

VOTE: 138 Uganda Investment Authority (UIA)

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 in 2018/19 (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. To 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 2021/22

In the First half of the FY 2020/21 the Authority implemented its approved Workplan and Budget and the following results were achieved.

PRIVATE SECTOR DEVELOPMENT PROGRAMME

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

- a) UIA acquired a building in Mbale to establish the Regional One Stop Centre. This is in line with the NDP III goal of building 5 regional one stop centers.
- b) UIA developed the agriculture competitive strategy, which ranked Uganda as highly competitive in producing Coffee, Cocoa, Fish, Oil seeds, Beans, Maize, Dairy, Cassava, Poultry.
- c) The OSC at UIA Head Office was certified for both ISO 9001 (Quality Management) and ISO 45001 (Environmental & Occupational Health) standards.
- d) Conducted 3 studies on Minerals and Mineral beneficiation competitiveness strategy in Uganda, Business Process Outsourcing strategy, Agriculture and Agro processing Strategy.

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

- a) UIA collaborated with USAID on the Feed the Future Uganda Strategic Investment Activity to strengthen the investment ecosystem in Uganda.
- b) UIA signed an MOU with AMCHAM to attract and foster USA businesses in Uganda and facilitate their growth potential.
- c) UIA and Chemonics commenced collaboration in the USAID Uganda Strategic Investments Activity.

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

- a) UIA collaborated with Muni University Business Incubation Centre in Arua to support digital skilling of 60 Uganda Small Scale Industries Association members to be able handle 40 Youth Apprenticeship Programs (YAPs).
- b) Uganda Investments Authority was able mobilize 5 square miles of land across the country in a land mobilization drive led by the Hon Minister of State for Finance.
- c) UIA provided 78 companies with aftercare services ranging from tax exemptions, waivers, free zone applications, NEMA clearances.
 - i) Balore Transport and Logistics. UIA assisted the company to get an EIA clearance from NEMA
 - ii) Eco Speed International. UIA assisted the company to get an EIA clearance from NEMA
 - iii) Kahinoor Millers. UIA assisted the company to get an EIA clearance from NEMA
- d) UIA facilitated 17 inward missions from India (3), German (2), Italy (1), Russia (1), Sudan (1), USA (1), Ethiopia (1), Iran (1), Bangladesh (1), Saudi Arabia (1), UAE (1), Turkey (1), South Korea (1), Egypt (1). The inward missions led to.
 - i) 95 companies expressing interest in ICT, Tourism, Pharmaceutical, Mining, Agriculture and the Manufacturing sectors. UIA is engaging the investors to actualize the investment.
 - ii) 3 companies being licensed to do business in Uganda i.e Woldera Corporation (Bangladesh) Noor Agro Ind. Ltd (UAE) and Nugen Company (South Africa), with a total investment value of USD 60,000,000.

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Objective 5. Strengthen the enabling environment and enforcement of standards

- a) An MOU with NEC/UPDF engineering brigade on construction of infrastructure and extension of utilities in the industrial and business parks has been drafted and cleared by the Solicitor General for signature.
- b) The Global Green Growth Institute (GGGI) is running a three year project (2021/2023) of greening Uganda industrialization sponsored by European Union (EU). UIA is on the steering committee and GGGI has contracted Mott Macdonald to develop masterplans for Pakwach and Gulu Industrial parks as well as guidelines for green industrialization in Uganda. Partnered with Agriculture and Finance Consultants (AFC) to bid for the GIZ project to Enhance competitiveness of SMEs in Uganda under the Enterprise for Development Programme.
- c) 16 SMEs Mobilized and travelled to India for an industrial tour between 25th September and 7th October 2021.
- d) Under UDB partnership linked MUHETA Poultry farmers to UDBL for financing and to Biyinzika and Yo Kuku as suppliers of Chicken meat.
- e) UIA participated in Two (2) Diaspora online investment meetings where UIA shared investment information with over 200 attendees.

VOTE: 138 Uganda Investment Authority (UIA)**IV. MEDIUM TERM BUDGET ALLOCATIONS****Table 4.1: Overview of Vote Expenditure (Ushs Billion)**

	2022/23 Proposed Budget	MTEF Budget Projections				
		2023/24	2024/25	2025/26	2026/27	
Recurrent	Wage	6.833	6.833	6.833	6.833	6.833
	Non-Wage	8.226	8.226	8.226	8.226	8.226
Devt.	GoU	47.704	47.704	47.704	47.704	47.704
	Ext Fin.	221.251	244.293	0.000	0.000	0.000
GoU Total		62.763	62.763	62.763	62.763	62.763
Total GoU+Ext Fin (MTEF)		284.013	307.056	62.763	62.763	62.763
Arrears		2.352	0.000	0.000	0.000	0.000
Total Budget		286.365	307.056	62.763	62.763	62.763
Total Vote Budget Excluding		284.013	307.056	62.763	62.763	62.763

VOTE: 138 Uganda Investment Authority (UIA)**Table 4.2: Budget Allocation by Department for Recurrent and Development (Ushs Billion)**

<i>Billion Uganda Shillings</i>	Draft Budget Estimates FY 2022/23	
	Recurrent	Development
Programme:04 MANUFACTURING	0.000	266.611
SubProgramme:01 Industrial and Technological Development	0.000	266.611
Sub SubProgramme:01 Investment Promotion and Facilitation	0.000	266.611
004 Industrial Park Facilitation	0.000	266.611
Programme:07 PRIVATE SECTOR DEVELOPMENT	15.059	2.344
SubProgramme:01 Enabling Environment	14.409	2.344
Sub SubProgramme:01 Investment Promotion and Facilitation	2.175	0.000
001 Investment Promotion and Business Development	0.400	0.000
002 One Stop Centre	0.800	0.000
003 Domestic Investments	0.320	0.000
004 Industrial Park Facilitation	0.655	0.000
Sub SubProgramme:02 General Administration and Support Services	12.234	2.344
001 Finance and Administration	10.900	2.344
002 Corporate Services	1.334	0.000
SubProgramme:02 Strengthening Private Sector Institutional and Organizational Capacity	0.650	0.000
Sub SubProgramme:01 Investment Promotion and Facilitation	0.650	0.000
001 Investment Promotion and Business Development	0.250	0.000
002 One Stop Centre	0.200	0.000
003 Domestic Investments	0.200	0.000
Total for the Vote	15.059	268.954

VOTE: 138 Uganda Investment Authority (UIA)**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				
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	Performance Targets
				2022/23
Number of feasibility studies towards development of industrial parks undertaken	Number	2020	0	5
Number of fully equipped labs established in Industrial parks	Number	2020	0	1
Number of Industrial park sites Equipped with Requisite Infrastructure (Designed, constructed and maintained)	Number	2020	0	5
Number of Industrial park sites Equipped with Requisite Infrastructure (UIA)	Number	2020	0	5
Number of Masterplans and ESIA's for Industrial parks developed (UIA)	Number	2020	0	1
Number of sites (Land) for establishment of industrial parks acquired & secured (UIA)	Number	2020	0	5
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				
Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2022/23
Value of green growth projects of the private sector (USD Million)	Value	2020	0	33000

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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	Performance Targets
				2022/23
Number & functionality of One-Stop Centers	Number	2020	0	1
PIAP Output: Regional network of OSCs for business processes and licensing implemented				
Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2022/23
Number & functionality of One-Stop Centers	Number	2020	0	1
Department: 003 Domestic Investments				
Budget Output: 120030 Investor Education and Stakeholder facilitation				
PIAP Output: Adequate framework for a MSME database in place				
Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2022/23
Establishment of adequate framework for a MSMEs database	Yes/No	2020	0	1
MSMEs enterprises database in place	Yes/No	2020	0	1
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	Performance Targets
				2022/23
No. of local private investors operating in industrial parks	Number	2020	0	1
Number of fully serviced industrial parks	Number	2020	0	1
Number of new industrial parks/economic zones developed	Number	2020	0	1
SubProgramme: 02 Strengthening Private Sector Institutional and Organizational Capacity				

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Sub SubProgramme: 01 Investment Promotion and Facilitation				
Department: 001 Investment Promotion and Business Development				
Budget Output: 120029 Industrialisation Acceleration and Job Creation				
PIAP Output: Clients' Business continuity and sustainability Strengthened				
Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2022/23
No. of Regional Business Development Service Centres established	Number	2020	0	2
Number of clients served by the Regional Business Development Service Centres	Number	2020	0	1000
Department: 002 One Stop Centre				
Budget Output: 190021 Investment Licensing and Aftercare Service				
PIAP Output: Measures to increase the automation of business processes undertaken				
Indicator Name	Indicator Measure	Base Year	Base Level	Performance Targets
				2022/23
No. of measures undertaken to increase the automation of business processes	Number	2020	0	3
Number of hands-on trainings in business automation held	Number	2020	0	5
Number of key businesses processed and re-engineered thru the OSC	Number	2020	0	3
Number of new e-services launched on the online e-Biz portal	Number	2020	0	3
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	Performance Targets
				2022/23
Number of Partnerships in form of contractual linkages between skills-based enterprises with established manufacturing firms formed	Number	2020	10	20

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VI. VOTE NARRATIVE

Vote Challenges

Current challenges impacting the entity towards implementing its mandate include.

- a) Inadequate budgetary provisions and funding for critical activities such as investment promotion, monitoring and facilitation, implementing an investor one stop center and Industrial Parks development significantly impacted the implementation and execution of the critical activities of the Authority such as the maintenance of Infrastructure within the Industrial parks and establishment of a fully functional One Stop Centre.
- b) 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.
- c) The Authority has a number of unfunded priorities during the year relating to under taking prefeasibility and feasibility studies for all the Industrial Park land under our control and this has contributed to the slow implementation of the Industrialization agenda.
- d) UIA still faces a challenge of financing planned activities. For example, UIA could not undertake feasibility studies and business cases to support investors in the manufacturing sector in textile and apparel, pharmaceuticals, Dairy value addition, and Meat processing, Mitigation. UIA has engaged UNDP to support the development of feasibility studies, data and information management, innovative financing, industrial park development and job creation.

Plans to improve Vote Performance

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

VII. Off Budget Support

Table 7.1: Off Budget Support by Project and Department

N / A

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VIII. VOTE CROSS CUTTING POLICY AND OTHER BUDGETARY ISSUES

Table 8.1: Cross- Cutting Policy Issues

i) Gender and Equity

OBJECTIVE	1. To promote the participation of special interest groups in investment mechanisms and opportunities 2. To reduce Gender Inequity and Inequality.
Issue of Concern	A. Gender Inequality B. Low levels of participation of women, youth and disabled in both public and private investment initiatives.
Planned Interventions	1. Tailor made investment opportunities to women created within the SME environment & under the Industrial park facilities. 2. UIA Entrepreneurship training programs designed to target women & youth as a first priority.
Budget Allocation (Billion)	0.100
Performance Indicators	a). No of Trainings. b). No of Tailor made trainings.

ii) HIV/AIDS

OBJECTIVE	1. To Provide care for staff and dependents living with HIV/AIDS 2. To reduce the increase in cases of HIV/AIDS
Issue of Concern	There might be increased cases of HIV/AIDS among staff and the community around the Industrial Parks.
Planned Interventions	A. Industrial Park community to be educated on the causes of HIV Aids and provided with testing and counseling services. B. Employees to gain access to HIV prevention services.
Budget Allocation (Billion)	0.050
Performance Indicators	A. Industrial park community to get access to testing and counseling services. B. % staff covered on the Medical Insurance Scheme. C. Employees have gained access to sensitization Materials on HIV/ AIDS prevention Mechanisms

iii) Environment

OBJECTIVE	To improve environmental compliance and monitoring during the implementation of investments
Issue of Concern	Lack of Environmental Compliance checks and Monitoring during the Implementation of Investments in Industrial parks areas.
Planned Interventions	A. A requirement for Licensed investors to undertake Environmental and Social Impact assessments before implementing their projects. B. Environment Agency (NEMA) to be incorporated at the One Stop Centre and Industrial Park Facilities around the Country.
Budget Allocation (Billion)	0.100
Performance Indicators	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,

iv) Covid

OBJECTIVE	To mitigate against the spread of COVID 19 amongst staff and clients
Issue of Concern	The staff and clients of the Authority are at risk of contracting COVID 19
Planned Interventions	A. Regularly provide sanitization facilities for staff and all clients. B. Provide staff medical insurance including care for COVID 19 infections for staff and dependents.

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Budget Allocation (Billion)	0.100
Performance Indicators	100% staff covered by medical insurance with provision for care for COVID 19

VOTE: 138 Uganda Investment Authority (UIA)**IX. PERSONNEL INFORMATION****Table 9.1: Staff Establishment Analysis**

Title	Salary Scale	Number of Approved Positions	Number of filled Positions
Chief Internal Auditor	UIA 3	1	1
Corporation Secretary	UIA 3	1	0
Deputy Director Business Development	UIA 4	1	1
Deputy Director Communications	UIA 4	1	1
Deputy Director Finance & Administration	UIA 4	1	1
Deputy Director General	UIA 2	1	1
Deputy Director Human Resources	UIA 4	1	1
Deputy Director Investment Promotion	UIA 4	1	0
Deputy Director Lands	UIA 4	1	1
Deputy Director Operations	UIA 4	1	0
Deputy Director Research & Planning	UIA 4	1	1
Deputy Director SMES	UIA 4	1	0
Director Domestic Investments	UIA 3	1	1
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
Executive Assistant to DDG	UIA 6	1	1
Investment Executive	UIA 6	33	32
Senior Investment Executive	UIA 5	14	11
Support Staff	UIA 8	16	15

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 FY2022/23	Gross Salary Per Month (UGX)	Total Annual Salary (UGX)
Corporation Secretary	UIA 3	1	0	1	1	14,247,370	170,968,440
Deputy Director Investment Promotion	UIA 4	1	0	1	1	9,900,732	118,808,784
Deputy Director Operations	UIA 4	1	0	1	1	9,900,732	118,808,784
Deputy Director SMES	UIA 4	1	0	1	1	9,900,732	118,808,784
Investment Executive	UIA 6	33	32	1	1	5,623,115	67,477,380
Senior Investment Executive	UIA 5	14	11	3	3	7,023,368	252,841,248
Support Staff	UIA 8	16	15	1	1	1,600,000	19,200,000
Total					9	58,196,049	866,913,420

