

# VOTE: 138 Uganda Investment Authority (UIA)

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## I. VOTE MISSION STATEMENT

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

## II. STRATEGIC OBJECTIVE

1. To increase FDI percentage contribution to GDP to 30% by 2025 resulting in the creation of 350,000 direct jobs.
2. To facilitate the channeling of 10% of Ugandan Diaspora remittances into investment by 2025.
3. To increase the value of new domestic investment (DI) facilitated by UIA from US\$328.7 million (24.4% of investment) to US\$1 billion (50% of the planned value of licensed investment by 2025) resulting in creation of 350,000 jobs.
4. To improve Uganda's Global Cost of Doing Business Ranking (WB) from 116 to 91 by 2025
5. To improve Uganda's Global Competitiveness Ranking (WEF) from 115 to 90 by 2025.
6. Promote Investment for economic transformation and employment creation through value addition, technology and knowledge transfer.
7. Conduct research to facilitate informed decisions on investment promotion and policies
8. Advocate for favorable investment measures and policies.
9. Foster institutional and inter-agency collaboration to enhance synergy in investment.

## III. MAJOR ACHIEVEMENTS IN 2023/24

Objective 1 sustainably lower the cost of doing business one stop centre.

(i) The OSC at UIA Head Office was certified for both ISO 9001 (Quality Management) and ISO 45001 standards.

(ii) UIA EBiz platform is functional and integrated with URSB and URA.

(iii) UIA developed and launched the National SME Portal to ease access to affordable financing, competitive markets and enhance traceability.

(iv) Technology Transfer. Facilitated and linked 37 SMEs in coffee and Agro-processing linked to the CURAD and Volcano coffee. Associated Jobs 148 and GDP contribution Ugx 815m.

(v) Rising woman. UIA in collaboration with DFCU, Monitor Publications and NTV trained 1095 Women in entrepreneurship. 3,285 jobs were created and GDP contribution totaled Ugx 5.475 Bn.

Objective 2 strengthen the organizational and institutional capacity of the private sector

(i) UIA in collaboration with BOU is developing diaspora bond called Okusavinga whose objective is to attract and increase local investment and attract Ugandans in diaspora.

(ii) UIA in collaboration with AFDB raised USD One million to support investment promotion programs.

(iii) UIA in partnership with local equity firm Imuka Access trained 36 SMEs in Soroti, 42 SMEs in Mbale for Private Equity and Joint venture business Programmes. These SMEs trained created 546 jobs and contributes 3.2 billion to GDP

(iv) UIA in partnership with Ministry of Local Government and GIZ under the National Strategy for Local Economic Development Program & Promoting Rural Development supported 13 Enterprises 1000 farmers which created 112 direct jobs & contributed UGX 1.8 billion to GDP

Objective 4 Strengthen the role of government in unlocking investment in strategic economic sectors

(i) UIA renewed 17 investment licenses with a combined actual investment value of USD 273,622,292 having created 383 jobs.

(ii) 37 companies (10 local and 27 foreign) actualized into licensing with a total planned capital investment of USD 215.9m to create 5,288 jobs.

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## IV. MEDIUM TERM BUDGET ALLOCATIONS

Table 4.1: Overview of Vote Expenditure (Ushs Billion)

	2023/24		2024/25	MTEF Budget Projections				
	Approved Budget	Spent by End Dec	Budget Estimates	2025/26	2026/27	2027/28	2028/29	
<b>Recurrent</b>	Wage	6.833	2.921	7.372	7.741	8.128	8.534	9.388
	Non-Wage	8.007	2.782	8.307	8.167	9.914	11.401	13.681
<b>Devt.</b>	GoU	1.204	0.000	1.204	1.264	1.454	1.599	1.919
	Ext Fin.	113.175	0.000	155.562	203.882	43.674	0.000	0.000
<b>GoU Total</b>		<b>16.044</b>	<b>5.703</b>	<b>16.883</b>	<b>17.172</b>	<b>19.495</b>	<b>21.534</b>	<b>24.988</b>
<b>Total GoU+Ext Fin (MTEF)</b>		<b>129.219</b>	<b>5.703</b>	<b>172.446</b>	<b>221.054</b>	<b>63.170</b>	<b>21.534</b>	<b>24.988</b>
Arrears		0.000	0.000	0.028	0.000	0.000	0.000	0.000
<b>Total Budget</b>		<b>129.219</b>	<b>5.703</b>	<b>172.474</b>	<b>221.054</b>	<b>63.170</b>	<b>21.534</b>	<b>24.988</b>
<b>Total Vote Budget Excluding Arrears</b>		<b>129.219</b>	<b>5.703</b>	<b>172.446</b>	<b>221.054</b>	<b>63.170</b>	<b>21.534</b>	<b>24.988</b>

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**Table 4.2: Budget Allocation by Department for Recurrent and Development (Ushs Billion)**

<i>Billion Uganda Shillings</i>	Draft Budget Estimates FY 2024/25	
	Recurrent	Development
<b>Programme:04 Manufacturing</b>	<b>0.840</b>	<b>155.562</b>
<b>SubProgramme:01 Industrial and Technological Development</b>	<b>0.840</b>	<b>155.562</b>
<b>Sub SubProgramme:01 Investment Promotion and Facilitation</b>	<b>0.840</b>	<b>155.562</b>
004 Industrial Park Facilitation	0.840	155.562
<b>Programme:07 Private Sector Development</b>	<b>14.840</b>	<b>1.204</b>
<b>SubProgramme:01 Enabling Environment</b>	<b>13.840</b>	<b>1.204</b>
<b>Sub SubProgramme:01 Investment Promotion and Facilitation</b>	<b>1.107</b>	<b>0.000</b>
001 Investment Promotion and Business Development	0.437	0.000
002 One Stop Centre	0.300	0.000
003 Domestic Investments	0.150	0.000
004 Industrial Park Facilitation	0.220	0.000
<b>Sub SubProgramme:02 General Administration and Support Services</b>	<b>12.733</b>	<b>1.204</b>
001 Finance and Administration	11.513	1.204
002 Corporate Services	1.220	0.000
<b>SubProgramme:02 Strengthening Private Sector Institutional and Organizational Capacity</b>	<b>1.000</b>	<b>0.000</b>
<b>Sub SubProgramme:01 Investment Promotion and Facilitation</b>	<b>1.000</b>	<b>0.000</b>
001 Investment Promotion and Business Development	0.400	0.000
002 One Stop Centre	0.300	0.000
003 Domestic Investments	0.300	0.000
<b>Total for the Vote</b>	<b>15.679</b>	<b>156.766</b>

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## V. PERFORMANCE INDICATORS AND PLANNED OUTPUTS

Table 5.1: Performance Indicators

Programme: 04 Manufacturing

SubProgramme: 01 Industrial and Technological Development

Sub SubProgramme: 01 Investment Promotion and Facilitation

Department: 004 Industrial Park Facilitation

Budget Output: 000048 Industrial Park Development and Management

PIAP Output: 4 Fully Serviced Industrial parks established

Programme Intervention: 040101 Construct 4 fully environmentally sustainable serviced industrial parks (1 per region)

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
Number of feasibility studies towards development of industrial parks undertaken	Number	2020	0			2

PIAP Output: Sustainable FDI to Manufacturing Increased

Programme Intervention: 040104 Provide appropriate financing mechanisms to support manufacturing

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
Number of Bankable manufacturing projects Developed	Number	2020	0			5
Number of investment promotion missions Undertaken	Number	2020	0			2
Number of Investments secured through partnerships with Missions Abroad	Number	2020	0			10
Number of Investor Forums	Number	2020	0			2

Project: 0994 Development of Industrial Parks

Budget Output: 000048 Industrial Park Development and Management

PIAP Output: 4 Fully Serviced Industrial parks established

Programme Intervention: 040101 Construct 4 fully environmentally sustainable serviced industrial parks (1 per region)

**VOTE: 138 Uganda Investment Authority (UIA)****Sub SubProgramme: 01 Investment Promotion and Facilitation****Project: 0994 Development of Industrial Parks****Budget Output: 000048 Industrial Park Development and Management****PIAP Output: 4 Fully Serviced Industrial parks established**

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
Number of feasibility studies towards development of industrial parks undertaken	Number	2020	0	5	3	2
Number of Industrial park sites Equipped with Requisite Infrastructure (UIA)	Number	2020	0	5	2	3
Number of Masterplans and ESIA's for Industrial parks developed (UIA)	Number	2020	0	1	3	2
Number of sites (Land) for establishment of industrial parks acquired & secured (UIA)	Number	2020	0	5	7	2

**Programme: 07 Private Sector Development****SubProgramme: 01 Enabling Environment****Sub SubProgramme: 01 Investment Promotion and Facilitation****Department: 001 Investment Promotion and Business Development****Budget Output: 120029 Industrialisation Acceleration and Job Creation****PIAP Output: Incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED in place****Programme Intervention: 070201 Create appropriate incentives and regulatory frameworks to attract the private sector to finance green growth and promote LED**

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
Value of green growth projects of the private sector (USD Million)	Value	2020	0	33000	148	33000

**Department: 002 One Stop Centre****Budget Output: 190021 Investment Licensing and Aftercare Service****PIAP Output: Regional network of OSCs for business processes and licensing implemented****Programme Intervention: 070302 Strengthening system capacities to enable and harness benefits of coordinated private sector activities**

**VOTE: 138 Uganda Investment Authority (UIA)****Sub SubProgramme: 01 Investment Promotion and Facilitation****Department: 002 One Stop Centre****Budget Output: 190021 Investment Licensing and Aftercare Service****PIAP Output: Regional network of OSCs for business processes and licensing implemented**

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
Number & functionality of One-Stop Centers	Number	2020	0	2	1	2

**PIAP Output: Regional network of OSCs for business processes and licensing implemented****Programme Intervention: 070501 Address non-financial factors (power, transport, ICT, business processes etc) leading to high costs of doing business**

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
Number & functionality of One-Stop Centers	Number	2020	0	2	1	2

**Department: 003 Domestic Investments****Budget Output: 120030 Investor Education and Stakeholder facilitation****PIAP Output: Adequate framework for a MSME database in place****Programme Intervention: 070203 Improve data availability on the private sector; and Improving Dialogue between the private sector and Government**

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
Establishment of adequate framework for a MSMEs database	Yes/No	2020	0	1	1	1
MSMEs enterprises database in place	Yes/No	2020	0	1	1	1

**Department: 004 Industrial Park Facilitation****Budget Output: 190023 Industrial Park Development and Management****PIAP Output: Increased fully serviced industrial parks****Programme Intervention: 070202 Fully service the industrial parks and increase access to them by the local private players**

**VOTE: 138 Uganda Investment Authority (UIA)****Sub SubProgramme: 01 Investment Promotion and Facilitation****Department: 004 Industrial Park Facilitation****Budget Output: 190023 Industrial Park Development and Management****PIAP Output: Increased fully serviced industrial parks**

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
No. of local private investors operating in industrial parks	Number	2020	0	5	97	1000
Number of fully serviced industrial parks	Number	2020	0	1	1	2
Number of new industrial parks/economic zones developed	Number	2020	0	2	1	2

**Sub SubProgramme: 02 General Administration and Support Services****Project: 1624 Retooling of Uganda Investment Authority****Budget Output: 000003 Facilities and Equipment Management****PIAP Output: Legal and regulatory framework for Private Equity and Venture Capital strengthened****Programme Intervention: 070501 Address non-financial factors (power, transport, ICT, business processes etc) leading to high costs of doing business**

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
Number of domestically registered Private Equity and Venture Capital Funds	Number	2020	0	5	2	4

**SubProgramme: 02 Strengthening Private Sector Institutional and Organizational Capacity****Sub SubProgramme: 01 Investment Promotion and Facilitation****Department: 003 Domestic Investments****Budget Output: 120030 Investor Education and Stakeholder facilitation****PIAP Output: Formation of producer cooperatives and pooling of resources for credit facilitated****Programme Intervention: 070301 Improve the management capacities of local enterprises through massive provision of Business Development Services geared towards improving firm capabilities through**

**VOTE: 138 Uganda Investment Authority (UIA)****Sub SubProgramme: 01 Investment Promotion and Facilitation****Department: 003 Domestic Investments****Budget Output: 120030 Investor Education and Stakeholder facilitation****PIAP Output: Formation of producer cooperatives and pooling of resources for credit facilitated**

Indicator Name	Indicator Measure	Base Year	Base Level	2023/24		Performance Targets
				Target	Q2 Performance	2024/25
Number of Partnerships in form of contractual linkages between skills-based enterprises with established manufacturing firms formed	Number	2020	0	20	2	10
Number of Youth and Women mobilised for entrepreneurship, business familiarisation and compliance to regulations	Number	2020	0	10	110	30



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## VI. VOTE NARRATIVE

### Vote Challenges

(i) Continuous Budget Shortfalls under the Manufacturing programme were Industrial Park development is domiciled have greatly affected the ongoing Infrastructural works at Mbale, Kapeeka and KIBP Namanve Parks. The Owners Engineer at KIBP Namanve is yet to receive a deposit Contractors have threatened to halt works until the contractual installments are made.

(ii) Critical activities such as investment promotion & facilitation, operationalization of Key existing regional investor one stop centres, Maintenance of Roads and waterways in existing Industrial parks have been greatly curtailed due to significant budget cuts hence there by affecting the Existing Investors from setting up their planned investments.

(iii) The shortages in the human capital element with half the approved staff structure not filled has continued to impede timely and effective implementation of interventions towards the attraction, retention and execution of core activities of the Authority in line with investment promotion and facilitation and support of SMES.

(iv) UIA is faced with a significant number of unfunded priorities that have affected the undertaking of feasibility studies, Titling and setup of Border makers on all Industrial park land, poor roads and waterways in existing parks which has seen the slow implementation of the Industrialization agenda and the ease of movement of transport and materials accordingly.

### Plans to improve Vote Performance

1. Dissemination and popularization of the new investment code to support investments by SPVs  
Generate evidence-based feasibility studies for bankable projects to support investment decisions
2. Development of investment clusters along the NDP III growth triangle/corridor for value addition  
Profiling and interactive servicing of Youth and SMEs captured in the Database
3. Promote business linkages between skills-based enterprises/MSMEs with established business firms
4. Increase the number of business service access at the One stop Centre Establishment of a regional One stop center for business registration and licensing & other services
5. Coordinating, promoting, and providing support for access to startup capital opportunities
6. Coordinate the continuous development, review and approval of bankable strategic investment projects.
7. Developing of national capacity for rapid development and appraisal of investment projects in national priority areas. Support the identification and development of trade and industrial projects for marketing to the private sector along value chains preferred by government.
8. Undertake economic and commercial diplomacy activities involving promoting global awareness of investment opportunities in Uganda.
9. Establish partnerships between developed manufacturing firms and upcoming or startups.  
Establishment of adequate framework for a small and medium scale enterprises database  
Develop and comprehensively service industrial parks in the key areas of Kasese, Namanve, Soroti and Luzira.
10. Develop the Remaining 21 industrial business parks and ensure that infrastructure is functional to attract more investors in those areas. Open three regional One stop Centers to bring key business licensing services nearer to regional based client.

## VII. Off Budget Support and NTR Projections

### Table 7.1: Off Budget Support by Project and Department

N/A

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**VOTE: 138 Uganda Investment Authority (UIA)****Table 7.2: NTR Projections(Uganda Shillings Billions)**

<b>Revenue Code</b>	<b>Revenue Name</b>	<b>FY2023/24</b>	<b>Projection FY2024/25</b>
111102	Rental Income Tax-Payable By Individuals	0.000	0.000
141501	Rent & Rates - Non-Produced Assets – from private entities	0.418	0.610
<b>Total</b>		<b>0.418</b>	<b>0.610</b>

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## VIII. VOTE CROSS CUTTING POLICY AND OTHER BUDGETARY ISSUES

Table 8.1: Cross- Cutting Policy Issues

### i) Gender and Equity

<b>OBJECTIVE</b>	1. To promote the participation of special interest groups in investment mechanisms and opportunities 2. To reduce Gender Inequity and Inequality.
<b>Issue of Concern</b>	A. Gender Inequality within workplaces B. Low participation of women, youth & disabled in public & private investment opportunities C. Poor knowledge & skills to mainstream Gender issues in workplans. D. dis-aggregated data 4 Gender & Equity in planning
<b>Planned Interventions</b>	- Tailor made investment opportunities to women created within the SMEs & park facilities. - UIA Entrepreneurship training programs designed to target women & youth as a first priority. - Conduct hands-on training for the staff on Gender and Equity issues
<b>Budget Allocation (Billion)</b>	0.050
<b>Performance Indicators</b>	- Manual for mainstreaming Gender & Equity issues formulated - The number of staff trained in Gender and Equity responsiveness. - The number of data collection tools developed, reviewed and updated. - The number of trainings held on the use of G&E data

### ii) HIV/AIDS

<b>OBJECTIVE</b>	1. To Provide care for staff and dependents living with HIV/AIDS 2. To reduce the increase in cases of HIV/AIDS
<b>Issue of Concern</b>	- Increased cases of HIV/AIDS among staff & community near Industrial Park setups. - Lack of HIV/AIDS awareness & prevention programs at UIA. - Limited access to HIV/AIDS universal infection control measures
<b>Planned Interventions</b>	A. Industrial Park community to be educated on the causes of HIV Aids and provided with testing & counseling services. B. Employees to gain access to HIV prevention services. C. Conduct quarterly HIV/AIDS awareness camps in relation to behavior change.
<b>Budget Allocation (Billion)</b>	0.040
<b>Performance Indicators</b>	A. Industrial park community to get access to testing and counseling services. B. % staff covered on the Medical Insurance Scheme. C. Employees availed access to sensitization Materials on HIV/ AIDS prevention. D. Number of health camps conducted

### iii) Environment

<b>OBJECTIVE</b>	To improve environmental compliance and monitoring during the implementation of investments
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<b>Issue of Concern</b>	A. Lack of Environmental Compliance checks & Monitoring during the Implementation of Investments in Industrial parks areas.
<b>Planned Interventions</b>	- A requirement for Licensed investors to undertake ESIA's assessments before implementing their projects. - Environment Agency to be integrated at the One Stop Centre & in Industrial Park activities - Plant more vegetation around parks
<b>Budget Allocation (Billion)</b>	0.050
<b>Performance Indicators</b>	a). NEMA agency setup at the OSC and Industrial parks to monitor and guide investment in key areas. b). Investor of the Year award to recognize environmentally compliant Investor hubs,

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**iv) Covid**

N / A

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## IX. PERSONNEL INFORMATION

**Table 9.1: Staff Establishment Analysis**

Title	Salary Scale	Number of Approved Positions	Number of filled Positions
Administrative Assistant	UIA 7	7	3
Chief Internal Auditor	UIA 3	1	1
Corporation Secretary	UIA 3	1	1
Deputy Director	UIA 3	1	1
Deputy Director Business Development	UIA 4	1	1
Deputy Director Communications	UIA 4	1	0
Deputy Director Finance & Administration	UIA 4	1	1
Deputy Director General	UIA 2	1	1
Deputy Director Human Resources	UIA 4	1	0
Deputy Director ICT	UIA 4	1	0
Deputy Director Investment Promotion	UIA 4	1	0
Deputy Director Lands	UIA 4	1	0
Deputy Director Legal	UIA 4	1	0
Deputy Director Operations	UIA 4	1	0
Deputy Director PDU	UIA 4	1	0
Deputy Director Research & Planning	UIA 4	1	0
Deputy Director SMES	UIA 4	1	1
Deputy Director Technology	UIA 4	1	0
Director Domestic Investments	UIA 3	1	0
Director Finance & Administration	UIA 3	1	1
Director General	UIA 1	1	1
Director Industrial Parks Development	UIA 3	1	1
Director Investment Promotion & Business Development	UIA 3	1	1
Director One Stop Centre	UIA 3	1	1
Driver	UIA 8	15	9
Executive Assistant to DDG	UIA 6	1	0

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<b>Title</b>	<b>Salary Scale</b>	<b>Number of Approved Positions</b>	<b>Number of filled Positions</b>
Executive Assistant to Director General	UIA 6	1	1
Inspector of Works	UIA 6	1	1
Investment Executive	UIA 6	46	22
Physical Planner	UIA 6	1	1
Senior Investment Executive	UIA 5	19	11
Support Staff	UIA 8	12	4

**VOTE: 138 Uganda Investment Authority (UIA)****Table 9.2: Staff Recruitment Plan**

Post Title	Salary Scale	No. Of Approved Posts	No. Of Filled Posts	No. Of Vacant Posts	No. Of Posts Cleared for Filling FY2024/25	Gross Salary Per Month (UGX)	Total Annual Salary (UGX)
Administrative Assistant	UIA 7	6	2	4	2	2,700,000	64,800,000
Deputy Director Communications	UIA 4	1	0	1	1	9,900,732	118,808,784
Deputy Director Human Resources	UIA 4	1	0	1	1	9,900,732	118,808,784
Deputy Director ICT	UIA 4	1	0	1	1	9,900,732	118,808,784
Deputy Director Investment Promotion	UIA 4	1	0	1	1	9,900,732	118,808,784
Deputy Director PDU	UIA 4	1	0	1	1	9,900,732	118,808,784
Deputy Director Research & Planning	UIA 4	1	0	1	1	9,900,732	118,808,784
Director Domestic Investments	UIA 3	1	0	1	1	14,247,370	170,968,440
Driver	UIA 8	15	9	6	1	1,600,000	19,200,000
Investment Executive	UIA 6	38	19	19	8	28,115,575	539,819,040
Senior Investment Executive	UIA 5	11	4	7	5	21,070,104	421,402,080
Support Staff	UIA 8	12	4	8	1	1,600,000	19,200,000
<b>Total</b>					<b>24</b>	<b>128,737,441</b>	<b>1,948,242,264</b>