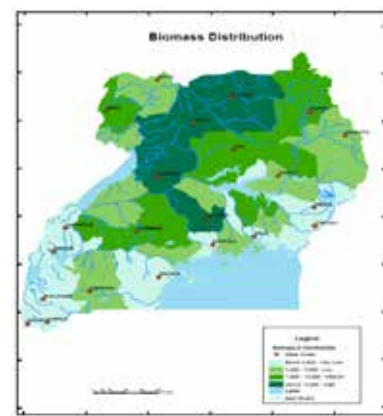
## Solar

Existing solar data clearly shows that, the solar energy resource in Uganda is high throughout the year. With mean solar radiation of 5.1kWh/m<sup>2</sup>/day on a horizontal plane; the country has a potential of 11.98 x 108 MWh gross energy resources. At an estimated conversion efficiency of 10%, the country has available power of 11.98 x 107 MWh. The prevailing Licensing framework for grid-connected solar P.V requires that, additional proposed projects be sourced through competitive bidding, given the need to ensure grid stability in light of the intermittent nature of grid-connected solar P.V. Isolated grid P.V systems are however encouraged through the unsolicited approach.

## Wind

Recent studies indicate that the wind speed in most areas of Uganda is moderate, with average wind speeds in low heights (less than 10 m), ranging from 2 m/s to about 4 m/s. Based on wind data collected by the Meteorology Department, it was concluded that the wind energy resource in Uganda is only sufficient for small scale electricity generation and for special applications such as water pumping, mainly in the Karamoja region. Small industries in rural areas, where targets for a mill range from 2.5kVA to 10kVA could benefit from the wind resource. Available information indicates that wind speeds in the North-eastern part of Uganda (Karamoja) and on the shores of Lake Victoria are adequate for some level of electricity generation. Wind speeds of between 1.5m/s and 5m/s, have been recorded for reasonable length of time in these areas. It is notable that the stated wind speeds were only measured at heights of less than 50 meters.

## Biomass Distribution in Uganda



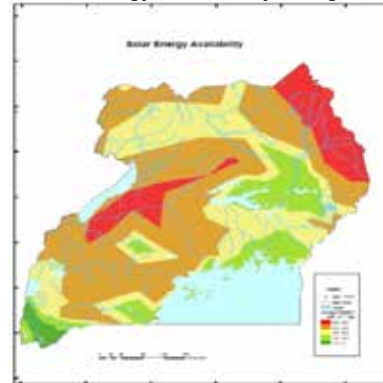
Source: The Renewable Energy Policy for Uganda, November 2007

## Geothermal Sites in Uganda



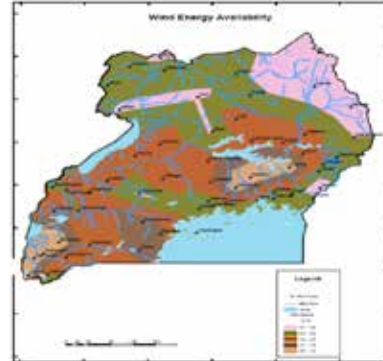
Source: Report on the renewable energy resource information development and capacity building assessment in Uganda by Kanitor Company Limited, January 2007.

## Solar Energy Availability in Uganda



Source: The Renewable Energy Policy for Uganda, November 2007

## Wind Energy Availability in Uganda



Source: The Renewable Energy Policy for Uganda



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# UIA Performance 2015/16

## Status of Licensed Investments (2015/16)

### Licensed Projects

During the FY 2015/16 UIA registered an eight(8) percent increase in the number of licensed projects from 327 in 2014/15 to 353.

Foreign investors registered the highest number of licensed projects (246) and they accounted for 69.7 percent of all the licensed projects in 2015/16.

The number of projects owned by the local investors increased by 66 percent from 55 in 2014/15 to 91 in 2015/16 and this was basically attributed to the 28 projects in the Manufacturing sector and the 27 projects in the Agriculture, Forestry and Fisheries sector.

The Manufacturing Sector registered the highest number of projects (135) and this accounted for 38 percent of all the licensed projects. Agriculture, Fisheries and Forestry was in the second position with 69 projects, accounting for 20 percent of all the projects in 2015/16.

The highest number of licensed projects were Ugandan owned (114), accounting for 32.3 percent of all the licensed projects in 2015/16. China was in the second position with 66 (19 percent), followed by India in third position with 49 projects.

### Investment value

The value of investment licensed during the Financial Year 2015/16 registered an

8.2 percent increase from US \$ 1,406 million in 2014/15 to US \$ 1,522 million. This increase was attributed to a local agricultural project which was worth US \$ 205 million.

Foreign investors registered the highest level of licensed investment value (US \$ 900.6 million) and this accounted for 80 percent of all the licensed investment.

The Agriculture Forestry and Fisheries sector registered the highest amount of licensed investment (US \$ 328.5 million); accounting for 21.6 percent of all the licensed investment.

Electricity, Gas and Water sector registered the highest amount of actual investment (US \$ 202.4 million) and this accounted for 36 percent of all the actual investment in 2015/16.

China registered the highest amount of FDI licensed investment (US \$ 126.9 million) and this accounted for 18.1 percent of all the FDI licensed investment in 2015/16.

### Employment

UIA registered a 21 percent decrease in planned employment during the Financial Year 2015/16 from 44,763 in 2014/15 to 35,227 planned jobs.

The Manufacturing sector registered the highest amount of planned employment 11,994, accounting for 34 percent, followed

by Agriculture with 11,639 planned jobs which accounted for 33 percent of all the planned employment in 2015/16.

Ugandan owned projects registered the highest level of planned employment (17,797) and this accounted for 51 percent of all the planned employment in 2015/16.

China was in the second position with 4,979 and this accounted for 14 percent of all the planned employment in 2015/16.

### Investment Facilitation

UIA licensed 2,051 new companies and experienced an increased number of businesses seeking facilitation from the One Stop Centre (OSC). Uganda Registration Services Bureau (URSB) registered 869 business names and processed 2,000 Legal documents. The heightened activity was a result establishing a fully-fledged URSB branch office at OSC in UIA. The Directorate of Citizenship and Immigration control (DCIC) issued 192 Work Permits. Coincidentally the number of work permit application increased after 2016 General elections. The Uganda Revenue Authority (URA) office handled 125 tax issues during the financial year.

### Monitoring and Aftercare

Regular and targeted aftercare visits

by staff of UIA to existing investors is carried out in various ways, namely: scheduled monthly & quarterly project monitoring visits to licensed projects, Annual Investor Surveys, and follow up visits to companies who apply for work permits, among other aftercare activities. The objective of the visits is to confirm the actual investment, employment, challenges faced by the investor during the implementation of the project. The licensing and facilitation team conducts follow up meetings with the Agencies that are associated with the identified challenges with the view of providing solutions. There has been consistency in monitoring projects following the release of requisite resources this financial year. Most of the monitored projects had implementation challenges. 207 projects monitored and 98 investment issues are at different levels of being handled.

### Industrial Park Development

**Luzira Industrial Park** (Maintenance of 3.7 Kms of road): The evaluation of bids was completed but the contract could not be signed due insufficient funding. The budgeted amount was less than the lowest bidder's price.

**Bweyogerere Industrial Park** (Maintenance of 1.9 kms of road): The works are under procurement because the budgeted funds are not available. The activity will be undertaken in the next FY

**Kampala Industrial Business Park in Namanve** (Maintenance of 17 kms or road): The procurement process was completed, the best evaluated bidder notice was displayed, the contract was awarded and instructions issued. All the KIBP Roads are maintained

**Construction of murram roads in KIBP:** The opening of the roads is in progress and the cumulative physical progress stands at 85%

**Extension of Industrial Power supply to 7 selected sites in the KIBP:** The power line leading to Hansoms, Sino Watsons, MADA Hotels and Green Hedges was constructed and commissioned. The power line leading to Picfare, Monitor, Valley View and the other neighboring plots was constructed.

The roads in Kasese Industrial and Business Park could not be upgraded to improved subgrade level due to lack of sufficient funds. The upgrading may be done next FY funds permitting

**Moroto Industrial and Business Parks:** Survey of plots and engineering of roads will commence upon completion of EIA/ Master Planning Master Plan. The process is not yet completed due to conflicts among Napak district leaders. Digitalization and computerization of cadastral maps: The contract was awarded and the work in progress stood at 100% by the close of the FY.

**Kasese Industrial and business Park roads** (3.7km of road for re-shaping and sectional improvement: The contract expired when only 40% of the works were undertaken. The contract needs to be reviewed to facilitate completion

of works

The tarmacking of KIBP roads (2 kms) in North Estate -from Victoria Seeds to Jinja Kampala Road): The Engineering Design was completed and instructions to construct were issued.

Open to Gravel level with drains 4kms of roads in South C of KIBP-Namanve: Contractors were hired to design and open roads in the park. Physical progress stood at 90% complete by the time of close of the FY.

Design of 4.7 km of roads in South B of KIBP – Namanve: The preliminary engineering design report and draft tender documents were reviewed and the final report was submitted to the Authority. The scope of assignment has increased (geotechnical investigations)

The roads in South A of KIBP –Namanve were well maintained

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Compensation of the 893 squatters in Mbale Industrial Park: 487 families have been financially compensated while 720 families have signed payment agreements and are waiting for the funds. There was a slow release of funds from the treasury to cover all the pending claims otherwise all squatters ready to receive their compensation funds

### SME Development

#### Regional Investment Promotion

Held / hosted four (4) regional investment conferences / workshops in which 96 entrepreneurs attended in Moroto Municipality, 150 in Karamoja, 36 SMEs were sensitized under the CURAD incubation center as a sponsor of the Agribusiness challenge in Teso sub region where an Investment Forum was held. Under the SME activities UIA participated and sponsored the BPO conference in Kampala. UIA also sponsored the development of SME implementation strategy.

17 District Investment Committees were created and subsequent meeting held in Moroto Municipality, Moroto district, Napak, Nakapiripirit, Kotido, Kabong, Amudat, Abim, Bukedea, Kumi, Soroti, Soroti Municipality, Kaberamaido, Serere, Katakwi, Amuria and Ngora. Investment profiles have also been developed and printed for Teso and Karamoja

### Capacity Building

#### Technical skills training

UIA facilitated the training of two hundred and two (202) entrepreneurs in technical skills in the following areas:

Bweyale-Kiryandongo District - 32 entrepreneurs in soap production  
Pallisa district - 42 entrepreneurs in bakery technology.

Masindi district – 40 entrepreneurs in wine making

Mpigi district - 46 entrepreneurs in charcoal briquettes making

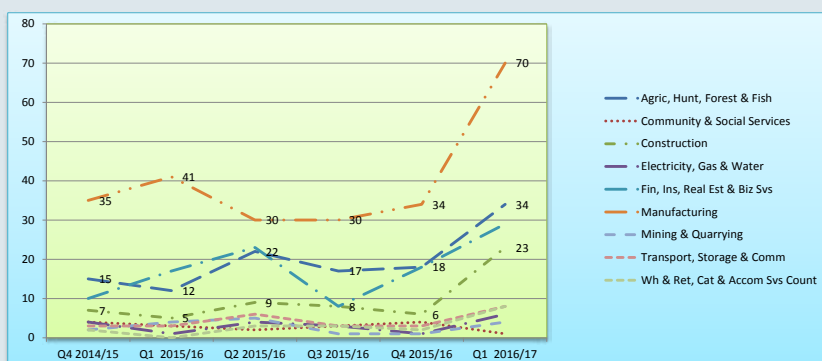
Amuru district - 42 SMEs in bakery technology

#### Entrepreneurship Training

UIA facilitated the entrepreneurship training of three hundred eighty four (384) business people in the following areas:

PROJECTS BY SECTOR, Q3 2014/15 TO Q4 2015/16

Sector	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	% distribution for Q1 2016/17	% change (Q4 2015/16 to Q1 2016/17)
1 Agric. Hunt, Forest & Fish	15	12	22	17	18	34	18.6	88.9
2 Community & Social Services	4	3	2	3	4	1	0.5	-75.0
3 Construction	7	5	9	8	6	23	12.6	283.0
4 Electricity, Gas & Water	4	1	4	3	1	6	3.3	500.0
5 Fin, Ins, Real Est & Biz Svs	10	17	23	8	18	29	15.8	61.1
6 Manufacturing	35	41	30	30	34	70	38.3	105.9
7 Mining & Quarrying	2	4	5	1	1	4	2.2	300.0
8 Transport, Storage & Comm	3	3	6	3	3	8	4.4	166.7
9 Wh & Ret, Cat & Accom Svs Count	2	0	3	3	2	8	4.4	300.0
<b>TOTAL</b>	<b>82</b>	<b>86</b>	<b>104</b>	<b>76</b>	<b>87</b>	<b>183</b>	<b>100.0</b>	<b>110.3</b>



One hundred and twenty (120) entrepreneurs trained as follows in the 1st quarter: sixty(60) in Oyam and sixty(60) in Kamuli

One hundred (100) entrepreneurs trained as follows in the 2nd quarter: Thirty (30) in Kabanyoro (CURAD incubates) and seventy(70) in Lira

Sixty Four (64) entrepreneurs trained in the 3rd quarter in Arua

Fifty five (55) members of Nakasongola business community trained in entrepreneurship in collaboration with Uganda Insurers Association in the 4th quarter

#### Cluster development

Three (3) clusters were formed, namely: Crafts cluster in Nakapiripirit, the Apiary cluster in Lira and Maize cluster in Kiryandongo

Sixty (60) members of the Nyamahasa Farmers' Cluster were trained in the areas of maize post-harvest handling and proper produce storage systems, and business plan writing

Three (3) clusters were monitored, namely: Rice and Cotton Cluster in Butaleja, Fish

and Cotton Cluster in Pallisa and the Sweet potato cluster in Ngora

The furniture cluster in Nsambya got letters of introduction to World Bank and National Forestry Authority; they also acquired an investment license and are in the process of applying for industrial land in Namanve.

The poultry cluster organized a food hub meeting with various stakeholders with the intention of raising awareness about investment opportunities in poultry farming within the city.

#### Youth Apprenticeship programme Supporting Young Graduates and Enhancing SME businesses

One hundred three (103) businesses are still participating in the programme. However, only fifty one (51) apprentices are still active due challenges of facilitation. There is a need for funding to see the success of this programme.

#### Enhancement of SMEs Competitiveness

Three SMEs attended the African Investment conference in Addis Ababa recom-

mended by UIA

UIA collaborated with Ministry of Trade for the 2015 East African Community Jua Kali/Nguvu Kazi exhibition where, 80 SMEs exhibited their products and services. However, due to limited funds, UIA could not facilitate transport and the printing of the catalogue for the SMEs participating in Jua Kali as earlier planned.

### Status of the One Stop Centre for Investors

Uganda Investment Authority (UIA) was directed by Cabinet under Minute CT 52 (2014) to transform itself into a One Stop Centre for Investors, thereby bringing all investor-related services under one roof. This was aimed at easing the process of facilitating investors with primary and secondary certificates and licenses, one of the key mandates of the Uganda Investment Authority. To date several Agencies have established presence at the Investors One Stop Centre. These are Uganda Revenue Authority (URA), Uganda Investment

Authority (UIA), Uganda Registration Services Bureau (URSB), National Environmental Management Authority (NEMA), Directorate of Citizenship and Immigration Control (DCIC), Ministry of Lands Housing and Urban Development / Directorate of Land Registration (MLHUD), and Uganda National Bureau of Standards (UNBS). Space allowing, especially after moving to the spacious Uganda Business Facilitation Centre (UBFC) Plot 1 Baskerville Avenue Kololo, where UIA is to have its permanent home, more Agencies like KCCA, UFZA, NSSF, etc, will be accommodated.

### Digital One Stop Centre (OSC) eBiz

The digital OSC has been developed by a consultant Norway Registers Development (NRD) with NITA-U giving technical oversight to the project. In December 2016 UIA received:

The Business Registration System (BRS) which cost USHS 1,080,841,768. It was developed for UIA's sister institution Uganda registration Services Bureau (URSB),

to automate the hitherto cumbersome business registration process. There are still few challenges on connectivity, but an investor (both local and foreign) can apply to register a business online on the e-BIZ platform ([www.ebiz.go.ug](http://www.ebiz.go.ug)). The online application for an investment license (UIA),

The online application for an environmental impact assessment (NEMA)

The interface to the e-VISA to process online applications for Visas, work permits and special passes

The online application for the City Operators Identification Number (COIN) by Kampala Capital City Authority.

All these services will be officially available on the e-BIZ platform ([www.ebiz.go.ug](http://www.ebiz.go.ug)) by the end of the year 2016. However, there are still a number of critical connectivity areas that need to be streamlined.

**The Authority's mandate is to oversee the establishment, development, management, marketing, maintenance, supervision and control of Free Zones in Uganda and any other related matters.**



**UFZA** UGANDA  
FREE ZONES  
AUTHORITY  
*Invest in the Heart of Africa*

*An Artistic Impression*

#### 1. What is a Free Zone?

The Free Zones Act defines a Free Zone as a designated area where goods and services introduced and produced are generally regarded as being outside the Customs territory, in so far as import and export duties are concerned

#### 2. What purpose will Free Zones serve?

**Free Zones will serve as economic development tools to:**

- Boost private investment, production and exports in specified priority sectors;
- Improve the quality of manufactured goods to meet the international standards;
- Commercialise and develop the agricultural sector, increase manufacturing and value addition;
- Improve infrastructure;
- Create employment and improve the quality of the workforce;

- Diversify the economy and improve our current account position;
- Enhance technological transfer and knowledge spill-overs;

#### 3. What are the different licences to be issued by the Authority?

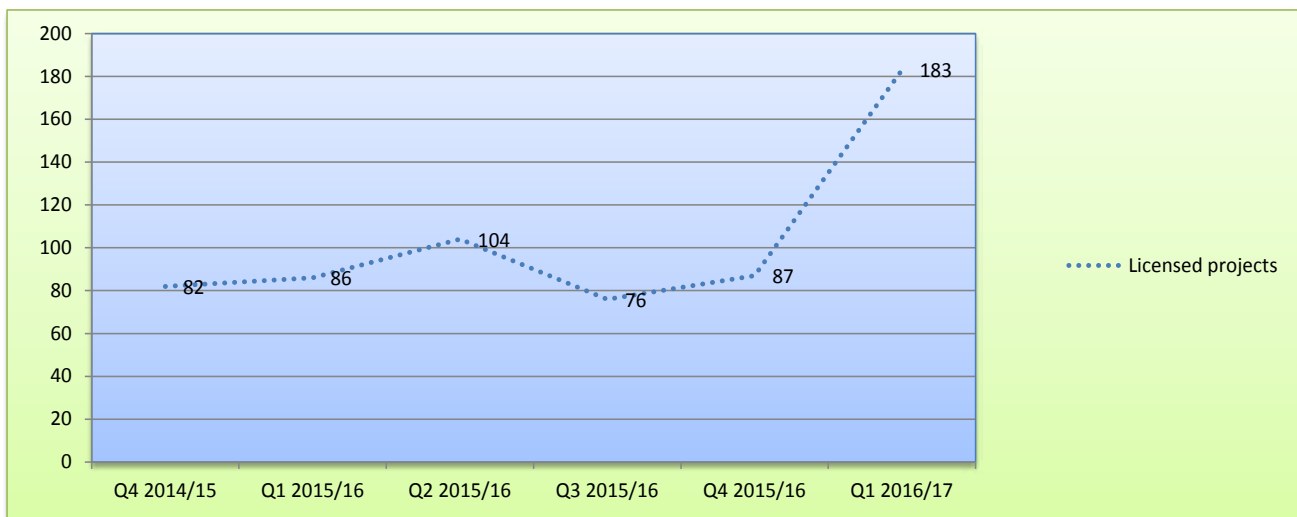
- a) Developer's Licence  
This is a license which is given to an entity or a corporation which is undertaking the infrastructural development of the Free Zones.
- b) Operator's licence: This license is given to an entity or a corporation which is undertaking to carry out business activities in the Free Zone.
- c) Manager's Licence: This licence is offered to an entity or corporation which will undertake management of a Free Zone.

#### 4. The tax incentives to an investor who establishes within a Free Zone?

- a) Exemption from taxes and duties on all export processing zone imported raw materials and intermediate goods, machinery and equipment, spare parts, for exclusive use in the development and production output of the business enterprise;
- b) Exemption on plant and machinery used in the free zones for 5 years and 1 day from Customs duty upon disposal;
- c) Exemption from all taxes, levies and rates on exports from the free zones namely excise duty and Customs taxes;
- d) 100% exemption from tax on income from agro-processing;
- e) Tax holiday for 10 years on finished consumer and capital goods;

# Quarterly Investment Abstract July To Sept 2016, Fy 2016/17

## LICENSED PROJECTS FOR Q4 2014/15 TO Q1 2016/17



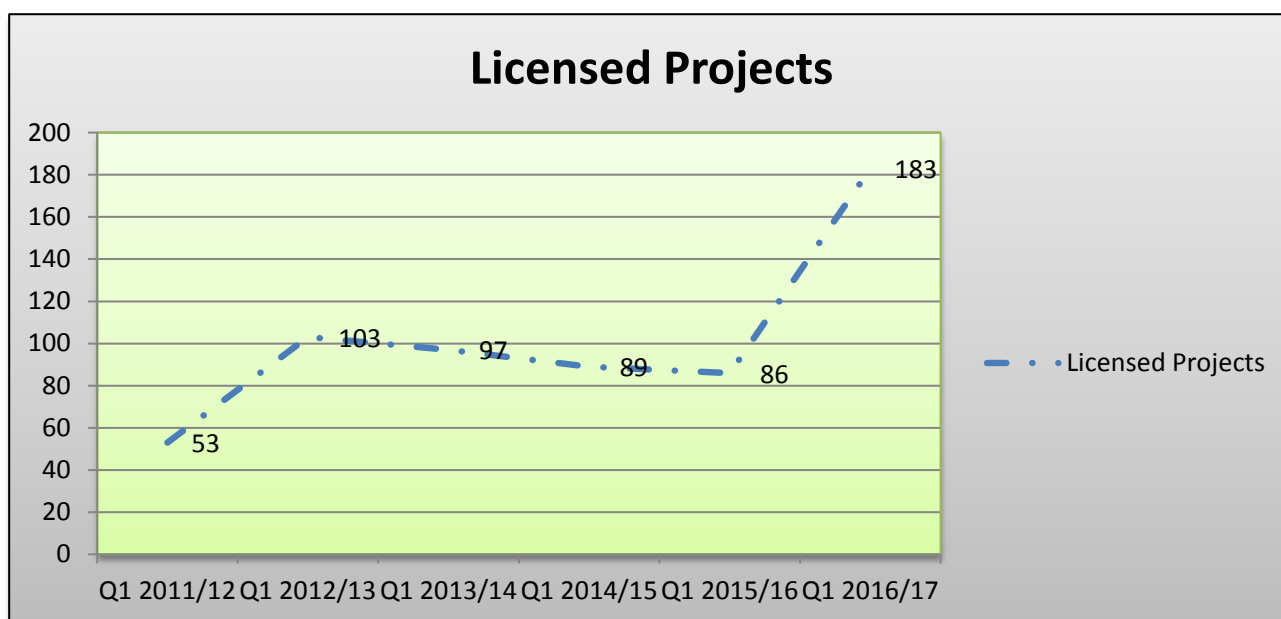
LICENSED PROJECTS FOR Q4 2014/15 TO Q1 2016/17

Quaters	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	% change (Q4 2015/16 to Q1 2016/17)
Licensed projects	82	86	104	76	87	185	110.3
% Growth Rates		4.9	20.9	-26.9	14.5	110.3	

# LICENSED PROJECTS TRENDS Q1 OF FYs 2011/12-2015/16

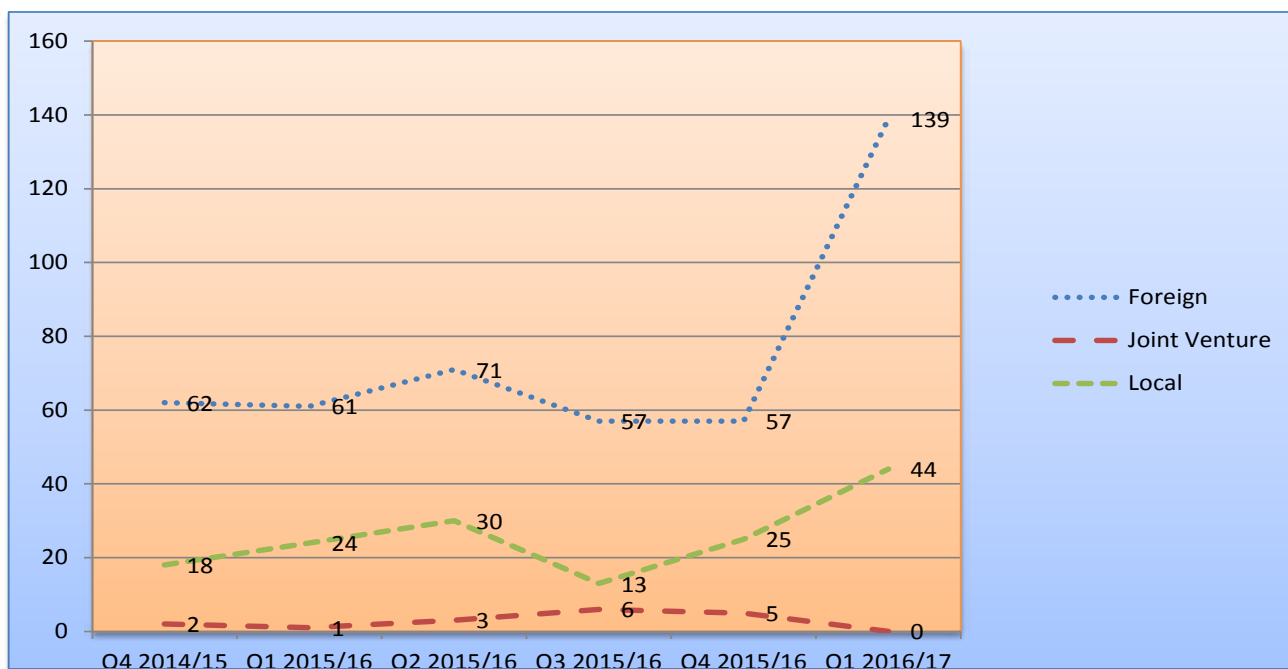
LICENSED PROJECTS TRENDS Q1 OF FYs 2011/12-2015/16

FYs	Q1 2011/12	Q1 2012/13	Q1 2013/14	Q1 2014/15	Q1 2015/16	Q1 2016/17
Licensed Projects	53	103	97	89	86	183



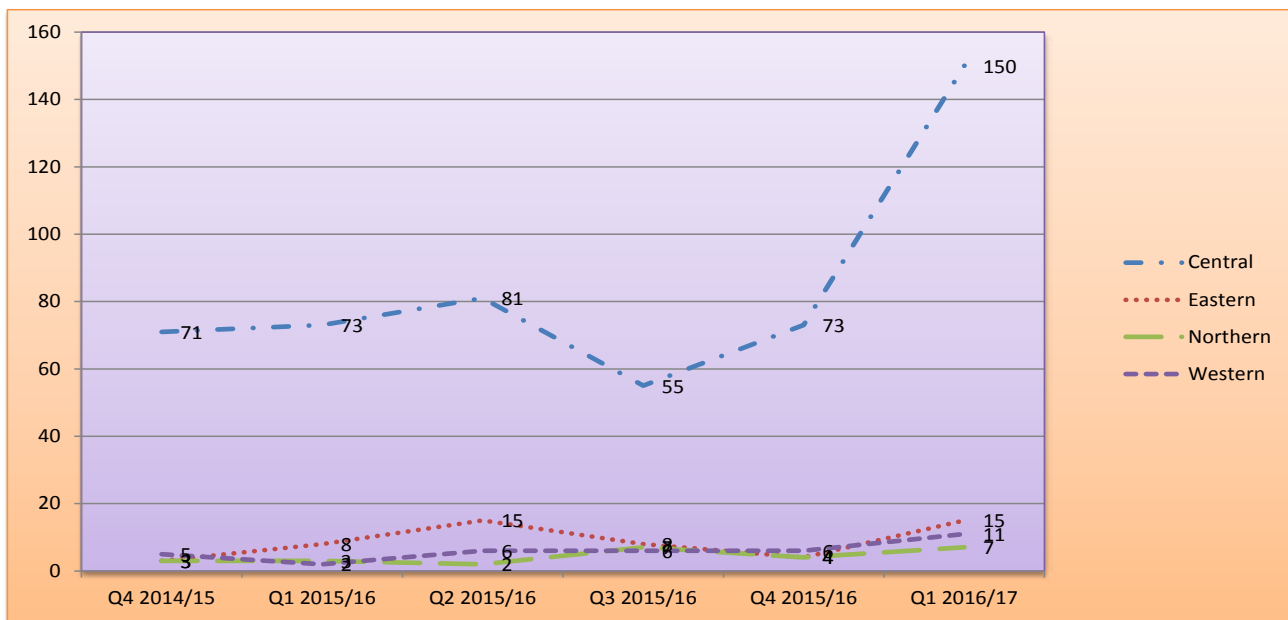
LICENSED PROJECTS BY OWNERSHIP, Q3 2014/15 TO Q4 2015/16

Ownership	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	% distribution for Q1 2016/17	% change (Q4 2015/16 to Q1 2016/17)
Foreign	62	61	71	57	57	139	76.0	143.9
Joint Venture	2	1	3	6	5	0	0.0	-100.0
Local	18	24	30	13	25	44	24.0	76.0
<b>TOTAL</b>	<b>82</b>	<b>86</b>	<b>104</b>	<b>76</b>	<b>87</b>	<b>183</b>	<b>100.0</b>	<b>110.3</b>



LICENSED PROJECTS BY REGION, Q3 2014/15 TO Q4 2015/16

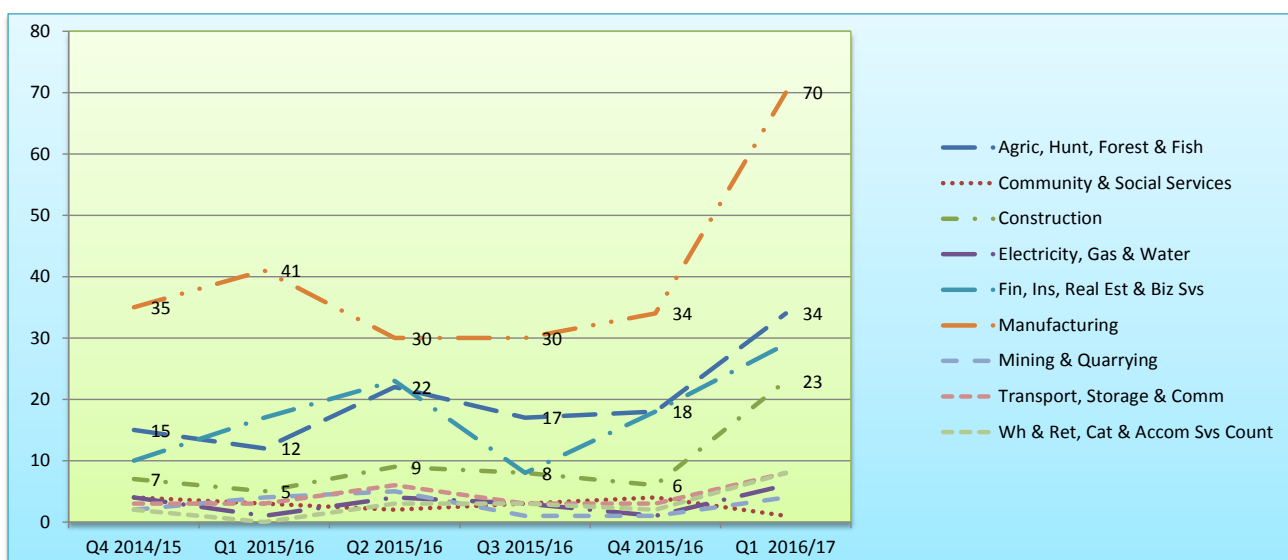
Ownership	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	% distribution for Q1 2016/17	% change (Q4 2015/16 to Q1 2016/17)
Central	71	73	81	55	73	150	82.0	105.5
Eastern	3	8	15	8	4	15	8.2	275.0
Northern	3	3	2	7	4	7	3.8	75.0
Western	5	2	6	6	6	11	6.0	83.3
<b>TOTAL</b>	<b>82</b>	<b>86</b>	<b>104</b>	<b>76</b>	<b>87</b>	<b>183</b>	<b>100.0</b>	<b>110.3</b>



# BY SECTOR

PROJECTS BY SECTOR, Q3 2014/15 TO Q4 2015/16

Sector	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	% distribution for Q1 2016/17	% change (Q4 2015/16 to Q1 2016/17)
1 Agric, Hunt, Forest & Fish	15	12	22	17	18	34	18.6	88.9
2 Community & Social Services	4	3	2	3	4	1	0.5	-75.0
3 Construction	7	5	9	8	6	23	12.6	283.0
4 Electricity, Gas & Water	4	1	4	3	1	6	3.3	500.0
5 Fin, Ins, Real Est & Biz Svs	10	17	23	8	18	29	15.8	61.1
6 Manufacturing	35	41	30	30	34	70	38.3	105.9
7 Mining & Quarrying	2	4	5	1	1	4	2.2	300.0
8 Transport, Storage & Comm	3	3	6	3	3	8	4.4	166.7
9 Wh & Ret, Cat & Accom Svs Count	2	0	3	3	2	8	4.4	300.0
<b>TOTAL</b>	<b>82</b>	<b>86</b>	<b>104</b>	<b>76</b>	<b>87</b>	<b>183</b>	<b>100.0</b>	<b>110.3</b>



LICENSED PROJECTS BY SOURCE  
COUNTRY, Q1 2016/17

	Country	Licensed Projects
1	Austria	1
2	British Virgin Island	1
3	Canada	1
4	China	26
5	Denmark	1
6	Eritrea	2
7	Ethiopia	1
8	Germany	1
9	India	48
10	Italy	1
11	Kenya	7
12	Korea South	2
13	Lebanon	1
14	Mauritius	1
15	Netherlands	1
16	Norway	1
17	Pakistan	10
18	Russia	1
19	Saudi Arabia	1
20	Serbia (Republic of)	1
21	Singapore	1
22	South Africa	2
23	South Sudan	1
24	Spain	1
25	Sri Lanka	1
26	Sudan	1
27	Syria	1
28	Tanzania	2
29	Turkey	6
30	Uganda	49
31	United Arab Emirates	1
32	United Kingdom	5
33	United States	2
34	Zimbabwe	1
	<b>TOTAL</b>	<b>183</b>

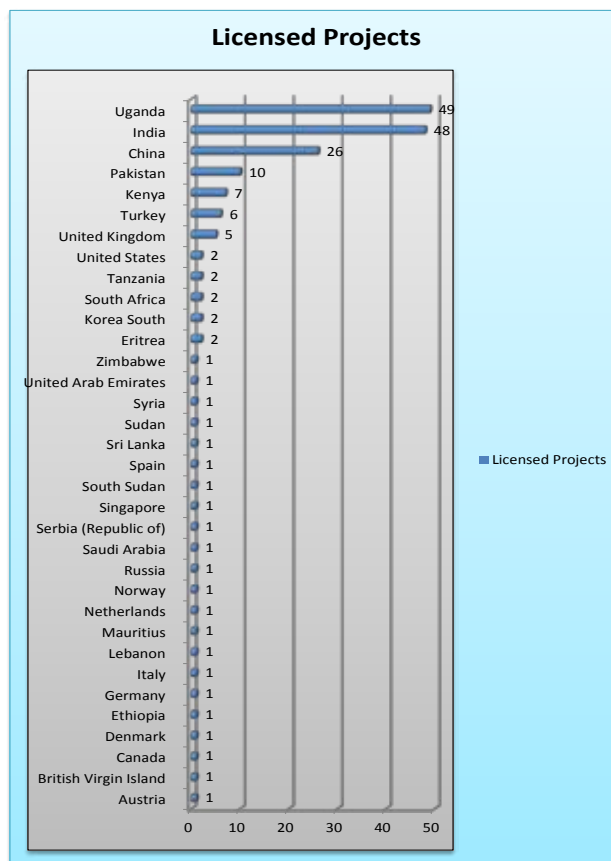
LICENSED PROJECTS BY COUNTRY, Q1 2016/17

	Country	Licensed Projects	% distribution of projects, Q1 2016/17
30	Uganda	49	26.78
9	India	48	26.23
4	China	26	14.21
17	Pakistan	10	5.46
11	Kenya	7	3.83
29	Turkey	6	3.28
32	United Kingdom	5	2.73
6	Eritrea	2	1.09
12	Korea South	2	1.09
22	South Africa	2	1.09
28	Tanzania	2	1.09
33	United States	2	1.09
1	Austria	1	0.55
2	British Virgin Island	1	0.55
3	Canada	1	0.55
5	Denmark	1	0.55
7	Ethiopia	1	0.55
8	Germany	1	0.55
10	Italy	1	0.55
13	Lebanon	1	0.55
14	Mauritius	1	0.55
15	Netherlands	1	0.55
16	Norway	1	0.55
18	Russia	1	0.55
19	Saudi Arabia	1	0.55
20	Serbia (Republic of)	1	0.55
21	Singapore	1	0.55
23	South Sudan	1	0.55
24	Spain	1	0.55
25	Sri Lanka	1	0.55
26	Sudan	1	0.55
27	Syria	1	0.55
31	United Arab Emirates	1	0.55
34	Zimbabwe	1	0.55
	<b>TOTAL</b>	<b>183</b>	<b>100.00</b>

	Country	Licensed Projects	% distribution of projects, Q4 2015/16
1	Australia	1	1.1
2	Bangladesh	1	1.1
3	Bermuda	1	1.1
4	China	20	23.0
5	Eritrea	1	1.1
6	Germany	1	1.1
7	Ghana	1	1.1
8	India	12	13.8
9	Kenya	2	2.3
10	Lebanon	1	1.1
11	Mauritius	2	2.3
12	Netherlands	1	1.1
13	Pakistan	5	5.7
14	Turkey	2	2.3
15	Uganda	30	34.5
16	United Kingdom	4	4.6
17	United States	2	2.3
	<b>TOTAL</b>	<b>87</b>	<b>100.0</b>

## LICENSED PROJECTS BY COUNTRY, Q3 2015/16

	Country	Licensed Projects
1	Belgium	1
2	China	17
3	Denmark	1
4	Egypt	1
5	Eritrea	2
6	India	8
7	Iran	1
8	Italy	1
9	Ivory Coast	1
10	Kenya	8
11	Mauritius	1
12	Netherlands	1
13	Norway	1
14	Pakistan	2
15	Rwanda	1
16	Somalia	1
17	South Sudan	1
18	Sudan	2
19	Sweden	3
20	Taiwan	1
21	Uganda	17
22	United Kingdom	2
23	United States	2
	<b>TOTAL</b>	<b>76</b>



	Country	Licensed Projects	% distribution of projects, Q1 2016/17
1	Austria	1	0.55
2	British Virgin Island	1	0.55
3	Canada	1	0.55
5	Denmark	1	0.55
7	Ethiopia	1	0.55
8	Germany	1	0.55
10	Italy	1	0.55
13	Lebanon	1	0.55
14	Mauritius	1	0.55
15	Netherlands	1	0.55
16	Norway	1	0.55
18	Russia	1	0.55
19	Saudi Arabia	1	0.55
20	Serbia (Republic of)	1	0.55
21	Singapore	1	0.55
23	South Sudan	1	0.55
24	Spain	1	0.55
25	Sri Lanka	1	0.55
26	Sudan	1	0.55
27	Syria	1	0.55
31	United Arab Emirates	1	0.55
34	Zimbabwe	1	0.55
6	Eritrea	2	1.09
12	Korea South	2	1.09
22	South Africa	2	1.09
28	Tanzania	2	1.09
33	United States	2	1.09
32	United Kingdom	5	2.73
29	Turkey	6	3.28
11	Kenya	7	3.83
17	Pakistan	10	5.46
4	China	26	14.21
9	India	48	26.23
30	Uganda	49	26.78
	<b>TOTAL</b>	<b>183</b>	<b>100.00</b>

## LICENSED PROJECTS Q1 2015/16

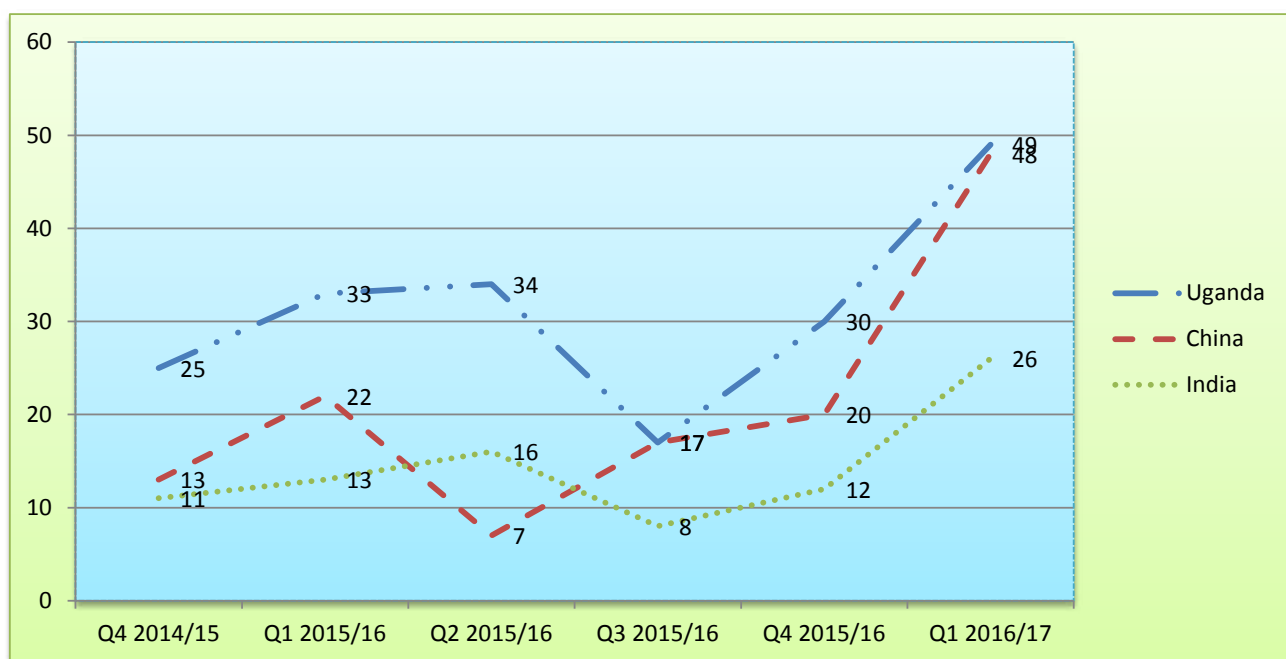
	Country	Licensed Projects
1	Uganda	33
2	China	22
3	India	13
4	Eritrea	4
5	Pakistan	3
6	Kenya	2
7	Mauritius	2
8	Turkey	2
9	Canada	1
10	Korea South	1
11	Nigeria	1
12	United Kingdom	1
13	United States	1
	<b>TOTAL</b>	<b>86</b>

LICENSED PROJECTS BY COUNTRY,  
Q3 2015/16

	Country	Licensed Projects
1	Belgium	1
2	China	17
3	Denmark	1
4	Egypt	1
5	Eritrea	2
6	India	8
7	Iran	1
8	Italy	1
9	Ivory Coast	1
10	Kenya	8
11	Mauritius	1
12	Netherlands	1
13	Norway	1
14	Pakistan	2
15	Rwanda	1
16	Somalia	1
17	South Sudan	1
18	Sudan	2
19	Sweden	3
20	Taiwan	1
21	Uganda	17
22	United Kingdom	2
23	United States	2
	<b>TOTAL</b>	<b>76</b>

LICENSED PROJECTS Q2 2015/16

	Country	Licensed Projects Q2
1	Afghanistan	1
2	Belgium	2
3	Canada	1
4	Cayman Islands	2
5	China	7
6	Denmark	1
7	Egypt	1
8	Eritrea	4
9	Ethiopia	1
10	Finland	1
11	France	1
12	India	16
13	Italy	2
14	Japan	2
15	Jordan	1
16	Kenya	4
17	Korea South	1
18	Lebanon	1
19	Mauritius	1
20	Netherlands	1
21	Pakistan	2
22	Panama	1
23	Qatar	1
24	South Africa	3
25	Spain	1
26	Sri Lanka	4
27	Turkey	1
28	Uganda	34
29	United Kingdom	4
30	United States	1
31	Vietnam	1
	<b>TOTAL</b>	<b>104</b>

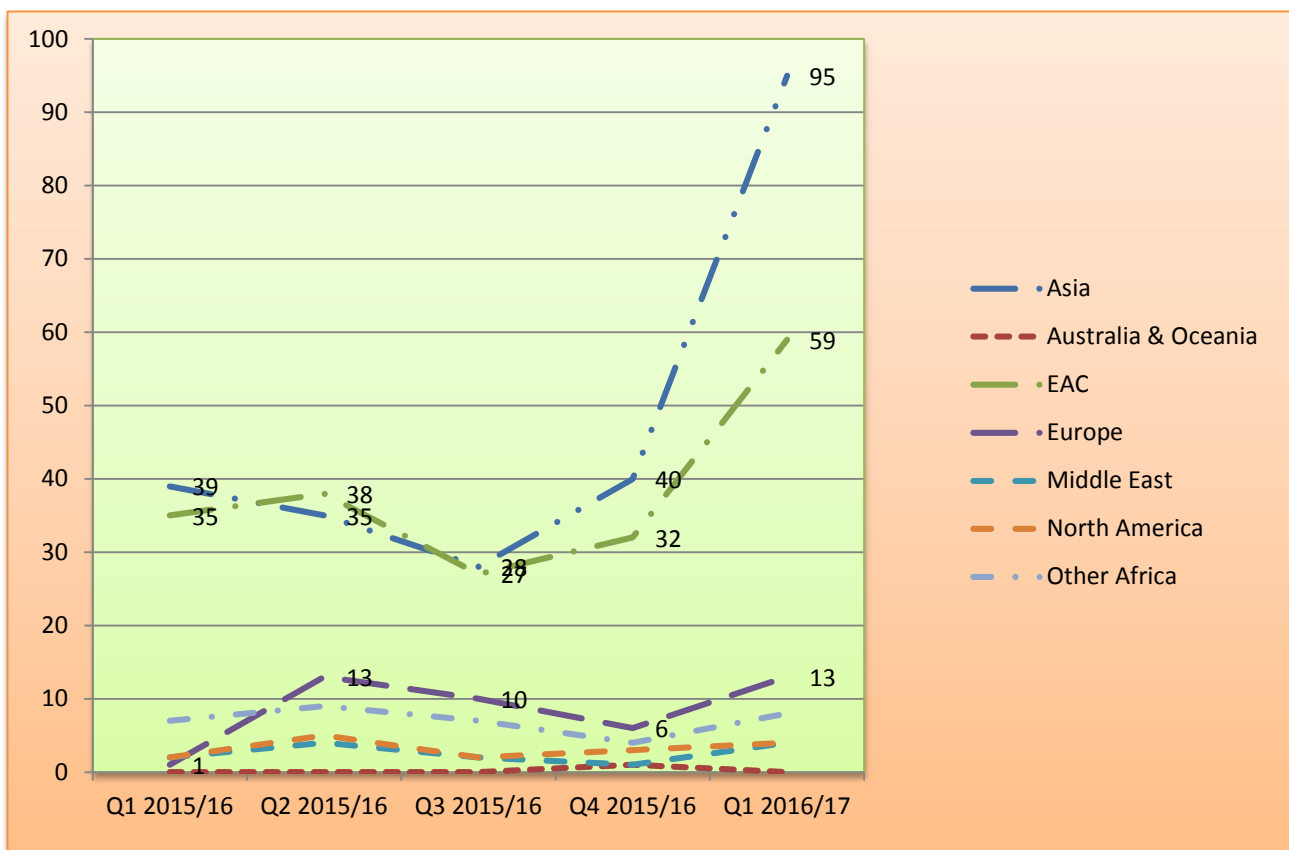


## THE TOP THREE SOURCE COUNTRIES FOR LICENSED PROJECTS, Q4 2015/16 - Q1 2016/17

Country	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	TOTAL	% change from Q4 2015/16 to Q1 2016/17
Uganda	25	33	34	17	30	49	188	63.3
China	13	22	7	17	20	48	127	140.0
India	11	13	16	8	12	26	86	116.7
<b>TOTAL</b>	<b>49</b>	<b>68</b>	<b>57</b>	<b>42</b>	<b>62</b>	<b>123</b>	<b>401</b>	<b>98.4</b>

## LICENSED PROJECTS BY REGIONAL BLOCK, Q1 2015/16 TO QUARTER 1 2016/17

Regional Block	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	% distribution for Q1 2016/17	% change (Q4 2015/16 to Q1 2016/17)
1 Asia	39	35	28	40	95	51.9	137.5
2 Australia & Oceania	0	0	0	1	0	0.0	-100.0
3 EAC	35	38	27	32	59	32.2	84.4
4 Europe	1	13	10	6	13	7.1	116.7
5 Middle East	2	4	2	1	4	2.2	300.0
6 North America	2	5	2	3	4	2.2	33.3
7 Other Africa	7	9	7	4	8	4.4	100.0
<b>TOTAL</b>	<b>86</b>	<b>104</b>	<b>76</b>	<b>87</b>	<b>183</b>	<b>100.0</b>	<b>110.3</b>





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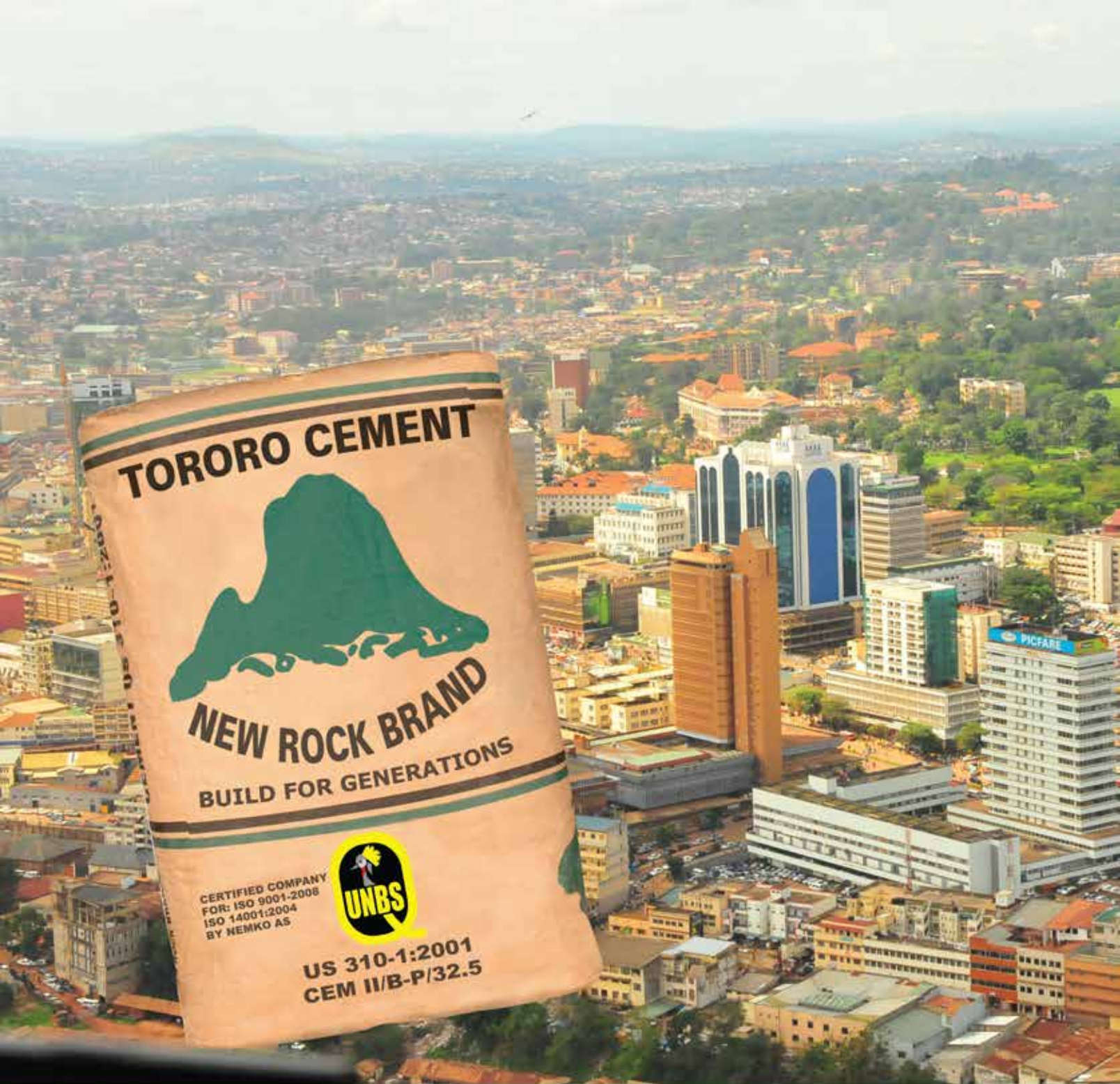
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