



ANNUAL R E P O R T 2019 - 2020

UGANDA: Profitable for
Investment, Business
and Innovative



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Uganda Investment Authority Annual Report 2019/2020

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About Uganda Investment Authority

Who we are

We are Uganda's primary Investment Promotion Agency (IPA) responsible for coordinating, encouraging, promoting and facilitating investment in Uganda and advising Government on investment policy and related matters.

In accordance with the Investment Code Act 2019, we;

- a) *Promote, attract, advocate, facilitate, register, monitor and evaluate the development of all forms of investment and business activities in Uganda;*
- b) *Promote and encourage investment in new technologies, skills upgrading, automation, training, research, and product development;*
- c) *Establish and manage a one stop centre;*
- d) *Publish and avail periodical reports on the state of investment in the country;*
- e) *Assess for matters of incentives and utilization of local resources and services by the investments; and*
- f) *Do any other act conducive or incidental to the foregoing.*

Vision



A globally competitive Uganda profitable for business, investment and brimming with cutting-edge innovations

Mission



To unleash, promote, attract and retain value adding domestic and foreign investments through robust marketing, nurturing and aftercare services.

Corporate Values



Professionalism



Team work



Integrity and accountability



Strategic partnership



People focus



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Abbreviations and Acronyms

AI	Artificial Intelligence	FOCAC	Forum on China-Africa Cooperation
AGRA	Alliance for a Green Revolution Africa	FY	Financial Year
AGRF	African Green Revolution Forum	GiZ	German Corporation for International Cooperation
Agri-LED	Agro-industrialisation for Local Economic Development	IBP	Industrial and Business Park
BBS	Buganda Broadcasting Service	ICT	Information and Computing Technology
BFP	Budget Framework Paper	IFMIS	Integrated Financial Management System
CASA	Commercial Agriculture for Smallholders and Agribusiness	INOY	Investor of the Year
CCPIT	China Council for the Promotion of International Trade - Hunan	IPAs	Investment Promotion Agencies
CDO	Cotton Development Authority	IP&BD	Investment Promotion and Business Development Division
COMESA	Common Market for Eastern and Southern Africa	IPDD	Industrial Parks Development Division
COSASE	Committee on Corporations, Statutory Authorities and State Enterprises	JVB	Joint Venture Business
CRM	Customer Relationship Management	KCCA	Kampala Capital City Authority
COVID-19	Coronavirus Disease 2019	KIBP	Kampala Industrial and Business Park
DCIC	Directorate of Citizenship and Immigration Control	LDJV	Lagan Group-Dott Services Joint Venture
DDI	Domestic Direct Investment	LSIP	Liao Shen Industrial Park
DFCU	Development Finance Cooperation of Uganda	MOFPED	Ministry of Finance, Planning and Economic Development
DFID	Department for International Development (United Kingdom)	MoICT	Ministry of Information Communications Technology and National Guidance
BFP	Budget Framework Paper	MOU	Memorandum of Understanding
DG	Director General	MPS	Ministerial Policy Statement
DTB	Diamond Trust Bank Uganda	MSME	Micro, Small and Medium Enterprises
EAC	East African Community	MTEF	Medium Term Expenditure Framework
EPC	Engineering Procurement Construction (EPC) contractor	NAADS	National Agricultural Advisory Services
ESDP	Enterprise and Skills Development Program	NBS	Nile Broadcasting Service
ESIA	Environmental and Social Impact Assessment	NDP	National Development Plan
FAD	Finance and Administration Division	NEMA	National Environment Management Agency
FDI	Foreign Direct Investment	NIRA	National Identification Registration Authority
		NITA-U	National Information Technology Authority of Uganda
		NPA	National Planning Authority
		NTR	Non-Tax Revenue
		NTV	Nation TV - Uganda

OAG	Office of Auditor General
ODG	Office of the Director General
OSC	One Stop Center
OWC	Operation Wealth Creation
PFMA	Public Finance Management Act
PIRT	Presidential Investor's Roundtable
PMT	Project Management Team
PPP	Private Public Partnerships
PSIS	Private Sector Investment Survey
Q	Quarter
RWI	Rising Woman Initiative
SMART	Specific Measurable Achievable Realistic Time bound
SMEs	Small and Medium sized Enterprises
SOPs	Standard Operating Procedure
STEI	Science, Technology and Engineering Innovations
STIPs	Science, Technology and Innovation Parks
TWG	Technical Working Group (PIRT)
UAE	United Arab Emirates

UBC	Uganda Broadcasting Corporation
UFZA	Uganda Free Zones Authority
UGX	Uganda Shilling
UIA	Uganda Investment Authority
UK	United Kingdom
UMC	Uganda Media Centre
UNAA	Uganda North American Association
UNBS	Uganda National Bureau of Standards
UNCTAD	United Nations Conference on Trade and Development
URSB	Uganda Registration Services Bureau
URA	Uganda Revenue Authority
USD	United States Dollar
VAT	Value Added Tax
WAIPA	World Association of Investment Promotion Agencies
WASH	Water, Sanitation and Hygiene
WiB	Women-in-Business
YSNC	Youth Save the Nature Company Ltd

Message from the Chair Board of Directors



During the financial year, 256 investment projects were licensed with an investment portfolio of USD 872 million and 28,000 planned jobs. The Authority registered a minus eight percent drop in planned Foreign Direct Investments (FDI), against a targeted 20 percent growth.

This Annual Report provides a window into Uganda Investment Authority's performance in the Financial Year (FY) 2019/20.

The financial year witnessed the global spread of the COVID-19 pandemic in the second half of the year which disrupted the attraction and/or setup of investment projects, businesses as well as the activities of the Authority.

During the financial year, 256 investment projects were licensed with an investment portfolio of USD 872 million and 28,000 planned jobs. The Authority registered a minus eight percent drop in planned Foreign Direct Investments (FDI), against a targeted 20 percent growth. This drop was largely attributed to the global spread of COVID-19 which adversely affected key investment source countries like China, India and the European Union and caused enormous disruptions in attracting new investment projects and implementing those already planned.

The COVID-19 pandemic also tested the Authority's business continuity readiness and found it sound.

The Authority was able to ensure business continuity, especially for essential services like investment licensing.

The financial year also saw the presidential assent to the Investment Code 2019. The new Code strengthens and expands the Authority's mandate extending to industrial parks, the Ones Stop Centre and SME facilitation.

I would like to commend the efforts of the staff of UIA led by the Acting Director General, Mr. Lawrence Byensi, for the achievements made so far in the investment promotion and development and urge the Authority to continue serving with diligence to deliver more in line with the mandate.

Finally, I wish to recognize the effort made by the entire UIA Board in supervising the Authority to deliver its mandate and the investor community for choosing Uganda as the preferred investment destination.

Dr. Emely Kugonza
Chair Board of Directors

Message from the Acting Director General

This year, UIA achieved several milestones, some of which include the following:

- Licensing of 256 investment projects despite challenges posed by the spread of the COVID-19 pandemic.
- Reduction in turnaround time of setting up a company, thereby reducing the cost of doing business in Uganda. The One Stop Centre registered 82,000 unique transactions, more than doubling the 30,000 transactions that had initially been projected for the financial year.
- Development of public industrial parks and providing support to private industrial parks. These parks have so far created 101,700 jobs.
- Provision of direct support to Ugandan SMEs through training domestic entrepreneurs in both business management and technical skills development which are critical elements in the growth of the SME sector.
- Kick starting development of infrastructure project in

Kampala Industrial and Business Park (Namanve) which will see significant transformation of the industrial park.

- Ensuring business continuity despite challenges posed by the outbreak and spread of COVID-19 pandemic.

I wish to appreciate the UIA Board, Management and entire UIA staff for their effort towards investment promotion and facilitation, job creation plus their contribution to economic development of the nation. I would also like to thank Government, especially Ministry of Finance, Planning and Economic Development and other MDAs for their support.

UIA is grateful to the Business community for their investments which are geared towards economic growth and development of Uganda to achieve the middle-income status. For God and My Country!

Mr. Lawrence Byensi
Ag. Director General



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Key achievements in 2019/20



256

licensed investment projects



28,094

planned jobs



USD 872,604,485

value of planned investments



82,000

unique investment transactions at One Stop Centre



Presidential assent to new Investment Code 2019



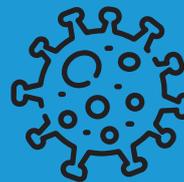
Breaking of the ground for infrastructure development in Kampala Industrial and Business Park



2 successful staging of two regional investment expos in West Nile and Rwenzori



Presidential Investor Roundtable (PIRT) review meeting of 2020



Business continuity amidst challenges posed by the spread of the **COVID-19 pandemic**



Provided business advisory support to

735 SMEs

01 Corporate Governance

UIA conducts all its affairs in accordance with the principles and best international practices of corporate governance. This is achieved by undertaking consistent checks and balances in work processes while adhering to the core values of integrity, accountability, professionalism, partnership, focus on people and teamwork.

The Authority's top governance organ is the Board of Directors which is accountable to the Minister of Finance, Planning and Economic Development

(MOFPED). The Board provides policy guidance and is responsible for the discharge of the business and functions of the Authority and ensures that the Authority delivers its mandate as spelt out in the Investment Code Act, 2019. It executes its mandate through both standing and adhoc committees which meet throughout the year.

In accordance with the Act, the UIA Board of Directors is composed of seven (7) Members drawn from both public and private sectors.

1.1 Directors of the Board



Dr. Emely Kugonza
Chairman of the Board and Representative from the Private Sector



Mrs. Gertrude Kateesa Lutaaya,
Representative from the Private Sector; Chair Administration and Finance Committee (AFC)



Mr. Morrison Rwakakamba Twesigye
Representative from the Private Sector; Chairs Investment Promotion and Public Relations Committee (IPPRC)



Mr. Godfrey Byamukama Kereere
Representative from the Ministry of Finance, Planning and Economic Development



Dr. Joshua Mutambi
Representative from the Ministry of Trade, Industry and Cooperatives



Mr. Fred Opolot
Representative from the Private Sector; Chair Land Management Committee (LMC)



Mrs. Naima Obombasa
Representative from the Private Sector; Chair Audit Committee (AC)

1.2 Board Committees

The Board appoints Board committees for the purposes of discharging the objects and functions of the Authority and currently carries out its supervisory function through four Standing Committees (below). The Board may also appoint or set up ad hoc or Select Committees to handle specific assignments as the need arises.

- a) **The Investment Promotion and Public Relations Committee (IPPRC)** provides policy guidance on investment promotion, investment facilitation and aftercare, One Stop Centre operations, facilitation of small and medium enterprises (SMEs) and communications and public relations. It also recommends fund allocation towards the activities under its ambit and represents UIA in promotional activities, as appropriate.
- b) **The Administration and Finance Committee (AFC)** reviews and considers the UIA budget and work plans, budget reallocations and draft final accounts. The Committee is signatory to all UIA accounts for onward transfer for approval of the full Board. The AFC is involved in the recruitment of staff from the position of deputy director and above and oversees and guides on human resource issues.
- c) **Land Management Committee (LMC)** considers matters related to land and industrial parks development. This extends to the procedures for the establishment of industrial and business parks; the allocation of land to investors- extending to lease terms and conditions-, guides on the charges and fees for land usage within the Parks and advises the Board on the necessary approvals and consents in line with the lease agreements. LMC also advises and spearheads the mobilization for funds for Industrial Parks development.
- d) **The Audit Committee (AC)** reviews and advises on the appropriateness of internal control systems, risk assessment and management, ensures proper financial reporting, staffing, supervision

and provides oversight of internal and external audit functions, general oversight and ensures that the Authority is compliant with all laws and procedures.

The Corporation Secretary/Secretary to the Board

The Corporation Secretary, in addition to acting as Secretary to the Board, records and keeps minutes and other records of all proceedings of the Board, has custody of the Seal of the Authority and carries out such other functions as the Board or the Director General may assign.

1.3 UIA Management Team

1.3.1 Structure of UIA

The daily operations of the Authority are overseen by a management team headed by the Director General and comprising of Directors, Deputy Directors and coopted members. The Authority is structured in Divisions as below;

- a) The Office of the Director General (ODG) comprising the following Units: Legal/Corporate Affairs, Internal Audit, Procurement and Disposal, Research and Planning and Communications and Public Relations.
- b) Investment Promotion and Business Development (IP&BD), comprising Investment Promotion and Business Division units.
- c) Finance and Administration (FAD), comprising Finance, Administration, Human Resource, Registry (Records), Stores, Front Desk and Support Staff.
- d) Small and Medium Enterprise (SME)
- e) One Stop Centre (OSC), comprising the main OSC and IT units.
- f) Industrial Parks Development Division (IPDD)

In FY 2019/20, the UIA Management Team comprised of the following:

Directors



Mr. Lawrence Byensi
Ag. Director General



Mr. Joseph Kiggundu
Director, One Stop Centre



Ms. Sheila Mugenzi
Director Investment Promotion and Business Development



Ms. Winnie Lawoko-Olwe
Director Small and Medium Enterprises



Ms. Barbara Kabuchu,
Director, Finance and Administration



Ms. Samalie Mukyala
Corporation Secretary/
Director Legal



Mr. Hamza Galiwango
Director Industrial Parks Development



Mr. John Bwambalae
Chief Internal Auditor



Mr. Alex Nuwagira
Project Manager, KIBP Infrastructure Project

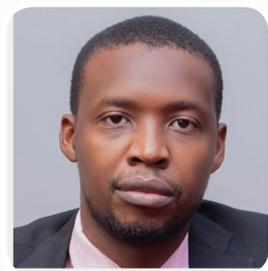


Mr. Godfrey Semakula
Deputy Director Industrial Parks Development



Martin Muhangi
Deputy Director Investment Promotion

Deputy Directors



Ahmed Busobozi
Deputy Director Finance and Administration



Amelia Natukunda
Deputy Director Human Resource



Paul Kirabira,
Senior Investment Executive, Research

02 Performance of UIA in FY 2019/20

In the financial year under review, the Authority continued to deliver on the priorities set out in National Development Plan (NDP) II and its Strategic Plan 2015/16 – 2019/20, building on strong governance and management changes. The report presents, amongst others, the planned activities/interventions for FY 2019/20, achievements, challenges and an outline of the UIA strategic direction. It also comes against a backdrop of disruptions in the investment and business landscape meted out by the global spread of COVID-19 pandemic and our interventions in spite of this.

Below are program highlights from this period.

3.1 Milestones in Investment Promotion and Business Development

The overall objective of the investment promotion and development function is to attract value-adding (quality) Foreign Direct Investment (FDI) and Domestic Direct Investment (DDI) to increase investments that create inclusive employment and enhance domestic investment.

This year,

The Investment Promotion unit set out to;

- a) Grow FDI by 20 percent from last FY2017/18 planned investments; and

- b) Facilitate the linkage of FDIs with domestic business firms in the establishment of joint venture businesses (JVBs).

The investment development/facilitation units key objectives were to;

- a) To license 300 investment projects; and
- b) To carry out regular monitoring, evaluation and reporting of performance.

A. Investment Promotion and Business Development Performance in FY2019/20

a) Strategic Objective 1: Growing FDI and DDI by 20 percent per financial year

Two fifty-six (256) new investment projects were licensed, a decline of minus eight percent, against annual target of 300 projects. This was below the FY2018/19 figure of 286 projects.

The planned investment value stood at USD 872.6 million with projected creation of 28,094 jobs. Comparatively, the value of planned investments dropped, compared to USD1.3 billion registered in the previous year.

This dip in the number of licensed projects, as well as the significant fall in value of planned projects, is attributed in large part to onset of the COVID-19 pandemic which led to restriction in travels, lockdown, disruption of supply chains and depressed demand.

Table 1: Comparison of licensed projects (2018/19 and 2019/20 FYs)

Variables	Totals (FY 2018/2019)	Totals (FY 2019/2020)	%ge growth (2018/19 to 2019/20)
Licensed projects	286	293	-2
Planned investments (US dollars)	1,347,147,174.80	872,604,485.00	-35.2
Planned employment	59,940	28,094	-53.1

Source: UIA Database 2020

Facilitation of Outward Investment Missions to attract investment

The Authority carried out seven outward missions to China, Ireland, Tanzania, Ghana, United Arab Emirates (UAE), Kenya, United Kingdom (UK) and Ethiopia which resulted in 219 potential investment contacts were made in energy, health care, agri-business, fin-tech, electronics assembly, training/education, and infrastructure sectors.

The outward missions were mainly supported by the external sponsors and UIA's limited resource envelope for promotional programs hindered targeted marketing.

As a result of follow up and continuous engagements with the contacts, UIA has received the following:

Response Missions

United Arab Emirates (UAE) Uganda Diaspora Forum

UIA met with and collected leads from 58 companies that attended this event. 12 of these leads are interested in trading in Uganda's exportable products and the rest expressed interest in ICT, education, tourism accommodation, oil and gas, financial services and light manufacturing. 32 contacts were also made with participants who visited the UIA stall for investment information.

As a result of this engagement and other strategic meetings organised by the Embassy and the UIA UAE Desk Officer, three exploratory response business delegations from the UAE have been facilitated to visit Uganda for investment; and the companies are at various stages of investment implementation.



The Board Chair Dr Emely Kugonza (second left) and the Ag Director General (centre) during the UAE Uganda Diaspora Forum in UAE.

The UK-Africa Investment Summit- January, 2020

UIA engaged with 14 potential investors, among who nine expressed a strong interest to visit Uganda to further establish the investment potential and established 46 new contacts at this event. UIA is focusing follow up on 15 in the energy, healthcare, agri-business, fin-tech, education, and infrastructure sectors.



L-R: Godfrey Kwoba (Uganda High Commission), UIA's Lawrence Byensi, Fred Opolot and Sheila K. Mugenzi, and Trevor Killen (DFID contracted Investment Specialist) at the UIA stall at the UK-Africa Investment Summits in London.



Hon. Amelia Kyambadde, Minister of Trade, Industry and Cooperatives (in white) with Uganda's High Commissioner to the UK, H.E. Julius Moto (red tie), during a roundtable discussion at the Forum in Ireland.



The Ugandan delegation at the AGRF/AGRA Forum in Accra, Ghana. Left is UIA's Peter Mulira, who made a presentation on investment opportunities in Uganda.



L-R: Jared Irving, ARCH's Managing Director for Africa, Sheila Karungi Mugenyi, UIA's Director for Investment Promotion and Development, and Tony Kuna, IDC's Project Development Manager.

The Uganda–Ireland Trade, Tourism and Investment Forum in Dublin, and the Annual Ploughing Championships- Ireland- September, 2019

These events attracted a number of private sector players from Uganda in the agro-processing (coffee), tourism and trade sectors. As a result of the Forum, the Honorary Consulate of Uganda in Ireland, working with UIA, facilitated exploratory visits to Uganda for two business delegations targeting the dairy and agro-processing sectors.

The Africa Green Revolution Forum (AGRF) in Accra, Ghana-September, 2019

UIA received overwhelming interest from the potential investors in the agriculture sector. Of note, we engaged with Commercial Agriculture for Smallholders and Agribusiness (CASA) with the result that, CASA will prioritize Uganda for its first local Agriculture Investment and Tourism Summit tentatively scheduled for FY 2020/21. This summit will allow us generate awareness on investment opportunities in both Agriculture and Tourism and be used as a lead platform for the Smallholder Investor Summit, embedded in the AGRF 2020 Deal Room, planned for Kigali, Rwanda, in 2020/21, and at other events that will be organized at the global level, which would promote Uganda as an investment destination and attract more investment from other continents.

Further, at this event and through our other engagements we engaged with ARCH Emerging Markets Partners Limited who intends to invest upwards of 30 million dollars in end-to-end cold chain (storage and transportation) value chain in Uganda.

Representatives from ARCH made an inward mission to Uganda over the same.

UIA's Investment Promotion in Austria

Two business missions were organized from Austria to Uganda, dubbed CAFÉ+CO mission 'Bulungi Coffee' Brand Promotions. These missions form part of the strategy by CAFÉ+CO to launch the brand names (like "Finest Africa and "Bulungi") in Uganda, organize shipments, sign contracts, make logistical arrangements and fix dates for the marketing trips to Uganda.

The missions, which included eight Austrian media houses, parliamentary representatives and other political representatives, intended to expose Austrian media to this unique project as a model for business partnership between Africa and Europe. The delegations toured the country and held various meetings with UIA and other Government officials.

During the visit, an MoU was signed with Banyankole Kweterana Cooperative Union. The collaboration committed to constructing rain-harvesting systems in 10 schools as a social responsibility activity.



Chinese Ambassador to Uganda, H. E. Zheng Zhuqiang (centre), UIA Ag. Director General Lawrence Byensi (second right), President Uganda Chamber of Commerce and Industry Olive Kigongo (second left), and other officials cutting the tape to open the first ever Uganda-China Industrial Capacity Cooperation Exposition.

a) Other significant outcomes from the Outward Missions

- The first ever China-Uganda Industrial Capacity Cooperation Exposition was held at the Uganda Manufacturers' Association (UMA) showground, co-organized and co-sponsored by CCPIT and UIA in July 2019. Uganda now ranks third in Africa in foreign direct investments (FDI) from China and has a lot to benefit from China's innovations, technology and equipment. In 2018/19, UIA licensed Chinese projects with planned investments of 1.2 billion dollars and 42,000 planned jobs.



Products and services from Chinese industries/investors in Uganda on display at the Expo

- Forty- three (43) Chinese companies (manufacturers, constructors, traders, etc.) displayed at the Expo, as they engaged potential Ugandan clients. A review of impact of investments and trade, as a result of the Expo, is being done.
- MoUs have been signed with relevant GoU Ministries to establish a health facility in Masaka and an oil and lubricants facility in Banda, Kampala.
- Two investments were licensed - paper manufacturing (investor from Egypt) and sugar processing (investor from Saudi Arabia).

Facilitation of Inward Missions

UIA facilitated 32 inward exploratory business delegations from various countries interested in investing in Uganda, particularly in the following sectors: real estate, agro-processing, healthcare, education, road infrastructure, energy, oil and gas, and mining.

The inward investment mission came from countries like Turkey, Sri Lanka, China, India, Ghana, Nigeria, South Africa, etc.



Turkish inward investment delegation



Sri Lanka inward investment delegation

However, during the fourth quarter (Q4) of the financial year, UIA received no inward missions due to the COVID-19 pandemic which resulted into lockdown and travel restrictions. Planned delegations from South Korea, Turkey, Egypt and India postponed their visits to Uganda. UIA switched to online and portal services to continue to engage with 20 potential companies.

Facilitation of Industrial Parks as an outcome from both Outward and Inward Missions

- **The Hunan-Uganda Industrial Park:** Following the MoU between Uganda and Hunan province to establish an industrial park in Uganda, UIA continues to spearhead efforts to identify the most suitable location.
- **Hainan Qinfu Foods Co. Ltd,** a Chinese company, proposed to invest USD 150 million in an aquaculture project in Bukedea District. The company is interested in setting up a specialized aquaculture industrial park in Bukedea District (fish farming and processing for exports). UIA is facilitating the process (coordinating line agencies, guiding feasibilities, etc.)



First Secretary at Uganda Embassy in China Nelson Kasigaire (left), Investor Qinfu Zhou of Qinfu Foods Company Ltd from China with associates at UIA Headquarters on an inward investment mission to Uganda.

Development and Promotion of Bankable Investment Projects

In order to fasten the setup of new investment projects, UIA now develops and promotes bankable investment ideas – that can be actualised in the fastest time possible. In the year under review, UIA did the following:

- Marketed the 41 projects in the Bankable Projects Handbook, 12 of which have been taken up and are at various levels of negotiation.
- Two comprehensive value propositions were developed in conjunction with United Nations Conference on Trade and Development (UNCTAD) and Cotton Development Organisation (CDO) on cotton by-products i.e. briquettes and absorbent cotton.
- Three financial models in cocoa, coffee and maize value chains were developed with the support from the United Nations Resident Coordinator's Office in Kampala, in readiness for value propositions (sector profiles).
- UIA is providing technical guidance in the development of investment profiles for Rwenzori region, and collaboration with Operation Wealth Creation (OWC) and National Planning Authority (NPA). These models are part of the ongoing work in preparation of the value propositions in the following sectors: agriculture and agro-processing, tourism, trade, transport and logistics, mining, and human capital development.
- Pearl Rice, which required USD15 million to expand their project, received an indication that Uganda Development Bank (UDB) would provide part of the funding.
- Microhaem, a pharmaceuticals supplies company that intends to run a gloves and pharmaceuticals consumables project worth USD 20 million, attracted funding from SSP through a UIA interaction with Invest SA promoting the bankable projects.

Regional Investment Strategy through investment conferences

The Authority organised four (4) investment conferences:

- The West Nile Investment Symposium in partnership with Muni University, with the key outcome being the

submission of 200 individual projects from SMEs to Muni University. We are following up on these.

- UIA, together with United Nations Development Programme, conducted two seminars in refugee-hosting districts - in West Nile and in western Uganda. The outputs fed into the investment profiles for refugee-hosting districts.
- The Rwenzori Investment Expo (RIEX) 2020: the outcomes include the development of eight investment profiles for Rwenzori region as well as the monitoring and profiling of 194 of the 300 exhibitors. UIA was part of the multi-sector/agency taskforce that carried out the exercise. The companies were entered into UIA's database for further follow up aimed at growth of the enterprises



President Museveni opening RIEX 2020

By close of the Expo, five deals had been sealed, with many others in the works. The five deals are:

Uganda Development Corporation and Mango Tree (a Chinese company) on water transport services on Lake Albert linking Uganda and the Democratic Republic of Congo, as well as linking Ugandan districts.

Uganda Development Corporation with Mpanga Tea Factory/Kabarole District Local Government - tea development.

Uganda Development Corporation with Mabale Tea Factory - tea development.

Uganda Development Corporation with East African Cocoa and Commodities Ltd. (a Tanzanian company)/ Bundibugyo District Local Government - cocoa development.

Mountains of the Moon University with Belgian partners - construction of a hotel training institute with a five-star hotel wing.

- Thirteen investment profiles were developed and validated for refugee-hosting districts, in collaboration with UNDP. An investment promotion strategy for the refugee-hosting districts is being developed in tandem with the Regional Investments Development Strategy in UIA's Strategic Plan 2020-25

Investment Promotion to the Ugandan Diaspora

A key objective of UIA is to specifically attract investments and knowledge from the Ugandan Diaspora. UIA participated in the 31st Edition of Uganda North American Association (UNAA) Convention, in Chicago, United States of America. This event offered UIA the opportunity to share available investment opportunities as well as the benefits and possibilities offered by the UIA One Stop Centre for Investors. Going forward, the Authority will also track and develop success stories about investments by the Ugandan Diaspora, in order to highlight investment opportunities and contribution of this important group of potential investors, hence contribute to attracting more investments.

Two (2) investment projects set up in Nalukolongo

During the last half of the FY, efforts were focused on two special assignments namely Youth Save the Nature Company Ltd (YSNC) in Nalukolongo, Rubaga Division, Kampala, and Kakoge Fruit Pulp Factory in Nakasongola District.

YSNC was incorporated on July 18, 2019, has created employment for 34 youth who produce 100-percent cotton made items and , within 11 months of operation, registered average revenues of UGX 40 million.

Kakooge is a value addition project owned by a Ugandan-registered company, KiKE Impex Ltd, that is setting up a state-of-the-art fruit pulp factory to process aseptic fruit pulp and juice (of single strength) for export – from fruits like pineapple, mango and passion. The arrival and installation of machinery from Italy has been disrupted by the COVID-19 pandemic restrictions. The factory is nearing commissioning.

An area of focus for Investment Promotion: a Foreign Direct Investment Intelligence Tool

In order to effectively provide investment promotion services, we need to subscribe to an FDI intelligence tool to improve strategic investor targeting. Lack of investment market intelligence significantly affects the effectiveness of the Division, in particular, and the Authority as a whole.

b) Strategic Objective 2: Improve investor facilitation and servicing

Monitoring Investments

UIA set out in the FY to monitor 540 projects to establish status of actual investment. The performance is summarized in the table below:

Table 2: Monitored Projects (July 2019 to June 2020)

	Actual output Qr4	Cumulative output FY
1. Monitored projects	43	204
2. Operational projects	25	169
3. Combined actual investment value (USD)	252,749,642	1,483,814,638
4. Actual jobs created	8,319	32,007
5. Varying levels of implementation	3	3 (Q3 & 4)
6. Closed projects	15	32 (Q3 & 4)
7. Projects did not take off	2	-

Performance in monitoring was below target due to the COVID-19 pandemic lockdown which restricted movement and access to factories.

The major reasons for closure of projects included:

- Lack of sufficient market for products
- High taxes and mode of tax administration
- Failure to get contracts (hydro power projects)
- Internal administration issues
- Lack of sufficient capital/financial constraints
- Bureaucratic tendencies in Government service delivery

Investor Aftercare Services

In the FY, UIA set out to provide investment aftercare services to 150 projects in order to facilitate the implementation of projects. A total of 169 cases were handled. Increasingly, new private industrial parks have required focused aftercare e.g. Lyantonde Sino Economic Park (Zhong's paddy rice farm), Liao Shen Industrial Park, Kapeeka, and Sino-Uganda Mbale Industrial Park.

UIA also provided support to private industrial parks in formative stages that require land like Hunan-Uganda, Holley Group and Hainan Qinfu (aquaculture).

Utility and environmental compliance matrices have been developed for the Sino-Uganda Mbale and Sino Economic Park in Kiruhura District. These will ease facilitation and aftercare services required.

Sector Interventions

UIA intervened in the rice and plastics sectors through 16 sector meetings held with the industry players and relevant MDAs.

The Authority monitored Spackle (BSI Commodities) Ltd, located in Jinja with its nucleus and out growers' farms located in Kasolwe trading centre in Kagumba Sub-county, Kamuli District.

Interventions in industrial park development saw UIA organize and chair 11 meetings, alternately at UIA head office and at Liao Shen Industrial Park in Kapeeka to facilitate the development of the park. Among the milestones was the construction of the 132 kV transmission line from Kawanda to Kapeeka and a sub-station at Kapeeka, which was completed during the year under review. The Ministry of Energy and Mineral Development led the transmission line initiative.

A key objective of UIA is to specifically attract investments and knowledge from the Ugandan Diaspora. UIA participated in the 31st Edition of Uganda North American Association (UNAA) Convention, in Chicago, United States of America.



UIA, under the Team Uganda initiative is working with line agencies to mitigate the hindrances to investment implementation.



Breaking the ground for construction of Kira Motors plant at Jinja Industrial and Business Park.



H. E. President Yoweri Museveni waves at participants at the end of PIRT Review Meeting 2020.



Rt. Hon. Prime Minister, Ruhakana Rugunda (right), chairs a PIRT meeting.

Regional advocacy (UIA's participation in the EAC integration process)

UIA also conducts its policy advocacy at regional (EAC) level. It is important to note that the new Investment Code Act, 2019, expands the definition of a domestic investor to include those from the EAC partner states – Burundi, Kenya, Rwanda, South Sudan and Tanzania. UIA participated in 11 EAC regional policy formulation meetings within the country and in the EAC partner states this year.

During the FY the following were also accomplished:

- The EAC Investment Guide was completed and is under review for final publishing.
- The EAC Investment Promotion Strategy and Policy are in the last stages of completion.
- Discussions are ongoing on the harmonization of incentives and policies among member States.

Policy Advocacy

The National advocacy - Presidential Investor Roundtable (PIRT)

The PIRT, now in its sixth phase, is a high level forum that brings together a select group of domestic and foreign investors to advise the government on incentives, policies and other areas that help improve Uganda's competitiveness in attracting investments and ease of doing business.

The six thematic areas in this phase are tourism, competitiveness, oil and gas, minerals and mineral beneficiation, agriculture value addition, and transport and haulage. Two main PIRT meetings were held at State House; one of them (three-day review meeting), was chaired by H.E. the President this year.

Prior to the State House meetings, 12 Ministerial meetings were held with the Rt. Hon. Prime Minister and the PIRT Chairpersons and members of their Technical Working Groups (TWGs). The UIA PIRT Secretariat organized and carried out a total of 53 PIRT-related meetings, activities and interventions in a bid to ensure the implementation of approved recommendations and follow up on pending recommendations. Among these were TWG meetings for all the six thematic areas.

- A monitoring and evaluation tool across all sectors/ areas for use at regional level is also under discussion.

B. Continued Investment Promotion and Facilitation Services amidst the COVID-19 Pandemic Environment

Due to the pandemic and the Standard Operating Procedures (SOPs) instituted by the Government to curb the spread of the disease, proposed business exploratory visits, events, fairs and missions were cancelled by both Investors and the Authority.

At organizational level, UIA quickly pivoted and;

1. Switched to the implementing activities and services through digital tools and solutions, like online zoom meetings, investment conferences, emails, telephone calls and more interaction via the UIA website.



President Yoweri Museveni commissioning Lida facemasks in Mbalala, Mukono District. UIA facilitated its setup

2. Provided/provides COVID-19-related Government and organizational intervention guidelines and updates via the UIA website, through a dedicated and regularly updated COVID-19 section, social media platforms and other communication channels like meetings, emails, talks, public notice boards, word-of-mouth, etc
3. Adopted a robust aftercare schedule which was instituted via telephone, emails and zoom meetings, where applicable, to maintain and increase engagement with existing investors.
4. Followed up on concerns raised by investors during the impact of COVID-19 on investments in Uganda survey. (see next section). UIA continues to engage with MDAs to facilitate businesses that were deeply affected by the crisis, particularly tourism, transport and logistics, agricultural exports, etc.
5. Is actively planning online activities to increase the uptake of joint ventures and diversifications to enable investments to stay afloat and revive business.
6. Refocused and activated business networks, particularly in the manufacturing sector, to support Government efforts in the fight against COVID-19. One of the strategies is to connect manufacturers to suppliers.

Going digital

As we continue to engage investors, going digital will require access to various ICT tools, ranging from videoconferencing and virtual site-visit facilities, webinars, a robust Customer Relationship Management (CRM) and artificial intelligence (AI) business solutions.

In order to improve investor facilitation and track investment, a CRM software system has been procured with assistance from the Irish Embassy to assist UIA in tracking the investor journey, from initial point of contact through investment licensing to project implementation and subsequent aftercare. The relevant staff members have developed the system with a Consultant and have undergone training on its use. It will be integrated with the e-Biz infrastructure.

Deployment of appropriate AI solutions are being explored.

Special report on Covid-19 interventions

As soon as the adverse effects of the COVID-19 pandemic started being felt, UIA

- i. Initiated a survey on the impact of the pandemic on investment and businesses.
- ii. Tapped into the Presidential Investment RoundTable (PIRT) network to gain insights into how best to deal with the challenges the pandemic presents (UIA is the PIRT Secretariat)
- iii. Based on the results of the survey, organised an e-Conference on the impact of the pandemic on investment and businesses, which concretized the major issues.

As a result of these engagement, a number of issues and policy recommendations were generated and presented to the Government. In particular, the policy recommendations focused on provision of relief and stimulus packages to most hardest hit sectors like tourism, export of agricultural products, travel and logistics and manufacturing, especially disruptions to inflow of raw materials.



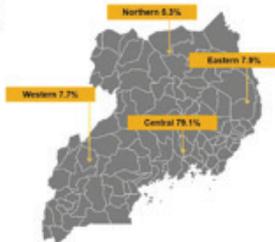
SNAPSHOT OF SURVEY FINDINGS

IMPACT OF COVID-19 ON INVESTMENTS IN UGANDA

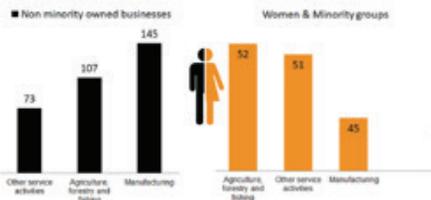
In April 2020, Uganda Investment Authority launched a survey to determine the impact of Covid-19 on investments in Uganda. Below is a snapshot of the survey findings



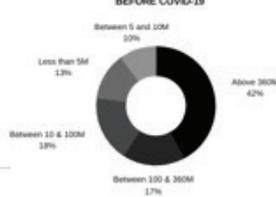
BUSINESS LOCATIONS



MINORITY-OWNED BUSINESSES

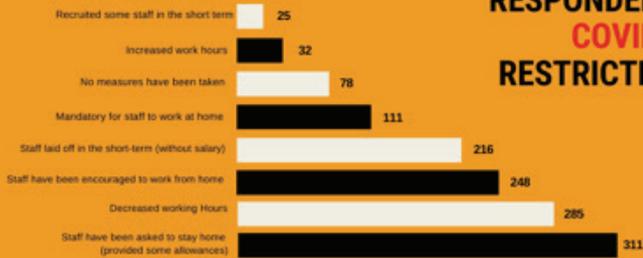


ANNUAL INCOME BEFORE COVID-19



Minister Anite in white meeting manufacturers of sanitizers

IMPACT ON WORKFORCE

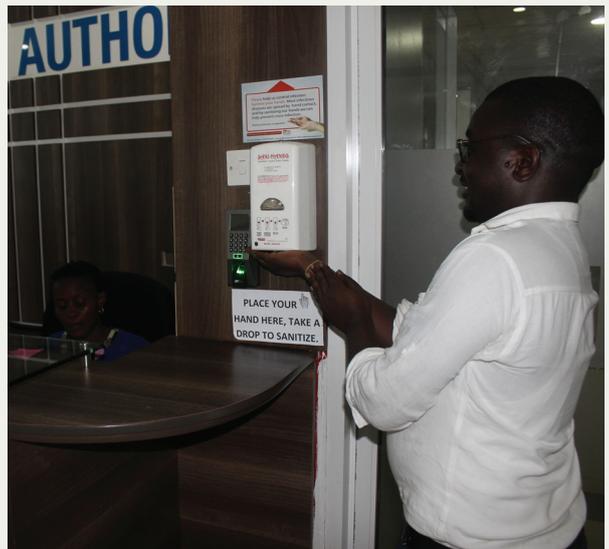
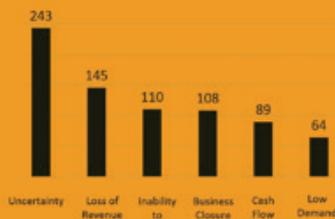


HOW BUSINESSES RESPONDED TO COVID-19 RESTRICTIONS

BUSINESS CONTINUITY MEASURES

Temporary Closure of Business or Production	493
Adopted new methods of Production or service delivery	122
Developed new supply chains due to restrictions	31
Introduced hygiene measures e.g. masks	28
Stocked up raw materials	13
Other	12

GREATEST CONCERNS



PROPOSED INTERVENTIONS



As shown in the Word cloud above, the majority of recommended interventions focused on Tax, Loans, Affordable credit facilities, cost of utilities and the challenges the lock-down has had on the supply chain, workforce and business operating hours.



TAXES

The majority of recommendations centered around tax reduction, waivers, holidays and exemptions.



LOANS & FINANCING

Access to affordable credit, low interest loans, debt relief, grants and loan rescheduling were proposed



RENT & UTILITIES

Respondents also requested for postponement of rent payments and subsidization of the cost of utilities.



Table 3: Policy Recommendation Matrix

No.	Issue of concern	Recommendation
1.	Liquidity constraints	<p>Uganda Revenue Authority (URA) to expedite Value Added Tax (VAT) refunds that remain outstanding for more than 45 days.</p> <p>BOU to intervene and ensure commercial banks reduce interest rates: dollar denominated loans to be below 6.5 percent; Uganda Shilling denominated loans to be below 12 percent.</p> <p>BOU to put in place mechanisms for banks to disburse low interest emergency working capital loans to enable businesses meet their urgent commitments. For example, Government should consider giving loan guarantees to commercial banks so as to share the credit risk attached to the loans and lower interest rates.</p>
2.	High utility costs, particularly electricity	A 30 percent reduction in electricity tariff for the period April to September 2020, specifically for lodges, agri-processors and all manufacturers.
3.	Loan repayment burdens	<p>Increase statutory period after which banks declare non-performing assets (NPAs) to 180 days from the current 90 days for the next 12 months.</p> <p>Allow commercial banks to restructure loans from 2 to 4 times; Cabinet to amend the Financial Institutions Act, 2016 to allow this to happen.</p>
4.	Challenges of maintaining market share and growth of the horticulture sub-sector	Have a specific Horticulture fund with UDB amounting to USD 25 million to be accessed for existing operations only.
5.	Fund limitations leading to delays in implementation of investment projects, hence reduced job creation	<p>Develop bankable projects to ease access to affordable investment finance.</p> <p>Create budget for research to provide quality information to develop viable investment projects to attract affordable funds from banks like UDB and alternative funds e.g. equity and venture capital.</p>
6.	Cash-flow challenges for SMEs leading to losses and closures	<p>Government, through UDB, should provide low cost financing with less restrictions and conditions focusing primarily on SMEs.</p> <p>UIA proposes a special purpose SME fund managed by UIA and implemented by smaller, SME-oriented commercial banks and microfinance institutions.</p> <p>The World Bank grant of USD49 million meant to support the tourism sector be restricted to support SMEs (grant or zero-rated loans), since many of the tourism businesses, especially SMEs, will be out of business for a while.</p>
7.	Stiff competition local products and services are continuing to face from imported substitutes despite the “Buy Uganda, Build Uganda” (BUBU) policy	<p>It is proposed that all MDAs should prioritize procurement of local goods and services.</p> <p>Government should provide cash stimulants to support the BUBU policy, focusing on essential products such as cotton and its value chain.</p>

8.	The bureaucratic nature of the Agriculture Credit Facility impeding access by some investors like SMEs	The Agriculture Credit Facility's terms and conditions need to be reviewed to enable commercial banks operationalize the funds and optimize them for SMEs.
9.	Challenges of adopting and adapting digitization as a "new-normal"	UIA is creating an interactive SME portal for effective service delivery and monitoring. In addition, we are creating SME incubation and knowledge and technology transfer centres across the country (through the local government system). To support and fast track this initiative, there is need for funding and partnerships from key sector players like Ministry of ICT and NITA-U.

Progress on COVID- 19 recommendations

The Government has since acted on a number of the policy recommendations to mitigate the negative impact of the COVID-19 pandemic on investments and businesses in Uganda, for example:

- The Government has introduced a Bill in Parliament to defer tax liability due for the period April 1 to June 30, 2020 to September 30, 2020 for most affected sectors such as tourism, horticulture and floriculture, and manufacturing.
- The MOFPED has now proposed to Parliament for an exemption of VAT on urban hotels for one year in response to the proposal to exempt VAT on all hotels as a result of loss in market share.
- MOFPED has introduced a Bill to Parliament to defer corporate income tax (CIT) and pay as you earn (PAYE) to September 2020 for tax liability due from April 1 to June 30, 2020 in response to the proposal that companies that cannot pay tax be allowed to defer on FY 2019/2020 due taxes.
- MOFPED is organizing stakeholder engagement meetings to harmonize positions on proposals like waiver of truck detention charges, negotiating with international shipping lines to clear importers without additional costs.
- The Government has promised to study further the recommendation that the old provision in the Income Tax Act which provided for an investment allowance be reinstated for at least the next four years, noting that the existing incentive regime is very competitive and supports strategic sectors where many companies will start paying after 10 years.

- The Government has also promised to further study the recommendation to reduce corporate tax to 20 percent from the current 30 percent, noting that the existing tax incentive regime is very competitive and supports strategic sectors where most companies will start paying after 10 years.
- On the proposal that turnover in the current budget proposal be postponed to 2021/2022 financial year, the Government reviewed the matter and maintained its position to apply it in this financial year.
- The Government has promised to act on other proposed COVID-19 interventions and related tax measures for 2021/2022 financial year.

Inter-agency cooperation

UIA engaged with many sister agencies in its investment promotion and facilitation efforts. Notable was participation in the 18th Private Sector Investment Survey (PSIS 2019), spearheaded by Bank of Uganda. We provided projects to be surveyed and training of interviewers.

C. Industrial Parks Development

The Authority is mandated to acquire, develop and manage serviced land for investment. This is in line with the Investment Code (as amended 2019) and the Authority's strategic plan. As such, the goal is to develop 24 Industrial and Business Parks (IBPs), plus four Science, Technology and Innovation Parks (STIPs) around the country to create jobs and ease accessibility of land for investments, introduce new research, technologies and skills development, as well as boost Uganda's exports and therefore increase Uganda's revenue base. The industrial and specialized parks are

expected to add value to local raw materials thus boosting many sectors like agriculture and mining.

The Parks are also aligned to the National Development plans II and III and focus on priority areas such as manufacturing, tourism, agro-industrialisation, mineral-based industrialization, tourism development, private Sector development, manufacturing and sustainable energy development. Currently, over 60 percent of all projects in the industrial parks are in those four of the priority sectors being agro-processing, ICT, tourism and mineral beneficiation. Of the 62 operational companies in Namanve alone, 16 are among Uganda's Top 100 taxpayers, with total net value of UGX 11 trillion shillings and cumulative UGX300 billion shillings in taxes.

Achievements in Industrial Parks Development in FY 2019/20

a) *Continued development and operation of industrial and business parks*



A worker making bulbs at Pearl Light Technologies in Mbale IBP

In line with the Authority's mandate, UIA continued with its efforts to develop and make the operational IBPs more functional. The operational IBPs are eight: Kampala, Bweyogerere, Luzira, Jinja, Mbale, Soroti, Mbarara and Kasese. Activities included

- i. Building new infrastructure like roads, water and power lines
- ii. Routine maintenance to roads and other infrastructure
- iii. Providing administrative support to operational industries, those taking off and those in pre-start stage
- iv. Allocation of land to new investors,
- v. Working to resolve conflicts around the Moroto IBP land.

- vi. Strategizing on how to develop the other planned IBPs in Arua, Gulu, Tororo, Iganga, Luwero, Nakasongola, Nakaseke, Buliisa, Hoima, Mubende, Mityana, Kabarole and Kabale, as well as the STIPs in Pakwach, Rubirizi, Kyankwanzi and Kamuli in the face of limited funding.

b) *Commencement of the Kampala Industrial and Business Park (KIBP) Infrastructure Project*



Ground-breaking for the Infrastructure Development Project at Namanve.

On January 12, 2020, the long-awaited project for the development of vital infrastructure networks in Kampala Industrial and Business Park (KIBP) in Namanve was launched. Kampala IBP, popularly known as Namanve, is Uganda's flagship industrial park created by an Act of Parliament in 1997. It sits on 2,200 acres of land. The primary objective of the project is to enable the industrial park (read UIA) contribute significantly to Uganda's economic transformation and development through industrialization and creation of quality and sustainable jobs.

The Government of Uganda, through MOFPED, entered into a Memorandum of Understanding with Lagan Group Ltd., UK, in joint venture with Dott Services Ltd – Lagan Group-Dott Services Joint Venture (LDJV) - for the development of infrastructure at KIBP under contractor-facilitated financing and design-and-build arrangements.

The financing is to the tune of USD 246,084,067.2 (nearly one trillion shillings), excluding taxes, from United Kingdom Export Fund and Standard Chartered Bank got the approval of both Cabinet and Parliament. After fulfilment of pre-financing

conditions, two financing facilities were signed on December 14, 2019 between the Government of Uganda, represented by MOFPED, as the Borrower, and Standard Chartered Bank as the mandated lead arranger/ agent. They are UKEF Facility Agreement at Euros 219,482,727.15; and Commercial Facility Agreement at Euros 30,384,976.

The infrastructure to be developed include:

- Road and bridge networks, with traffic control and management systems for the entire park.
- Water distribution network, including water reservoirs for the entire park.
- Sewerage network, including sewer underground pipe network for the entire park.
- Waste treatment plant, including public toilets, toxic and solid waste treatment plants.
- Grid and solar power supply systems.
- Fibre optic (broadband) networks.
- Solar street lighting for the entire park.
- Security systems, including setup of a close circuit television (CCTV) network.
- Workspaces for SMEs.
- Firefighting systems (water hydrants, smoke detectors, etc.)
- Other amenities

Estimates suggest the five-year infrastructure development project will create 25,484 direct jobs in the construction phase, a further 39,800 in the short-term, and over 200,000 jobs once the industrial park is fully operational. The Namanve infrastructure project is planned to run for 42 calendar months (three and a half years), with a warranty period of 12 months for the contractor and 24 months for the owner's engineer.

c) Progress of the KIBP Project in FY 2019/20

Following the successful breaking of the ground for the infrastructure project, and accomplishment of conditions precedent to financial closure in April 2020, a 25 percent advance payment totalling to Euros 53,766,303.1 was paid to the Lagan-Dott Namanve Ltd in May 2020, paving way for commencement of the Engineering Procurement Construction (EPC) in July 2020. The contractor immediately started mobilisation for commencement of the project.

The Owners Engineer/Supervising Consultant's contract commenced on May 19, 2020.

The Management and Board of Directors of UIA put in place systems and resources to facilitate the monitoring and supervision of the project. The process of setting up a Project Management Team commenced on May 14, 2020 with the recruitment of a Project Manager. The recruitment process for the rest of the members of the PMT was also set in motion.

The Authority also formally handed over the site to the EPC contractor, in the presence of the Owner's Engineer – a key milestone in progress of the project.



Handing of the site to the EPC contractor.

The design phase of the project started and is anticipated to take 12 months, leaving 36 months for construction and 12 months for the warranty period for the EPC contractor, and another 24 months for the Owner's Engineer. In a bid to deliver the project ahead of time, it is being proposed that a mixed approach for the design and construction phases be adopted. This would mean that for component design that is completed, the construction immediately commences as designs for other components are ongoing.

We appreciate all efforts made by all project stakeholders especially towards steering this project to the current progress.

d) Other achievements in Industrial Development

- Construction and extension of four kilometres of 33 kVA power line in Kasese IBP, to boost power supply in the park, as well as extension of four kilometres of water supply line in Kasese IBP, with funding support from NAADS/OWC, hence boosting industrial operations in the park.

- Facilitated the development of a feasibility study for Kasese Industrial and Business Park with AKSA in preparation for financing for infrastructure development. Infrastructure development will boost investment project uptake in the park.
- Organised the presidential commissioning of four industries in Mbale IBP, 14 industries in Kampala IBP (Namanve) and one industry in Soroti IBP. The new industries cumulatively added a minimum of 2,500 direct jobs to the jobs from industrial parks development.
- Renovated workspaces at the Mbarara SME Park, attracting new operations in the park.
- Reviewed the Environmental and Social Impact Assessment Report for KIBP infrastructure project, which was later approved by NEMA.
- Carried out routine maintenance of 12.025 kilometres of roads in Bweyogerere, Luzira and Soroti Industrial Parks. This smoothed transport and logistical operations in the parks.
- Provided financial compensation for six squatters (out of the remaining 38 squatters) in Mbale Industrial and Business Park. This eased the process of resolving the squatter problem in the park.
- Created awareness about industrial parks development by publicizing different projects in national and digital media.
- Made court appearances to defend UIA interests in Masindi agricultural land and KIBP/ Cotton Products

cases. This ensured that the Authority's interests are safeguarded in order to mitigate risks to industrial parks development efforts.

- Finalized the clearance of the advance payment guarantee and performance bond from Lagan Group in preparation for commencement of infrastructure and utilities development at KIBP. This eased take-off of the KIBP infrastructure project.

e) **Status of Industrial Parks Development**

The Kampala IBP (Namanve)

Land in the 2,200-acred park has been allocated to 322 investment projects in various sub-sectors such as agro-processing, heavy manufacturing, general manufacturing, mineral processing, ICT, logistics and freight, warehousing, vehicle assembling, hospitality, tourism promotion services, etc. Sixty-two (62) industries are operational in the KIBP, directly employ 24,000 Ugandans; 129 projects have commenced construction creating an additional 17,500 indirect/short term/contract/technical jobs; while 111 projects are in pre-start stages (surveying, processing deed plans and titles, environmental impact assessment certificates, architectural designs, geotechnical and hydrological studies). These too create white-collar employment for professionals like architects, physical planners, environmental consultants, civil engineers, quantity surveyors, etc.

Table 8: Status of industrial parks development in KIBP

No	Category	No. of Projects	Examples
1.	Operational	62	Steel and Tube, Exquisite Solutions Ltd, Orion Transformers, Toyota, Nice House of Plastics, Luuka Plastics, Crown & Paper Packaging, Engo Holdings Ltd, Afford Agencies Ltd etc.
2.	Construction phase	129	Mukwano Industries, Landy Industries Ltd, MADA Hotels, Wash and Wills, Lilly Benefit, etc.
3.	Pre-start stage	111	Divine Oils, Gayaza Electronics, Premier Dairies etc.
4.	Newly allocated	20	Transeast Uganda Limited, Motor Power Solutions, Bukoola Agro Chemicals, etc.

Luzira Industrial and Business Park

The park is located in Nakawa Division, five kilometres from Kampala city centre. It covers 70 acres of land adjacent to the Luzira Women's Prison. Eleven investors have been allocated land in the park, eight of whom have commenced operations. The park is serviced with 3.7 kilometres of tarmac road and power and water networks.

Key investors in the park is pharmaceuticals manufacturer Cipla-Quality Chemicals Ltd, which sits on about 30 acres of land, and Graphic Systems.



UIA Directors of the Board led by the Chair Dr Emely Kugonza (taking picture) at the Luzira IBP power substation.



The garments section of Graphic Systems Ltd industrial complex in Luzira IBP



UIA Board members on a spot visit to Bizinzika food-processing plant in Bweyogere Industrial Estate.

Bweyogere Industrial Estate (BIE)

The park is located in Wakiso District, 10 kilometres east of Kampala city centre. It covers 50 acres of land. Ten investors have been allocated land in the park, of which seven are operational, one is constructing while the remaining two are at pre-start stage. The entire park is serviced with 1.925 kilometres of tarmac roads, and water and electricity networks. A key investor operating in the park is Uganda National Bureau of Standards (UNBS), sitting on 15 acres of land (headquarters, laboratories, etc.).

Jinja Industrial and Business Park

This park sits on 182 acres of land and is located 11 kilometres to the east of Jinja, along Jinja-Kamuli road, in Kagogwa village, Mutai Parish, Buwenge Sub County. Eight companies have been allocated land in the park and Authority continues to provide facilitation services to investors in the industrial park.

Of the eight, only Kira Motors Corporation has commenced operations with the construction of the vehicle assembling plant commencing on February 12th, 2019.



Inside and outside the Kira Motors Corporation main vehicle assembling plant.



By April 30, 2020, construction of the start-up facilities stood at 50 percent, comprising a 40,000-square-meter production line facility with capacity to handle 22 vehicles (buses and trucks) a day, implying 5,000 vehicles per year. All factors being constant, the plant is expected to be ready for commissioning in June 2021.

UNBS successfully applied for and received a World Manufacturers Identifier from the International Society for Automotive Engineers this year. Uganda was assigned the World Manufacturers Identifier “BU” paving the way for the assignment of Vehicle Identification Numbers (VINs) for vehicles assembled in Uganda. The strategic Government investment in the Kiira Vehicle Plant is expected to create over 14,000 jobs, directly and indirectly.

Sino-Uganda Mbale Industrial and Business Park (Mbale IBP)

The 619-acre park is located in Mutoto (along Kampala-Mbale highway) on the western outskirts of Mbale town. The park was leased to an investor, Tang Shan Group, to develop into a modern industrial and business park and attract investors. Four factories are already operational in the park and seven others under construction. Those under construction are Auto Mobile Uganda Ltd.

(vehicle assembling), Rhong Hui (steel structures), Rong Sheng (clothing), Homate (construction), Gin Land Development Ltd., and Bai Fu Energy (packaging materials – bottles and boxes).

UIA expects that the Park will have over 50 factories by 2023 resulting in the employment of about 15,000 skilled and unskilled Ugandans.

The operating factories are:

- Pearl Light Technologies which manufactures LED bulbs and tubes, has the production capacity of 10,000 bulbs per day and currently employs 60 Ugandans.
- Victoria Cable Ltd which manufactures high and low electric cables. It has capacity to produce 3,000 metres of 1.5-square-millimetre cables per day, 2,000 metres of 2.5-square-millimetre cables per day, and 1,000 metres of four-square-millimetre cables per day. The factory directly employs 58 Ugandans.

- Kyoga Textile Company Ltd which manufactures textiles. It currently manufactures socks, has a production capacity of 10,000 pairs of socks per day and directly employs 85 Ugandans.
- Ubon Personal Care Ltd produces personal care products like washing detergents under the Ubon label and has the capacity to produce 80 tonnes of personal care products per day. It directly employs 30 Ugandans.
- Grace Foam Mattresses Ltd.



UIA Directors of the Board on a tour of Graphic Systems garment factory in Luzira Industrial Park



UIA Chair of the Board Dr Emely Kugonza (in court) and Board Member Dr Joshua Mutambi at Yubon detergent factory in Mbale Industrial Park



UIA Board Member Fred Opolot admires a blanket made out of recycled plastic bottles and wool at Brilliant factory in Namanve



Electric cables manufactured by Victoria Cable Ltd.

Soroti Industrial and Business Park

The park sits on 219 acres of land, and is located 350 kilometres in Teso sub-region to the east of the capital Kampala. The park is serviced by a network of two kilometres of tarmac roads, 4.4 kilometres of murram roads, and power and water supply lines. Land has been allocated to 19 companies, two of which are active: Soroti Fruit Factory (processors of Teso Juice (Teju) and Uganda Free Zones Authority (setting up a free zone). Two companies, Sanqua Engineering Ltd and Star Tahina Ltd, have taken possession of land allocated to them. Other companies are in pre-start stage.



UIA Board Chair Dr Emely Kugonza arriving at Soroti Fruit Factory in Soroti Industrial and Business Park.

Karamoja Industrial and Business Park

The park is located astride the border between Moroto and Napak districts. The 417-acre park is 12 kilometres to the south of Moroto Municipality, along Moroto-Soroti highway. The main industrial activity targeted is mineral beneficiation. The Authority contracted Savimaxx Limited to carry out consultancy services for a Master Plan and

an ESIA for development of the park. The master planning and ESIA process reached the final stage although they are yet to be presented to the National Physical Planning Board for approval. The exercise for installation of border markers was, however, completed.

Kasese Industrial and Business Park

The park is 216.96 acres and is located in Kasese Municipality, Kasese District, in the Rwenzori sub-region of western Uganda. The park is serviced by 6.5 kilometres of murram road, power and water supply lines. The industrial park has 18 companies for which land has been allocated. Of these, five are operational: Gulu Agricultural Development Ltd., Rwenzori Farmers Marketing Cooperative Society Ltd., Metu ZhongTong Bus Co. Ltd., and Mt. Rwenzori Coffee Farmers.

Mbarara Small and Medium Enterprise (SME) Park

This specialised park is a 12-acre facility built to cater for micro, small and medium scale enterprises. It is located in Mbarara Municipality, 280 kilometres southwest of Kampala. The park has 42 lockups, 33 of which are occupied, three are vacant, while six have been locked up by members of Mbarara Gatsby Club.

f) Facilitation of Private Industrial Parks

As part of its mandate, UIA also provides support services for private industrial parks development. In the financial year under review, UIA supported and facilitated development of the following private industrial parks:

Liao Shen Industrial Park (LSIP), Kapeeka Company Ltd. – Kapeeka, Nakaseke District

It sits on two square miles and is being developed in phases. The first phase covers one square mile and is earmarked for establishment of 20 factories. UIA facilitated extension of industrial power (plus construction of a substation) and water supply. In addition, the Authority made many location visits to ensure smooth take off of the park.

By the end of the financial year, nine factories were in production while four were nearing completion.

Liao Shen Industrial Park Co. Ltd. plans to invest USD 100 million.



Gulu Agricultural Development Ltd.



Metu ZhongTong Bus Co. Ltd. space at the IBP



A worker at Lurtex Textiles Ltd in Kapeeka industrial park. The factory makes a range of apparels.

Table 22: Status of companies in LSIP as of January 2020

S/N	Company	Business Activity	Products Made	Investment Planned/ Actual (USD)	Employment Planned/ Actual	Project Implementation Status
1	Goodwill (Uganda) Ceramic Co. Limited	Manufacturing of ceramic tiles	Floor, wall & roofing tiles	30,000,000	1,228	Production
2	Ho & Mu Food Technology Uganda Co. Ltd	Food processing	Dried fruits	119,000,000	242	Production
3	Yahe International Investment Co. Ltd	Grain milling	Maize flour		150	Under construction
4	Jindi Agriculture Science & Technology Co. Ltd	Production of vegetable cooking oil	Simsim edible oil	183,905	200	Production
5	Gaga Food Technology Co. Ltd	Food processing	Snacks	500,000	43	Production
6	Dragon & Phoenix Co. Ltd	Manufacturing of electronic cables	Electronic cables & wires	405,000	26	Production
7	Wuxi Taiyu (Uganda) Manufacturing Company	Production of fishing nets	Fishing nets and other fishing gears	1,238,760	490	Production
8	Lurtex Textiles Ltd	Production of textiles & garments	Garments	673,643	250	Production
9	Hua Hui International Group Company Ltd	Manufacturing of kitchenware & ceramics	Ceramics & Porcelain kitchen ware	500,000	320	Under construction
10	Gocta Workwear (Uganda) Company Ltd	Production of work wear & apparels	Company uniforms	603,877	24	Production
11	Holy Love Photo Electronic Technology Co. Ltd	Manufacturing of light bulbs	Lighting bulbs	405,000	100	Production
12	Tengui Industrial Co. Ltd	Construction				Under construction
13	Nan Nan Shoes International Co. Ltd	Manufacture of shoes	Shoes	450,000	100	Under construction

Lugazi Industrial Park (LIP)

The park sits on 150 acres of land and is located two kilometres from Lugazi Municipality in Buikwe District. The park is strategically located along Uganda's main import and export route - the Kampala-Nairobi highway. A Master Plan for the development of the park was developed, showing demarcation of plots to be allocated to investors.



An industrial complex in Buikwe District.

MMP Industrial Park Buikwe Ltd, Buikwe District

The Nile Group-owned industrial park is 813 acres large. It is planned to host 26 industries including Nile Agro Ltd., Nile Aluminum Ltd., Nile Batteries Ltd., Nile Wheat Ltd., Auro Meera Paper Ltd., Modern Distillers Ltd., Modern Laminates Ltd., Nile GM Plastics Ltd., and Modern Rubber and Cable Ltd. Others are Mayuge Sugar Ltd., Kamuli Sugar Ltd., G. M. Sugar Ltd., Modern Allied and Footwear Ltd., Modern Heavy Engineering Ltd., H. K. Industries Ltd., Bushenyi Cotton, C. N. Cotton Ltd., Lukonge Ginnery, Modern Textiles Ltd., and Nile Transformers Ltd. The industries are in various stages of development.

On completion, the industrial park will contribute to Uganda’s industrial development, import substitution and boost in exports and is projected to employ 12,000 people directly and 50,000 indirectly.

Lyantonde Sino Economic Park (Zhongs Industries Ltd)-paddy rice farm and processing plant).

This park is in the formative stages and is expected to host Hunan-Uganda, Holley Group and Hainan Qinfu (aquaculture). The process of land identification and acquisition is underway for these private industrial parks.



President Yoweri Museveni waters a tree he planted to symbolise construction of MMP industrial park in Buikwe District.

g) Status of Agricultural Lands

The Authority also manages lands to promote and facilitate investment in agriculture.

Table 23: Status of UIA agricultural lands

Land	Developer
Kiryandongo (six square miles)	Leased to A.K. Oils and Fats Ltd. for growing of sunflower, maize, soybeans, oil palm, etc.
Masindi (Kimengo Sub-County (20 square miles)	Leased 10 square miles to Soul Agri Business Company Limited for grain processing; the company has taken possession of the site; Leased half a square mile to CMG (U) Ltd for a ranching project; Leased 2.5 square miles to Afro-Kai Ltd for crop production and livestock rearing (animal fattening); Leased two square miles to Mena Foods Ltd for poultry rearing;

Masindi (Kimengo Sub-County (20 square miles)	Leased 0.16 square mile to Ministry of Local Government – for construction of an incubation hub for SME, funded by State House; and Allocated 0.15 square mile for UIA (administrative purposes) The land has a problem of squatters, which is hampering setting up of investment projects. Some squatters have created an illegal trading centre on the land, at a place called Kiryana. In meetings held in Masindi with the district and local authorities, the latest one on June 30, 2020, it was resolved that the squatters vacate the illegal settlement. The district authorities agreed to find alternative land for them. The investors were encouraged to continue with their activities, with the District promising to provide them security whenever it is needed.
Lukali-Goli in Buikwe District (84 acres)	Leased to Arrow Aqua-culture Africa Ltd for fish farming and fish processing.
Kaweri-Mubende (10 square miles)	Leased to Kaweri Coffee Ltd for growing and processing coffee for export.
Kasangati (20 acres)	Leased to Tomil Poultry Ltd for poultry farming
Kashari (59.6 hectares)	Completed installation of border markers around the land. Forty-seven 47 acres of the land has been allocated to BTS Clearing and Forwarding Ltd leaving 100 acres still intact.

Note: For operational companies in UIA-operated industrial parks see Annexes



UIA One Stop Centre for Investors won the Outstanding Sector e-Service Award (Tourism and Trade category) at the first ever e-Government Awards organised by National Information Technology Authority of Uganda (NITA-U).

D. Provision of One-Stop Centre Services to Investors

UIA One Stop Centre for Investors won the Outstanding Sector e-Service Award (Tourism and Trade category) at the first ever e-Government Awards organised by National Information Technology Authority of Uganda (NITA-U).

a) Background of the OSC

Although the concept of a One Stop Centre (OSC) at UIA was mooted in 2007, Cabinet formally established it under Minute CT52 (2014). The OSC offers both physical and progressive electronic access to a bundle of key investment-related services and

products under one roof. The OSC responds to popular demand for efficient and effective Government services, with emphasis on reduced bureaucracy, processing times and use of electronic systems to achieve maximum efficiency. The Investment Code Act (as amended in 2019), under Section 3, further cements this aspiration by placing the OSC amongst UIA's key objectives.

b) OSC Performance in FY 2019/20

Transactions

In financial year 2019/20, the OSC grew by leaps and bounds, both in breadth and depth of services.

Investment-related transactions (unique services):

UJA set out to provide 30,000 of these transactions up from the target of 15,000 services in 2018/19. We were positively surprised to hit the mark of 82,000 transactions, even when COVID-19 pandemic significantly affected traffic to the OSC. This was a surplus performance of about 200 percent. The Authority owes this to our fantastic clients, the OSC team, the UJA family and Management, and the Government (MOFPED).

Licensing of projects: We were able to license 256 investment projects, against an annual target of 300. This was a great achievement, considering that our activities were adversely affected by the COVID-19 pandemic.

Response to COVID-19

The OSC in particular, and UJA in general, was able to ensure business continuity despite the lockdown due to the spread of the COVID-19 pandemic. Thanks to our earlier adoption of ICT in our business process, it was basically business as usual as many services, like licensing of investment projects, were increasingly transacted online. Further, this significantly reduced risks of spread of the disease, safeguarding the health of the staffers and clients. Chalking 293 new investment projects is testimony to the benefits of harnessing and leveraging use of ICT in business processes.

Model OSC in the EAC

The OSC has now become a model in the EAC and COMESA blocs. A number of Government IPAs are adopting this model due to its demonstrated efficiency, effectiveness and successes. All IPAs in the EAC partner countries, with the exception of Burundi and South Sudan, now have operational One Stop Centres fashioned on what the UJA OSC is doing. These OSCs are also progressively providing investment-related services online.

Agencies and services offered in the OSC

Government agencies and partners offering investment-related services grew from 13 in FY 2018/19 to 16 this financial year. The new entrants are:

- National Identification Registration Authority (NIRA)
- National Information Technology Authority (NITA-U) and
- Federation of Uganda Employers (FUE). FUE joined the OSC in March 2020, to handle employer-employee relations and mentoring, in line with the Employment Act, 2008.
- Collectively, the OSC now offers over 40 services through a well-articulated and communicated client service charter, which is continuously updated, in a world-class setting. The other agencies in the OSC are;
- Uganda Investment Authority (UIA)
- Uganda Registration Services Bureau (URSB)
- Directorate of Citizenship and Immigration Control (DCIC)
- National Environment Management Authority (NEMA)
- Ministry of Lands, Housing and Urban Development (MLHUD)
- Uganda Revenue Authority (URA)
- Kampala Capital City Authority (KCCA)
- Uganda National Bureau of Standards (UNBS)
- Uganda Free Zones Authority (UFZA)
- Umeme (power utility)
- Diamond Trust Bank (banking) and
- Giant 100 (tourism and conservation investment promotion).



Uganda Registration Services Bureau service point at the OSC.

New Innovations

In Q4, the OSC introduced and operationalized call centre services and a customer queue management system. Our 24/7 call centre service can now be accessed by dialing +256-206-300968. The call centre has agents capable of assisting clients in a variety of Ugandan local languages, as well as international languages like English, French, Mandarin, Hindi and Swahili. The call centre augments our helpdesk by improving the feel and range of services at the OSC. We plan to launch new electronic services, in a bundle, in the next financial year.

The year also so efforts geared at making the e-Biz electronic platform more robust. These included continuous development and maintenance of the system, acquisition of redundant bandwidth for OSC critical services, and installation of a queuing system. The OSC's IT capabilities were boosted through the procurement of seven smart television screens, an outdoor projector and a boardroom projector plus their accessories, as well as 10 user laptops. Inter-agency business meetings were held with NEMA, URA, DCIC and URSB to resolve process automation issues and progress of e-Biz implementation.

Capacity Building

In the area of capacity building, the IT and Research teams were trained in data protection, IT auditing, cybercrime prevention, digital forensics and ethical hacking, data management, analytics and modelling, and application programming. This is aimed at upping the knowledge and skills set of the teams to match developments in the digital realm. To deepen teamwork, collaboration, peaceful coexistence, the OSC conducted a high-performance team-building exercise for all staffers in the OSC (all agencies in the OSC). The OSC also sponsored benchmarking studies for two Board members in the Republic of South Africa, while the rest of the Board members went to South Korea and Vietnam.

Expansion and taking Services to the Regions

In the next financial year, we plan to extend OSC services to the regions. Through parliamentary appropriation, we intend to set up, in the short-term, four regional OSCs in Arua (to serve West Nile), Gulu (to service Acholi, Lango and Karamoja sub-regions), Mbale (to serve Eastern

Region) and Mbarara (to serve Western Region).

The regional OSCs will bring services closer to our clients outside Greater Kampala in a very systematic manner. This will help reduce cost of doing business in real terms as well as help UIA address investor issues. The regional OSCs will also be used by UIA's Investment Promotion and Business Development and SME Divisions to offer business development and SME development services.

Introduction of New Online Services

The OSC is also keen on introducing additional services on its online platform (www.ebiz.go.ug). These include URA's e-Tax (for TIN registration and verification), KCCA's eCitie (for issuance of trading license), NIRA's National Identification Number (NIN) verification service, and DCIC's e-Visa for five immigration-related services and products. We also intend to fully extend business registration services online.

E. Development of Sustainable Domestic Investments and Small and Medium Enterprises (SMEs)

UIA has a full-fledged SME Division, whose overall mandate is to promote, facilitate, nurture and improve the investment climate for micro, small and medium enterprises (MSMEs). UIA engages in activities targeted at developing MSMEs and deepening domestic direct investment (DDI).

In the area of SME, UIA is specifically mandated to:

- a) Facilitate and support the development of competitive SMEs in the priority areas;
- b) Facilitate, link and enhance SME business environments to improve and increase revenues earned by SMEs;
- c) Facilitate and link SMEs for inclusion under National/Local Content of priority areas e.g. Oil and Gas;
- d) Improve access to business related information; and
- e) Carry out applied research and contribute to SME related policy formation and advocacy.



Biyizinka Enterprises animal feeds processing plant at Bweyogere Industrial Estate.

Highlights of SME Division achievements in FY 2019/20

Development of the SME database

The Authority focussed on developing the current largely manual database on SME’s with the goal to identify SME’s for growth by ensuring traceability of SME’s as well as the efficient and timely application of interventions to ensure that these SME’s thrive in business.

Leveraging on ICT to ensure business continuity

The COVID-19 pandemic and subsequent lockdown disrupted many SMEs which were threatened with closure and liquidity challenges. As a result, UIA leveraged online meetings and seminars to keep in touch with our SMEs over the period. We, for example, mentored and sensitized 30 members of Zimba e-Commerce Group on how to use ICT and we participated in partner zoom meetings to provide support on advisory, resiliance and recovery strategies.

Researching

The SME Division, in collaboration with the Investment Promotion and Business Promotion Division and Research Unit, studied the impact of COVID-19 on SME’s and business in general in order to improve service delivery and to make the appropriate policy recommendation. Using both Social Media and Traditional Media channels to raise awareness about our services as well as provide advice on resilience and recovery strategies. We, for example, ran 2 Talk shows and 4 webinars on SMEs amidst COVID-19.

Table 4: Some activities carried out while observing COVID-19 guidelines and directives

Planned output	Quarter 4	Partner/Stakeholder
Effective SME publicity, promotion, facilitation, aftercare services and advocacy	<ul style="list-style-type: none"> • Two NTV talk shows on resilience and recovery strategies post-COVID-19 • Four webinar presentations on SME amidst COVID-19 	<ul style="list-style-type: none"> • MSME Vocational Centre Ntinda, Kampala • National Agro-SME Alliance • Venture Lift Africa • ITC/BTFIV
Enterprise and Skills Development Program (ESDP) - Development of the cottage industries (technical and entrepreneurial skills)	<ul style="list-style-type: none"> • E-Coaching of 50 BPW Kampala Women on governance and leadership for Boards • e-Skilling and mentoring for 20 women in the Zimba Women e-Commerce Group (online trading) • Webinar training for 32 ITC/NTFIV Silver Category SMEs 	<ul style="list-style-type: none"> • Business and Professional Women KLa Chapter • Zimba Women e-Commerce Group • ITC/NTFIV

Key lessons learned from the COVID-19 pandemic

- ICT, as a business enabler, needs to be fully explored and adopted as a key component of service delivery. Business digitization is a reality that must become a business as usual agenda internally as well as a key component of empowering SMEs.
- Data collection and data management need to become a core function of the SME Division.
- Stakeholder mapping and partnership need to be harnessed for effective service delivery thereby replacing duplication of services with synergies

Status of Development of Comprehensive SME Database

Efficient and effective service delivery to SMEs lies in the ability to identify, attract, assess and facilitate them. The SME equation is a recognized challenge worldwide and the fastest path to a solution is development of an interactive SME Portal that has a hybrid of human intervention and technological interfaces. This activity is called profiling. A profile allows you to match and link items and or entities for various reasons.

This year, UIA focussed on improving our largely manual SME database which currently consists of business and investment profiles of 25,434 registered MSMEs. The manual nature of the database leaves it vulnerable to

errors, slow and tedious entries, the lack of scalability opportunities and the inability to trace MSMEs. As a result of our efforts, UIA;

- Investigated the possibility of upgrading the current database into an interactive SME Portal that would be a custodian database and an authentic National Reference Point for MSMEs, providing all stakeholders with an authenticated reference point in May 2020, the Directorate. This database will allow us to
 - Ascertain the number of SMEs existing in regions and across the country.
 - Qualify the nature of economic activities undertaken by the respective SMEs.
 - Effectively plan and extend business development services to these SMEs.
1. Profiled 3,995 SMEs in 11 districts which were then included in the database. The districts are Bushenyi (Ishaka) (400 SMEs), Mbale (323), Gulu (412), Kasese (60), Iganga (400), Kamuli (400), Jinja (400), Nakasongola (400), Mubende (400), Kiboga (400) and Kyankwanzi (400). Accordingly, 10,567 businesses were filtered, as indicated below, as the baseline for harnessing growth. This data will form an integral component of KPI measurements on growth initiatives of the division.

Highlights of the Profiling Agenda

The database currently stands at 24,239 businesses that have received some facilitation from UIA. The cumulative annual revenue contribution to Uganda's economy by UIA facilitate stands at Ugx 917.3bn. The total SME database currently has a total number of 120,410 jobs created by MSMEs that have been facilitated by UIA and 80% are in priority areas

Table 5: Businesses profiled in UIA SME Database 2020

Business sector	Number of businesses profiled
Agriculture, forestry and fishing	566
Manufacturing	792
Professional, STEI services	1,764
Mechanics – vehicles, bikes etc.	178
Construction	40

Education	287
Creative arts and entertainment	228
Electricals, gas and air-conditioning suppliers	34
Finance and insurances	136
ICT	34
Mining and quarries	9
Real estates	14
Renewable energy	9
Tourism	49
Logistics, transport and storage	84
WASH	7
Wholesale and Retail Stores	5,071
Hospitality- Accommodation & Catering	744
Administrative and support Services	11
Health & Social works	481
Total	10,538

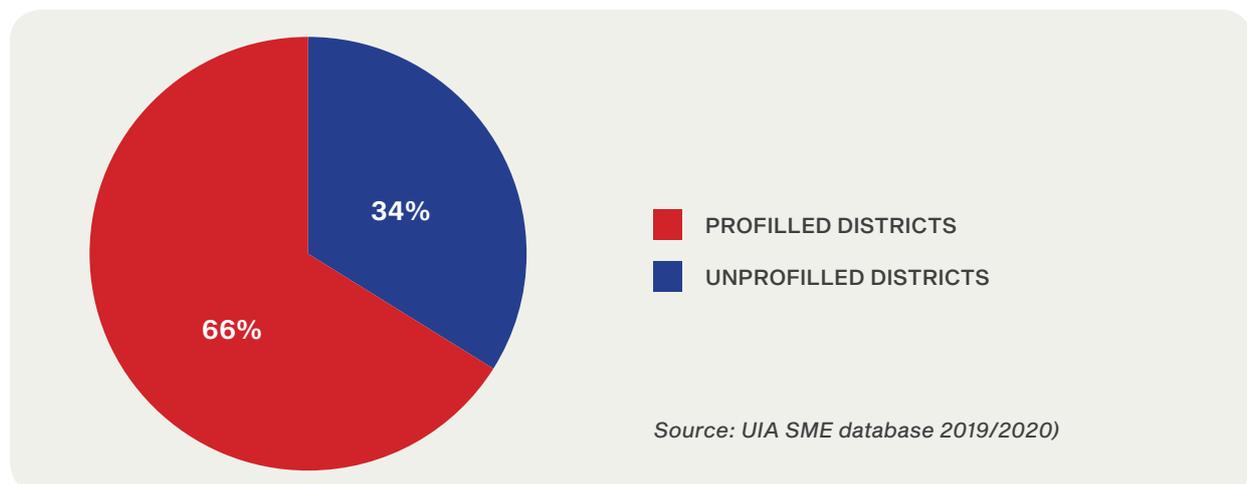
Source: UIA SME database 2019/2020

Note:

- SMEs in the trade sub-sector totalling 5,071 will be linked to the Ministry of Trade, Industry and Cooperatives for direct management.
- The remaining 5,467 will be supported under EDSP, specifically skilling in e-Marketing and e-Commerce.

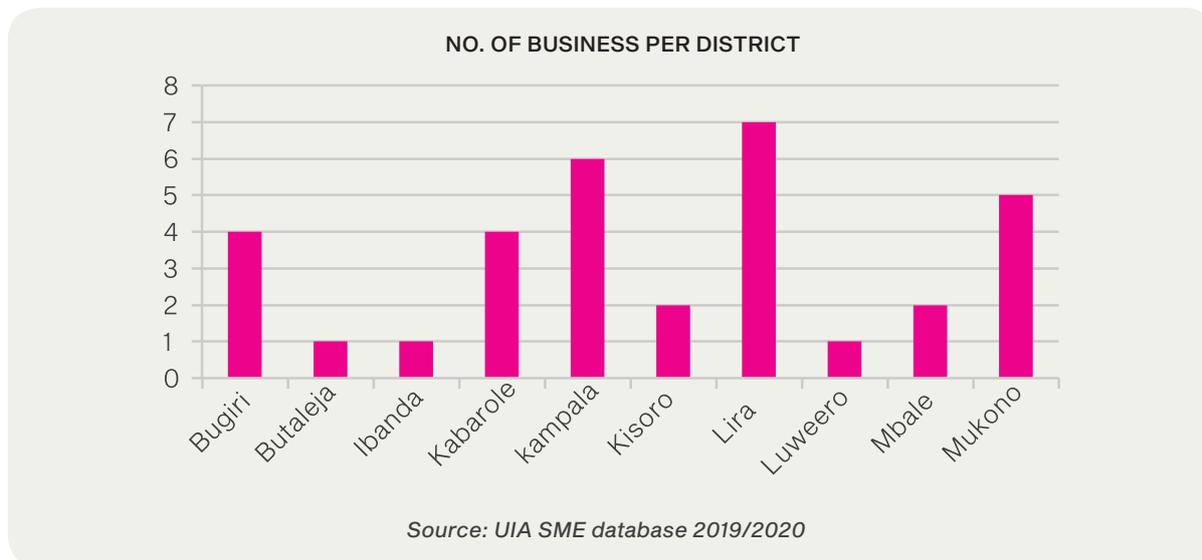
Key highlights from the business profiling activity

UIA profiled businesses in 38 districts on account of inadequate funding. The current process of profiling for database development is 75 percent and manual (see chart below)



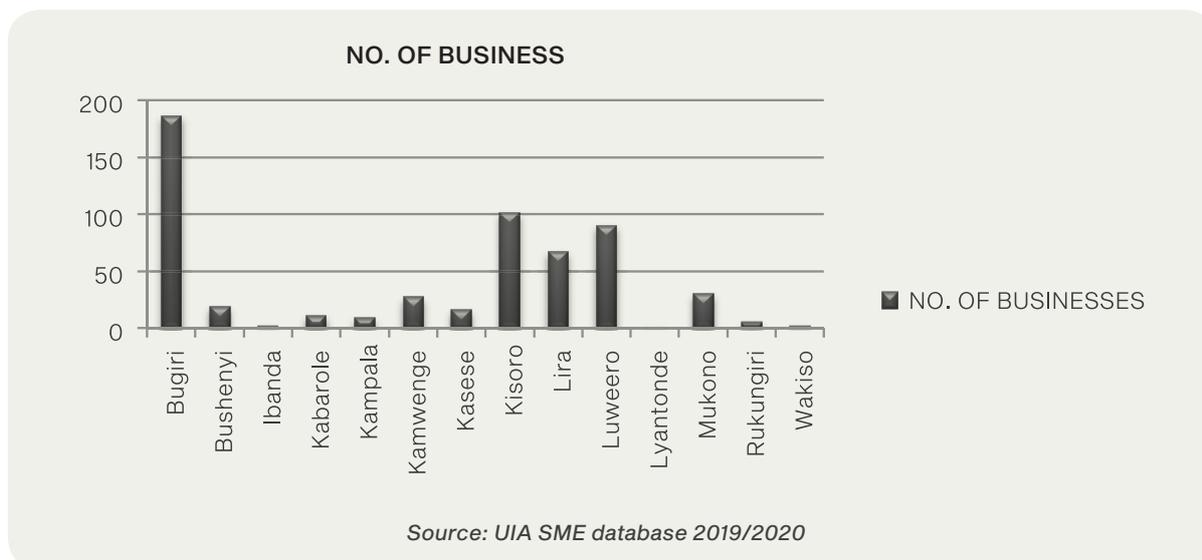
Construction sector

Lira District ranked the highest with the highest number of businesses in the construction sector. This is a clear indication of the developmental initiatives



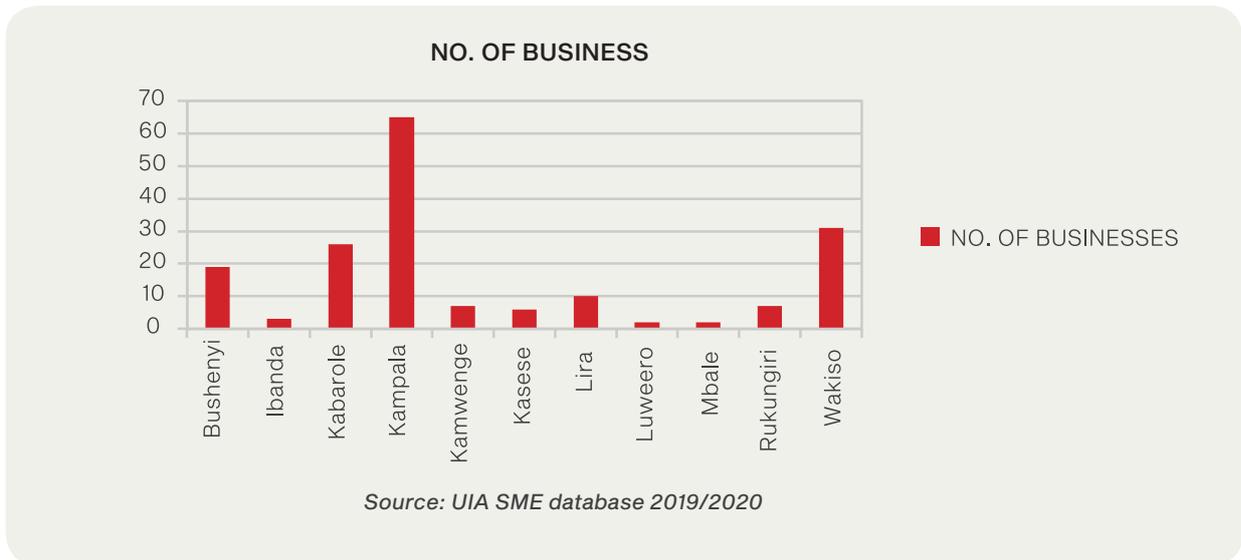
Agribusiness sector

Ibanda, Lyantonde, Rukungiri and Wakiso districts have the lowest number of agro- processing businesses with Lyantonde recording the least number of businesses in this sector.



Repair of motor vehicle and motorcycle services

Ibanda, Luwero and Mbale districts have the lowest number of businesses, whereas Kampala is recorded the highest number of businesses in the repair of motor vehicles and motorcycles services sector.



Annual turnover

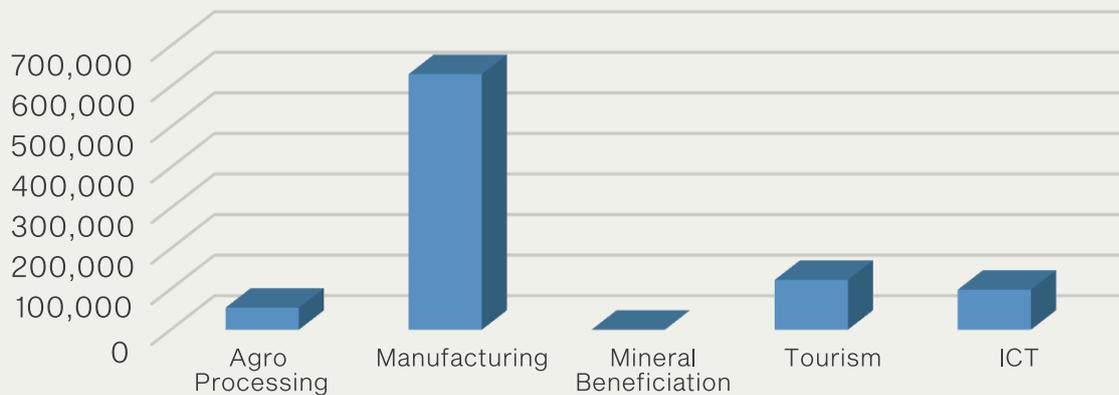
The annual revenue contribution to the economy by new and retained SMEs facilitated by UIA and profiled stands UGX 1.679 trillion, with UGX 917.3 billion coming from priority areas.

Table 6: Annual turnover by priority sectors

Priority sector	Total annual turnover – over '000,000
Agro processing	54,168
Manufacturing	629,901
Mineral Beneficiation	76
Tourism	122,615
ICT	98,408
Total	905,168

Source: UIA SME database 2019/2020

PRIORITY SECTOR ANNUAL TURNOVER IN '000,000



Source: UIA SME database 2019/2020

- 1. Number of employees in registered SME companies:** The total number of jobs created by UIA-facilitated MSMEs in the database currently stands at 120,410 representing approximately 30 percent of companies in priority sectors.

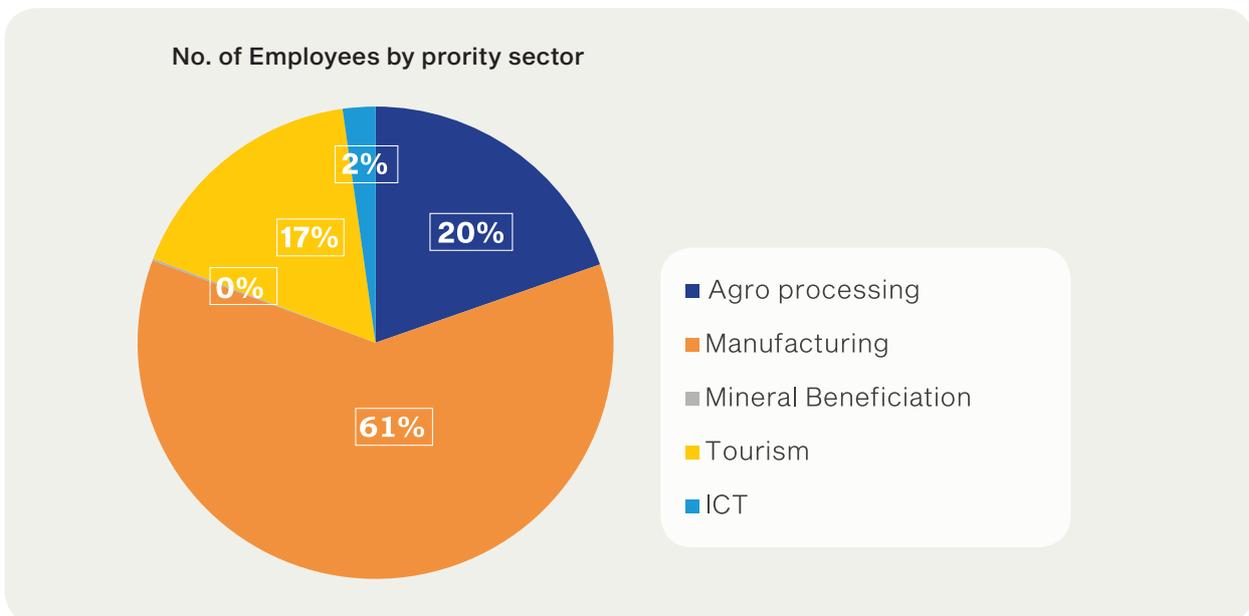
Table 7: Number of employees in registered SME companies

Sectors	No. of Employees
Agriculture, forestry and fishing	5,948
Manufacturing	18,505
Professional, scientific and technical activities	6,153
Repair of motor vehicles and motorcycles services	933
Construction	2,742
Education	4,235
Arts, entertainment and recreation	769
Electricity, gas and air conditioning supply	238
Finance and insurance activities	782
ICT	139
Mining and quarrying	42
Real estate activities	58
Renewable energy	104
Tourism	373
Transport and storage	385

Water supply, sewerage, water management and remediation activities	18
Wholesale and retail trade	35,602
Accommodation and food service activities	4,037
Administration and support service activities	47
Human health and social work activities	1,599
Total number of employees	82,709

Source: UIA SME database 2019/2020

Employees by priority sectors



Sectors	No. of employees
Agro-processing	5,948
Manufacturing	18,505
Mineral beneficiation	42
Tourism	5,147
ICT	672
Total	30,314

Other achievements

Capacity building

The Authority focused on SME capacity development as key in delivering its mandate. This year, one staff underwent training in Strategic Trade and Investment Promotion. Training scheduled for the 2nd half of the year were disrupted by the COVID-19 lockdown.

Publicity and advocacy

The Authority was involved in publicity, promotion, facilitation, aftercare and advocacy activities related to SME development. These included:

- Holding four investment forums in Kampala for the Top 100 SMEs,
- Sensitizing 385 SMEs on business formalization, acquisition of financing and competitiveness
- Sensitizing 200 SMEs on the findings of the Top 100 survey that was conducted in partnership with the Nation Media Group and other stakeholders
- Participating in one regional Skilling Uganda activity in Mbarara in which 200 graduates were engaged and sensitized on business development.
- Developing and distributing 1,500 IEC materials at various forums like summits, exhibitions, meetings, training, etc
- Publishing and distributing 600 copies of Wakiso Investment Profile, aimed at attracting domestic investments in the districts.
- Designing and aligning our new promotional materials to the next UIA Strategic Plan (2020/21 – 2024/25).
- Participating in the Harvest Money expo at Uganda Christian University in Uganda.

Regional SME promotion activities

In the financial year, UIA created and supported six District Investment Committees (DICs) in Kisoro, Kabale, Rukiga, Rubanda, Rukungiri and Kanungu, all of which now form a regional investment cluster. Various meetings were held in order to strengthen the DICs and focus their missions and activities. The DICs were equipped with various informational materials on various aspects of business development.

SME skills development initiatives

The Authority runs an Enterprise and Skills Development Program (ESDP) targeting the development of cottage industries, as well as the development of technical and entrepreneurship skills. In its Women-in-Business initiative, the Division conducted business skills training for 1,050 women entrepreneurs in Ishaka (200), Mbale (350), Gulu (200) and Kampala (300). The training covered various

aspects of business development like starting business, record keeping, financing, partnerships, innovations, sustainability strategies, etc. In the Mbale Industrial and Business Park, the Division engaged female SMEs and workers in business development activities aimed at uplifting them.

Development of SME clusters and value chains

This financial year, UIA:

- Conducted a needs assessment for silkworm cluster in Kasese which led to the creation of one silkworm value addition cluster comprising 60 members for which capacity building training was conducted. The Kasese silkworm value chain cluster is up and running.
- Created an apiary value chain cluster in Lira for which capacity building was conducted. The new Lira apiary cluster is also up and running.
- Created an apiary value chain cluster in Nakasongola which we also supported with.

These clusters will contribute significantly to the growth and development of the silkworm and apiary agro sub-sectors.



Products of UIA-supported small businesses in Masaka

SME promotion missions

The Authority supported MSMEs participation in inward and outward trade and investment activations. This year, 150 MSMEs participated in the East African Community (EAC) Jua Kali Exhibition in Kigali, Rwanda and prior to the Expo, the MSMEs were

sensitized on how to make the most of the Expo in two meetings. As a result, the MSMEs were able to use what they learned in engaging in business-to-business meetings which lead to new partnerships, opportunities and markets.

In partnership with Uganda Small Scale Industries Association (USSIA) and other stakeholders, UIA hosted the Cottage Industry Trade Fair in which 237 SME exhibitors were facilitated to attend. The exhibition attracted many people and benefited the SMEs in many ways like increased sales, new markets, new suppliers, etc.



Launch of Rising Woman Initiative Season 2. In the picture, the Chief Executive Officer of dfcu Bank, Mathias Katamba (third right), UIA's Director for Investment Promotion and Development, Sheila K. Mugenyzi (second right) and the General Manager of NTV Uganda, Johnson Omolo (right), who represented Nation Media Group, the owners of Daily Monitor.

The Rising Woman Initiative (RWI) Season 2 (2019)

The RWI aims at promoting the entrepreneurial spirit amongst Ugandan women and growing their businesses. The RWI is a collaborative brainchild of UIA, Monitor Publications Limited's flagship brand, The Daily Monitor, and dfcu Bank's Women-in-Business (WiB) programme. It targets women entrepreneurs engaged in micro, small and medium enterprises and members of women entrepreneurial organisations.

Through RWI, participants engage in a series of training in areas like leadership skills, business IT skills, business proposal writing, communication and

negotiation skills, financial management, networking skills, marketing, sales and customer care service, strategic thinking and planning, amongst others and are given the opportunity to compete to receive funding for the best business ideas/proposals.

RWI also provides, among others,

- i. Networking and learning opportunities at power talks/forums which address issues the businesses are facing;
- ii. Access to specialized pricing on all rate cards and bank products for all women in the club;
- iii. For the participation in mentorship programs with business advisors, financial experts and investors in areas like taxation, business performance and investment
- iv. Exposure to various international business investment opportunities and strategic partnerships
- v. Access to the industrial parks countrywide and
- vi. Exposure trip for 10 women with the most exciting proposals;

Following the success of Season 1, in which 402 women in business participated, Season 2 was launched at the dfcu Bank headquarters in Kampala.



Uganda Business Facilitation Centre nearing completion in Kololo, Kampala

General Management of the Authority

General management of the Authority is in the ambit of the Office of the Director General (ODG), which ensures managerial stability, divisional/operational coordination, effectiveness and efficiency and general cordial and conducive working conditions in order to deliver on the UIA mandate of promoting and attracting investments.

The ODG is headed by the Director General (DG) and the Directorate is made up of the following Units: Legal, Audit, Communications and Public Relations, Procurement and Disposal.

ODG performance in FY 2019/20

The Communications Unit

The Communications Unit supports and coordinates the communication functions of the Authority. The DG is the chief spokesman of the Authority, supported by a team of communication officials.



The Ag. DG, Lawrence Byensi, in an interview with China Global Television Network (CGTN)

In the year under review, UIA chalked a number of achievements in its communications efforts:

- Developed the Authority's first Communications and Stakeholder Engagement Strategy to ensure effective stakeholder management, streamlined messaging and improved positioning for the Authority.
- Wrote, published and contributed to over 50 news stories on UIA and worked with both national and international media houses through the year. These included;
 - National media houses like New Vision, Daily Monitor, UBC, NTV, NBS, the East African newspaper, the Worker's Eye Magazine, Bukedde Newspaper, Weekly Observer, Nile Post, the Sunrise newspaper, Rest TV, BBS, the Independent, Media Consult Limited,
 - International media houses China Global Television Network (CGTN), Bloomberg, Reuters, Xinhua, etc
- Penned 10 press releases and contributed articles on investment to MoICT on industrialization, Commonwealth Parliamentary Conference, UNBS @ 30, Operation Wealth Creation, France Discovers Uganda, etc.
- Established collaborative working relationships established with the Uganda Media Centre resulting in our holding 2 Press conferences at UMC. One of these focussed on the Diaspora Convention. We held an additional press conference on the impact of COVID-19.
 - i. Produced three promotional videos: "Uganda Ripe for Investment" to position Uganda as the preferred investment destination. We distributed 5,000 copies to various stakeholders; A video promoting Liao Shen Industrial Park which was distributed at Uganda-Hunan investment forum in China and uploaded on UIA website and; an investment awareness video produced for National Budget Speech
- Worked with different Directorates to raise publicity for:
 - The Top 100 SME program
 - The Diaspora 2019 event
 - The launch of Simi Mobile
 - The Ground breaking ceremony for infrastructure project in KIBP
 - The implementation of Manifesto in the Official Government Magazine by Uganda Media Centre/ Hallmark.



UIA staffers during Liberation Day celebrations in Ibanda, western Uganda.

- The activities and events related to the Presidential Investor's Roundtable (PIRT)
- Investment activities in KIBP where we coordinated the filming of these activities with the Reuters film crew
- Published promotional native infomercials for the OSC, IPDD, etc.; published Caveat Emptor on illegal land titles on KIBP land
- The E-Conference on "Status of Investment during the Covid-19 Pandemic" on NTV
- The launch of 8 factories during the lockdown
- Organised exclusive interviews for the DG with CGTN, NBS, NTV, New Vision, Smart TV, etc and published full-page Board Chair Question and Answer Covid-19 and Investments published in The East African newspaper.
- Revived the UIA newsletter "The Investor Magazine" after three years of non-publications
- Printed 1,000 calendars that were distributed to various stakeholders.
- Created an Archival System for documents, photographs, videos, etc. This is aimed at ensuring institutional memory of many key activities of the Authority. and videos created and being populated.
- Focused and increased engagement through our social media channels and the website. On Twitter, our followers increased to 5,896 by July, 2020, up from 4,339 in January, 2020. UIA Facebook Page followers have doubled to nearly by July 10, 2020 compared to a year ago.
- Organised UIA participation in a number of Expos: Harvest Money, Uganda-Europe Business Forum, West Nile Investment Symposium, Rwenzori Investment Expo, Liberation Day, etc.
- Organised six talk shows – utilizing free Government airtime on two TV (UBC and Bukedde) stations and four radio stations.
- Developed and disseminated vital information on COVID-19 to staff and other stakeholders; over 50 information packets were distributed.
- Developed and disseminated five Investor-specific and COVID-19-related Business Continuity Messages.
- Produced the 2018/19 Annual Report.
- Printed and distributed UIA Investment Abstracts which have helped the Institution and its stakeholders to track the level of investments and job creation



UIA Ag. Director General, Lawrence Byensi, presenting Quarter 3 Performance Report at Uganda Media Centre.

Office of the Corporation Secretary/Legal

The Legal Unit is headed by Corporation Secretary (CS). The CS acts a Secretary to the Board (under the new Investment Code Act, 2019), and records all minutes of meetings of the Board, is custodian of the Seal of the Authority, and carries out such other functions as the Board or DG may assign the holder of the position. Further, the CS advises both Management and Board on all legal and procedural matters.

In the year under review, the Office of the Corporation Secretary/Legal handled the following:



The UIA Corporation Secretary, Ms. Samalie Mukyala (left) with the Board at Luzira Industrial and Business Park.

- Spearheaded the drafting and enactment of the Investment Code Act, 2019, the Statutory Instrument (Minimum Investment Capital Requirements) Regulations, 2019 and embarked on the drafting of the Regulations to the Act.
- Represented UIA at national, regional, and international fora on matters relating to trade and investment agreement negotiations.
- Drafted all legal-related documents pertaining to Industrial Parks including but not limited to land offer letters, lease agreements, lease extensions, land withdrawal letters, sale agreements, etc.
- Liaised with external lawyers to give effective legal representation of UIA in courts of law, by organizing relevant documentation and witnesses.
- Provided legal opinions to Management and Board.
- Drafted memoranda of understanding, contracts and agreements.
- Liaised with various Government offices for all relevant approvals and clearances.
- Processed land titles for UIA and investors.
- Advised investors on legal procedures relating to investments and land matters.

Research Unit

UIA has a fully-fledged Research Unit, which coordinates research/study activities, policy analysis and publication of critical documents like the investment abstract, research findings, policy briefs, etc.

In FY 2019/20, the Unit registered the following achievements:

- Prepared, published and shared the Annual Investment Abstract for FY 2018/2019. The findings were also shared with the media at the Uganda Media Centre.
- Prepared, printed and shared Quarterly Investment Abstracts for Q1, Q3 and Semi-annual Investment Abstract for July-December 2020; these were disseminated to stakeholders.
- Prepared and share3 Briefs on performance of Uganda's economy prepared and shared with stakeholders internally.
- Prepared the Annual and Quarterly Accountability

Sector Reports and Common Results Matrices for submission to MOFPED for integration.

- The Research Unit, together with Investment Promotion and Business Development Division and IT Unit, carried out a survey on the Impact of the COVID-19 Pandemic on Private Investment and Businesses. The results were shared widely to stakeholders.
- Carried out a commissioned study on Conversion Rates of Investment Projects which were licensed during the period of 2013/14 to 2017/18, targeting 1,300 projects in all regions of Uganda. The findings put conversion rate at 65 percent and actual employment creation at 50 percent.

Procurement and Disposal Unit (PDU)

The Unit is charged with planning, executing and reporting on all procurement and disposal activities across all divisions in line with Section 31 of the Public Procurement and Disposal of Assets Act,

2003 as amended. In the year, PDU processed 283 procurements and initiated and implemented one disposal and held 52 Evaluation Committee and 24 contracts meetings. The Unit also submitted monthly reports to PPDA and updated all prerequisite information of the eGPP.

Internal Audit Unit

This Unit enhances and protects the organisations values by providing risk-based and objective assurance, advice and insight by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of governance, risk management, internal control and processes.

During this year, the Unit, reviewed the processes within the Procurement and disposal unit, verified revenue, other incomes and expenditures, reviewed the One Stop Center and ICT Unit activities, reviewed Human resource and administration processes. The risk assessment and mapping process is ongoing.



UIA's Ag. Director General, Lawrence Byensi (centre) making a case for investments in the Rwenzori Region.

03 Finance, Administration and Support

In FY 2019/20, the Unit received funding UGX 26,953,000 against a budget of UGX 46,753,000, which is 57.6 percentage. The actual amount of funds released against the budget, coupled with breakout of the COVID-19 pandemic, affected implementation of Unit activities especially capacity building.

Finance, Administration and Support Services (FAD)

The FAD's mandate is to:

- Promote efficient and effective Financial Management system.
- Prepare timely, accurate and reliable statutory reports.
- Safeguard the assets and financial operations of the Authority.
- Ensure increased mobilization and utilization of financial assets and resources,
- Formulate, recommend and implement financial policies
- Create a conducive working environment.
- Recruit competent and skilled personnel,
- Maintain a trained and motivated staff.

Achievements of FAD in FY 2019/20

- Generated and submitted biannual and nine-month Final Accounts.
- Completed and received approval of the Budget

and Budget Framework Paper (BFP) for FY 2020/21.

- Reviewed and amended the Finance and Accounting Manual.
- Facilitated external/internal Audits.
- Achieved Unqualified Report from OAG.**
- Generated required information and appeared before Budget and Finance Committee of Parliament, COSASE, Office of the Prime Minister, MOFPED etc., in defence of UIA operations.
- Received a budget increase of UGX 4 billion for FY 2020/21.
- Facilitated the Board of Survey; attained Asset register approval from Accountant General.
- Upgraded the Navision system to ensure harmony with IFMS and improve management reporting.
- Procured an electronic document management system. This is in the process of being implemented.
- Generated monthly, quarterly and bi-annual performance reports which were submitted in time.
- 25 trainings were undertaken by UIA staff.
- Successfully handled eight recruitments; seven more recruitments are underway and almost completed.
- Ensured safe continuous work conditions and information flow during the Covid-19 period and lockdown.

Economic and Budget/Financial Performance as at 30th June 2020

Economic Performance

Table 14: UIA economic performance in FY 2019/20

Variables	Totals (FY 2018/2019)	Totals (FY 2019/2020)	%ge growth (from 2018/19 to 2019/20)
Licensed projects	286	256	-8
Planned investments (USD)	1,347,147,174.80	895,002,860	-33.6
Planned employment	59,940	26,648	-55.6

UIA registered 256 planned investments in the FY 2019/2020 as compared with 286 the previous FY, indicating a decline of eight percent. This decline was mainly profound in Q4, largely attributed to the Covid-19 pandemic which led to loss of businesses and general aggregate demand.

In Q4 of FY 2018/2019, UIA registered 81 planned projects licensed worth planned investment capital of US\$ 1,254M and estimated to create 15,497 jobs. The registered planned investments of the same period in FY 2019/2020 of 30 planned projects licensed worth planned investment capital of US\$ 79.2M and estimated to create 2,707 jobs shows that the lockdown period of the fourth quarter led to economic decline.

Overview of Budget Performance from July 2019 to June 2020

The main UIA budget drivers for the FY 2019/20 were:

- Development and maintenance of Industrial and Business Parks with major emphasis on KIBP.
- Establishment of an effective electronic One Stop Centre for investors and creation of new 200,000 jobs as part of the overall target of one million jobs by 2021. This was intended to make UIA a focal point in the transformation process of Uganda and in the process of fulfilling the Presidential Directives.

Releases and Expenditures

The Government of Uganda released a total of UGX 11.514 billion to UIA during the period under review against the GOU budget of UGX 15.447 billion for the FY 2019/20. (74.5%)

Table 15. Overview of vote expenditures (UGX in billion)

		Approved Budget	Released by End Q 4	Spent by End Q4	% Budget Released	% Budget Spent	% Releases
Recurrent	Wage	4.203	4.203	4.084	100.0%	97.2%	97.2%
	Non Wage	10.138	6.864	6.711	67.7%	66.2%	97.8%
Devt.	GoU	1.106	0.446	0.436	40.3%	39.4%	97.7%
	Ext. Fin.	101.457	0.000	0.000	0.0%	0.0%	0.0%
GoU Total		15.447	11.514	11.231	74.5%	72.7%	97.5%
Total GoU+Ext Fin (MTEF)		116.904	11.514	11.231	9.8%	9.6%	97.5%
Arrears		0.000	0.000	0.000	0.0%	0.0%	0.0%
Total Budget		116.904	11.514	11.231	9.8%	9.6%	97.5%
A.I.A Total		0.000	0.000	0.000	0.0%	0.0%	0.0%
Grand Total		116.904	11.514	11.231	9.8%	9.6%	97.5%
Total Vote Budget Excluding Arrears		116.904	11.514	11.231	9.8%	9.6%	97.5%

The external funding of UGX 101.457 billion for the development of industrial parks was not released to UIA during the financial year.

Table 16: Releases and Expenditure by Department/Subprogram

Billion Uganda Shillings	Approved Budget	Released Spent	Spent	% GoU Budget Released	% GoU Budget Spent	%GoU Releases Spent
Program 1412 General Administration and Support Services	9.22	8.19	7.92	88.9%	85.8%	96.6%
Class: Outputs Provided	8.12	7.75	7.48	95.5%	92.2%	96.5%
141202 Office of the Executive Director	0.32	0.28	0.28	87.5%	87.9%	100.5%
141203 Finance and Administration	7.80	7.47	7.20	95.8%	92.3%	96.4%
Class: Capital Purchases	1.11	0.45	0.44	40.4%	39.4%	97.7%
141279 Acquisition of other Capital Assets	1.11	0.45	0.44	40.4%	39.4%	97.7%
Program 1420 Investment Promotion and Facilitation	6.23	3.32	3.31	53.3%	53.2%	99.9%
Class: Outputs Provided	6.23	3.32	3.31	53.3%	53.2%	99.9%
142001 Investment Promotion Services	0.30	0.27	0.27	91.1%	90.0%	98.8%
142002 Investment Facilitation Services	0.90	0.67	0.66	74.9%	73.6%	98.2%
142003 Supervision of the One Stop Centre Agencies	4.49	1.95	1.96	43.5%	43.7%	100.6%
142005 SME Facilitation Services	0.54	0.42	0.42	78.4%	78.2%	99.7%
Total for Vote	15.45	11.51	11.23	74.5%	72.7%	97.5%

Overall, UIA has executed 97.5% of its operational activities (see table 2.) The achievements are recorded in part 5 below.

Effects of under release of budgeted funds

The Authority received 74.5 percent in total against budget. As a result, the implementation of the e-Biz support and maintenance contract was delayed. The implementation of an online platform of the One Stop Centre directly contributes to reduction in the cost of doing business in Uganda. The delay in implementation of this service contract directly impacts the time it takes for an investor to process their business application.

Furthermore, only 40 percent was received for capital development by Q4. The Authority had planned to purchase most of its capital assets so as to replace obsolete assets and to facilitate industrial parks infrastructural projects to commence in the first and second quarters. The release shortfall has greatly affected the institution's ability to implement its core activities and its overall mandate.

The Authority continuously receives constant pressure from investors to service the industrial park roads and other facilities. The inability to provide these services in time has affected revenue collection because investors are not willing to pay for services that do not exist.

Over/under absorption for funds and reasons for it

A total of UGX 310 million was returned to the Treasury. Eight percent of this amount was for wage-related activities, mainly because of the delayed recruitment of the three deputy directors. Their interviews were postponed during the lockdown and are planned for the first quarter of the FY 2020/2021.

The rest of the unabsorbed funds relates to

unavoidable expenses like retrenchment cost of UGX 5 million and workshops and seminars which had to be cancelled due to Covid-19 lockdown.

Non-Tax Revenue (NTR)

The cumulative amount collected as at June 30, 2020 was UGX 378 million, out of the budgeted amount of UGX 600 million, reflecting 62 percent budget performance.

Table 17: Non-Tax Revenue for the FY 2019/2020

Sources	Budget NTR	Actual NTR received	Comments
Ground rent and service charge	241,000,000	211,869,165	Some investors say the services are not yet provided and hence refuse to pay.
SME Park rent	103,000,000	28,060,000	The tenants do not recognize UIA as the true Park landlord and are still trying to use political avenues/ maneuvers to regain ownership.
OTHER CHARGES (Lease Premium)	256,000,000	136,000,000	An investor in Kasese Industrial Park (Metu ZhonTong Bus Co. Ltd was to pay in April 2019 but has not paid during the Covid-19 pandemic.)
Fines and penalties		600,000	
Sale of Publications/bids	2,000,000	1,750,000	
Totals	600,000,000	378,279,165	

UIA has continued to experience challenges in collecting Mbarara SME park rent. Only 27 percent of the tenants paid their dues in the FY 2019/2020. Moreover, two workspaces were renovated by UIA within the financial year.

The uncollected lease premium belongs to Metu ZhongTong Bus Co. Ltd in Kasese Industrial Park and fell due in April 2020. UIA has issued demand notices and is following up to receive the due payment.

UIA closed with a receivables position of UGX 21 billion, 80 percent of which is premium and service fee for which the investors do not want to pay. It has been forwarded for approval for write off.

Budget execution challenges for the period July 2019 to June 2020

UIA faced the following challenges, amongst others, in execution of the budget for the financial year under review:

- a) Inadequate budgetary provisions and funding for critical activities such as investment promotion, monitoring and facilitation, implementing an investor's One Stop Centre and industrial parks development.
- b) UIA unpaid rent - UIA owes UGX 1.3 billion to end of FY 2019/2020 and has faced numerous eviction notices.
- c) The UIA fleet of vehicles are old and almost grounded. Investment promotion and facilitation activities are heavily curtailed.
- d) The Covid-19-induced lockdown has led to the postponement/cancellation of several UIA activities e.g. the annual Investment Week, Staff retreat etc. This has led to under-performance of the originally approved budget.

Registry (Records)

UIA has a robust Registry (Records Unit) that runs the records management system, which handles records to and from different Divisions. During the year, the Registry handled 1,448 incoming records.

**REPORT OF THE AUDITOR GENERAL ON THE AUDIT OF FINANCIAL STATEMENTS OF
UGANDA INVESTMENT AUTHORITY
FOR THE YEAR ENDED 30TH JUNE, 2020**

THE RT. HON. SPEAKER OF PARLIAMENT

Unqualified Opinion

I have audited the accompanying financial statements of Uganda Investment Authority which comprise the statement of Financial Position as at 30th June, 2020, and the Statement of Financial Performance, Statement of Changes in Equity and Statement of Cash Flows together with other accompanying statements for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements of Uganda Investment Authority for the year ended 30th June, 2020 are prepared, in all material respects, in accordance with Section 51 of the Public Finance Management Act, 2015 and the Financial Reporting Guide, 2018.

Basis for Opinion

I conducted my audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of Uganda Investment Authority in accordance with the Constitution of the Republic of Uganda, 1995 (as amended), the National Audit Act, 2008, the International Organization of Supreme Audit Institutions (INTOSAI) Code of Ethics, the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B) (IESBA Code), and other independence requirements applicable to performing audits of Financial Statements in Uganda. I have fulfilled my other ethical responsibilities in accordance with the IESBA Code, and in accordance with other ethical requirements applicable to performing audits in Uganda. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.



John F.S. Muwanga
AUDITOR GENERAL

29th December, 2020

Government of the Republic of Uganda
Financial Statements for the Year ended 30th June 2020

UGANDA INVESTMENT AUTHORITY - (UIA)

Commentary on the Financial Statements by the Head of Accounts

The total approved budget for UIA for the FY 2019/20 was Ugx **116.9** billion broken down into **14.341** billion recurrent, **1.106** billion capital development and **101.457** billion external financing for the infrastructural development of Kampala Industrial and Business Park. The total GOU allocation to UIA is Ugx. **15.447** Bn

During the Financial Year 2019/20, UIA was allocated 74.50% (Ugx. 11,513,971,752 out of the total expected annual cashflow plan of Ugx.15,447,466,628. UIA also collected and transferred a total of Ugx 377,981,165 as Non-Tax Revenue from ground rent and service fees from investors in the Industrial Parks among others as 30th June 2020. The NTR amount totaling to Ugx 111,586,533 as reflected in note 16(b) relates to collected revenue during FY 2018/19 but transferred during the FY 2019/20.

UIA absorbed 97.3% (Ugx. 11,198,113,706) of the released funds with Ugx. 5,885,049,452 (52.5%) of the funds being spent on employee costs, 43.5% (4,876,166,604) on operational activities and 3.9% (436,076,650) on capital assets for the Authority. The total expenses as per the Statement of Financial Performance amounting to 13,434,843,941 comprise of 2,237,551,235 which is 21% of the expenses being the payables captured as domestic arrears for the financial year ended 2019/20.

The external financing totaling to Ugx. 101.4bn* approved for the infrastructural development of Kampala Industrial and Business Park was not released during the FY 2019/20. UIA however signed the contract with the development contractor and secured the Environmental and Social Impact Assessment for the Project. Commencement of the project was in May 2020 during Quarter four of the FY 2019/2020.

The Authority closed the Financial Year with an asset position of Ugx. 48,667,181,548 of which 56% (27,323,856,374) was Land and 43% (21,343,265,201) related to Receivables. It is important to note that 93% of the Receivables are due for write off following a presidential directive to scrap off premium fees and a Board directive to scrap off service fees for land in industrial Parks and a request has been duly made to the Minister for approval. It should be noted that UIA Investment Land has not been valued for the last 10 years and hence the value presented in the financial statements does not reflect the true market price to date. Management has continuously requested for the services of the chief government valuer and hope that a positive response will be received to facilitate the timely valuation of the land in the next financial year 2020/21.

Out of the total closing liability balance of Ugx 2,411,335,543, (58%) is UIA unpaid rent for the period to June 2020. (6%) relates to the compensation of Mbale Squatters who are being paid on a case by case basis upon verification of requirements. UIA closed with a commitment of Ush 225,318,888 (10%) for the e-biz running of the One Stop Centre. The domestic arrears were verified by UIA Internal Audit and submitted to Internal Auditor for further management.

Effective this financial year, the financial statements have been prepared using modified accrual basis of accounting. A receivable amount of Ugx. 21,343,265,201 has been recorded in the statement of financial position as 30th June 2020. Of this amount, Ugx. 301,408,050 relates to receivables for the current period with the difference being receivables carried forward from the previous years.

I take full responsibility for the completeness and integrity of these Financial Statements, the financial information they contain and their compliance with the Public Finance Management Act 2015. The Trial Balance, Bank Reconciliation and the Bank Statements to 30th June, 2020 are attached.

Ms. Barbara Kabuchu



Head of Accounts

22/12/20

Date

Government of the Republic of Uganda
Financial Statements for the Year ended 30th June 2020

UGANDA INVESTMENT AUTHORITY - (UIA)

Statement of Financial Performance

[Based on classification of expenditures by nature]

	Note	Actual 30 June 2020 (Shs)	Actual 30 June 2019 (Shs)
OPERATING REVENUE			
Taxes	2		
External Assistance	3		
Transfers received from Treasury- UCF	4	11,198,113,706	10,732,468,152
Transfers received from Other Government units	5	0	
Non-Tax revenue	6	391,644,590	333,942,240
Total operating revenue		11,589,758,296	11,066,410,392
OPERATING EXPENSES			
Employee costs	7	5,885,049,452	5,859,462,471
Goods and services consumed	8	6,703,363,196	4,454,812,117
Consumption of property, plant & equipment	9	846,431,293	0
Subsidies	10		
Transfers to other Organizations	11		
Social benefits	12		
Other operating expenses	13		
Total operating expenses		13,434,843,941	10,314,274,588
Excess of revenue over expenditure from operating activities		(1,845,085,645)	752,135,804
Foreign exchange loss /Gain	14		(5,225,880)
Finance costs	15		
Transfers to Treasury	16(a)	(377,981,165)	(786,619,614)
Excess of Revenue over expenditure for the year		(2,223,066,810)	(39,709,690)

Mr. Joseph Kiggundu

Accounting Officer

Government of the Republic of Uganda
Financial Statements for the Year ended 30th June 2020

UGANDA INVESTMENT AUTHORITY - (UIA)

Statement of Financial Position

	Notes	30 June 2020 (Shs)	30 June 2019 (Shs)
ASSETS			
Cash and cash equivalents	17	60,000	111,908,533
Receivables	18	21,343,265,201	723,000
Inventories	19	0	
Investments	20	0	
Non-Produced Assets	21	27,323,856,347	27,323,856,347
Total Assets		48,667,181,548	27,435,760,880
LIABILITIES			
Borrowings	22		
Payables	23	2,411,335,543	175,884,308
Deposits	24	0	
Pension Liability	25	0	
Total Liabilities		2,411,335,543	175,884,308
Net assets (liabilities)		46,255,846,005	27,260,599,572
REPRESENTED BY: -			
Net Worth		46,255,846,005	27,260,599,572

Statement of Changes in Equity (Net Worth)

	Schedule	30 June 2020 (Shs)	30 June 2019 (Shs)
At 1 July - Net worth Last Year (B/F)		27,260,599,572	49,264,912,666
Less: Transfers to the UCF account	Note 16(b)	(111,586,533)	(564,263,907)
+/- Balance sheet adjustments	Note 27	21,329,899,776	(21,964,607,404)
Revaluation reserves		0	0
Add: Excess of revenue over expenditure for the Year		(2,223,066,810)	(39,705,690)
Closing Net Financial Worth		46,255,846,005	27,260,599,572

Mr. Joseph Kiggundu

Accounting Officer

04 PICTORIAL



H. E. President Yoweri Museveni officially launching Sino-Uganda Mbale Industrial Park. The industrial park has four operational factories (and counting), employing nearly 1,000 Ugandans.

H. E. President Yoweri Museveni launching construction of MMP Industrial Park in Buikwe.



H. E. President Yoweri Museveni commissioning a marble factory at Nanyidik Village in Rupa sub-county, Moroto District, Karamoja.

Processed juices at Mbarara SME Park.



Mbale Industrial Park



UIA Board Members during the commissioning of Mbale Industrial Park.



Teju juice processed by Soroti Fruit Factory in Soroti Industrial and Business Park.



President Museveni at the close of the Presidential Investor Roundtable 2020 Review Meeting



UIA Ag. Director General, Lawrence Byensi speaking at the Uganda Home is Best Convention in December 2019.



President Yoweri Museveni commissioning Yuti Breweries in Namanve.



UIA acting Director General Lawrence Byensi chats with a worker at Lurtex Textiles factory in Kapeeka Industrial Park.

05 ANNEXES

Operational industries in Kampala IBP

	Name of Company	Business Activity	Sector	Acreage	Ownership
1	Century Bottling (Coca Cola)	Beverages processing	Agro-processing	30	Foreign
2	Modern Agro Investments Ltd	Agro-processing	Agro-processing	4.5	Foreign
3	Kawacom U Ltd	Coffee processing factory	Agro-processing	15	Local
4	Wan De Industries Ltd	Manufacturing of leather and related products	Manufacturing	2	Foreign
5	Saran Agro investments Ltd	Manufacturing of Made Black Tea`	Agro-processing	1	Foreign
6	Platinum Properties Ltd (Haider Somani)	Housing	Real Estate	12	Local
7	Victoria Seeds Ltd	Seed processing	Agro-processing	1.5	Local
8	Tropical Heat (U) Ltd [Deepa Industries]	Spices and snacks	Manufacturing	1	Foreign
9	Mariana Agencies Ltd	Soap and vegetable oil plant	Agro-processing	10	Local
10	Tirupati Developers Ltd (UFZA)	Development of Free Zone	Storage	8	Local
11	Orion Transformers and Electrics	Assembly and manufacturing of transformers	Manufacturing	10	Foreign
12	Tian Tiang Group (Sany Operations Centre)	Wood processing plant, show rooms	Manufacturing	3	Foreign
13	Creston Properties Ltd	Warehousing	Manufacturing	3	Foreign
14	National Water and Sewerage corp. (NWSC)	Water booster pumping station	Electricity, gas and water	0.4	Local
15	Toyota Uganda Ltd	Motor vehicle and motor cycle assembling	Assembling, repair services	5	Foreign
16	Saba Gifco	Industrial warehousing and commercial complex	Storage	2.6	Foreign
17	Kazi Group Ltd	Cold storage plant	Storage	3.5	Local
18	Alfasan (U) Ltd	Veterinary pharmaceuticals and other animal health products	Manufacturing	2	Joint Venture
19	Nice House of Plastics Ltd	Plastics manufacturing	Manufacturing	5	Local
20	Namanve Industries	Agro packaging factory	Manufacturing	10.3	Local
21	Sunbelt Industries	Agro packaging factory	Manufacturing	25	Foreign
22	Creston Properties	Business process, outsourcing/ showrooms	ICT	6	Local

	Name of Company	Business Activity	Sector	Acreage	Ownership
23	Exquisite Solutions Ltd	Business processing out-sourcing Centre	ICT	1	Local
24	Hansom Eastern investments	Agro-processing	Manufacturing	6	Foreign
25	Mineral Oil Company	Agro processing plant	Manufacturing	2	Foreign
26	Uganda Brilliant Pile Industrial Co. Ltd	Manufacturing of blankets	Manufacturing	3	Local
27	Lexus Developments Ltd	Industrial warehousing and commercial complex	Storage	10	Foreign
28	Zhongs Industries Ltd	Rice processing factory	Manufacturing	7	Foreign
29	Zhongs Industries Ltd	Refined molten steel processing plant and scrap smelting	Manufacturing	4	Foreign
30	Office of the Prime Minister	National emergency response facilities	Storage	5	Local
31	Interior Technologies Ltd	Interior furniture	Manufacturing	2	Foreign
32	Crown & Packaging Ltd	Packaging materials, crowns and metal tins	Manufacturing	4	Foreign
33	Livercot Impex Ltd	Veterinary drug production	Manufacturing	4	Local
34	Luuka Plastics Ltd	Flexible plastic packaging materials	Manufacturing	10	Local
35	Threeways Shipping Services	Forwarding and Logistics	Logistics	15.7	Local
36	Kingstone Enterprises Ltd	Warehouses, an Inland Container Depot	Storage	20	Local
37	Afford Agencies Ltd	Pozzolana mineral processing facility	Manufacturing	3	Local
38	Geco Warehousing Ltd	Industrial warehousing	Storage	2	Local
39	Kyagalanyi Coffee Ltd	Coffee processing	Manufacturing	4.81	Foreign
40	Steel and Tube Industries Ltd	Bulk manufacture of steel tubes and plates	Manufacturing	50	Local
41	Uganda Industrial Research Institute (UIRI)	Industrial research and incubation centre	Education Services	15	Local
42	FOL Logistics (U) Ltd	Agro processing facility	Manufacturing	5.4	Foreign
43	Partnership for Renewal Ltd	Incubation centre for SMEs	Manufacturing	4.84	Local
44	ROKE Investments Ltd	Wood pole treatment	Manufacturing	4	Local

	Name of Company	Business Activity	Sector	Acreage	Ownership
45	Victoria Nile Plastics Ltd (Tembo Industries)	Grain milling and feed meal processing plant	Manufacturing	3	Foreign
46	Leaf Tobacco & Commodities (U) Ltd	Tobacco processing	Manufacturing	5	Foreign
47	Aliyzeco Industries Uganda Ltd	Cosmetics manufacturing	Manufacturing	1.5	Foreign
48	Roofings Rolling Mill Ltd	Building materials	Manufacturing	43	Foreign
49	Plasnet Ltd	Warehousing	Manufacturing	30	Foreign
50	Engo Holdings Ltd (SIMI Mobile Company)	Mobile phone manufacturing and assembling factory	Manufacturing	4	Foreign
51	Senzira Traders Ltd	Plastic production and recycling plant	Manufacturing	2	Local
52	Burhan Engineering and Cylinder Manufacturing Industry (U) Ltd	Mineral processing factory	Manufacturing	3	Foreign
53	Tian Tang Group	Wood processing plant	Manufacturing	18.2	Foreign
54	Uganda Police Force	Police textile factory, as well as a security post	Manufacturing	5.5	Local
55	Fei Long Investments Ltd	Warehousing for industrial use	Manufacturing	7.1	Foreign
56	Hansom Eastern Investments	Commercial vehicle assembling plant	Manufacturing	2.5	Foreign
57	Ntake Bakery Co. Ltd	Manufacturing of pavers	Manufacturing	5	Local
58	Hima Cement Ltd	Milling of clinker, gypsum & other additives	Manufacturing	20	Foreign
59	Equator seeds Ltd	Agro-processing plant (SME PARK)	Manufacturing	2	Local
60	Yuti Breweries	Wines processing facility	Manufacturing	5	Foreign
61	Canaanze Construction Co Ltd	Soft drinks processing	Manufacturing	3	Local
62	Opit Investments	Grain processing	Manufacturing	3	Local

Operational industries in Luzira IBP

No	Name of Developer	Business Activity	Acreage	Sector	Status	Ownership
1	Quality Chemicals Limited	Pharmaceuticals production (antiretroviral, anti-malarial drugs, etc.)	30	Pharmaceuticals	Operational	Joint Venture
2	Oryx Gas Uganda Limited (Engen Petroleum)	Liquefied petroleum gas (LPG) plant	4.762	Chemicals	Operational	Foreign
3	Graphics Systems (U) Ltd	Laser cutting and metal stamping, fabrication services, textiles, packaging, etc.	3	Manufacturing	Operational	Foreign
4	Transpaper (U) Limited	Paper products	1.413	Paper and Paper Products	Operational	Foreign
5	Blue Wave Beverages Ltd	Beverages processing	1.532	Beverages	Operational	Foreign
6	Basere Investment Limited	Manufacturing of disinfectants	1.206	Manufacturing	Operational	Local
7	Masterwood Investments Ltd	Manufacture of furniture and timber fittings	1.537	Agro-Processing	Operational	Local
8	Surgipharm (U) Limited	Manufacturing of drugs	3.101	Pharmaceuticals	Operational	Foreign
9	Pipeline Industries	Manufacture of plastic, foam, irrigation and electrical products	2	Manufacturing	Operational	Foreign
10	Techedge Africa Limited (Cameo Techedge Services Ltd)	ICT, business process and outsourcing centre	0.5	ICT	Construction stage	Foreign
11	Aponye (U) limited	Grain traders and warehousing	2.008	Logistics	Construction stage	Local

Operational industries in Bweyogere Industrial Estate

No	Name of Developer	Business Activity	Acreage	Sector	Status	Ownership
1	Crane Paper Bags Limited	Processing of paper bags	2	Agro-processing	Operational	Foreign
2	Uganda National Bureau of Standards (UNBS)	Offices and laboratories	15	Institutional (office and laboratories)	Operational	Local
3	Biyinzika Enterprises	Grain processing	2	Agro-processing	Operational	Local
4	Tarpo Industries	Manufacturing of tents and camping material	2.6	Manufacturing	Operational	Local
5	Bweyogere Hospital	Private hospital	5.916	Health	Operational	Local
6	Arnold Brooklyn & Co. Ltd Mama Care Foundation	Nutritional products and beverage factory	2.94	Agro-processing	Operational	Foreign
7	Omega Construction Limited	Manufacturing of building materials	1.927	Manufacturing and construction	Construction stage	Local

No	Name of Developer	Business Activity	Acreage	Sector	Status	Ownership
8	Daf Agro Ltd	Agro-Processing	1.5	Agro-processing	Operational	Local
9	BPC Chemical	Paint manufacturing plant	1.186	Manufacturing	Pre-start Studies	Local
10	BDH Labs Ltd	Warehouse for assembling hospital furniture and repackaging of laboratory chemicals	1.112	Logistics	Pre-start Studies	Local

Companies allocated land in Jinja IBP

No	Name of Developer	Business Activity	Acreage	Sector	Status	Ownership
1	Kiira Motors Corporation	Vehicle manufacturing/ assembling plant	100 acres	Manufacturing	Constructing	Local
2	Pearl Health Sciences Ltd.	Producing large volume parenteral capsules ,tablets and ointments	10 acres	Pharmaceuticals	Pre-start stage	Foreign
3	Uganda Electricity Distribution Company Ltd.	Processing of electricity poles	12.4 acres	Construction	Pre-start stage	Local
4	Nile Fishing Company Ltd.	Establishment of a marine assembling plant	3 acres	Agro-processing	Pre-start stage	Local
5	Uganda Free Zones Authority	Establishment of a free trade zone	20 acres	Manufacturing	Pre-start stage	Local
6	Jaguar Carriers Junior Ltd.	Inland container depot and bonded warehouse	1 acre	Logistics	Pre-start stage	Local
7	Nile Plywood	Manufacturing of plywoods, block boards and furniture	12 acres	Agro-processing	Pre-start stage	Local
8	Mega Holdings Ltd.	Agro processing	3 acres	Agro-processing	Pre-start stage	Local

Companies allocated land in Soroti IBP

No.	Name of Developer	Business Activity	Average	Sector	Status	Ownership
1	Uganda Development Corporation & Teso Fruit	Fruit Juice processing	12.4	Agro-processing	Operational	Local
2	Sanqua Engineering Limited	Production of concrete products	4	Construction	Constructing	Local
3	Uganda Free Zones Authority	Free Zone Area	20	Manufacturing	Pre Start Studies	Local
4	Teso Foods	Agro-processing	3.175	Agro-processing	Pre Start Studies	Local
5	Keliz Hotel Limited	Hotel	2	Tourism	Pre Start Studies	Foreign

No.	Name of Developer	Business Activity	Average	Sector	Status	Ownership
6	Keliz Medical Equipment Ltd	Manufacturing of Medical cotton products	1	Agro-processing	Pre Start Studies	Foreign
7	Mega Holdings	Processing of agricultural products	5	Agro-processing	Pre Start Studies	Local
8	Soroti Teachers Co-Operative Union	Establishment of ware houses	1	Ware houses	Pre Start Studies	Local
9	Amuru Futures	Processing of agricultural products	4	Agro-processing	Pre Start Studies	Local
10	Wodma Investment Ltd	Building and Construction Plant	3	Construction	Pre Start Studies	Local
11	Star Tahina Ltd	Food processing plant	5	Agro-processing	Pre Start Studies	Local
12	C and G Andijes	Fruit (Mangoes, Oranges & Pineapples) Extraction, Processing & Packaging	4	Agro-processing	Pre Start Studies	Local
13	Komolo Foods and Beverages Ltd	Grain and Fruit Processing	20	Agro-processing	Pre Start Studies	Local
14	Asalalamaal Ltd	Manufacture of vegetable and animal oils and fats	5	Agro-processing	Pre Start Studies	Foreign
15	National Muslim Women Development Council	Developing a Regional Agricultural Mechanization Equipment Centre	1	Manufacturing	Newly Allocated	Local
16	Serere Agro Enterprise Limited	Agro Processing And Bulk Grain Handling	4	Agro-processing	Newly Allocated	Local
17	Soroti District Local Government	Skilling Youth	10	Skilling Centre	Newly Allocated	Local
18	Wash And Wills Country Home Ltd	Hotel	5	Recreation	Newly Allocated	Local
19	Development Measures International Ltd	Skilling The Youth	5	Skilling Centre	Newly Allocated	Local

Companies allocated land in Kasese IBP

No	Name of Developer	Business Activity	Sector	Acreage	Status	Ownership
1	Gulu Agricultural Limited	Processing of agricultural products	Agro-processing	10 acres	Construction	
2	Uganda Free Zones Authority	Export business accelerator	Manufacturing	20 acres	Pre-start stage	
3	Rwenzori Farmers Marketing Cooperative Society Limited	Processing of agricultural products	Agro-processing	10 acres	Pre-start stage	
4	Bukonzo Mixed Farm	Processing of agricultural products	Agro-processing	5 acres	Pre-start stage	Local
5	Sea Horse	Cotton processing	Agro-processing	5 acres	Pre-start stage	Local
6	Tamusana Agencies Limited	Juice processing	Agro-processing	3 acres	Pre-start stage	Local
7	Tawakkal Stores Ltd	Maize milling Plant	Agro-processing	2 acres	Pre-start stage	Local
8	Sserumaga & Brothers	Warehouse	Logistics	2 acres	Pre-start stage	Local
9	RAM Agro Ltd	Processing of agricultural products	Agro-processing	5 acres	Pre-start stage	Local
10	Co-Effort Ltd.	Warehousing	Logistics	2 acres	Pre-start stage	Local
11	Nzirimu Ltd.	Processing wheat	Agro-processing	2 acres	Pre-start stage	Local
12	Cereal Industries (U) Ltd.	Cereal processing	Agro-processing	2 acres	Pre-start stage	Local
13	Mejaruda Ltd.	Pole treatment	Agro- processing	2 acres	Pre-start stage	Local
14	Mt Rwenzori Coffee Farmers	Coffee Processing	Agro-processing	3 acres	Pre-start stage	Local
15	Tirupati Ltd.	warehouses	Logistics	15 acres	Pre-start stage	Foreign
16	Metu Zhong Tong Bus Company Ltd.	Assembling of buses	Manufacturing	100 acres	Newly allocated	Local

SMEs in Mbarara SME Park

No	Enterprise Name	Nature Of Enterprise	Sector	Unit Occupied	Status	Ownership
1	Agribusiness & real estates ltd	Dairy products/ cheese production	Agro-processing	5 double	Operational	Local
2	Akaka general hardware	Hardware store	Logistics	6 single & 39 double	Operational	Local
3	Aloevera Paints Ltd	Paint manufacturing	Manufacturing	9 double	Operational	Local
4	Bitwiire Holdings Ltd	Tissue manufacturing	Manufacturing	12 double & 13 single	Operational	Local
5	Abdulkwiz company	Beverages	Agro-processing	11 double	Operational	Local
6	Wastewatch Initiatives Ltd	Waste recycling	Manufacturing	14 single	Operational	Local
7	Elmah Technologies Ltd	Hardware store	Logistics	38 single	Operational	Local
8	Crystal Establishments Ltd	Paint manufacture	Manufacturing	17 double	Operational	Local
9	Cranefoam Mattresses Ltd	Mattress manufacturing	Manufacturing	41 double	Operational	Local
10	Kawooya Muhammad	Waste recycling	Manufacturing	18 single	Operational	Local
11	Thaddy Investments Ltd	Beverages	Agro-Processing	19/20 double & single combined, 21 double	Operational	Local
12	Jackson Lumu	Produce store	Logistics	24 & 25 single	Operational	Local
13	Mbarara Agromill	Beverages /diary production	Agro-processing	26 single	Operational	Local
14	Premium Paints and Chemicals Ltd	Paint manufacturing	Manufacturing	29 double	Operational	Local
15	Kaste Investments	Tissue production	Manufacturing	30 single, 31 double & 32 single	Operational	Local
16	Backyard Farm Supplies	Farm produce	Logistics	33 double	Operational	Local
17	Fola Investments	Beverages/ wine production	Agro-processing	34 single	Operational	Local
18	Bamza Investments Ltd	Farm produce/ milling	Agro-processing	35 & 36 single	Operational	Local



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