

STRATEGIC PLAN 2020/21-2024/25

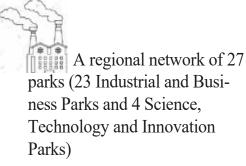
"Accelerating Domestic and Foreign Direct Investment for Sustainable Industrialization"

> Kampala Industrial and Business Park Namanve

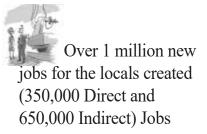




KEY FACTS AND FIGURES ABOUT THE PLAN









Foreign Direct Investment contribution to GDP projected to increase from 3.68% to 5%



Domestic Direct Investment estimated to

increase from 24.5% to 50%



4 Regional One Stop Centres for business registration, licensing and other services



STATEMENT FROM THE MINISTER OF FINANCE



his Uganda Investment Authority (UIA) Strategic Plan covers the FYs 2020/21 – 2024/25 and maps out the Authority's Vision, Mission, Mandate and Core values, taking into account all the current policies, legislations and aspirations sponsored by the Authority, and other frameworks, namely: Vision 2040, the NDP III, the Investment Code Act (amended 2019), the Accountability Sector Strategic Investment Plan (ASSIP), the draft National Investment Policy (2018), and the National Industrialization Strategy (2018).

The Plan identifies the key strategic issues and assesses the Authority's Strengths, Weaknesses, Opportunities, and Threats (SWOT) based on which the strategic outcomes, strategies and objectives that the Authority will pursue over the medium term have been formulated. The plan is therefore pivotal in guiding the Authority in the quest to deliver its mandate, particularly through improved service delivery

The plan aims to ensure that the Authority's mission of a globally competitive Uganda profitable for business and investment will foster sustainable economic growth and development through domestic and foreign investments, as well as a continuously improving investment climate. The UIA Strategic Plan 2020-2025 is orientated to brand and market Uganda as profitable (a viable location) for investments and business as well as the land of entrepreneurial and innovative people. Further, in and through Uganda, domestic and foreign investors can have access to the much larger market in excess of 400m people in Africa's overlapping regional trade blocs of the East African Community (EAC), COMESA, and SADC. If successfully implemented, the plan will be able to; generate 1,000,000 jobs (350,000 direct and 650,000 indirect jobs), increase FDI contribution to GDP from 3.68 to 5%, increase DDI from 24.5% to 50% as well as reduce the cost of doing business in the country.

The preparation of this plan followed an elaborate process, involving key stakeholders, thereby fostering a common understanding of the plan which enhances ownership and commitment to its implementation. I am therefore confident that there will be smooth implementation of the plan and, as a result, UIA's performance will greatly improve thereby enhancing the Authority's contribution to overall national development.

I take this opportunity to reiterate my commitment to providing all the necessary support to the full and successful implementation of the plan.



Hon. Matia Kasaija (MP) MINISTER OF FINANCE, PLANNING, AND ECONOMIC DEVELOPMENT

PREFACE BY CHAIRPERSON

As the Chairman of the UIA Board of Directors, I am delighted to introduce to you the Strategic Plan for the FY 2020/21 - 2024/25, anchored on the goal of "Accelerated Industrialization and Employment Creation through Investment".

The goal embodies UIA's enthusiastic commitment to market Uganda as a profitable hub for investments and business, and a land filled with opportunities for industrialization focused on employment and wealth creation, product value-addition, import substitution, technology and knowledge transfer.

The UIA Strategic Plan 2020 - 2025 also has a region-focused strategy of competitive SMEs development; harnessing of national, regional and global strategic partnerships and networking; towards attracting investments, especially in high-tech investments, predicated on commendable Government policies and practices on human capital development, especially through robust development of Science, Technology, Engineering and Innovations; ongoing transformation of our Public Universities into "Innovation Universities"; and on "Skilling Uganda".

Significantly, this Strategic Plan is aligned with the 3rd National Development Plan (NDP III), 2020-2025, the Uganda Vision 2040, especially on industrialization towards job creation and socio-economic transformation of Uganda as below:

Industrialization plays a vital role in the economic transformation of countries. Establishment of light manufacturing/agro-processing industries in Uganda would create good paying jobs that are resilient to economic fluctuations in the developed world for the large and increasing numbers of the jobless youth.

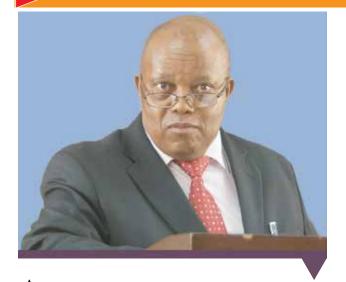


It is poignant that this year 2020 marks 29 years of UIA's steady growth, progress and signal contribution to Uganda's industrial and economic transformation from inception in 1991. I am therefore both pleased and grateful to express our appreciation to Government through the Ministry of Finance, Planning and Economic Development for policy leadership and guidance over UIA for all these past 29 years, and still counting! Thus, on behalf of the Board, I pledge our unreserved commitment to provide effective monitoring of the implementation of this Strategic Plan.

In conclusion, I wish to thank my Colleague Board Members, Management and Staff for their tireless efforts and invaluable contributions to development of this Strategic Plan. I eagerly look forward to its successful implementation in the next five years. And I am confident that together we can deliver what we have promised.

Dr. Emely Kugonza CHAIRMAN, BOARD OF DIRECTORS

ACKNOWLEDGEMENTS



A lot of dedicated effort and commitment has gone into the development of this Strategic Plan. The Strategic Plan has been formulated within the national development planning framework provided by National Planning Authority (NPA) and, therefore, reflects the development priorities contained in National Development Plan III.

This Strategic Plan brings together all the goals, objectives and strategic activities of our various Departments. It is our conviction that on the basis of this Plan, the Authority is on a firm footing to play its leadership role in attracting and retaining investments in Uganda, which will ultimately contribute to the industrialization of the country, thus creating the needed jobs to eventually uplift the standard of living for all Ugandans. I therefore take this opportunity to express my gratitude to members of the UIA Management team who contributed to various components of this plan. Special thanks go to the Deputy Director Research and Planning, who spearheaded preparation of the plan.

I also wish to extend my gratitude to the entire Board of Directors of UIA for their input and for providing strategic oversight during the plan formulation process. Your unwavering commitment and teamwork contributed immensely to finalization of the planning process in a professional and timely manner.

Lawrence Byensi AG. DIRECTOR GENERAL

TABLE OF CONTENTS

Statement from the Minister of FINANCE	i
Preface by Chairperson	<i>ii</i>
Acknowledgements	<i>iii</i>
Interpretations (DERIVED FROM INVESTMENT CODE ACT 2019)	vii
List of Abbreviations and Acronyms	viii
Executive Summary	x
CHAPTER 1: INTRODUCTION	
1.1 Background	2
1.2 Purpose of the Strategic Plan	2
1.3 Structure of the Strategic Plan	
1.4 The Legal Framework within which UIA Operates	4
1.5 Steps taken in developing the Strategic Plan	5
1.6 Link between UIA Strategic Plan and NDP III	5
1.7 Priority Programmes for Maximizing Impact of UIA's Interventions	6
1.8 Priority Markets for Sourcing FDI	7
 1.9 Overview of Uganda's Investment Environment 1.9.1 Global Perspective 1.9.2 East Africa	
CHAPTER 2: SITUATION ANALYSIS	
2.1 Performance review of Strategic Plan 2016-2020	
2.2 Major challenges faced during implementation of the previous Strategic Plan	
2.3 Key Lessons Learnt	14
2.4 Institutional Capacity	14
2.5 SWOT Analysis	15
2.6 Stakeholder Mapping	15
CHAPTER 3: STRATEGIC DIRECTION 2020-2025	
3.1 Vision	21
3.2 Mission	21
3.3 Goal	21

3.4 Corp	orate Values	21
-	egic Areas of Focus	
	egic Objectives and Interventions	
	ing Principles for Investment Marketing	
	Strategic Outcomes from Implementing UIA's Mandate	
CHAPTE	R 4: FINANCING FRAMEWORK AND STRATEGY	33
4.1 Gove	ernment Funding	33
4.2 Exter	rnal Funding	33
4.3 Reso	urce Mobilisation Strategy	34
	R 5: INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLA	
-		
	will the plan be implemented?	
	ementation Structure	
-		
	R 6: COMMUNICATION AND FEEDBACK STRATEGY	
CHAPTE	R 7: RISK MANAGEMENT	40
CHAPTE	R 8: MONITORING AND EVALUATION FRAMEWORK	42
8.1 Over	view	42
8.2 Resu	Its Framework	43
8.3 Key	Assumptions	44
	itoring and Evaluation Responsibilities	
	Collection and Management	
	uation	
	Guiding Principles	
CHAPTE	R 9: APPENDICES	45
9.1ANN	UAL COSTED OUTPUTS BY PROGRAMME FOR THE PERIOD 2020-2025	45
9.1.1	AGRO-INDUSTRILISATION	45
9.1.2	MINERAL DEVELOPMENT	••••• • •
9.1.3	SUSTAINABLE ENERGY DEVELOPMENT	49
9.1.4	NATURAL RESOURCES, ENVIRONMENT, CLIMATE CHANGE, LAND AND WATER	
	AGEMENT	
9.1.5	SUSTAINABLE URBANISATION AND HOUSING DEVELOPMENT	-
9.1.6	TOURISM DEVELOPMENT	
9.1.7	PRIVATE SECTOR DEVELOPMENT	
9.1.8	MANUFACTURING	
9.1.9	REGIONAL DEVELOPMENT	61

ļ

9.2	Summary of Annualised Costs by Programme	. 63
9.3	High Level Organogram of the UIA Staff Structure	. 64
9.4	Sectoral Contribution to employment creation under NDP III	. 65
9.5	Mapping UIA's Mandate to NDP III Priority Programmes	. 66
9.6	Other Planning Frameworks	. 69
9.7	Summary of mandates of UIA Directorates	.71
9.8	The Research Function	.72
9.9	The Communication Function	.73
9.10	DETAILED RESULTS-BASED LOGICAL FRAMEWORK (UIA-RLF)	.74





INTERPRETATIONS (DERIVED FROM INVESTMENT CODE ACT 2019)

"Business Enterprise" includes a manufacturing enterprise, a tourist enterprise, a commercial or agricultural venture and a service enterprise;

"Facilitation" means rendering support services and approval necessary for the establishment of a business enterprise;

"Foreign Investor" means a natural person that is not a citizen of any of the East African Community (EAC) Partner States or company incorporated outside of EAC Partner States;

"Domestic Investor" means a natural person, who is a citizen or a company incorporated in an East African Community Partner State;

"Investor" includes a foreign investor and a domestic investor;

"Manufacture" means the transforming on a commercial scale of input materials into finished or semi-finished products, and includes the assembling of inputs into finished or semi-finished products;

"One Stop Centre" means a physical place or electronic platform for purposes of coordination, promotion, facilitation, monitoring and evaluation of investments.

LIST OF ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area	
BoU	Bank of Uganda	
CCPIT	China Council for the Promotion of International Trade	
CIEA	Composite Index of Economic Activity	
CRM	Customer Relationship Management	
CWUR	Centre for World University Ranking	
DCI	Directorate of Citizenship and Immigration	
DI	Domestic Investment	
DDI	Domestic Direct Investment	
DIC	District Investment Committee	
DLG	District Local Government	
DLR	Directorate of Lands Registry	
DRC	Democratic Republic of Congo	
EAC	East African Community	
EGS	Economic Growth Strategy	
EY	Ernest and Young	
FIA	Financial Intelligence Authority	
FDI	Foreign Direct Investment	
FY	Financial Year	
GDP	Gross Domestic Product	
GERD	Gross Expenditure on Research and Development	
GOU	Government of Uganda	
HE	His Excellency	
IBP	Industrial Business Parks	
ICMP	Investors Complaints Management Protocol	
ICT	Information Communication Technology	
IIS	Investor Information System	
IGG	Inspectorate General of Government	
IRMS	Investor Relationship Management System	
IMF	International Monetary Fund	
IPA	Investment Promotion Agency	
IoT	Internet-of-Things	
INOY	Investor of the Year	
KCCA	Kampala Capital City Authority	
KIBP	Kampala Industrial Business Park	
MDAs	Ministries, Departments and Agencies	
M & E	Monitoring and Evaluation	
MoFA	Ministry of Foreign Affairs	
MFPED	Ministry of Finance, Planning and Economic Development	
MoICTNG	Ministry of Information Communication Technology and National Guidance	
MoPS	Ministry of Public Service	
MTEF	Medium Term Expenditure Framework	
MTIC	Ministry of Trade, Industry and Cooperatives	
NDP	National Development Plan	



NEMA	National Environment Management Authority	
NIP	National Investment Plan	
NIRA	National Identification Registration Authority	
NITA-U	National Information Technology Authority-Uganda	
NGO	Non-Governmental Organization	
NPA	National Planning Authority	
NSPSD	National Strategy for Private Sector Development	
NSSF	National Social Security Fund	
PIRT	Presidential Investors Round Table	
PPP	Public-Private Partnership	
OSC	One-Stop Centre	
OWC	Operation Wealth Creation	
SCB	Standard Chartered Bank	
SEZ	Special Economic Zone	
SLA	Service Level Agreement	
SMEs	Small and Medium Enterprises	
SOP	Standard Operating Procedures	
STEI	Science, Technology, Engineering and Innovation	
STIP	Science, Technology and Innovation Park	
TI	Transparency International	
ТМТ	Telephone, Media and Technology	
ТОС	Theory of Change	
UAE	United Arab Emirates	
UCC	Uganda Communications Commission	
UFZA	Uganda Free Zones Authority	
UNBS	Uganda National Bureau of Standards	
UDB	Uganda Development Bank	
UDC	Uganda Development Corporation	
UIA	Uganda Investment Authority	
UGX	Uganda Shilling	
UKEF	United Kingdom Export Finance	
UNCTAD	United Nations Conference on Trade and Development	
UNECA	United Nations Economic Commission for Africa	
URA	Uganda Investment Authority	
URSB	Uganda Registration Services Bureau	
US	United States	
UTB	Uganda Tourism Board	
R&D	Research and Development	



EXECUTIVE SUMMARY

Background

Uganda Investment Authority (UIA), is a semi-autonomous government agency which drives national economic growth and development in partnership with the private sector. It is a statutory agency established under the Investment Code 1991 (revised in 2019), mandated to initiate and support measures that enhance investment in Uganda and advise Government on appropriate policies conducive for investment promotion and growth.

The Authority has been executing its mandated functions by implementing a series of 5-year strategic plans, with the outgoing plan having spanned the period 2015/16-2019/2020. Notable achievements under the previous plan include: promoting new investments that generated just under 150,000 direct jobs; full operationalisation of the One-Stop Centre to embrace 13 Government Agencies and 3 other partners; handling of over 40,000 business transactions per year; launch of 5 online services on the UIA e-Biz Platform (e-business registration, land title verification, online investment licensing, application for EIA, and online payment); establishment of District Investment Committees (DICs); successful organization of conferences and events aimed at nurturing local small and medium-sized enterprises (SMEs); signing of Memoranda of Understanding (MoUs) with different partners including the Embassy of Ireland, China Council for the Promotion of International Trade (CCPIT), UK's Department for international Development (DFID) and the American Chamber of Commerce Limited in Uganda (Amcham), all aimed at promoting Uganda's competitiveness as a destination for direct investment. The major challenge that constrained the Authority's ability to perform to planned expectation was the inadequate financial allocation by Government throughout the plan period.

The Strategic Plan 2020-2025 seeks to consolidate and build on these achievements as UIA addresses identified constraints and challenges to raise the pursuit of its mission to a higher level, and thus, contribute even more significantly to Uganda's development. This will be within the context of the country's Vision 2040 and the priorities, objectives and programmes contained in National Development Plan (NDP) III as well as the National Investment Plan (NIP) 2020, among other national planning frameworks.



Vision, Mission and Goal of the UIA Strategic Plan

In light of Uganda's Vision 2040 and building on goals and aspirations in NDP III, the Vision of UIA is "A globally competitive Uganda, profitable for business and investment". The overall Goal is to promote and facilitate "accelerated industrialization and employment creation through investment by 2025. Whereas the Mission is "to promote, attract and retain value-adding domestic and foreign investments through robust marketing and investor-centric policies and services".

Strategic Areas of Focus

The theme of UIA Strategic Plan 2020-2025 is "Accelerating Foreign and Domestic Direct Investment for Sustainable Industrialization". The Plan is founded on five strategic areas namely:

- i. Promoting Uganda as the preferred destination for Foreign and Domestic Investment in Africa.
- ii. Improving domestic and international competitiveness and 'Doing Business Environment' through an efficient One Business Stop Centre.
- iii. Accelerating Uganda's industrialization through serviced industrial-business parks; and
- iv. Undertaking research and advocacy for favorable investment measures and policies
- v. Enhancing UIA institutional capacity to deliver its mandate.

Priority Programmes for Investment Promotion

The priority programmes, identified within the context of NDP III, for targeted investment promotion and facilitation include:

- i. Agro-Industrialization
- ii. Mineral Development
- iii. Tourism Development
- iv. Natural Resources, Environment, Climate Change, Land and Water Management
- v. Private Sector Development
- vi. Manufacturing
- vii. Sustainable Energy Development
- viii. Sustainable Urban and Housing Development
- ix. Regional Development

Priority Target Markets for Sourcing FDI

UIA has selected its target markets for mobilizing FDI based on the following considerations:

- i) Need to sustain Uganda's current biggest investor countries. These comprise of Belgium, China, Germany, India, Kenya, South Africa and the United Kingdom (Cluster1).
- ii) Attracting additional investors from leading investor countries in Africa: France, The Neth erlands, and United States (Cluster 2).
- iii) Attracting emerging global investor countries including Israel, Turkey, South Korea, and United Arab Emirates (Cluster 3).
- iv) Countries where Uganda has a representative Mission (so as to harness the communication linkage services available at these Missions), and
- v) Attracting the large Ugandan Diaspora to invest more in their mother-Country.



Strategic Objectives

- 1. To increase FDI percentage contribution to GDP from 3.68% to 5%% by 2025
- 2. To facilitate the channeling of at least 10% of Ugandan diaspora remittances into investment by 2025
- 3. To increase the value of new domestic investment (DI) from 24.4% to 50% by 2025.
- 4. To reduce the cost of doing business environment to improve the country's ranking by;
 - a. WB- from 116 to 91 by 2025
 - b. WEF- from 115 to 90 by 2025
- 5. To promote investment for economic transformation and employment creation through value addition and technology transfer resulting into the creation of 1 million jobs i.e 350,000 direct and 650,000 jobs
- 6. To conduct research to facilitate informed decisions on investment promotion and policies
- 7. To advocate for favorable investment measures and policies
- 8. To foster institutional and inter-agency collaboration to enhance synergy in investment promotion and advocacy
- 9. To strengthen UIA's capacity to deliver effectively on its mandate

Implementation Strategy

The Authority will fully harness its strengths and opportunities to ensure successful implementation of the Strategic Plan. These resources include: a committed strategic leadership team, skilled human resources spread across various disciplines, strong inter-institutional arrangements exemplified through the One-Stop Centre, countrywide infrastructure of Industrial and Business Parks and STEI Incubators; a strong and recently-enhanced enabling legal framework, versatile systems for management and reporting, and the championship provided by H.E the President of the Republic of Uganda who continues to provide dynamic leadership as 'Chief Investment Promoter' of Uganda.

The Strategic Plan will be operationalised through annual plans and budgets approved under the Policy Statements submitted to Ministry of Finance, Planning and Economic Development (MFPED) for resource allocation by Parliament. Plan performance will be managed through periodic monitoring, evaluation and rendering of accountability as stipulated under the relevant laws and regulations.

Key Strategic Outcomes by 2025

- 1. FDI contribution to GDP raised from 3.68% to 5% by 2025
- 2. Diaspora remittance into investment raised to at least 10% by 2025.
- 3. Value of Domestic Direct Investment raised from to 24.5% to 50% by 2025
- 4. Reduced Cost of Doing Business Environment resulting into improved Global Ranking as follows;
 - a. Cost of Doing Business Ranking (WB) from 116 to 91 by 2025
 - b. Global Competitiveness (WEF) from 115 to 90 by 2025
- 5. Increased Value Addition, Technology and Knowledge Transfer resulting into the creation of 1,000,000 jobs i.e 350,000 direct and 650,000 indirect jobs
- 6. Improved Research for Development (R4D) leading to investment promotion and facilitation.
- 7. Improved investment measures and policies
- 8. Improved collaboration among Implementing Partners
- 9. Improved Technical Capacity among staff



Summary of Funding Projections

Total funding required to execute the plan is UGX 2.3 trillion. UIA will utilize resources allocated through the Medium-Term Expenditure Framework (MTEF); mobilize adequate resources locally through Non-Tax Revenue (NTR), and negotiate for additional support from its regional and international Development Partners.

Organisational and Staffing Structures

The Board will periodically review UIA's Organisational Structure to ensure that it is 'fit-for-purpose', to ensure that it provides a logical, rationalised formal arrangement for well-coordinated, effective, efficient and harmonious implementation of the Authority's Strategic Plan. The Authority will take measures to ensure that all approved positions in the organisational structure, are duly filled with staff with the right competences in terms of knowledge, skills and work ethic.

Risk Assessment and Mitigation Strategy

The biggest risk most likely to affect the realization of set objectives and targets is the uncertainty caused by a prolonged COVID-19 pandemic that has already adversely affected the global investment environment as well as Uganda's economic situation and short-term outlook. UIA has considered the possible impact of the pandemic on the investment sector in the country taking into account projections by Bank of Uganda, the World Bank, International Monetary Fund, among other sources. The Authority will undertake annual review of the Strategic Plan to rationalize the performance targets in response to emerging COVID-19 related developments.

Inability to obtain sufficient funding from Government is another potential risk that could adversely impact plan implementation. UIA will lobby the relevant policy makers with a view to obtaining the required resources while negotiating with development partners for additional funding support for planned programmes.



CHAPTER 1 INTRODUCTION

1.1 Background

This Strategic Plan outlines the broad direction of UIA for the period 2020/21-2024/25. Investment promotion is a major cross-cutting driver of Uganda's economic development agenda with significant inflows of capital and technology transfer, in the form of Foreign Direct Investment (FDI), spur the country's integrated industrialization by complementing and supporting Domestic Investment (DI) both public and private. This facilitates technology and skills transfer while increasing value-addition to the country's economic resources; creates employment; enhances wealth across population groups, and energises Government efforts aimed at promoting balanced regional development within the country.

The Government of Uganda (GoU) has maintained its commitment to fostering an economic, legal and business environment that is friendly for investment. This commitment has included making public investments to lower the input and transactional costs faced by enterprises, and implementation of legal and regulatory reforms on an industrial scale. On account of these efforts, the contribution of investment to Uganda's economic growth and development has significantly increased over the past three decades.

Ugandans in the Diaspora have been identified as a major source of domestic investment. About 2 million Ugandans live and work in the Diaspora but only about 30% currently contribute to development of their mother country. According to the latest World Bank brief, Uganda held the 2nd position in East Africa with total remittance from the Diaspora of USD 1.5bn in 2019, equivalent to 5% of Uganda's GDP. This contribution can be greatly enhanced with the right investment promotion strategy.

The private sector in Uganda is dominated by about 1.1 million micro, small and medium enterprises (MSMEs) all together employing approximately 2.5 million people. Generally Ugandan firms face various growth and survival constraints on a number of fronts and this undermines their development and thereby limiting their impact on the economy. Enhancing the private sector to drive growth will require reducing the cost of doing business, particularly increasing access to and reducing the cost of finance; and through partnering domestic business enterprises with foreign firms.

1.2 Purpose of the Strategic Plan

The Authority has been implementing the 2014/15 - 2019/20 Strategic Plan which was developed in line with the mandate as stipulated in the Investment code 1991. The subsequent revision of investment code in 2019, expiry of the Strategic Plan and the need to align the planning process to the new National Development Plan III which runs from 2020/21 - 2024/25 necessitated development of a new Strategic Plan.

The Plan therefore outlines the key focus areas that should help the Authority perform and implement her mandate better. These focus areas, together with the Vision, Mission, Core Values, Strategic Objectives and Interventions in the Strategic Plan will not only drive efficiency within the authority but also support measures that enhance investment in Uganda and advise Government on appropriate policies conducive for investment promotion and growth.

1.3 Structure of the Strategic Plan

This Plan is organized into 9 Chapters, namely:

(i) Chapter 1: Introduction: This presents the background, purpose of the Strategic Plan, Structure of the Strategic Plan, the Legal Framework within which UIA Operates, Formulation of UIA Strategic Plan 2020-2025, Link between UIA Strategic Plan and NDP III, Priority Programmes for Maximizing Impact of UIA's Interventions, Priority Markets for Sourcing FDI and Overview of Uganda's Investment Environment.

(ii) Chapter 2: Situation Analysis: This chapter comprises of; Performance review of Strategic Plan 2016-2020, Major challenges faced during implementation of the previous Strategic Plan, Key Lessons Learnt, Institutional Capacity, SWOT Analysis and Stakeholder Mapping.

(iii) Chapter 3: Strategic Direction 2020-2025: This chapter discusses the strategic direction for the plan outlining the; Vision, Mission, Goal, Corporate Values, Strategic Areas of Focus, Strategic Objec tives and Interventions, Guiding Principles for Investment Marketing and Key Strategic Outcomes from Implementing UIA's Mandate.

(iv) Chapter 4: Financing Framework and Strategy: This chapter explains funding sources including; Government Funding, External Funding and Resource Mobilization Strategy.

(v) Chapter 5: Institutional Arrangements for implementing the plan: This chapter explains how the plan will be implemented as well as the implementation structure.

(vi) Chapter 6: Communication and Feedback Strategy: This chapter explains how the Strategy will be communicated to meet information needs of key stakeholders; increase UIA visibility; and promote effective communication between UIA and its stakeholders so as to obtain feedback and improve performance.

(vii) Chapter 7: Risk Management: This chapter explains the various risks and proposed mitigation measures for successful execution of the Plan.

(viii) Chapter 8: Monitoring and Evaluation Framework. This chapter entails; the Results Framework, Key Assumptions, Monitoring and Evaluation Responsibilities, Data Collection and Manage ment, Evaluation and M&E Guiding Principles.

(ix) Chapter 9: Appendices: This is the final chapter of the document that illustrates Annual costed outputs by Programme, Summary of Annualized costs by Programme, High Level Organogram of the UIA Staff Structure, Sectoral Contribution to employment creation under NDP III, Mapping UIA's Mandate to NDP III Priority Programmes, Other Planning Frameworks Summary of mandates of UIA Directorates, The Research Function, the Communication Function and Detailed Results-Based Logical Framework(UIA-RLF).

1.4 The Legal Framework within which UIA Operates

Uganda Investment Authority (UIA) is established under the Investment Code 2019, the successor to the Investment Code Act, 1991. The objects of the Authority include to: (i) promote, attract, advocate, facilitate, register, monitor and evaluate the development of all forms of investment and business activities in Uganda; (ii) promote and encourage investment in new technologies, skills upgrading, automation, training, research and product development; (iii) establish and manage a One-Stop Centre; (iv) publish and avail periodical reports on the state of investment in the country; and (v) assess for matters of incentives and utilization of local resources and services by the investments. The Authority falls under the Accountability Sector and is supervised by Ministry of Finance, Planning and Economic Development (MFPED).



The Investment Code Act 2019 requires that all Government MDAs performing functions relating to registration, licensing and approval of establishing an investment in Uganda shall cooperate with the Authority.

The Authority has identified eight (9) key Vote outputs over the plan period. These outputs are mapped against NDP III and include:

- i. FDI contribution to GDP raised from 3.68% to 5% by 2025
- ii. Diaspora remittance into investment raised to at least 10% by 2025.
- iii. Value of Domestic Direct Investment raised from to 24.5% to 50% by 2025
- iv. Reduced Cost of Doing Business Environment resulting into improved Global Ranking as follows;
 - a. Cost of Doing Business Ranking (WB) from 116 to 91 by 2025
 - b. Global Competitiveness (WEF) from 115 to 90 by 2025
- v. Increased Value Addition, Technology and Knowledge Transfer resulting into the creation of 1,000,000 jobs i.e 350,000 direct and 650,000 indirect jobs
- vi. Improved Research for Development (R4D) leading to investment promotion and facilitation
- vii. Improved investment measures and policies
- viii. Improved collaboration among Implementing Partners
- ix. Improved Technical Capacity among staff

This Strategic Plan 2020-2025, therefore, translates the Authority's mandate into priority actions, objectives and strategic interventions that are responsive to Uganda's socio-economic development priorities as well as the local and global economic and investment environments. This Strategic Plan 2020-2025 translates the Authority's mandate into priority actions, objectives and strategic interventions that are responsive to Uganda's socio-economic development priorities as well as the local and global economic and investment environments. The Plan projects GOU policy objectives and strategies for investment promotion outlined in the NDP III 2020-2025, and the National Investment Policy (NIP 2020), among other strategic frameworks formulated to guide Uganda's socio-economic transformation. This Plan builds on the achievements of the out-going UIA plan and presents an objective platform to inform and guide current and prospective investors (both foreign and domestic) in making their investment decisions in favour of Uganda as the preferred location. Furthermore, the Plan provides an objective platform for facilitating good corporate governance and effective performance management, including setting of annual work plans and mobilization of resource requirements; monitoring, evaluation and periodic reporting of the Authority's functions and activities.

1.5 Steps taken in developing the Strategic Plan

In the development of this plan, the UIA Board of Directors was very instrumental in defining the Authority's strategic direction, formulation of priority areas of focus, strategic objectives and implementation strategy.

The preparation of this Strategic Plan was informed by a participatory approach and spearheaded by the Deputy Director-Research and Planning. In the process, held consultative meetings with the different directorates and implementing partner agencies and reviewed literature to analyse Strengths, Weaknesses, Opportunities, Threats, achievements, lessons learnt, implementation challenges and emerging issues arising from the review of the previous UIA Strategic Plan.

The plan takes into consideration of global and regional trends on investment as well as issues such as effects of the COVID-19 pandemic on all global economies. This was aimed at enhancing ownership for effective and efficient implementation of the Strategic Plan.

1.6 Link between UIA Strategic Plan and NDP III

UIA Strategic Plan 2020-25 is primarily anchored on NDP III whose theme is: "Sustainable Industrialization for Inclusive Growth, Employment and Sustainable Wealth Creation". NDP III seeks "to increase average household incomes and improve the quality of life of Ugandans". This is to be pursued within the context of Uganda Vision 2040 which aims at transforming Uganda from a predominantly peasant and low-income country to a competitive upper middle-income country. Projections indicate that Uganda will progress to an upper middle-income category by 2032; attaining its target of USD9,500 in 2040, and attaining first-world economic status in the next fifty years.

NDP III has 5 Development Objectives namely i) enhance value addition in key growth opportunities ii) strengthen the private sector to create jobs iii) consolidate and increase the stock and quality of productive infrastructure iv) enhance the productivity and social wellbeing of the population; and v) strengthen the role of the state in guiding and facilitating development. These development objectives provide the framework for streamlining, coordinating and directing government, private sector, civil society and development partners' investments in the country. The overall broad growth strategy aims to contribute to the creation of 2.6 million jobs over the course of NDP III period, with an annual average of around 520,000 jobs. The highest number of jobs (1.378 million jobs) is expected to come from the Services Sector with the Trade Subsector contributing the largest proportion. Agriculture will be the second highest. By 2025, effective implementation of the 18 priority programmes identified in NDP III is expected to lead to: average economic growth rate of 7 percent;

increase income per capita to USD 1,300; lower poverty rate to 15.4 percent; reduce income inequality (Gini-coefficient) to 0.39, and further improve health and education outcomes of the population (NDP III).

UIA's mandate is relatively cross-cutting with respect to the Authority's contribution to Uganda's socio-economic transformation and achievement of Vision 2040. Table 2 in the Annexes shows the relevance of the Authority's mandate to the 18 national development programmes to be implemented under NDP III.

1.7 Priority Programmes for Maximizing Impact of UIA's Interventions

The priority programmes, identified within the context of NDP III, for targeted investment promotion and facilitation include:

- i. Agro-Industrialization: aims to increase commercialisation and competitiness of agricultural production and agro-processing. Key expected results include: increasing export value of selected agricultural commodities, increasing the agricultural sector growth rate, increasing labour productivity in the agro-industrial value chain, creating jobs in agro-industry, and increasing the proportion of households that are food secure.
- **ii. Mineral Development:** aims to increase mineral exploitation and value addition in selected resources for quality and gainful jobs in industrialisation. Key expected results include: reducing the volume and value of imported iron and steel and inorganic fertilisers; increasing the volume and value of refined gold exports and copper; increasing investment in the exploration and processing of selected minerals; and creating more jobs in the mining subsector.
- **iii. Tourism Development:** aims to increase Uganda's attractiveness as a preferred tourist destina tion. Key expected results include; sustainably increasing tourism arrivals and revenues as well as employment in the tourism sector.
- iv. Natural Resources, Environment, Climate Change, Land and Water Management: aims to stop, reduce and reverse environmental degradation and the adverse effects of climate change as well as improve utilisation of natural resources for sustainable economic growth and liveli hood security. Key expected results include: improved land use and management; increasing land area covered under forests and wetlands, increasing compliance of water permit holders with permit conditions and enhancing the accuracy of meteorological information.
- v. Private Sector Development: aims to increase competitiveness of the private sector to drive sustainable inclusive growth. Key expected results include: reduction of the informal sector, increase in non-commercial lending to the private sector in key growth sectors, increased value of public contracts and sub-contracts that are awarded to local firms, and increased volume of private sector investment in key growth areas.



- vi. Manufacturing: aims to increase the product range and scale for import substitution and improved terms of trade. Key expected results include: increased share of manufactured exports in total exports, growth in the industrial sector contribution to GDP, and increased share of labour force employed in the industrial sector.
- vii. Sustainabe Energy Development: aims to increase access to and consumption of clean energy. Key expected results include: increase in primary energy consumption; increase in the proportion of population accessing electricity; reduction in the share of biomass energy used for cooking; increase in transmission capacity; and enhanced grid reliability.
- viii. Sustainable Urban and Housing Development: aims to attain inclusive, productive and liveable urban areas for socio-economic transformation. Key expected results include: decreasing urban unemployment; reducing the housing deficit; enhanced economic infrastructure in urban areas; increasing efficiency in solid waste collection; and more coverage of urban green spaces.
- **Regional Development:** aims to accelerate equitable regional economic growth and development.
 Key expected results include reducing poverty in lagging sub-regions of: Karamoja, Bukedi,
 Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro.

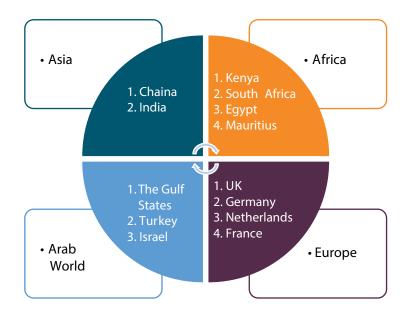
1.8 Priority Markets for Sourcing FDI

UIA's selection of the priority markets for targeted investment promotion seeks to balance the following important considerations:

- i. Need to sustain Uganda's current biggest investor countries. These comprise of Kenya, Germany, Belgium, China, and South Africa.
- ii. Attracting additional investors from leading investor countries in Europe which include: France, The Netherlands, United States, and United Kingdom.
- iii. Attracting emerging global investor countries including India, Turkey, South Korea, United Arab Emirates, and Israel.
- iv. Countries where Uganda has a representative Mission...in order to harness the communi cation linkage services available at the Missions.
- v. Attracting the over 2 million-strong Ugandan Diaspora to invest more in their mother-Country.



Figure 1: Target FDI Markets



The actual market strategy to be implemented will comprise of a gradual enhancement of the target market portfolio to include all of the country's current biggest investor countries plus 2-3 others each, selected from the top global investor countries and emerging investor countries, respectively, each successive year. The Directorate of Investment Promotion and Business Development (DIPBD) will undertake periodic market surveys to inform the actual choice of markets to target for a given year.

1.9 Overview of Uganda's Investment Environment

1.9.1 Global Perspective

Foreign Direct Investment (FDI) is when an individual or company owns more than 10% of a foreign-based company (International Monetary Fund). FDI is critical for emerging market countries such as Uganda which need the funding and expertise that multinationals and other foreign big business firms possess to invest in infrastructure, energy, and value addition to spur socio-economic growth and development.

The year 2015 set the record for global FDI flows, standing at U\$2.03 trillion. In 2017, developing countries received U\$671 billion, or 47% of total global FDI. In 2018, Africa received US\$46 billion in FDI according to UNCTAD's World Investment Report 2019. Although this marked an increase of 11% on the previous year, the Continent's share of global FDI is still very low compared to other emerging countries in Asia, the Middle East and Latin America. South Africa, Egypt and Nigeria are the largest recipients of global FDI in Africa. Yet, according to the United Nations Economic Commission for Africa (UNECA), the average return on inward investment for Africa as a whole is four times that of the G-7 countries, and twice that of Asia. New policies and political stability are slowly creating a completely new economic environment across the Continent.



EY's (formerly Ernst & Young) 2019 edition of the Africa Attractiveness Report reports that multinational enterprises from developing countries are expanding their activities in Africa but investors from developed countries remained the key players . France is the largest investor in Africa, although its stock of investment has remained largely unchanged since 2013, followed by the Netherlands, the United States, the United Kingdom and China. Growing demand and a corresponding rise in the price of commodities, of which Africa is a key producer, are expected to prop up FDI flows to the continent. Closer regional integration aided by the Africa Continental Free Trade Agreement (AfCFTA) can also draw additional FDI flows.

The growing number of special economic zones (SEZs) could become another factor in drawing investment to the Continent in the coming years. There are an estimated 237 SEZs in Africa, some still under construction, along with more than 200 single-enterprise zones (so-called free points). Uganda's SEZ development programme, spearheaded by UIA, includes plans to develop a regional network of 23 Industrial Business Parks spread across the country in partnership with private sector developers under Public-Private Partnerships (PPPs) arrangements.

The World Bank, the International Monetary Fund (IMF) and UNCTAD, among other international institutions, regularly publish Global Competitiveness Indices for Ease of Doing Business while Transparency International (TI) and other non-governmental organisations (NGOs) publish Corruption Perception Indices on an annual basis. Uganda is placed at number 116 out of 142 countries in the World Bank Doing Business Ranking 2020. On the other hand, the Corruption Perceptions Index 2019 by Transparency International ranks Uganda at 137 out of 180. These publications rank-order most of the countries in the world and are taken very seriously by the investor communities. Most Investment Promotion Agencies (IPAs) including UIA, therefore, seek to improve their country's ranking along these key parameters in investment mobilisation with the goal of projecting a more attractive proposition for foreign investors thus highlighting the global competition for these scarce resources.

1.9.2 East Africa

FDI held steady at \$9 billion in East Africa, the fastest-growing region of the Continent. Ethiopia topped the region, even as flows to the country declined by 18%, to \$3.3 billion. The figures below show that flows to Kenya swelled by 27% to \$1.6 billion, due to investment in diverse sectors, including manufacturing, hospitality, chemicals and oil and gas. Uganda is a second fore-runner FDI attraction in the region.



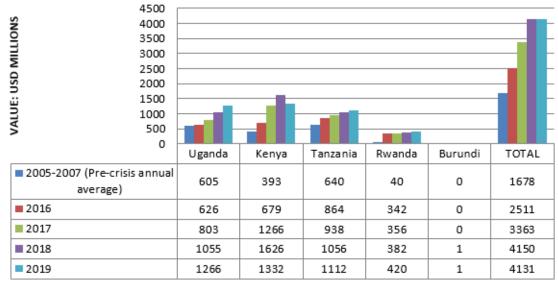


Figure 2: Overview of FDI inflows to the EAC (USD Millions)

Source: World Investment Report 2020 by UNCTAD

1.9.3 Why Invest in Uganda?

There are at least 11 compelling reasons for investing in Uganda:

- i Strategic location in Eastern Africa accessing a growing regional market of over 160 million people;
- ii Access a rapidly growing middle-income domestic market;
- iii Energise a vibrant economy growing at an average rate of over 5% annually;
- iv Benefit from liberal economic and foreign exchange policies;
- v Enjoy a range of investment incentives including; 75% import duty reduction on factory equipment, depreciating start-up costs over four years, and a 100% tax deduction on research and training costs as well as mineral exploration costs. Additionally, 100% of training costs are also deductible on a one-time basis. Investors engaged in export-oriented production can also enjoy a 10-year tax holiday.
- vi Harness abundant opportunities for partnerships with domestic investors;
- vii Exploit abundant oil and gas discoveries, a rich untapped minerals potential and agricultur al raw materials coupled with an amenable climate (Uganda spends over USD 13 billion annually on importation of mineral-based products which can be produced from locally available minerals;
- viii Selection of countrywide infrastructure of Industrial Parks and Business Innovation/ Incubation Centres;
- ix Be facilitated by a dynamic One-Stop Centre for registration, licensing and other business support;
- x Employ affordable well-educated and skilled young people;
- xi Operate in a stable and secure young democracy.

² World Investment Report 2020 by UNCTAD



1.9.4 Impact of COVID-19 Pandemic

Uganda's economic performance is influenced by developments in the global economic environment. A slowdown in the global economy as a result of corona virus will have a negative impact on Uganda's economy. This impact will be reflected across all economic activities.

- i. Foreign Direct Investment into Uganda is expected to decline due to the impact of COVID-19 on the economies of FDI source countries such as China. The most affected sectors in Uganda include: Tourism, Transport and Construction.
- China registered the highest amount of planned investment in Uganda in 2018/2019 equivalent to (US \$ 607.3 million) accounting for 45.1 percent of all the planned investments. China's econ omy, which is the source of the COVID-19 pandemic, is projected to contract by 3.69% to 4.39% (World Bank 2020). The decline in economic activity/output is partly attributed to decline in investment (internal and external) as factories and other companies take precautionary measures against the COVID pandemic.
- iii. The World Bank forecasts decline in GDP of other economies due to the COVID-19 pandemic. This decline in economic activity in these countries will also affect FDI inflows in Uganda. High-income countries could see significant losses of GDP, with the estimated loss in the Euro pean Union over 3.4%, Japan 4.6%, the United States – 3.4% and Canada – 3.2%.

Foreign Remittances into Uganda will also decline and therefore affect the value of planned FDI into the country. Remittances are a good source of investment into real estate sector. Bank of Uganda (BOU) projects a decline in remittances from \$1.369b to about \$955.6m due to effects of Covid-19 in FY 2019/2020 and from \$1.193b to \$238.8m in FY 2020/21. According to the World Bank, global remittances are projected to decline sharply by about 20 percent in 2020 due to the economic crisis induced by the COVID-19 pandemic and shutdown. The fall is attributed to a fall in wages and decline employment of migrant workers.

³ Maryla Maliszewska, Aaditya Mattoo and Dominique van der Mensbrugghe (2020). The Potential Impact of COVID-19 on GDP and Trade. A Preliminary Assessment. World Bank Policy Research Working Paper 9211. April 2020.







Phone making at Simi Mobile phone factory in Namanve



CHAPTER 2 SITUATION ANALYSIS

2.1 Performance review of Strategic Plan 2016-2020

UIA commissioned an independent review of the performance of the outgoing Strategic Plan 2016-20. From the assessment, it was noted that:

- i. The overall level of implementation was generally low, mainly due to the rather ambitious achievements set out relative to the small funding basket from Government.
- ii. New investment generated under 150,000 direct jobs (14.8%) of the 1,000,000 jobs projected.
- The One-Stop Centre (OSC) is operational and grew from 3 Agencies stationed at UIA in 2016 (URA, URSB, DCIC), to 16 Agencies (13 Govern ment Agencies and 3 partners) by 2020;
- iv. The OSC now handles over 40,000 transactions per year, exceeding the FY 19/20 target of 30,000;
- v. 5 online services have been launched on UIA's e-Biz Platform (e-business registration, land title verification, online investment licensing, application for EIA, and online payment); the e-Biz platform won the National (Uganda) award for best system in the Trade and Investment Category;
- vi. Networks were established, including establishment of District Investment Committees (DICs); conferences/events aimed at nurturing the businesses especially local small and medium-sized enterprises (SMEs) were successfully convened including annual investor conferences, private equity and venture capital conferences and Investor of the Year (INOY) awards.
- vii. Invaluable Memoranda of Understanding (MoUs) were signed with several partners including the Embassy of Ireland, China Council for the Promotion of International Trade (CCPIT), UK's Department for international Develop ment (DFID) and the American Chamber of Commerce Limited in Uganda (Amcham) setting the framework for collaboration in fostering foreign direct investment relationships with Uganda.
- viii. Senior staff from the Directorate of Investment Promotion and Business Development participated in 27 meetings held to discuss measures to improve theinvestment climate in the East Africa Community (EAC) region, including operationalization of the Common Investment Area, The EAC Investment Guide, The EAC Investment Report, and the Harmonization of Laws governing trade and investment, among other issues.



2.2 Major challenges faced during implementation of the previous Strategic Plan

The Authority experienced the following challenges;

- i. Outbreak of COVID-19 pandemic coupled with health emergency restrictions and lockdown affected both Foreign and Domestic Direct Investment.
- ii. Lack of a robust Monitoring and Evaluation Framework for the Strategic Plan
- iii. Understaffing in some functions to fully support implementation of strategic interventions
- iv. Inadequate and intermittent funding, which severely limited the Authority's capacity to implement planned activities across board.

2.3 Key Lessons Learnt

Based on the review of UIA's performance in the past 5 years, a number of lessons have been drawn to inform this Strategic Plan. These include among others;

- i. Synergies across different Directorates within the Authority is key in enhancing effective implementation of the mandate.
- ii. The need for a Risk Management Framework to help the Authority: (a) Identify potential risks ahead of time, (b) Plan risk mitigation measures, (c) Monitor risks to ensure that they don't happen or their impact is minimized (d) mitigate the impact of risks on the activities.
- iii. The need to revise the Human Resource Manual to holistically address gaps in order to improve staff performance.
- iv. The need for a Fleet Management Policy to provide a framework for acquisition, management and disposal of UIA vehicles.

2.4 Institutional Capacity

According to the new investment code 2019, functions of the Authority have been redefined to provide for;

- i. The registration of investors and investment licenses; to make the Authority a One Stop Centre for coordination, promotion, facilitation, monitoring and evaluation of investment and investors
- ii. Finances, accounting and auditing;
- iii. The submission of annual reports by the Authority and for other related matters.
- iv. Modifications in Board composition to strengthen the oversight role

If fully implemented, the new investment code will strengthen the Authority's capacity to deliver on its mandate. So far, a number of policies and guidelines have been put in place including; Risk Management Framework 2021, revised HR Manual 2021, Fleet Management Policy 2021, Communication Strategy to mention but a few.

In terms of staff recruitment, 79 out of 124 positions have been filled, representing 63%, and there is total commitment to fill the vacant positions in the next 2 years. In addition, the Authority constructed its own office block and there are plans to procure more vehicles to improve on the fleet.

2.5 SWO<u>T</u> Analysis

Strengths	Opportunities
i. Existence of a legal framework, embedded within the Investment Code 2019, that enables the Authority to exercise its mandate	 i. Political goodwill ii. Strong partnerships with other implementing agencies iii. Benchmarking with other
 ii. Support from GoU iii. Highly qualified, skilled and experienced employees iv. knowledgeable, technical and respected Board members v. Increasing Regional Presence vi. Strong Internal Control System vii. Existence of a One Stop Centre for investors (FDI and DDI). 	 Parastatals and implementing partners iv. Diaspora remittances and other Development Partners v. Emerging Investment Opportunities like ICT, Oil and Gas vi. Public Awareness in domestic and foreign markets
Weaknesses	Threats
 i. Inadequate Performance Management System ii. Limited stakeholder engagement iii. Failure to implement the risk management framework 	 i. Budgetary cuts due to a shift in government spending focus ii. Negative publicity iii. Cyber Threat iv. Insecure political environment

2.6 Stakeholder Mapping

Government ministries, departments and agencies (MDAs) performing functions relating to registration, licensing and approval of establishing an investment in Uganda are obligated by law to cooperate with the Authority. The key Government Agencies referred to under section 11, subsection (1) of the Investment Code Act 2019, are shown in the annex together with other higher-level policy organs as well as non-governmental actors.

Other key agencies that the Authority interacts with to facilitate investment include Uganda Communication Commission (UCC) and National Information Technology Authority, Uganda (NITA-U), Uganda Industrial Research Institute (UIRI), Innovation Centre, among others.

Uganda Investment Authority

Partner Institution/Organs	Nature and implications of Relationship
Parliament of Uganda	 Influences Budgetary allocations via Annual
	Policy Statements and Budgets of MDAs
	 Provides oversight to investment sub sector
Presidential Investment Round Table	 PIRT is a high-level forum, chaired by the
(PIRT) & National Development Policy	President that brings together a select group
Forum (NDPF)	of both foreign and local investors to advise
	Government on how to improve the
	investment climate in the country. It is used
	as a vehicle for Public-Private Dialogue and
	acts a business – government (B2G)
	coordination mechanism.
	• PIRT also helps development partners
	especially World Bank's private sector
	development and investment climate
	programmes.
	• The PIRT process and engagement, launched
	in 2004, is coordinated by the Rt. Hon. Prime
	Minister in collaboration with UIA.
	• The NDPF serves as a platform for
	constructive policy debates that should lead
	to a better understanding
	• of Uganda's development issues within the
	framework of Vision 2040 and the NDP.
	 Acts as a sounding board on planning policy
	and practice, promotes good practice across
	the sectors, facilitates cross-sectoral
	networking and focuses on areas in which all
Ministries of;	sectors have a common interest.
	• MoFPED is the Lead Ministry for investment
• Finance, Planning & Economic	policy guidance and oversight of UIA
Development (MFPED	including approval and advocacy of UIA budget
Trade, Industry & Cooperatives;Local Government	• The rest of the Ministries oversee policies
	and programmes that directly impact the
 Agriculture, Animal Industry and Fisheries 	investment subsector such as labour laws,
	industrial policy, district development plans,
Energy and Mineral DevelopmentWater and Environment	transport infrastructure development and
	education and skills development.
Lands, Housing and Urban Development	• UIA's Directorate of SMEs will work closely
Development Tourism Wildlife and Antiquities	with the <i>Skilling Uganda</i> Programme and
Tourism, Wildlife and Antiquities	MTIC to profile the SME sub sector as a
Works & Transport	basis for strengthening its contribution of the
Science, Technology &	national and regional investment streams.
Innovation	Č
• Education & Skills Development;	

Uganda Investment Authority

National Planning Authority Government Agencies: National Water & Sewerage Corporation NWSC; Uganda Electricity Transmission Company Ltd (UETCL); UMEME; Telecommunications Service Providers	 To coordinate and harmonize development planning. Monitor and evaluate of Public Projects and Programmes. Liaise with the private sector and civil society in the evaluation of Government performance. Support local capacity development for national and decentralised development planning Provide crucial enabling utility services for smooth operations in the Industrial and Business Parks as well as in all other locations.
The Uganda Registration Services Bureau (URSB)	• Responsible for business registrations (setups and liquidations), registration of patents and intellectual property rights, and any other registrations required by law
The National Environment Management Authority (NEMA)	• Carries out environmental impact assessments (EIAs) of planned development projects, environmental audits, enforcement and compliance.
The Directorate of Citizenship and Immigration (DCI)	• DCI issues visa and work permits to approved investors
The National Identification and	 NIRA issues identification documents to all
Registration Authority (NIRA);	Ugandans and non-citizens residing in the country.
The Uganda Revenue Authority (URA)	• URA handles all taxation matters including tax incentives to eligible investors.
The Uganda National Bureau of Standards (UNBS)	 UNBS formulates, promotes and enforces the use of standards in protection of public health and safety and the environment against dangerous and sub-standard products; ensures fairness in trade and precision in industry through reliable measurement systems; and assures the quality of locally manufactured products to enhance the competitiveness of exports in regional and international markets.
The Directorate of Lands Registration (DLR)	 The Directorate is responsible for issuance of certificates of titles, general conveyance, keeping custody of the national land register, coordination, inspection, monitoring and back-up technical support relating to land registration and acquisition processes to local governments

The Kampala Capital City Authority (KCCA) and District Local Governments (DLGs)	 KCCA through its Directorate of Physical Planning is responsible for planning, designing and managing City physical infrastructure including the zoning, land subdivision and demarcating areas for development. DLGs likewise are important actors in locating and supporting investment within their areas of jurisdiction
The Uganda Free Zones Authority (UFZA);	 UFZA is responsible for the establishment, development, management, marketing, maintenance, supervision and control of free zones in Uganda.
The National Social Security Fund (NSSF);	 NSSF is charged with providing social security services to employees in Uganda. All eligible employers are obligated to comply with policies and procedures set by the Fund irrespective of the origin of the employer.
The Financial Intelligence Authority (FIA)	• FIA is a government agency charged with combating money laundering and terrorism financing.
Other Anti-corruption Agencies	• These include the Office of the Inspector General of Government (IGG); agencies from the Office of the President (OP); and from other security agencies.
Private Sector Business Associations including: Private Sector Foundation Uganda (PSFU), Uganda Manufacturers Association (UMA), Uganda Small-scale Industries Association (USSIA); Uganda Women Entrepreneurs Association Ltd (UWEAL); Enterprise Uganda, etc.	• These are primary stakeholders responsible for promoting domestic enterprise development iincluding engaging in mutually rewarding public-private partnerships (PPPs).
External Development Partner Agencies including bilateral and multilateral agencies	 These agencies are important potential sources of funding and technical assistance for the Authority as well as domestic investors and the business community. Development Partner agencies also play an influential role in profiling countries for investment decision making globally.
National Enterprise Corporation (NEC)/Uganda Peoples Defence Forces (UPDF) Engineering Brigade	 Undertake development of regional industrial and business parks

Uganda Investment Authority

Nature and implications of Relationship
 OPM Coordinates the implementation, Monitoring and Evaluation of all Government Policies, Programmes and Projects including JAF Indicators and actions and PIRT decision through the National Institutional coordination Framework. Undertakes Coordination of the implementation of the National Development Plan (NDP) Coordinates and provide public relations to ensure good Government image, effective coverage of national events, communication of policies/practices, and defining the ideal National Character and Values for Development



H.E PRESIDENT OF THE REPUBLIC OF UGANDA YOWERI KAGUTA MUSEVENI LAUNCHES ATYAK SUGAR FACTORY IN AMURU DISTRICT



CHAPTER 3 STRATEGIC DIRECTION 2020-2025

3.1 Vision

"A globally competitive Uganda, profitable for business and investment"

3.2 Mission

To promote, attract and retain value-adding domestic and foreign investments through robust marketing and investor-centric policies and services.

3.3 Goal

The goal of UIA is Accelerated Industrialization and Employment Creation through Investment

3.4 Corporate Values

The Authority's corporate culture is embedded in the values of:

- i) Professionalism (encompassing competence or skill and a high level of work ethic);
- ii) Teamwork (willingness of staff to work together to achieve a common aim);
- iii) People centeredness (valuing all UIA's clients, staff and other stakeholders);
- iv) Innovativeness (an open-minded and creative approach to achievement of results
- v) Excellence (a spirit to excel beyond the normal by exploring new ideas and avenues that foster performance and
- vi) Sustainability (caring for a healthy and sustainable planet in whatever we do (green investments, cleaner production, etc.).

3.5 Strategic Areas of Focus

The Authority will focus its resources on the following five key areas of its mandate:

- i. Promoting Uganda as the preferred destination for Foreign and Domestic Investment in Africa.
- ii. Improving domestic and international competitiveness and 'Doing Business Environment' through an efficient One Business Stop Centre.
- iii. Accelerating Uganda's industrialization through serviced industrial-business parks; and
- iv. Undertaking research and advocacy for favorable investment measures and policies
- v. Enhancing UIA institutional capacity to deliver its mandate.

	n fo
	lestination
	stin
	ed desti
	rred
	refer
	br
suc	ng Uganda as the pi
ntic	a as
irve	and
Inte	Ü ů
ives and Inte	oting l
es a	not
ctiv	ror
Objectives	gic Area 1: Pro
• >	rea
tegic	c A
trat	tegic
3.6 Stra	Strate
ю.	Ś

Strateg	Strategic Area 1: Promoting Uganda as the preferred destination for Foreign and Domestic	he preferred destination for Fore	ign and Domestic
Investr	Investment in Africa		
No.	Strategic Objective	Strategy	Activities
1.1	To increase FDI percentage	1.1.1Strategic investor targeting	1.1.1.1 Organising and implementing a strategic investor
	contribution to GDP from		targeting programme through an internationally accredited
	3.68% to 5%% by 2025		FDI intelligence tool;
			1.1.1.2 Liaising with Uganda's foreign missions abroad and
			diplomatic missions accredited to Uganda for investment
			promotion and follow up of investment leads;
			1.1.1.3 Organising outward and inward investment marketing
			missions; and Organising online Business Forums and
			Dialogue sessions in collaboration with entities in target
			markets.
		1.1.2 Provision of Timely	1.1.2.1 Developing and disseminating updated investment
		Quality Investment Information.	promotion materials;
			1.1.2.2 Responding to all investor inquiries regarding
			investment; and Compilation of bankable private and public
			projects for investment promotion.
		1.1.3 Implementation of a robust	1.1.3.1 Investor follow up from attraction and licensing to
		Investor aftercare programme.	implementation and expansion through use of a Client
			Relationship Management System (CRMS);
			1.1.3.2 Investor aftercare support through
			troubleshooting to ensure successful implementation of
			licensed projects;
			1.1.3.3 Facilitation of forward and backward linkages through
			supplier match-making events;
			1.1.3.4 Implementation of a 'Sector Intervention Approach'
			to ease business operating conditions in the sectors; and
			1.1.3.5 Tracking of quality and gender consideration
			assurance as regards employment creation

remittances into investment by 2025	investment by Ugandans in the Diaspora;	
2025		relevant to the Ugandans in the Diaspora; 1.2.4.2 Establishing and maintaining a data base on the
		identity, location and skills of the Ugandan Diaspora together
		with the relevant entities;
		1.2.4.3 Facilitating One Stop Centre services to Ugandans in
		the Diaspora through the Diaspora Desk;
		1.2.4.4 Organising physical and virtual 'Diaspora
		Investment Summits with Operation Wealth Creation (OWC),
		United Nations Development Programme (UNDP), Food and
		Agriculture Organisation (FAO), Ministry of Foreign Affairs,
		and other like-minded institutions to target the Diaspora
		communities;
		1.2.4.5 Compiling, documenting and widely publicising
		successful Diaspora investments to inform and attract other
		Ugandans in the Diaspora to invest;
		1.2.4.6 Developing incentives for Diaspora investments;
		and
		1.2.4.7 Fast tracking the passing of the Diaspora Policy to
		make it easier for Ugandans living abroad to invest back home
		and contribute to the socio-economic and political
		development of the country.

National and Regional	the regions where investment is lacking (Government has
ent Promotion	increased incentives to attract movement of investment away
en	
Uganda;	1.3.2.2 Development of project profiles for sectors where
	different regions have comparative advantage
	1.3.2.3 Organizing regional investment symposia, expos, and concultative fore in collaboration with identified northere such
	as Oberation Wealth Creation (OWC), the Presidential
	Initiative to Promote Agro-Industrialization for Local
	t (Agri-LED) Framework
	multilateral);
	1.3.2.4 Advocating for increased incentives to move
	~
1.3.3 Development and	1.2.3.1 Establish and maintain an updated National SME
maintenance of a National SME	Database and Portal; Facilitate SMEs to access information
Database and SME portal for	portunities for linkages with foreign and domestic lan
traceability, access to services	scale firms for sub-contracting and partnerships for
and linkage	technology transfer, productivity improvement, and growing
1.3.4 Promoting JV Partnerships	to scale.
and sub-contracting linkages	1.3.4.1 Facilitate SMEs to access fully-serviced workspaces,
between foreign and high	incubation and workspace services
Ξ	ors with
to enable technology transfer,	support services designed to lower the costs of doing
rowing to scale.	business; identify markets and encourage
1.3.5 Facilitation of the	1.3.5.2 Facilitate SME access to affordable business finance
t of four (4)	and acceleration programs to support innovation, technology
lology	transfer and enhancement of competitiveness in the domestic,
(TTOs) in collaboration with	regional and international markets
lic and Private l	ollaborate with relevant MDAs,]
R&D and	business associations and District Local Governments
Institutions for transfer of	(DLGs) to coordinate promotion and facilitation of domestic
market"	1354 Identify mrofile link and market SMFs through
	National SME portal/Database to MSME Service providers
	and potential buyers for improved service delivery and
	monitoring;
	1.3.5.5 Provide expert advice to GOU designed to promote
	nationwide SME investment growth, competitiveness, and
	transition into larger scale litins with enhanced investment capacity.
	C7

Strategic Area 2: Improving domestic and international competitiveness and 'Doing Business Environment' through an efficient One Rusiness Ston Centre

Envii	Environment' through an efficient One Busin	ient One Business Stop Centre.	
No.	Strategic Objective	Strategy	Activities
2.1	To reduce the cost of	To reduce the cost of 2.1.1 Implementing an effective, and	2.1.1.1 Annually review services and business processes at the
	doing business		One Stop Centre (OSC) and engage Government Agencies and
	environment to improve	processing, licensing and other post-	Partners for new or expanded services as required;
	the country's ranking	investment business support services	2.1.1.2 Progressively automate and integrate new services on
	by;	to both foreign and domestic investors	the OSC online portal to offer services that meet ISO 9001:2015
	a. WB-from 116 to designed to	designed to lower the cost of doing	quality standards;
	91 by 2025	business;	2.1.1.3 Provide a warehouse of investment-related data to
	b. WEF- from 115		promote lower cost of doing business and transparency, thus
	to 90 by 2025		reducing the loopholes for corruption;
			2.1.1.4 Establish 4 regional One-Stop Centre to take key
			business licensing services nearer to the regional based clients,
			and reduce set-up costs;
			2.1.1.5 Conduct business process re-engineering workshops that
			further reduce the steps or procedures required to offer key
			services at the OSC;
		2.2.1 Effective collaboration with the	2.2.1.1 Undertake competitiveness studies to establish overall
		key stakeholders including the	sector advantages and quick-wins, challenges to be addressed,
		business community and relevant	and marketing strategies, thereby contributing to improved
		MDAs to enhance integrity and	sector and overall country competitiveness.
		business ethics, thereby projecting a	2.2.1.2 Networking with influential local and global
		favourable image of Uganda;	stakeholders to generate and share accurate and positive
			information regarding Uganda's business environment.

STRATEGIC AREA 3: Accelerating Uganda's industrialization through serviced industrial-business

parks	S		
N0.	Strategic Objective	Strategy	Activities
3.1	To promote investment		3.1.1.1 Development of integrated and serviced Industrial and
	for economic	regional network of 23 Industrial	Business Parks (IBPs) that attract foreign and domestic investors to
	transformation and	Business Parks spread across the	establish industries in different parts of the country;
	0040		3.1.1.2 Develop the relevant public infrastructure and utilities
			in these industrial parks using funding from the Government
	unrougn value addition	partnership with Private Sector	Consolidated Fund and other sources;
	and technology transfer		3.1.1.3 Develop specific incentive regime for investors willing to
	resulting into the		locate in upcountry Industrial Business Parks (IBPs);
	creation of 1 million		3.1.1.4 Establish and service one Science, Technology,
	iobs i.e 350.000 direct		Engineering and Innovation (STEI) Park, and business incubator in
	and 650 000 iobs		each of 4 Regional Cities (Arua, Gulu, Mbale, and Mbarara), 5
			Strategic Cities (Fort Portal, Hoima, Jinja, Nakasongola and
			Moroto) as well as in Kampala Capital City;
		3.1.2 Collaboration with other	3.1.2.1 Undertaking innovative marketing communications to
		stakeholders to advocate for policy	popularize the advantages and benefits offered to users of the IBPs;
		and legal reforms that promote	3.1.2.2 Publicising achievements, challenges and proposals for
		Uganda's industrialisation;	facilitating increased investment in Uganda' industrial sector;
			3.1.2.3 Jointly develop with sister departments and implement
			annual programmes to promote investors occupancy of available
			space in the IBPs;
			3.1.2.4 Tap into and harness the UGX500 Billion Innovation Fund
			to establish, operationalised and incentivize the regional STIPs in
			Central, Eastern, Northern and Western regions, and
			3.1.2.5 Establish a Land Bank to assist investors to access private
			land for industrial and agricultural investments.
			3.1.2.6 Widely publicise the services offered to industrialists by the
			IBPs.

27

Do d	STRATEGIC AREA 4: Under policies	taking research and advocacy for	STRATEGIC AREA 4: Undertaking research and advocacy for favorable investment measures and policies
N0.	0. Strategic Objective	Strategy	Activities
4.1		4.1.1 Research and Agenda 4.1.2 Integrated Mana	Policy 4.1.1.1 Develop a comprehensive research agenda aimed at fostering investment activities gement 4.1.1.2 Develop a policy agenda and framework addressing
		ation Systen SME Portal (i	
4.2	To advocate for investment measures and	favorable 4.2.1 Investment policy I policies position papers 4.2.2 Legislative reviews	 and 4.2.1.1 Present investment policy and position papers 4.2.2.1 Review investment code 4.2.2.2 Popularize investment code
4.3	To foster institutional and inter- agency collaboration to enhance synergy in investment promotion and advocacy	 4.3.1 Stakeholder mapping 4.3.2 Memoranda Understanding 4.3.3 Joint implementation 	 a.3.1.1 Conduct stakeholder mapping of 4.3.2.1 Sign Memoranda of Understanding 4.3.3.1 Conduct joint project implementation
LS	RATEGIC AREA 5: Enhand	STRATEGIC AREA 5: Enhancing UIA institutional capacity to deliver its mandate.	liver its mandate.
N0.	Strategic Objective	Strategy A	Activities
5.1	To strengthen UIA's capacity to deliver	Developing and ating UIA's Human	5.1.1.1 Fill any vacant positions in the approved staff complement including that of Deputy Director General to provide leadership to the
	y on its	Resource Development Strategy; t	technical teams; 5.1.1.2 Provide staff with requisite knowledge, skills, work ethic and resources required to deliver effectively and efficiently;
		<u>5</u> 1	5.1.1.3 Carry out periodic monitoring and evaluation including mid- term evaluation;
		<u>v</u> 2	5.1.1.4 Undertake periodic review and enhancement of the competitiveness of UIA's staff terms and conditions of employment
		2	and work environment;

5.1.2. Improve the management capacities of local enterprises through massive provision of Business Development Services geared towards improving firm entrepreneur capabilities through establishing five (5) Regional Business Development Services Centres.	 5.1.2.1 BDS Services, Mentorship for Investors (DDIs, MSMEs, Cooperatives, SACCOS etc) that access the Business Development Centers. 5.1.2.2 Human Capital Development - aimed at increasing sustainability and continuity of business within any business evidenced by a succession plan 5.1.2.3 Strengthening Financial Intelligence & Development of bankable projects to access for increased investment
	 5.1.2.4 Enable and optimize Buyer/Seller collaboration aimed at improved value and improved quality of products, increased linkages and access to market. 5.1.2.5 Establish regional database for all BDIs and MSMEs for easy linkage to investment opportunities
5.1.3 Increasing staff and institutional capacity to deliver the Strategic Plan 2020-25	 5.1.3.1 Undertake periodic review and alignment of UIA organizational structure to strategy to enable effective implementation of the Strategic Plan; 5.1.3.2 Mobilise the resources required to implement UIA's annual and strategic plans; 5.1.3.3 Instill an innovative performance management culture, including timely monitoring, evaluation and accountability for institutional resources;
	 5.1.3.4 Prepare timely procurement and disposal plans and monitor their implementation 5.1.3.5 Develop an effective communications strategy and monitor its implementation; 5.1.3.6 Prepare an institutional research strategy and monitor its implementation;

 4 Strengthen Governa ersight, and Risk Manager JIA 5 Improving UIA's Wironment 	5.1.4 Strengthen Governa Oversight, and Risk Manager at UIA at UIA 5.1.5 Improving UIA's W Environment	 5.1.4 Strengthen Governance, 5.1.4.1 Formulate, adopt and implement an annual almanac of Board Oversight, and Risk Management meetings to ensure good governance in terms of provision of strategic direction, policy guidance and institutional oversight; 5.1.4.2 Develop and implement periodic organisational learning interventions for Board Members, Management and Staff; 5.1.4.3 Prepare and submit periodic budgets and periodic performance reports to the Board; 5.1.4.4 Prepare and submit all statutory reports on time; 5.1.4.5 Operationalize the existing GOU Financial, Human Resource, 	5.1.5 Improving UIA's Work 5.1.5.1 Annually replenish outdated institutional infrastructure Environment 5.1.5.2 Review and modernize organisational policies, systems and business processes to be responsive to emerging demands;
 4 Strengthen ersight, and Ris JIA JIA 5 Improving /ironment 	5.1.4 Strengthen Oversight, and Ris at UIA at UIA 5.1.5 Improving Environment	Governar k Managem	UIA's W
· · · · · · · · · · · · · · · · · · ·	5.1. Ove at L Env.	4 Strengthen ersight, and Ris JIA	5 Improving /ironment

3.7 Guiding Principles for Investment Marketing

Uganda's investment promotion efforts are underpinned by the following principles:

- Welcoming responsible, quality and compliant investment;
- Investor protection;
- Supporting investors with fair, clear and reliable macro-economic & industrial policies, and regulatory environment;
- Mutual benefit

3.8 Key Strategic Outcomes from Implementing UIA's Mandate

The following are the major outcomes to be attained by 2025.

- i. FDI contribution to GDP raised from 3.68% to 5% by 2025
- ii. Diaspora remittance into investment raised to at least 10% by 2025.
- iii. Value of Domestic Direct Investment raised from to 24.5% to 50% by 2025
- iv. Reduced Cost of Doing Business Environment resulting into improved Global Ranking as follows;
 - a. Cost of Doing Business Ranking (WB) from 116 to 91 by 2025
 - b. Global Competitiveness (WEF) from 115 to 90 by 2025
- v. Increased Value Addition, Technology and Knowledge Transfer resulting into the creation of 1,000,000 jobs i.e 350,000 direct and 650,000 indirect jobs
- vi. Improved Research for Development (R4D) leading to investment promotion and facilitation
- vii. Improved investment measures and policies
- viii. Improved collaboration among Implementing Partners
- ix. Improved Technical Capacity among staff



0

f

133

LED bulb making at Pearl Technologies Ltd factory in Mbale Industrial and Business Park

- 74

-22

CHAPTER FINANCING FRAMEWORK AND STRATEGY

4.1 Government Funding

The Authority will utilize resources allocated through the Medium-Term Expenditure Framework (MTEF); mobilize adequate resources locally through Non-Tax Revenue (NTR), and from its Regional and International Development Partners (the latter supporting especially the development of Industrial Parks as indicated in the extract below from the Ministerial Policy Statement for FY 2020/21. Funding of UIA's operations has traditionally been severely constrained. The Authority is hopeful that increased allocations will be made in coming years, coming against the backdrop of UIA's recent improved performance, and wider mandate emanating from the new law .

4.2 External Funding

Uganda Investment Authority is implementing a 3 ¹/₂-year infrastructure development project at the Kampala Industrial and Business Park, Namanve, financed by a Euros 249,867,703 loan from United Kingdom Export Finance (UKEF) and Standard Chartered Bank (SCB). The Project contractors (Lagan Dott Namanve Limited) commenced work on 6th July 2020 and are charged with development of road network and bridge including traffic management, water distribution system, sewerage and waste treatment works, public toilets, supply and laying of 33KV single core cable, fibre optic and CCTV services, solar street lighting for the entire park, and construction of SME workspaces. The project is supervised and managed by a consortium comprised of Roughton International Ltd, Turner and Townsend International Ltd, Joadah Consult Ltd and Basic Group Ltd.

The Authority will step up efforts aimed at mobilising additional resources that can support special capital development projects including development of IBPs and STIPs; enhancement of the performance effectiveness of the One-Stop Centre, and strengthening the competitiveness of Ugandan SMEs to enable them exploit local investment opportunities and also partner effectively with foreign firms. These resources will be off-budget funds aimed, especially at enhancing results from the Authority's investment promotion and facilitation interventions.

Potential development partners include multilateral agencies such as World Bank; United Nations Conference on Trade and Development (UNCTAD); United Nations Industrial Development Organization (UNIDO); United Nations Economic Commission for Africa (UNECA); East African Community (EAC) and the International Chamber of Commerce (ICC), and bilateral agencies including United States Agency for International Development (USAID); Department for International Development (DfID-UK); Danish International Development Agency (DANIDA); European Union (EU); MasterCard Foundation; Islamic Bank; and German Development Cooperation Agency (GIZ), among others.

The Strategic Plan introduces the idea of structuring the vote key outcome areas around 9 Programmes, clearly delineating the functions of the Authority, and facilitating better reporting. In the outgoing plan, all core areas were crowded under only two programs making it quite difficult to delineate outputs and reporting.

4.3 Resource Mobilisation Strategy

In order to deliver its mandate across the 9 NDP- III Programmes, UIA developed a robust forward-looking resource mobilization strategy for the FY 2020/21 - 2024/24, taking into account the changing donor landscape as well as lessons learned from current resources mobilization efforts.

The strategy explores new aid modalities and actors, outlines a systematic and strategic approach to leveraging existing and new partnerships with clear recommendations on how to diversify the UIA resources base.

A female employing making non-medical facemasks at Lida packaging factory in Mbalala

(Const

TA View D

A beverage company in Mbarara SME Park

R.H.PR.

CHAPTER 5 INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.1 How will the plan be implemented?

In order to implement this Plan effectively and efficiently, the Authority will continue to address structural bottlenecks in order to enhance institutional capacity in delivery of the Authority's mandate. Key constraints and challenges include: hitherto a piece meal operationalisation of the revised organisational structure; inadequate dissemination and implementation of the newly amended Investment Code Act 2019; inadequate monitoring of the country's investment position against global benchmarks; inadequate planning and research skills, and failure to leverage ICT systems to improve internal and external service delivery.

The Authority will fully harness its core strengths to enhance its performance effectiveness. Key strengths include dedicated leadership; a strong team of multi-disciplinary staff; improved funding position and strong political commitment. The Authority will also make wide stakeholder consultations to promote innovation, creativity and professionalism towards realization of the Strategic Plan. UIA enjoys great opportunity to work collaboratively with a wide range of stakeholders within and outside of Government to create synergies that transform the One-Stop Centre into a world class business-friendly facilitator.

5.2 Implementation Structure

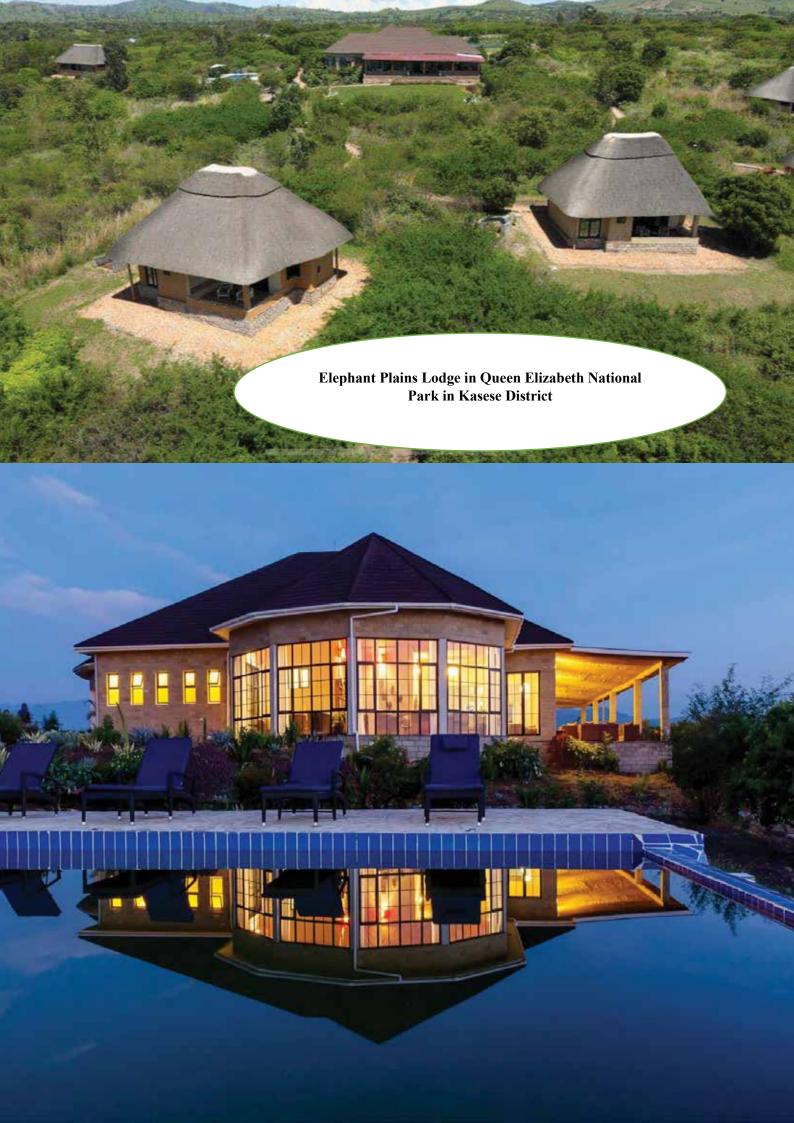
The implementation setup of the plan can be broadly categorised into three levels:

- 1. Ministry Oversight: The Authority reports to the Ministry of Finance, Planning and Economic Development (MFPED) through the State Minister responsible for Privatization and Investment, and works very closely with the supervising Directorate of Economic Affairs (DEA).
- 2. Board of Directors: The Board is appointed by the Minister of Finance, Planning and Economic Development and comprises of the Chairperson and six Members that represent a wide range of stakeholders. The Board provides the Authority with strategic and policy direction as well as overall oversight of the operations of the Authority.

Management Level. This is comprised of the DG, who doubles as the Accounting Officer, assisted by the DDG. Next in the hierarchy are five (5) Directorate Heads, a Board Secretary and a Chief Internal Auditor. The high-level (Top Management) structure is given in the annexes

UIA Board consists of:

- a. 5 persons appointed by the Minister from the private sector with sound knowledge and practical experience in business or investment matters; one of whom shall be the chairperson;
- b. The Permanent Secretary of the Ministry responsible for finance or his or her nominee not below the rank of Commissioner; and
- c. The Permanent Secretary of the Ministry responsible for trade, or his or her nominee, not below the rank of Commissioner.



CHAPTER (6) COMMUNICATION AND FEEDBACK STRATEGY

In order to communicate the plan and also identify the mechanisms for generating feedback from its various stakeholders, UIA developed a Communication Strategy for the FY 2020/21 - 2024/25.

The overall goal of the strategy is to establish an effective, well-coordinated and proactive communication system that meets information needs of key stakeholders, and positively enhance public knowledge and perception about the Authority. Consequently, the strategy aims to meet information needs of key stakeholders; increase UIA visibility; and promote effective communication between UIA and its stakeholders so as to obtain feedback and improve performance.

The specific objectives of the Strategy include: (i) improving stakeholders' knowledge about UIA's Vision, Mission, Goal, Strategic Areas, Objectives and Core Values; (ii) improving information flow between UIA and key stakeholders; (iii) increasing UIA visibility at National, Regional and Global levels; and (iv) strengthening capacity of implementing partners to effectively communicate UIA outputs and results.

To achieve the intended goal and objectives, the strategy shall focus on eight priority areas, including (i) Communications research, (ii) Media relations and engagement, (iii) Strategic publications, (iv) Corporate branding, (v) Promotional activities, (vi) Issues management, (vii) Programming, and (viii) Capacity development.

The target audience shall be categorized into two: Internal and External Audiences, with varying degree of sub-audience levels, concerns and appropriate channels for communication. Messages shall be designed and delivered to specific target audiences, using both modern and traditional media approaches. Strategies and tactics shall also be employed to achieve intended communication goal and objectives so as to bring about desired effect on the target audience.

A communication team shall be established to effectively manage the implementation of the strategy; handle communication issues that may affect UIA performance and reputation; monitor and evaluate as well as track performance of progress towards achievement of key outputs.

It is expected that with improved communication management and coordination, delivery of messages to stakeholders shall be harmonized; the media shall be better informed with resultant effect on balanced reporting; UIA visibility shall be increased; and political buy-ins obtained.



Cement Factory Located in Tororo

CHAPTER 7 RISK MANAGEMENT

In order to mitigate risks that might affect successful execution of the Plan, the Authority developed a Risk Management Strategy.

The table below highlights the Risk Type, their likely incidence and proposed mitigation measures enshrined in the Risk Management Strategy.

	Risk Management Strategy	T	
S/N	Risk Type	Level	Mitigation Measures
1	Emergent adverse pandemics that threaten national, regional and global investment environment	Medium	• Undertake annual review of the Strategic Plan to rationalize performance targets taking into account emerging developments.
2	Inadequate resources to support the full implementation of the strategy.	High	 Align strategies and work plans to Annual Budget allocation Maintain dialogue with Government and Parliament to accord adequate priority to UIA mandate in national development Identify external funding sources
3	Lack of cooperation, compliance and collaboration by other Implementing Partners Agencies	Medium	• Sign Memoranda of understanding (MOUs) supported by orientation to a shared customer-service culture.
4	Political will and commitment to undertake the required implementation, policy and regulatory reforms required to address investment environment in Uganda	Low	• Undertake review of the Strategic Plan to rationalize performance targets taking into account emerging developments.
5	Sustainability, innovation, technology and research challenges in Uganda	Medium	 Promote Sustainable Development through Capacity Building Research Agenda should focus on Science, Technology and Innovation.
6	Weak Internal Control Mechanisms and lack of single database information for Investment in Uganda.	Medium	 Give priority to strengthening of business processes Regular capacity development and cultural orientation of Board, Management and Staff.

Table 7 Risk Management Strategy





Kaweeri Coffee Plantation in Mubende District on Agricultural land provided by Uganda Investment Authority

CHAPTER 8 MONITORING AND EVALUATION FRAMEWORK

8.1 Overview

In order to operationalise the plan, the Authority developed an M&E Framework to measure progress towards expected outputs and outcomes as articulated in the Results-Based Logical Framework (Annex 9.10) and to examine and determine the contribution, if any, of the results and outcomes to support the Strategic Areas and Objectives for the Authority as indicated in Chapter 3 above.

The Authority's M&E Framework was developed in the context of the NDP-3 M&E Framework and the National M&E Policy. It provides a clear linkage between the Strategic Plan, Annual Work Plans, Departmental Goals and individual goals all leading into the Performance Management System to ensure full accountability and progress tracking on implementation of the strategic objectives, initiatives and activities.

Monitoring, Evaluation and Reporting will form a critical part of the implementation process of this Strategic Plan. This entails regular data collection, analysis, and reporting, which will provide timely, substantive and analytical information for the Authority to evaluate achievements and assess progress on implementation of its activities.

The output of the process will be used to inform decision-making, including taking corrective action from the lessons learnt. It will also provide the necessary feedback on the status of implementation to enable informed decisions, by Management and the Board.

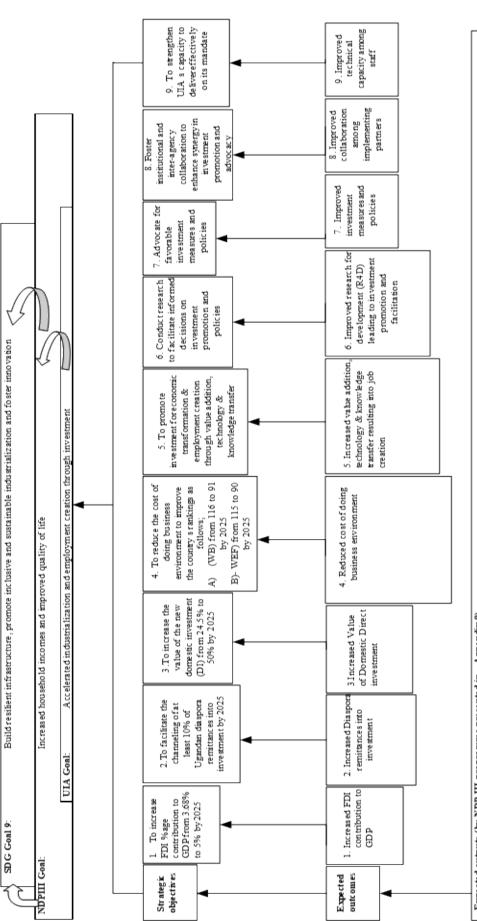
Implementation of the Strategic Plan will be done at all levels of the Authority. Quarterly review and planning meetings will be held to assess progress on planned outputs, discuss challenges and recommendations that will form part of the Authority's quarterly and annual performance reports. Every implementing unit will ensure that their respective annual work plans are prepared within the framework of the Plan. The annual plans will be cascaded to all Directorates, Departments and individual levels. The Departmental and individual targets will be proposed, discussed and submitted to relevant divisions or sections in approved prescribed formats. Management will ensure that all policies, programs, rules and regulations are prepared and reviewed on the basis of the Plan.

The overall responsibility of M&E will be vested in the Management Team headed by the Director General through the Deputy Director for Research and Planning (who effectively heads the Planning Unit).

However, every vote-head, or Director in this case, will be responsible for coordinating periodic reviews. The reporting system will require that each implementing unit monitors its activities as contained in its annual work plan and budget and prepare periodic performance reports. This will in turn lead to critical assessment of UIA's objectives in regularly-scheduled senior management meetings and in the staff meetings at the directorate level. M&E will be based on a framework which consists of various components: a definition of responsibilities, tracking of indicators, adoption of monitoring and evaluation mechanisms, a reporting process, timeliness and financing. It is expected that this process will also inform the mid-term review of the plan in FY 2022/23.

8.2 Results Framework

Figure 3 below presents the UIA's Goal, Strategic Objectives, Expected Outcomes, Expected Outputs and how they link into the National and Global Sustainable Development Goal



Expected outputs (by NDP III programme presented in – Appendix 9)

1- Agro-industria fization, 2- Mineral Development, 3- Tourism Development, 4-N atural resources, Environment, Climate Change, Land and Water Management, 5- Private Sector Development, 6- Manufacturing, 7- Sustainable Energy Development, 8- Sustainable Urban and Housing Development, 9- Regional Development

8.3 Key Assumptions

- i) Availability of free land for the development of Regional Industrial Parks
- ii) Sustained Budgetary support from GoU and Development Partners.
- iii) Full support of leaders at all levels
- iv) Optimal utilisation of funds
- v) Mainstreaming of Gender, HIV/AIDS and Environment/Social Safe Guards

8.4 Monitoring and Evaluation Responsibilities

The M&E function will be the responsibility of the Research and Planning Unit. The Unit will establish an M&E system to track physical progress and generate real-time reports. The Unit Head will constitute a Performance Monitoring Team with focal points from each directorate.

The Performance Monitoring Team will be responsible for:

- a) Developing M&E Tools
- b) Preparation of periodic performance monitoring reports for various end users.
- c) Conducting mid-term, end term and any ad-hoc/special studies related to the Plan.

8.5 Data Collection and Management

Standardized tools will be developed to enable the Authority to have comparable aggregation of data from different sources, especially partners like URA, MFPED, UBOS, and BoU. Outcome (effect) indicators will therefore be collected using survey methods and special studies while output, input and process indicators will be collected using program level reports.

8.6 Evaluation

Evaluation will be done to analyse the long-term effects of trends in specific interventions. There are three major evaluation activities that will be undertaken during the implementation of Strategic Plan 2020-25:

- a) Mid-Term Evaluation: The Authority will undertake a mid-term review of the Strategic Plan during FY 22/23, by examining implementation progress at all functional levels. The report generated will be used to reengineer the programmes to achieve the goals set in the strategic plan within the set time.
- b) End-term Evaluation: At the end of the strategic plan period FY 24/25, the Authority will undertake an evaluation to ascertain the level of achievement and help in designing future activities of the strategic plan.
- c) An ad-hoc evaluation: In case of significant unexplained variation between goal and performance (especially in critical performance areas), an ad-hoc evaluation may be conducted to inform decision- making and implementation.

8.7 M&E Guiding Principles

The Authority will develop an M&E plan to guide the process

- Monitoring exercise shall be conducted by the monitoring and evaluation team.
- A standard tool shall be established for data collection and analysis.
- Data will be collected at activity level and channelled upwards in agreed formats on a continuous basis.
- Key indicators of efficiency, effectiveness and impact shall be established.
- Accountability for production of the reports shall lay on the M&E Unit staff.
- Responsibility for acting on reports shall lie on the Deputy Director Research and Planning.
- and maybe auditing where necessary.

CHAPTER 9 APPENDICES

9.1ANNUAL COSTED OUTPUTS BY PROGRAMME FOR THE PERIOD 2020-2025 9.1.1 AGRO-INDUSTRILISATION

	2024/25	Budget (Bn Ugx)	87.28	-	1.5	1.5
	202	Target	Т	10	30	20
	2023/24	Budget (Bn Ugx)	153.16	-	1.5	1:5
S	202	Target	-	10	30	20
Annualized Estimates	2022/23	Budget (Bn Ugx)	194.53	1	1.5	1.5
nnualize	202	Target	-	10	30	20
A I	/22	Budget (Bn Ugx)	85.9	-	1.5	1.5
	2021/22	Target	-	•	0	0
	/21	Budget (Bn Ugx)	•	•	0	•
	2020/21	Target	0	•	0	•
Total	5 Year	C031	520.87	4.00	6.00	6.00
Output	Indicators		Number of fully serviced industrial parks	Number of agro-processing technologies imported.	Number of scholarships and students on apprenticeship programmes.	Number of Exchange programmes
Outputs	1		4 Agro-industrial parks/export processing zones established	Scholarship and apprenticeship programme in strategic agro- industries established	Scholarship and apprenticeship programme in strategic agro- industries established	4 Exchange programmes for practitioners in the agro-industry value chain with countries that have appropriate agro-processing technologies established
Strategy/	Interventions		Establish eco- friendly fully serviced agro- industrial parks/export processing zones to stimulate and expand agro- processing.	Establish a strategic mechanism for importation of agro- processing technology;	a)-Establish a scholarship and apprenticeship programme in strategic agro- industries	 b)-Establish an exchange programme for practitioners in the agro-industry value chain with countries that have appropriate agro- processing technologies c)-Amend the investment law to enable foreign and local investment
Objective			To establish fully serviced agro- industrial parks/export processing zones to stimulate and expand agro- processing	Increase agro- processing of the selected products		

Uganda Investment /
≜UIA

Authority

	2024/25	Budget Budget		0 0				
		Target						
	2023/24	Budget (Bn Ugx)		0				
tes	20	Target		2,500				
Annualized Estimates	2022/23	Budget (Bn Ugx)		0.25				
nnualize	202	Target		2,500				
A	2021/22	təgbuð (xgU nð)		0.25				
	202	Target		0				
	2020/21	Budget (Bn Ugx)		0				
	202	Target		0				
Total	5 Year	C081		0.50				
Output	Indicators			Number of	copies of the	new investment	code printed.	I
				law				
Outputs	I		technologies - established	Investment	amended			
Strategy/	Interventions		processing technologies	c)-Amend the	investment law to	enable foreign and	local investment	nartnerchin
Objective								

Authority Uganda Investment Authority

9.1.2 MINERAL DEVELOPMENT

		(v80 rg)					
	1/25	Budget (Bn Ugx)	0.1	0.2	0.2	0.2	0.1
	2024/25	Target			<u> </u>	<u> </u>	
	3/24	Budget (Bn Ugx)	0.1	0.2	0.2	0.2	0.1
es	2023/24	Target					
Annualized Estimates	2022/23	Budget (Bn Ugx)	0.1	0.1	0.2	0.2	0.1
nnualize	202	Target					
	2021/22	təgbuð (xg ^U nð)	0.1	0.1	0.1	0	0.1
	202	Target					
	2020/21	tagbuð Budget	0	0	0	0	0
	202	Target					
Total	5 Year Cost		0.40	0.60	0.70	0.60	0.40
Output	Indicators		Total number of bankable projects developed annually	Percentage of locally produced mineral products used in infrastructure projects	Percentage change in the volume of locally produced mineral-based products (%)	Percentage change in the value of private sector investment in minerals value chain (%)	
Outputs	I		Bankable projects developed				Establish and support partnerships with the private
Strategy/	Interventions		Undertake feasibility studies in priority mineral value chains to guide investment	Implement local content in public procurement to use and develop existing mineral potential, particularly in the major infrastructure projects like highways, dams, etc.	Increase public investment in priority mineral processing	Undertake PPPs to invest in mineral value addition	
Objective				Increase investment in mining and value addition			



Objective	Strategy/	Outputs	Output	Total				An	nualize	Annualized Estimates	S			
•	Interventions		Indicators	5 Year	2020/21	/21	2021/22		202	2022/23		2023/24	202	2024/25
				Cost	Target	Budget) (Bn Ugx)	Target	tagbuð (Bn Ugx)	Target	Budget (Bn Ugx)	Target	Budget (Bn Ugx)	Target	Budget (Bn Ugx)
		sector to increase mineral based products												
		Establish a prospectus of bankable projects		0.80		0		0.2		0.2		0.2		0.2
	Introduce incentive packages to attract investment in priority mineral value chain		Number of industries incentivized	0.40		0		0.1		0.1		0.1		0.1
	Streamline the process for acquisition and dissemination of market information	Market information acquired and disseminated	Number of Mineral Investment Promotions participated in	0.80		0		0.2		0.2		0.2		0.2
	Subscribe and acquire license to access international mining industry databases to list the bankable projects	e-Platform to disseminate market information developed		2.00		0		0.5		0.5		0.5		0.5



9.1.3 SUSTAINABLE ENERGY DEVELOPMENT

			l1
	2024/25	Budget (Bn Ugx)	1.2
	200	Target	m
	2023/24	Budget (Bn Ugx)	1.2
tes	20	taget	ω
Annualized Estimates	2022/23	Budget (Bn Ugx)	1.2
nnualize	203	tagarT	m
A	2021/22	Budget (Bn Ugx)	1.2
	202	tagırT	m
	2020/21	Budget (Bn Ugx)	0
	202	tagarT	0
Total	5 Year	Cost	4.8
Output	Indicators		Number of Special Agro- industrial Processing Zones (SAPZ) assessed for power demand projections
Outputs			Comprehensive report on power demand projections for 12 proposed Special Agro- industrial Processing Zones (SAPZ)
Strategy/	Interventions		Expand the transmission network to key growth economic zones (industrial and science parks, mining areas and free zones, etc.)
Objective	1		Increase access and utilization of electricity

Addentional Restaution Authority

9.1.4 NATURAL RESOURCES, ENVIRONMENT, CLIMATE CHANGE, LAND AND WATER MANAGEMENT

Objective	Strategy/	Outputs	Output	Total				Ar	nualize	Annualized Estimates	SS			
	Interventions	I	Indicators	5 Year	2020/21	/21	2021/22	/22	202	2022/23	202	2023/24	202	2024/25
				C081	Target	Budget (Bn Ugx)	Target	Budget (Bn Ugx)	Target	tagbuð (xgU nð)	Target	Budget (xgU n8)	Target	Budget Budget
Promote research, innovation and adoption of green appropriate technology to foster sustainable use and management of Water Resources & ENR	Promote forest cluster-based wood processing industries	Forest-based wood industry and technology established	Number of forest-based wood industry and technology transfer centers	8.0	0	0		7	_	6	-	0		0

50

9.1.5 SUSTAINABLE URBANISATION AND HOUSING DEVELOPMENT

		Budget (Bn Ugx)	6.4	0.45	3.7	0.5
	2024/25	Target	4		ς	0
	24	Budget (Bn Ugx)	4.9	0.15 4	3.7	0.5
	2023/24	Target	4	4 0	ŝ	0
Annualized Estimates	2022/23	Budget (Bx)	4.9	0.12	3.7	0.5
nnualize	202	Target	-	4		
V		Budget (Bn Ugx)	4.9	0.1	3.7	0.2
	2021/22	Target	1	4		
	2020/21	tsgU nB) Budget	0	0.08	3.7	0.1
	202	Target	0	4		
Total	5 Year	- C081	19.60	06.0	18.50	1.80
Output	Indicators		Number of housing development sites serviced by government with tenet infrastructure	Number of field supervision and monitoring visits conducted	Number of STEi Incubation Centres created	Number of apprentices Profiled and ready for job
Outputs	4		Real Estate Companies incentivized	Field supervision and monitoring reports	STEi Incubation Centres created	Profiles of apprentices
Strategy/	Interventions		Incentivize real estate companies to undertake affordable housing projects to address the housing deficit	Supervision, Monitoring and facilitation of Free Zones		Apprentices accessing Jobs Profiled and ready
Objective	5		Promote urban housing market and provide decent housing for all			



Uganda Investment Authority

9.1.6 TOURISM DEVELOPMENT

	0	Outputs		Total 5 Vee	5000				nnualiz	Annualized Estimates				101
Interventions				5 Year Cost	12/02/02	12/	77/1707	77/	707	2022/23	07	2023/24	202	2024/22
					Target	Budget (Bn Ugx)	tagırT	Budget (Bn Ugx)	Target	Budget (xgU nB)	tagırT	budget (Bn Ugx)	target	Budget (Bn Ugx)
Investment in eco- friendly andUganda National nourism MarketingNumber of investmentsfriendly and conservationTourism Marketing investmentsinvestmentsconservationStrategy (accommodation(accommodation services) set up in/close to the in/close to conservation areas	ped	Number c investmer (accommo services) in/close to conservat	of its odation set up o the ion areas	1.25	_	0.25	_	0.25	_	0.25	-	0.25		0.25
Tourism investmentNumberbankable projectsTourismdeveloped.investmeprojectsprojects	nt Number Tourism investme projects develope	Number of Tourism investmer projects developeo	of ent ed	3.40	∞	0.6	10	0.6	10	0.6	10	0.8	12	0.8
Tourism investment Number bankable projects of Tourism marketed and taken investment up projects taken up		Number of Touri investm projects up	sm ent taken	12.50	S	2.5	S	2.5	×	2.5	×	2.5	13	2.5
Regional ClustersNumbers of and Local ContentSMEs developedLocal ContentSMEs developedLocal Contentand linked to LargeSMEs developed tourism industryplayersLarge tourismindustry players	ll Clusters al Content eveloped ed to Large industry	Numbers Clusters : Local Co SMEs de and linke Large tou industry	of and ntent veloped cd to rrism players	2.50	1	0.5	1	0.5		0.5	1	0.5	1	0.5



9.1.7 PRIVATE SECTOR DEVELOPMENT

	4/25	tagbuð (xgU nØ)	0.00	0.08	09.0	1.10
	2024/25	Target	0.0	400.0	0.1	1.0
	2023/24	Budget (XgU n8)	0.00	0.08	09.0	1.10
	202	Target		400.0	0.1	1.0
timates	'23	Budget (xg ^U nB)	0.50	0.08	0.60	1.10
Annualized Estimates	2022/23	taget	2,500.0	400.0	0.1	1.0
	/22	tagbuð Budget (Bn Ugx)	0.50	0.08	09.0	1.10
	2021/22	taget	2,500.0	0.0	1.0	1.0
	/21	budget (xg ^U nB)	0.50	0.00	0.60	1.10
	2020/21	tagtaT	2,500.0	0.0	0.1	1.0
Total	5 Year Cost		1.50	0.32	3.00	5.50
Output	Indicators		Number of new investors resulting from the establishment of the special purpose vehicles	Number of new investors resulting from the establishment of the special purpose vehicles	Percentage of diaspora remittances channelled into investment	Number of feasibility studies for bankable projects to support investment decisions conducted
Outputs	1		Legal and regulatory framework for Private Equity and Venture Capital strengthened	Measures undertaken to build private sector capacity access green financing and green growth	response	Private firm transacting using ICT increased
Strategy/	Interventions		Mobilize alternative financing sources for private investment			1.4: Address non- financial factors (power, transport, business processess etc) leading to high costs of doing business
Objective						

	/25	təgbuð (xgU nð)	0.50	3.00	2.40	0.50
	2024/25	Target	2.0	2.0	300.0	50.0
	8/24	təgbuð (xgU nØ)	0.50	3.00	2.40	0.50
	2023/24	Target	2.0	2.0	300.0	50.0
timates	23	tagbuð (xg ^U nð)	0.50	3.00	2.40	0.50
Annualized Estimates	2022/23	Target	2.0	2.0	300.0	50.0
Ann		Budget (XgU nB)	0.50	3.00	2.40	0.50
	2021/22	Target	2.0	2.0	300.0	50.0
	21	təgbuð (xgU nð)	0.50	4.50	2.40	0.00
	2020/21	Target	2.0	3.0	300.0	0.0
Total	5 Year Cost		2.50	16.50	12.00	2.00
Output	Indicators		Number of business clusters developed NDP III growth triangle/corridor salong the value chain	Number of Regional Business Development Service Centres established	Number of clients served by the Regional Business Development Service Centres	Number of clients served by the Regional Business Development Service Centres
Outputs	(Clients' Business continuity and sustainability Strengthened		Clients' Business continuity and sustainability Strengthened
Strategy/	Interventions					2.1: Improve management capacities of local enterprises through massive provision of business development services geared towards improving firm capabilities
Objective	,					

Westment Authority

Obiective	Strategy/	Outputs	Output	Total				Annı	Annualized Estimates	timates				
•	Interventions		Indicators	5 Year Cost	2020/21	/21	2021/22		2022/23	/23	202	2023/24	2024/25	25
					təgraT	tagbuð (Bn Ugx)	Target	tagbuð (Bn Ugx)	Target	tagbuð Budget	target	Budget (Bn Ugx)	Target	Budget (Bn Ugx)
		Business	Number of	5.50	3.0	1.50	2.0	1.00	2.0	1.00	2.0	1.00	2.0	1.00
		Development	operational											
		Services	Regional											
		framework	Business											
		established	Development Service Centres											
			Number of	3.00	200.0	0.60	200.0	0.60	200.0	0.60	200.0	0.60	200.0	0.60
			Youth served											
			through the											
			Interactive SME											
			Web-based											
			System											
		Measures	Number of	3.00	100.0	0.40	125.0	0.50	150.0	0.60	175.0	0.70	200.0	0.80
		undertaken to	investors											
		create national,	targeted in the											
		regional and	Priority											
		global business	Programme											
		links created for	Areas using the											
		registered local	FDI intelligence											
		enterprises	tools		-									
		Measures	Number of key	15.00	2.0	3.00	2.0	3.00	2.0	3.00	2.0	3.00	2.0	3.00
			processeu allu											
		automation of	re-engineered											
		business	thru the USC											
		processes	-		(4		4		c I		(
			Number of	2.50	5.0	0.50	5.0	0.50	5.0	0.50	5.0	0.50	5.0	0.50
			hands-on											
			trainings in											
			business											
			automation held											

55



Objective	Strategy/	Outputs	Output	Total				Annu	Annualized Estimates	imates				
	Interventions	4	Indicators	5 Year Cost	2020/21	/21	2021/22		2022/23	23	2023/24	1/24	2024/25	55
					Target	budget (RaU na)	Target	Budget (Bn Ugx)	Target	Budget (Bn Ugx)	Target	Budget (Bn Ugx)	Target	teget (xgU nU)
				8.20	1,800.0	1.00	2,400.0	1.30	3,000.0	1.60	3,600 .0	2.00	4,200 .0	2.30
		Formation of producer cooperatives and pooling of resources for credit facilitated	Number of Partnerships in form of contractual linkages between skills- based enterprises with established manufacturing firms formed	0.69	15.0		20.0	0.13	25.0		30.0	0.20	35.0	0.10
	2.2: strengthen system capacities to enable and harness benefits of coordinated private sector activities.	Research and innovation strengthened for MSMEs	No. of Research projects undertaken to support private sector development	6.00	1.0	1.50	1.0	1.50	1.0	1.50	1.0	1.50	0.0	
		One stop center for business registration and licensing established	Number of additional business services accessed at the One Stop Centres (OSC) per year	12.00	2.0	3.00	2.0	3.00	2.0	3.00	2.0	3.00	0.0	0.00
	4.1: Undertake strategic and sustainable	Pipeline of bankable priority NDP3	Transparent incentive	6.00	0.0	0.00	50.0	1.50	50.0	1.50	50.0	1.50	50.0	1.50



Budget (Bn Uga) 42.0 0 0.000.00 2024/25 0.01.0Target 1.0Budget (Bn Ugx) 42.00 0.500.002023/24 2,500 .0 1.01.0Target (Bn Uget Budget Annualized Estimates 42.000.000.502022/23 2,500.01.01.0Target Budget (Bn Ugx) 42.000.500.002021/22 2,500.01.01.0Target (Bn Uget Budget 42.000.00 0.002020/21 0.0 1.0Target 1.50 0.00 210.00 5 Year Cost Total Number of fully industrial parks framework in MSM scale remittances Indicators database in enterprises Value of serviced Output place place including; Road Network, Water, framework for a **MSME** database Optic Fibre and industrial parks Management established in priority NDP3 developed for developed for infrastructure Solid Waste Pipeline of bankable private investment Electricity, nvestment Adequate Outputs projects in place projects private Basic serviced industrial 5.4: improve data availability in the private sector and improve dialogue private sector and key growth areas promote private Strategy/ Interventions partnerships in accessibility to investment and 5.6: increase government between the government sector parks Objective



I

9.1.8 MANUFACTURING

Objective	Strategy/	Outputs	Output	Total					alized]	Annualized Estimates	S			
5	Interventions		Indicators	5 Year	2020/21)/21	20	2021/22	202	2022/23		2023/24	202	2024/25
				C031	Target	Budget (XgU n8)	target	budget (Rn Ugx)	Target	Budget (Bn Ugx)	tagarT	Budget (Rn Ugx)	target	Budget (Bn Ugx)
Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle)	Construct 4 fully serviced industrial parks (1 per region) region)	Feasibility studies reports on development of industrial parks	Number of feasibility studies towards development of industrial parks undertaken	4.00	0	0	4	4	0	0	0	0	0	0
		Land for the 4 sites acquired	Number of sites for establishment of industrial parks acquired	60.00	0	0	1	20	1	20	-	20	0	0
		Masterplans and ESIAs for Industrial parks prepared	Number of Masterplans and ESIAs for Industrial parks developed	6.00	0	0		2		2	0	2	0	0
		Requisite infrastructure for the four industrial parks (roads, water reticulation, HV power, solid waste management/ waste water	Number of Industrial park sites Equipped with Requisite Infrastructure	00.009	0	0	0	0	4	300	0	300	4	300

58

Contract State Authority

Objective	Strategy/	Outputs	Output	Total				Annu	alized l	Annualized Estimates	S			
•	Interventions	-	Indicators	5 Year	2020/21)/21	202	2021/22	2022/23	2/23		2023/24	202	2024/25
					Target	Budget (Bn Ugx)	Target	tsgU nB) (Bn Uget	Target	Budget (Bn Ugg)	Target	Budget (Bn Ugx)	Target	Budget (Bn Ugx)
		system, ICT/CCTV, service ducts, perimeter wall fencing and landscaping MSME and common user Buildings, One Stop Centre) designed and maintained												
Provide appropriate financing mechanisms to support manufacturing	Build strategic partnerships that increase sustainable FDI to manufacturing	Feasibility studies to develop investment profiles for key industrial subsectors to inform investment undertaken	Number of feasibility studies to develop Manufacturin g investment profiles conducted	5.00			4		4	_	4	_	4	1
		Reports on investment promotion missions for targeted industrial value chains prepared	Number of investment promotion missions Undertaken	27.00	0	0	S	\$	9	9	∞	8	×	×
		Support to Local Manufacturers in identifying, attracting and establishment of FDI and DDI (Domestic Direct Investment) for	Number of Manufactures Supported in attracting FDI and DDI	2.60	0	0	Ś	0.5	10	0.7	10	0.7	10	0.7

Wetter Authority

	2024/25	Budget (Bn Ugx)		0.5
	202	Target		2
	2023/24	Budget (Bn Ugx)		0.5
S	20	Target		7
Annualized Estimates	2022/23	Budget (Bn Ugx)		0.5
ıalized	202	Target		2
Annı	2021/22	tagbuð (xgU nð)		0.5
	20	taget		2
)/21	Budget (XgU n8)		0
	2020/21	taget		0
Total	5 Year	COSt		2.00
Output	Indicators			Number of Investor Forums
Outputs			joint ventures and partnerships	ıs ocal
Strategy/	Interventions			
Objective				

▲ UIA Uganda Investment Authority 9.1.9 REGIONAL DEVELOPMENT

Objective	Strategy/	Outputs	Output	Total				Ann	ualized	Annualized Estimates	5			
•	Interventions		Indicators	5 Year Cost	2020/21	1/21	2021/22		202	2022/23		2023/24	2024/25	/25
					tagarT	Budget (xg ^U nA)	tagarT	Budget (Bn Ugx)	Target	budget (xgU nB)	taget	Budget (Bn Ugx)	Target	Budget (Bn Ugx)
Stimulate the growth potential of the sub- regions through area- based agribusiness LED initiatives	Operationalize the Industrial and Business Parks situated in the target regions	Four regional industrial and business parks established	Acreage of land acquired for the four sites (Arua, Nakasongola, Tororo, Arua)	25.70	0	0	1,500	12.85	500	12.85	0	0	0	0
			Number of Environmental Management Plans, Livelihood restoration plans, boundary opening, surveying and installation of border markers	19.50	0	0	7	9.75	2	9.75	0	0	0	0
			Number of requisite infrastructure facilities (roads, water reticulation, HV power, solid waste management/ waste water system, ICT/CCTV, service ducts, etc) constructed	207.87	0	0	-	47.97	_	87.45	-	47.97		24.48

tt Authority
a Investmer
Uganda
A
N

		(xg∪ na)		×	5		
	2024/25	Budget Budget	15.5	16.88	12.35	0.5	0
	20.	Target	-		1	б	0
	2023/24	Budget (Bn Ugx)	27.25	29.47	12.35	0.5	0
		Target	-	1	1	σ	0
Annualized Estimates	2022/23	Budget (Bn Ugx)	27.25	31.81	7.35	0.5	2
nualized	202	Target	1	1	1	m	2
An	2021/22	Budget (Bn Ugx)	3.46	3.54	8.35	0.5	2
	202	Target	1	1	1	ς,	2
)/21	Budget Budget	0	0	0	0.5	0
	2020/21	Target	0	0	0	m	0
Total	5 Year	Cost	73.46	81.70	40.40	2.50	4.00
Output	Indicators		Number of public and SME buildings constructed	Number of solar power generation systems	Number of Project management, support services and Maintenance of infrastructure facilities	Number of Local Governments and other relevant institutions' technical capacity in industrial park development and management	Number of feasibility studies for industrial parks conducted
Outputs	•						
Strategy/	Interventions						
Objective	5						



9.2 Summary of Annualised Costs by Programme

No	PROGRAMME		ESTIMAT	ED ANNUA	AL BUDGE	T (Bn UG	X)
		2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
1.	AGRO-INDUSTRIALIZATION	0.00	90.15	198.78	157.16	91.28	537.37
2.	MINERAL DEVELOPMENT	0.00	1.40	1.70	1.80	1.80	6.70
3.	MANUFACTURING	1.00	33.00	330.20	332.20	310.20	1,006.60
4.	TOURISM DEVELOPMENT	3.85	3.85	3.85	4.05	4.05	19.65
5.	NATURAL RESOURCES, ENVIRONMENT, CLIMATE CHANGE, LAND AND						
	WATER MANAGEMENT	0.00	2.00	2.00	2.00	2.00	8.00
6.	PRIVATE SECTOR DEVELOPMENT	63.20	64.21	64.64	64.68	59.98	316.71
7.	SUSTAINABLE ENERGY DEVELOPMENT	0.00	1.20	1.20	1.20	1.20	4.80
8.	SUSTAINABLE URBAN DEVELOPMENT	3.88	8.90	9.22	9.25	9.55	40.80
9.	REGIONAL BALANCED DEVELOPMENT	0.50	88.42	178.96	117.54	69.71	455.13
	TOTAL	72.43	293.13	790.55	689.88	549.77	2,395.76

				Deputy Deputy Director Director Research COMM.	SIE / SIE RESEARCH Engagement Engagement	2-IEs 3IEs [1-M & E; [1-IE PR; 1-Statistics] 1-Events MGT; 1-Statistics] 1-Digital. Comm] Comm]	
			Director One Stop Centre	Deputy Director Ops		2-eBIZ HD]	
			Directo	Deputy Director ICT	2-SIEs [1- ICT/Online] 1-ICT/Project]	2-IEs 2-IEs 1-SYS Admin] 1-SYS Admin] 1-SYS Admin] 1-Admin Asst ICT [Network]	
			MES, SC d Innovations	Deputy Director SMEs	SIE/ SMEs	3-lEs 3-lEs 1-Incubation; 1-Devt & QA	
ßS			Director SMES, SC Technology and Innovations	Deputy Director TECH	SIE TECH/ Innovations	3-IEs 1-Incubation , 1-Devt & GA	
BOARD OF DIRECTORS	DIRECTOR GENERAL	DEPUTY DIRECTOR GENERAL		Deputy Director LAND	SIE/ LAND	6-IEs 6-IEs (1-P/Planner; 1-P/V-Cental; 1-P/M North; 1-P/M West]	
BOARD O	DIRECTO	DEPUT	Director Industrial Parks	Deputy Director ENG	SIE/	4-IEs [1-Civ.Eng 1-Maint.Eng; 1-GiS]	
			vestment on and velopment	Deputy Director BD	2-SIE [1-BD 1-F/AC]	Thos.	
			Director Investment Promotion and Business Development	Deputy Director IP	2-SIE [1-INT.Africa 1-DOM/ Diaspora]	enos.	
			Director Finance and Administration	Deputy Director FAD	SIE/ FIN	2 IEs [1-Revenue; 1- Expenditure]	
				Deputy Director HR	2-SIE [1- HR/Admin 1- Records]		Support Staft: [2-Security Off; 15-Drivers:
						Assto DDG	<u>7</u>
				X		LEVER DDG	
				Deputy Director PDU	BDU BDU		
			Corporation Secretary	Deputy Director LG	2-SIE [1-LG 1-Litigation]	21E: 11-1E/VD	
	i		Chief Internal Auditor		SIE/ AUDIT	AUDIT	

WEALTH Uganda Investment Authority

64



9.4 Sectoral Contribution to employment creation under NDP III

Industry of employment	2020/21	2021/22	2022/23	2023/24	2024/25
Agriculture, forestry and fishing	153,808	155,476	159,804	164,866	171,421
Industry	76,480	76,480	84,109	91,330	97,129
 Manufacturing 	46,611	48,231	52,985	57,486	61,138
 Construction 	27,282	28,249	31,124	33,844	35,991
Services	233,176	239,588	274,603	305,902	324,857
 Trade 	141,754	146,000	167,257	186,406	198,580
 Transport and storage 	12,556	12,374	14,881	16,827	17,599
 Education 	20,434	21,234	23,487	25,754	27,621
 Other service activities 	31,407	32,239	37,076	41,342	43,568
 Hotels, restaurant eating places 	27,025	27,741	31,902	35,573	37,489
Other industrial activities	18,711	16,753	5,314	-4,098	-7,550
TOTAL	479,588	488,298	523,830	558,000	585,858

Source: NDP III

S/N **NDP III Priority Programme Relevance to UIA Mandate** Agro-Industrialization 1 i.Establish eco-friendly fully serviced agroindustrial parks/export processing zones to stimulate and expand agro-processing. ii.Establish a strategic mechanism for importation of agro-processing technology a. Establish a scholarship and apprenticeship programme in strategic agro-industries b. Establish an exchange programme for practitioners in the agro-industry value chain with countries that have appropriate agroprocessing technologies c. Amend the investment law to enable foreign and local investment partnership 2 Mineral-based Industrialization; UIA will work closely with Ministry of Energy & Mineral Development (MEMD) to; Undertake feasibility studies in priority a) mineral value chains to guide investment b) Provide incentives for acquisition of appropriate and clean technology Develop and implement training and c) apprenticeship programmes Incentivize private sector to offer industrial d) training and apprenticeship opportunities Implement local content in public e) procurement to use and develop existing mineral potential, particularly in the major infrastructure projects like highways, dams, etc Increase public investment in priority mineral f) processing Undertake PPPs to invest in mineral value g) addition Increase public investment in mining h) operations through for instance, UDB and UDC Engage in bi-lateral and multi-lateral i) negotiations for increased access to external markets Introduce incentive packages to attract i) investment in priority mineral value chain Streamline the process for acquisition and k) dissemination of market information Tourism Development UIA will; 3 i. Undertake promotional Programmes ii. Improve and diversify product offerings iii. Develop bankable Investment projects iv. Promote natural and cultural/heritage conservation

9.5 Mapping UIA's Mandate to NDP III Priority Programmes

4	Water, Climate Change and ENR	UIA will promote forest cluster-based wood processing
5		
5	Management Private Sector Development	industriesUIA willa) Mobilize alternative financing sources for private investmentb) Build private sector capacity to access green financing and green growth responsec) Address non-financial factors (power, transport, business processes e.t.c) leading to high costs of doing businessd) Strengthen Business Development Services centrese) Establish Business Development Services frameworkf) Increase Automation of business processes g) Establish One stop Centres for business registration and licensingh) Develop and publicize a transparent incentive framework that supports local investorsi) Undertake strategic and sustainable government
		 investment and promote private sector partnerships in key growth areas j) Improve data availability on the private sector; and Improve Dialogue between the private sector and Government k) Increase accessibility to serviced industrial parks l) Mobilize alternative financing sources for private investment
		 m) Strengthen the legal and regulatory frameworks for Private Equity and Venture Capital n) Build private sector capacity to access green financing and green growth response o) Establish National, regional, global and business links for registered local enterprises
		 p) Increase Automation of business processes q) De-risk Sub-county skills-based enterprise associations (EMYOGA) r) Develop and publicize a transparent incentive framework that supports local investors
6	Manufacturing	 Under this Programme, UIA will intervene in; i. Construction of 4 fully environmentally sustainable serviced industrial parks (1 per region) ii.Support of local automotive assembling and manufacturing iii.Formulation, implementation and enforcement of standards, laws, and regulations to facilitate
7	Sustainable Energy Development	adoption to green manufacturingUIA will Expand the transmission network to key growth economic zones (industrial and science parks, mining areas and free zones, etc.)

8	Sustainable Urban and Housing	UIA will
8	Development	 a) Support establishment of labor-intensive manufacturing, services, and projects for employment creation including development of bankable business plans b) Upgrade accredited institutions to offer certified skilling, entrepreneurship and incubation development in sustainable urbanization and housing related fields c) Improve urban safe water and waste management services and associated infrastructure for value addition and revenue generation d) Incentivize real estate companies to undertake affordable housing projects to address the housing deficit e) Conserve and restore urban natural resource
9	Regional Development	assets and increase urban carbon sinks UIA's Strategic Plan will focus on;
-		Operationalization of the Industrial and Business Parks
		situated in the target regions

Source NDP III 2020-2025

9.6 Other Planning Frameworks

Other key higher-level planning frameworks and policies that the Strategic Plan takes into consideration are summarized in **Error! Reference source not found.**below.

Framework	Strategic Focus
I T AIIICWUI K	
(UN) Sustainable Development Goals (SDGs)	 The 2030 Agenda for Sustainable Development and its associated 17 Sustainable Development Goals (SDGs) were adopted by all world leaders as the global strategy for development. Investment promotion is especially important for Goals No. 8 and 9 namely 'sustained, inclusive and sustainable economic growth with increased economic productivity through diversification, technological upgrades and innovation'; and 'build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation'4. The agenda further emphases the role of private business activity, investment and innovation as major drivers of productivity, inclusive economic growth and job creation and hence calls for a dynamic and well-functioning business sector in every country.
Africa Agenda 2063 & the African Continental Free Trade Area (AfCFTA) Agreement	 AGENDA 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the Continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and the African Renaissance. An initiative of the African Union, AfCFTA aims to enhance prosperity through continental economic integration and to unify Africa under a single market for goods and services. The investment protocol will contribute to the increased transparency, efficiency, and improved investment governance throughout Africa by creating a uniform set of treaty rules across the Continent.
East African Community (EAC) Investment and Trade Promotion Protocols	 Partner States seek to cooperate in order to spearhead investment in the region within the framework of <i>EAC Vision 2050</i>. This objective is pursued within the framework of the East African Investment Policy and Strategy as well as an EAC Model Investment Code.
National Investment Plan (NIP) 2020	 The goal of the Uganda's NIP 2020 is to speed up investment growth and diversification for socio-economic transformation. The specific objectives of the NIP are to: a) boost public and private investments in alignment with national development priorities b) strengthen and streamline national investment mobilisation and management efforts c) create an enabling environment for enterprises to be able to improve their productivity and competitiveness d) strengthen the investment legal and regulatory regime and e) provide a coordinated governance and institutional framework for multi-sectoral and inter-agency approach to investment.

 Table 1: Linkages of UIA Strategic Plan with Key Policy and Planning Frameworks

⁴ The 2030 Agenda for Sustainable Development, United Nations

Framework	Strategic Focus
Private Sector Development Strategy (PSDS) 2017–2022	 GOU has consistently pursued a private sector-led economic development policy and strategy for its socio-economic transformation. The objectives of the national PSDS 2017-2022 are to: a) enhance coordination of Government and Non-Government efforts that promote private sector growth and competitiveness; b) identify and address barriers that impede the Private Sector's capacity to exploit market opportunities; c) foster competitiveness of the Ugandan markets and attract increased domestic investment and FDI; d) harness the Private Sector's potential to foster socio-economic transformation, particularly through increased entrepreneurship, innovation, productivity, employment creation, and value addition and skills development. This economic development strategy has delivered both economic expansion and diversification over the last two decades.

9.7 Summary of mandates of UIA Directorates

9.7 Summary of mandates of UIA Director Directorate	Core Mandate
Office of the Director General (ODG)	 Implementation of Board policies and directives;
incorporating Board Affairs/Legal,	and rendering due accountability to Board &
Research, Internal Audit, Communication	MFPED;
and Public Relations, and Procurement &	 Providing strategic leadership to all directorates &
Disposal	overall day-to-day oversight of the support services
	under the ODG;
	 Overseeing procurement & disposal function; and
	indirectly, internal audit;
	ODG contributes to NDP III Objectives by ensuring good
	corporate governance of the Authority
Investment Promotion and Business	 Attract FDI and DDI through promoting sectors and
Development (DIPBD)	projects;
	 Carry out periodic monitoring and evaluation of
	investments to ascertain status of investment
	 Provide essential investor aftercare services to
	enable foreign and domestic investors to enjoy
	increasingly lower costs of doing business in
	Uganda;
	• Work with the legal Unit to draft the regulations
	and contents of the certificate of incentives;
	 Provide expert advice to GOU designed to promote Ugenda's competitiveness for EDI
	Uganda's competitiveness for FDIundertake annual evaluations of the progress and
	state of investment in the country
	DIPBD contributes to NDP III <i>Objective II: Strengthen</i>
	private sector capacity to drive growth and create jobs
	by:
	 Attracting value adding Foreign Direct Investment
	that compliments Domestic Direct Investment
	through backward and forward linkages;
	 Developing quality and update investment
	promotion materials that provide quality investment
	information to enable private sector to make
	informed investment decisions;
	 Implementing a robust investor tracking system
	using a Client Relationship Mechanism (CRM) to
	track investment with the view of facilitating
	investment faster and easier implementation,
	retention, expansion and diversification of
	investment; and
	 Engaging in proactive advocacy and championing
	continued improvement of Uganda's business
	environment and competitiveness as a favored FDI
	destination and enabling environment for Domestic invest to thrive.
	To NDP III <i>Objective IV: Increase productivity,</i>
	inclusiveness and well-being of population
	By:
	 Developing and implementing an effective
	Regional Investments Strategy that spreads
	investment away from the urban areas leading to

	balanced regional economic growth and
	development;
	 Promoting environmentally friendly investments in
	the priority sectors identified in the NDP III.
Small and Medium -scale Enterprises (DSME)	 Mobilizing DDI, from and into, all regions of Uganda;
	 Facilitating domestic investors with post-
	investment support services designed to lower the
	costs of doing business;
	 Coordinating mutually beneficial linkages between foreign and domestic investors including
	technology transfer;
	 Providing expert advice to GOU designed to
	promote SME investment growth, competitiveness,
	and transition into larger scale firms with enhanced
	investment capacity.
One Stop Centre (OSC)	 Facilitating investors to navigate establishment,
	licensing, start-up and expansion of their
	operations.
	 OSC contributes to NDP III Objective 1 -
	Sustainably lower the cost of doing business;
Industrial & Business Parks Development	 Developing well serviced industrial sites that enable
(IBPD)	all investors to enjoy economies of scale and
	operate competitively.
	IPDD contributes to NDP III Objectives I, II & III.
Finance & Administration (DFA)	 Mobilizing and making available in a timely
	manner the resources needed to implement UIA's
	strategic and annual plans;
	 Putting in place responsive policies, systems and
	financial processes to support competitive delivery
	on UIA's mandate;
	 Putting in place the staff establishment needed to
	deliver on UIA's mandate
	 Providing timely accountability for all UIA's
	financial resources including facilitating external audits.
	DFA contributes to NDP III Objective V: Strengthening the role of the public sector in the
	growth and development process.
	growth and development process.

9.8 The Research Function

The support function most fundamental to UIA's successful investment promotion and facilitation is research, as it has to provide the information which other specialists need to reach and persuade investors. DIPBD, DSME, OSC and IBPD all require information on: i) investor needs and circumstances, ii) market conditions and trends, iii) production processes and costs, iv) value chain characteristics, and v) government procedures and services as they relate to the selected priority sectors.

To ensure excellence in information generation, the Authority will develop the following:

• A strong research culture and capacity;

• Standard operating procedures for the development and maintenance of database for investor-inquiryhandling

- Style, branding, and quality guidelines for the preparation and deployment of investor information
- Good institutional relationships with relevant public offices including Uganda's foreign missions
- Budget for commissioning sector studies or otherwise filling vital information gaps.

9.9 The Communication Function

Within UIA there are many departments and activities involving communications with external parties, such as existing and potential investors, public officials, various public and private sector partners, international partners, and the public at large. Each of these parties will need to be reached through multiple channels. In the case of investors, communication channels will include inquiry responses, web sites, one-on-one meetings, business events, and advertising, as well as numerous emerging forms of social media. Dedicated staff, agency-wide communication protocols, standards of style, and an Authority-encompassing communication strategy are needed to ensure that all UIA communications are harmonized in terms of style, branding, and level of professionalism while also tailored to each audience for maximum effectiveness.

The Communications Unit in the Office of the Director General will support the communications expertise in other units, for example, in constructing sector pitches, framing advocacy initiatives, designing informational packets, and presenting web content. The Unit will be led by an officer of sufficient seniority to elicit collaboration from other managers and key staff.

Internal Systems

UIA will adopt three internal systems: an investor information system (IIS), an investor relationship management system (IRMS), and a system for monitoring and evaluation (M&E). Good information on sector characteristics, government procedures, suppliers and service providers, etc. is at the core of BOI's ability to persuade investors to come to Pakistan. Investor relationship management converts investment leads into actual investments. M&E will keep everyone focused on impactful activities and acknowledge success.

Investor information system (IIS)

An IIS is an internal collection of electronic files containing information an investor would need to make a well-informed decision about whether to invest in a location or not. The information should be up to date, concise, and presented in a standard, branded format. For consistency, mutual validation, and coordination, IIS files will be shared between with all other partners in investment promotion, with each contributing information in its area of responsibility. Anticipating common investor questions in this way and having information prepared before-hand, will allow UIA staff to respond to investor inquiries more quickly and completely, and to make useful information available more readily to investors through UIA's e-Biz web site.

Investor Relationship Management System (IRMS)

An IRMS is essential to maximizing realization of investment potential from every lead and monitoring and evaluating the performance of individual staff and UIA overall against performance indicators. The IRMS management will involve assigning each investor a single point of contact, an "account manager," to promote personalization, good customer service, and deeper institutional memory. A suitable customer relationship management (CRM) software will capture the key data including investor contact details, project details, project status, anticipated development impact, and other vital information.

9.10 DETAILED RESULTS-BASED LOGICAL FRAMEWORK (UIA-RLF)

Results Chain	Indicator	formance Inc		Means of Verification	Assumptions (Refer to	Risks (Refer to	
		Baseline FY2018/19	Target FY2020/21	Target FY2024/25 (Cumulative)		section 8.3 on key assumptions)	Chap.7 on Risk Mgmt)
ІМРАСТ		,					
Increased household incomes and improved	Indicator 1: Population below the poverty line (percent)	21.4%		18.5%	Annual Statistical Abstracts- <i>UBOS/UIA</i>		
Quality of life	Indicator 2: Human Development Index Score	0.52		0.64	Annual Statistical Abstracts- <i>UBOS/UIA</i>		
OUTCOMES							
1. Increased FDI contribution to GDP	Percentage FDI contribution to GDP	3.68%		5%	Periodic UIA Performance Report		
2. Increased diaspora remittance into investment	Percentage diaspora remittance into investment	5%		10%	Periodic UIA Performance Report		
3. Increased value of Domestic Direct Investment	Percentage value of Domestic Direct Investment	24.5%		50%	Quarterly reports, annual reports		
4. Reduced Cost of Doing Business Environment resulting into improved Global	Ranking (WB)	116		91	Quarterly and annual reports, monitoring reports		
Ranking	Global Competitiveness (WEF)	115		90	Quarterly reports, annual reports		
5. More Jobs created as a result of Value Addition, Technology and Knowledge Transfer	Number of Jobs resulting from Value Addition, Technology and Knowledge Transfer	150,000 jobs	187,000	1,000,000 Jobs	Periodic UIA Performance Reports		
6. Increased use of research and innovation instruments by the private sector	% of MSMEs utilizing the services of Research and innovation facilities		20%	100%	Periodic UIA Performance Reports		
 Increased access and use of market 	Number of firms using market information systems		4,000	6,000	Periodic UIA Performance Reports		

GOAL: Accelerated Industrialization and Employment Creation through Investment

Results Chain	Indicator	Per	Performance Indicators			Assumptions (Refer to	Risks (Refer to
		Baseline FY2018/19	Target FY2020/21	Target FY2024/25 (Cumulative)		section 8.3 on key assumptions)	Chap.7 on Risk Mgmt)
information system by the private sector							
8. Improved collaboration among Implementing Partners	Number of MoUs signed with Implementing Partners		0	60	Periodic UIA Performance Reports		
9. Improved business capacity and local entrepreneurship skills	% of businesses having a business expansion plan in place		10%	50%	Periodic UIA Performance Reports		
OUTUPUTS (by NDI	P-III Programme)						
AGRO-INDUSTRIA	LISATION						
Output 1 : Agro- industrial parks/export processing zones established	Indicator 1: Number of fully serviced industrial parks	1	1	4	Periodic UIA Performance Reports		
Output 2: Scholarship and apprenticeship	Indicator 1: Number of agro-processing technologies imported.	0	0	30	Periodic UIA Performance Reports		
programme in strategic agro- industries established	Indicator 2 : Number of scholarships and students on apprenticeship programmes.	0	0	90	Periodic UIA Performance Reports		
	Indicator 3 : Number of Exchange programmes established	0	0	60	Periodic UIA Performance Reports		
	Indicator 4 : Number of copies of the new investment code printed	0	0	5,000	Periodic UIA Performance Reports		
MINERAL DEVELO	PMENT						
Output 1: Bankable projects developed	Indicator 1: Total number of bankable projects developed annually	0	0	15	Periodic UIA Performance Reports		
Output 2: Increased employment, business activity and incomes associated with infrastructure projects	Indicator 2: Percentage of locally produced mineral products used in infrastructure projects	0	5%	10%	Periodic UIA Performance Reports		
Output 3: Increased domestic production of mineral-based products	Indicator 1: Percentage change in the volume of locally produced mineral- based products (%)	0	5%	10%	Periodic UIA Performance Periodic UIA		

Results Chain	Indicator	Per	formance Inc	licators	Means of Verification	Assumptions (Refer to	Risks (Refer to
		Baseline FY2018/19	Target FY2020/21	Target FY2024/25 (Cumulative)		section 8.3 on key assumptions)	Chap.7 on Risk Mgmt)
					Performance Reports		
Output 4: Increased private sector investment along the minerals value chain	Indicator 1: Percentage change in the value of private sector investment in minerals value chain (%)	0	25%	50%	Periodic UIA Performance Reports		
	Indicator 2: Percentage change in Established and support partnerships with the private sector to increase mineral based products	0	5%	10%	Periodic UIA Performance Reports		
Output 5: Partnerships with the private sector established	Indicator 1: % growth in number of Partnerships with the private sector	0	25%	50%	Periodic UIA Performance Reports		
Output 6: Prospectus of bankable projects	Indicator 1: Number of bankable projects established	0	3	15	Periodic UIA Performance Reports		
Output 7: Increased exploitation of mineral resources for industrialization	Indicator 1: % growth in number of industries incentivized	0	25%	50%	Periodic UIA Performance Reports		
Output 8: Market information acquired and disseminated	Indicator 2: Number of Mineral Investment Promotions participated in.	0	12	60	Periodic UIA Performance Reports		
Output 9: e-Platform to disseminate market information developed.	Indicator 2: % growth in number of clients accessing market information on the e- platform.	0	10%	80%	Periodic System Generated Reports		
SUSTAINABLE EN	ERGY DEVELOPMENT						
Output 1: Comprehensive report on power demand projections for 12 proposed Special Agro- industrial Processing Zones (SAPZ).	Indicator 1: Number of Special Agro-industrial Processing Zones (SAPZ) assessed for power demand projections	0	0	12	Periodic UIA Performance Reports		
NATURAL RESOU	RCES MANAGEMENT]	
Output 1: Forest- based wood industry and technology established	Indicator 1: Number of forest-based wood industry and technology transfer centers	0	0	4	Periodic UIA Performance Reports		

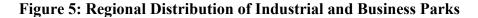
Results Chain	Indicator	Performance Indicators			Means of Verification	Assumptions (Refer to	Risks (Refer to
		Baseline FY2018/19	Target FY2020/21	Target FY2024/25 (Cumulative)		section 8.3 on key assumptions)	Chap.7 on Risk Mgmt)
SUSTAINABLE UR	BANISATION AND HOU	SING					
Output 1: Real Estate Companies incentivized	Indicator 1: Number of housing development sites serviced by government with tenet infrastructure	0	0	20	Quarterly and annual reports		
Output 2: Field supervision and monitoring reports	Indicator 1: Number of field supervision and monitoring visits conducted	0	4	30	Quarterly and annual reports, monitoring reports		
Output 3: STEi Incubation Centres created	Indicator 1: Number of STEi Incubation Centres created	0	200	800	Quarterly and annual reports		
Output 4: Profiles of apprentices	Indicator 1: Number of apprentices Profiled and ready for job market	0	100	400	Quarterly and annual reports		
TOURISM DEVEL	OPMENT						
Output 1: Uganda National Tourism Marketing Strategy reviewed/developed	Indicator 1: Number of investments (accommodation services) set up in/close to the conservation areas	0	1	5	Quarterly and annual reports		
Output 2: Tourism investment bankable projects developed	Indicator 1: Number of Tourism investment projects developed	0	0	42	Quarterly and annual reports, surveys on the tourism investment projects.		
Output 3: Tourism investment bankable projects marketed and taken up	Indicator 1: Number of Tourism investment projects taken up		0	39	Periodic UIA Performance Reports.		
Output 4: Regional Clusters and Local Content SMEs developed and linked to Large tourism industry players	Indicator 1: Numbers of Clusters and Local Content SMEs developed and linked to Large tourism industry players		0	5	Quarterly and annual reports.		
PRIVATE SECTOR	R DEVELOPMENT						
Output 1: Legal and regulatory framework for Private Equity and Venture Capital strengthened	Indicator 1: Number of financial policies and regulations that encourage start up innovation	0	1	5	Quarterly and annual reports		

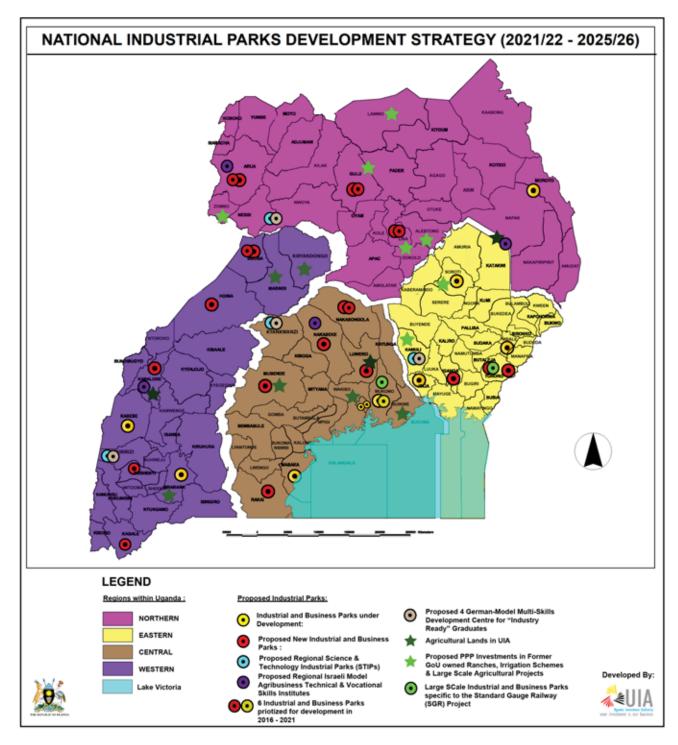
Results Chain	Indicator	Per	formance Inc	licators	Means of Verification	Assumptions (Refer to	Risks (Refer to
		Baseline FY2018/19	Target FY2020/21	Target FY2024/25 (Cumulative)		section 8.3 on key assumptions)	Chap.7 on Risk Mgmt)
Output 2: Business capacity and local entrepreneurship skills enhanced	Indicator 1: % of businesses having a business expansion plan in place		10%	50%	Quarterly and annual reports		
Output 3: Increased uptake of research and innovation instruments by the private sector	Indicator 1: % of MSMEs utilizing the services of Research and innovation facilities		20%	100%	Periodic UIA Performance Reports		
Output 4: Clients' Business continuity and sustainability Strengthened	Indicator 1: Number of Regional Business Development Service Centers established		3	12	Periodic UIA Performance Reports		
	Indicator 2: Number of clients served by the Regional Business Development Service Centres		0	200	Quarterly and annual reports		
Output 5: Access and use of incubation centres by the private sector enhanced	Indicator 1: Number of firms accessing these services		1000	5000	Quarterly and annual reports		
Output 6: National, regional and global business links created for registered local enterprises	Indicator 1: Number of investors targeted in the Priority Programme Areas using the FDI intelligence tools		100	450	Quarterly and annual reports		
Output 7: Business processes automated	Indicator 1: Number of key business processes reengineered thru the OSC		2	10	Quarterly and reports		
	Indicator 2: Number of hands-on trainings in business automation held		5	25	Periodic Performance Monitoring Reports		
Output 8: Producer cooperatives formed and pooling of resources for credit facilitated	Indicator 1: Number of Partnerships in form of contractual linkages between skills-based enterprises with established manufacturing firms formed		15	125	Periodic Performance Monitoring Reports		
Output 9: Access and use of market information system by the private sector enhanced	Indicator 1: Number of firms using market information systems		4,000	6,000	Periodic Performance Monitoring Reports		

Results Chain	Indicator	Per	formance Inc	licators	Means of Verification	Assumptions (<i>Refer to</i>	Risks (Refer to
		Baseline FY2018/19	Target FY2020/21	Target FY2024/25 (Cumulative)		section 8.3 on key assumptions)	Chap.7 on Risk Mgmt)
Output 10: One stop center for business registration and licensing established	Indicator 1: Number of additional business services accessed at the One Stop Centres (OSC) per year		2	8	Periodic Performance Monitoring Reports		
Output 11: Pipeline of bankable priority NDP3 projects developed for private investment	Indicator 1: Number of Transparent incentive frameworks in place		0	200	Quarterly and annual reports		
Output 12: Basic infrastructure including; Road Network, Water, Electricity, Optic Fibre and Solid Waste Management established in industrial parks	Indicator 1: Number of fully serviced industrial parks		1	4	Periodic UIA Performance Reports		
MANUFACTURIN	G						
Output 1: Feasibility studies reports on development of industrial parks	Indicator 1: Number of Industrial Parks whose feasibility studies undertaken.		4	4	Periodic Performance Monitoring Reports		
Output 2: 3,000 acres of Land acquired for the 4 sites	Indicator 1: Acreage of land acquired for the 4 sites		500	3,000	Periodic Performance Monitoring Reports		
Output 3: Masterplans and ESIAs for Industrial parks prepared	Indicator 1: Number of Masterplans and ESIAs for Industrial parks developed	0	4	8	Quarterly and annual reports		
Output 3: Requisite infrastructure for the four industrial parks (roads, water reticulation, HV power, solid waste management/ waste water system, ICT/CCTV, service ducts, perimeter wall fencing and landscaping MSME and common user Buildings, One Stop Centre) designed and maintained	Indicator 1: Number of Industrial Park sites Equipped with Requisite Infrastructure	0	4	8	Quarterly and annual reports		

Results Chain	Indicator	Per	formance Inc	licators	Means of Verification	Assumptions (Refer to	Risks (Refer to
		Baseline FY2018/19	Target FY2020/21	Target FY2024/25 (Cumulative)		section 8.3 on key assumptions)	Chap.7 on Risk Mgmt)
Output 4: Feasibility studies to develop investment profiles for key industrial subsectors to inform investment undertaken	Indicator 1: Number of feasibility studies to develop Manufacturing investment profiles conducted		4	4	Quarterly and annual reports		
Output 5: Reports on investment promotion missions for targeted industrial value chains prepared	Indicator 1: Number of investment promotion missions Undertaken		4	40	Quarterly and annual reports		
Output 6: Support to Local Manufacturers in identifying, attracting and establishment of FDI and DDI (Domestic Direct Investment) for joint ventures and partnerships	Indicator 1: Number of Manufactures Supported in attracting FDI and DDI		5	35	Quarterly and annual reports		
Output 7: Reports on investor forums for matching local and foreign investors	Indicator 1: Number of Investor Forums		2	8	Quarterly and annual reports		
REGIONAL DEVE	LOPMENT	I					
Output 1: Four regional industrial and business parks established	Indicator 1: Acreage of land acquired for the four sites (Arua, Nakasongola, Tororo, Arua)	0	500	3,000	Quarterly and annual reports		
	Indicator 2: Number of Environmental Management Plans, Livelihood restoration plans, EIA, Master Plans, boundary opening, surveying and installation of border markers	0	4	4	Quarterly and annual reports		
	Indicator 3: Number of requisite infrastructure facilities (roads, water reticulation, HV power, solid waste management/ waste water system,	0	4	4	Quarterly and annual reports		

Results Chain	Chain Indicator		Performance Indicators			Assumptions (<i>Refer to</i>	Risks (Refer to
		Baseline FY2018/19	Target FY2020/21	Target FY2024/25 (Cumulative)		section 8.3 on key assumptions)	Chap.7 on Risk Mgmt)
	ICT/CCTV, service ducts, etc) constructed						
	Indicator 4: Number of public and SME buildings constructed	0	0	4	Quarterly and annual reports		
	Indicator 5: Number of solar power generation systems	0	0	4	Quarterly and annual reports		
	Indicator 6: Number of Project management, support services and Maintenance of infrastructure facilities	0	1	5	Quarterly and annual reports		
	Indicator 7: Number of Local Governments and other relevant institutions' technical capacity in industrial park development and management developed.		3	15	Quarterly and annual reports		
	Indicator 8: Number of feasibility studies for industrial parks conducted		4	4	Quarterly and annual reports		
ACTIVITIES	_		REFER TO APPENDIX 9.1 ANNUAL COSTED OUTPUTS BY PROGRAMME				
INPUTS			REFER TO APPENDIX 9.1 ANNUAL COSTED OUTPUTS BY PROGRAMME				







Uganda Investment Authority (UIA) new home, located on Plot 1 Baskerville Avenue Kololo

UGANDA INVESTMENT AUTHORITY

- 🐻 +256 414 301100
- www.ugandainvest.go.ug
 - info@ugandainvest.go.ug
 - P.O.Box 7418, Kampala