

# Vote:310 Uganda Investment Authority (UIA)

## V1: Vote Overview

### I. Vote Mission Statement

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

### II. Strategic Objective

- Grow FDIs by 20% per annum
- Improve Investment facilitation and servicing to retain investments and facilitate re-investment
- Implement Regional focused strategy for SMEs development through Science, Technology and Engineering Initiative
- Enhance Development network of serviced Industrial parks in Uganda
- Harness strategic investment partnerships towards 20% job creation by 2021.

### III. Major Achievements in 2019/20

In the first half of the FY 2019/2020, the following activities were undertaken:

**STRATEGIC OBJECTIVE:** To grow Foreign Direct Investments and Domestic Direct Investments

151 new projects licensed worth planned investments USD 448m as compared to 128 Projects worth USD 451m planned investments as at Q2 of FY 2018/2019. This shows a growth of 18% in the licensed projects.

- Five outward missions were organized to China, Ireland, Tanzania, United Arab Emirates (UAE) and Kenya
- 21 inward investment missions were facilitated from China, UAE, Pakistan, Saudi Arabia, Egypt, Japan, Ethiopia, Qatar, Iran, India, the Netherlands, UAE, Lebanon and the United Kingdom. Areas of focus included; Agro-processing, Manufacturing, Mining, Packaging and Energy.
- UIA coordinated 14 sectors meetings; two in the Rice sub-sector, four in the Plastics sub-sector, six meetings with investors in Kapeeka Industrial Park and one quarterly investors' forum.

**STRATEGIC OBJECTIVE:** Improve Investor facilitation / Servicing

- 47 cases handled under aftercare activities.
- 90 projects facilitated. Projects facilitated with regard to guidance on application for investment license and interesting companies to register to compete for INOY as well as general inquiries by walk-ins as well as guidance on environment related matters.
- 99 licensed investors were provided with aftercare services,

. 40,125 transactions carried out, from the 15 Agencies at the UIA One Stop Centre by end of December 2019

- Annual support, maintenance and development of e-Biz application software contract cleared by the Solicitor General and signed. Implementation plans with partner institutions have commenced.
- Bandwidth for Quarter 1 was procured as per schedule.

**STRATEGIC OBJECTIVE:** Implement regional focused Strategy for SME development.

- Held 1 Women in Business training in Kampala and a silk worm training in Kasese
- One apiary cluster action team created in Lira.
- One capacity building programme organized and held in Lira to mentor the Apiary cluster performance
- 1 investment forum was held in Kampala for the Top 100 SMES.
- From the above trainings, participants acquired skills in business plan writing, record keeping, harvesting and post-harvest handling and storage.

**STRATEGIC OBJECTIVE:** Enhance the development of a network of serviced IBPs in Uganda

- Signed the loan facilities for a project to develop infrastructure at KIBP
- 3 Industries were commissioned in Mbale Industrial Park with a total employment of 800.

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- The ESIA for KIBP was completed and approved by NEMA
- 9 additional Industries were commissioned in KIBP to employ 1200
- Publicized projects in Kampala and Mbale Industrial and Business Parks in the media.
- Maintenance of 12.025 km of Industrial Park roads in Bweyogerere, Luzira and Soroti Industrial Parks

STRATEGIC OBJECTIVE: Harness strategic investment partnerships towards job creation.

- Two investment value propositions done in conjunction with United Nations Conference on Trade and Development (UNCTAD) and Cotton Development Organization (CDO) on Cotton by-products.
- A practical guide for Doing Business in Uganda was developed, and is now marketed by the COMESA Regional Investment Agency.
- 13 investment profiles were developed in collaboration with UNDP for the refugee hosting districts (Arua, Lamwo, Adjumani, Obogi, Moyo, Yumbe, Koboko, Kiryandongo, Hoima, Kyegwega, Kikube, Isingiro and Kamwenge).
- In collaboration with DFID, two investment sector profiles were developed in Edible Oil and Pharmaceuticals.
- The West Nile Investment Symposium was organized in partnership with Muni University and Operation Wealth creation where an MOU was signed.

Effective governance and management systems

- Recruitment of 5 key staff was successfully concluded.
- 17 Authority staff were trained and capacity built in
- The Authority implemented recommendations following a Record Management Compliance Audit conducted by the Ministry of Public Service
- Wages were paid
- The annual audit by the office of the Auditor General was successfully supported where an unqualified audit opinion was registered.
- Annual Board of Survey was successfully concluded.

### IV. Medium Term Plans

- a) 5000 workspaces developed in 5 locations (KIBP, Mbarara, Mbale, Lira and Arua) over a five year period; At 50% of the SME work Spaces will be for women and youth.
- b) Remaining 21 industrial Business Parks developed and functional; and
- c) 4 regional one stop centers to bring key business licensing services nearer to regional based clients.

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## V. Summary of Past Performance and Medium Term Budget Allocations

Table 5.1: Overview of Vote Expenditures (US\$ Billion)

		2018/19 Outturn	2019/20		2020/21	MTEF Budget Projections			
			Approved Budget	Expenditure by End Dec		2021/22	2022/23	2023/24	2024/25
<b>Recurrent</b>	Wage	4.066	4.203	1.935	4.203	4.203	4.203	4.203	4.203
	Non Wage	6.127	10.138	3.193	10.338	12.406	14.887	17.864	21.437
<b>Devt.</b>	GoU	0.671	1.106	0.073	0.906	0.906	0.906	0.906	0.906
	Ext. Fin.	0.000	101.457	0.000	155.552	183.549	133.648	30.827	0.000
<b>GoU Total</b>		<b>10.865</b>	<b>15.447</b>	<b>5.201</b>	<b>15.447</b>	<b>17.515</b>	<b>19.996</b>	<b>22.974</b>	<b>26.547</b>
<b>Total GoU+Ext Fin (MTEF)</b>		<b>10.865</b>	<b>116.904</b>	<b>5.201</b>	<b>171.000</b>	<b>201.064</b>	<b>153.644</b>	<b>53.801</b>	<b>26.547</b>
Arrears		0.000	0.000	0.000	0.022	0.000	0.000	0.000	0.000
<b>Total Budget</b>		<b>10.865</b>	<b>116.904</b>	<b>5.201</b>	<b>171.022</b>	<b>201.064</b>	<b>153.644</b>	<b>53.801</b>	<b>26.547</b>
<b>A.I.A Total</b>		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Grand Total</b>		<b>10.865</b>	<b>116.904</b>	<b>5.201</b>	<b>171.022</b>	<b>201.064</b>	<b>153.644</b>	<b>53.801</b>	<b>26.547</b>
<b>Total Vote Budget Excluding Arrears</b>		<b>10.865</b>	<b>116.904</b>	<b>5.201</b>	<b>171.000</b>	<b>201.064</b>	<b>153.644</b>	<b>53.801</b>	<b>26.547</b>

## VI. Budget By Economic Classification

Table V6.1 2019/20 and 2020/21 Budget Allocations by Item

<i>Billion Uganda Shillings</i>	2019/20 Approved Budget				2020/21 Draft Estimates		
	GoU	Ext. Fin	AIA	Total	GoU	Ext. Fin	Total
<b>Output Class : Outputs Provided</b>	<b>14.342</b>	<b>0.000</b>	<b>0.000</b>	<b>14.342</b>	<b>14.542</b>	<b>81.500</b>	<b>96.042</b>
211 Wages and Salaries	4.958	0.000	0.000	4.958	4.787	0.000	4.787
212 Social Contributions	0.405	0.000	0.000	0.405	0.405	0.000	0.405
213 Other Employee Costs	1.038	0.000	0.000	1.038	1.051	0.000	1.051
221 General Expenses	2.317	0.000	0.000	2.317	2.142	0.000	2.142
222 Communications	0.483	0.000	0.000	0.483	0.548	0.000	0.548
223 Utility and Property Expenses	0.776	0.000	0.000	0.776	0.754	0.000	0.754
225 Professional Services	2.484	0.000	0.000	2.484	2.552	0.000	2.552
226 Insurances and Licenses	0.247	0.000	0.000	0.247	0.398	0.000	0.398
227 Travel and Transport	1.156	0.000	0.000	1.156	1.392	0.000	1.392
228 Maintenance	0.478	0.000	0.000	0.478	0.512	0.000	0.512
281 Property expenses other than interest	0.000	0.000	0.000	0.000	0.000	81.500	81.500
<b>Output Class : Capital Purchases</b>	<b>1.106</b>	<b>101.457</b>	<b>0.000</b>	<b>102.563</b>	<b>0.906</b>	<b>74.052</b>	<b>74.958</b>
281 Property expenses other than interest	0.000	101.457	0.000	101.457	0.000	0.000	0.000
311 NON-PRODUCED ASSETS	0.000	0.000	0.000	0.000	0.120	0.000	0.120

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312 FIXED ASSETS	1.106	0.000	0.000	1.106	0.786	74.052	74.838
Output Class : Arrears	0.000	0.000	0.000	0.000	0.022	0.000	0.022
321 DOMESTIC	0.000	0.000	0.000	0.000	0.022	0.000	0.022
Grand Total :	15.447	101.457	0.000	116.904	15.470	155.552	171.022
Total excluding Arrears	15.447	101.457	0.000	116.904	15.447	155.552	171.000

## VII. Budget By Programme And Subprogramme

Table V7.1: Past Expenditure Outturns and Medium Term Projections by Programme and SubProgramme

Billion Uganda shillings	FY 2018/19 Outturn	FY 2019/20		2020-21 Proposed Budget	Medium Term Projections			
		Approved Budget	Spent By End Dec		2021-22	2022-23	2023-24	2024-25
<b>12 General Administration and Support Services</b>	<b>8.998</b>	<b>110.679</b>	<b>3.644</b>	<b>164.968</b>	<b>192.942</b>	<b>143.041</b>	<b>40.221</b>	<b>9.393</b>
01 Administration and Support Services	8.327	8.116	3.571	8.506	8.487	8.487	8.487	8.487
0994 Development of Industrial Parks	0.671	102.563	0.073	155.552	183.549	133.648	30.827	0.000
1624 Retooling of Uganda Investment Authority	0.000	0.000	0.000	0.909	0.906	0.906	0.906	0.906
<b>20 Investment Promotion and Facilitation</b>	<b>1.867</b>	<b>6.225</b>	<b>1.557</b>	<b>6.054</b>	<b>8.122</b>	<b>10.603</b>	<b>13.581</b>	<b>17.153</b>
02 Investment Promotion	0.111	0.296	0.178	0.376	0.505	0.659	0.844	1.066
03 Investment Facilitation	0.783	0.302	0.095	0.352	0.472	0.617	0.790	0.998
04 One Stop Centre	0.416	4.489	0.856	4.089	5.486	7.162	9.173	11.586
05 Small and Medium Size Enterprises	0.556	0.540	0.253	0.539	0.723	0.944	1.209	1.527
06 Industrial park facilitation services	0.000	0.598	0.175	0.698	0.936	1.222	1.565	1.977
<b>Total for the Vote</b>	<b>10.865</b>	<b>116.904</b>	<b>5.201</b>	<b>171.022</b>	<b>201.064</b>	<b>153.644</b>	<b>53.801</b>	<b>26.547</b>
<b>Total Excluding Arrears</b>	<b>10.865</b>	<b>116.904</b>	<b>5.201</b>	<b>171.000</b>	<b>201.064</b>	<b>153.644</b>	<b>53.801</b>	<b>26.547</b>

## VIII. Programme Performance and Medium Term Plans

Table V8.1: Programme Outcome and Outcome Indicators ( Only applicable for FY 2020/21)

<b>Programme :</b>	12 General Administration and Support Services
<b>Programme Objective :</b>	- Strengthen Governance and Management Systems - Champion resource mobilization initiatives - Provide guidance on Investment Policy matters - Promote UIA's brand image - Retain a highly skilled and motivated work force
<b>Responsible Officer:</b>	Lawrence Byensi
<b>Programme Outcome:</b>	Effective governance and management systems of Uganda Investment Authority
<i>Sector Outcomes contributed to by the Programme Outcome</i>	
N/A	
<b>Performance Targets</b>	

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Outcome Indicators			2020/21	2021/22	2022/23
	Baseline	Base year	Target	Projection	Projection
• Annual External Auditor General rating of the Authority	100%	2018	100%	100%	100%
• Level of Compliance of the Authority's planning and Budgeting instruments to NDPIII	67%	2018	75%	80%	80%
• Level of compliance of the Authority to budgeting for cross-cutting issues	65	2018	75%	80%	85%
<b>SubProgramme: 01 Administration and Support Services</b>					
<b>Output: 02 Office of the Executive Director</b>					
Number of investment abstracts and policy briefs prepared			4	4	4
Number of public relations initiatives			10	10	10
Internal Audit reports submitted as per PFMA (2015)			4	4	4
<b>Output: 03 Finance and Administration</b>					
Financial and Budget performance reports submitted as per PFMA (2015)			10	10	10
Number of staff training and motivation programmes implemented			10	20	30
Level of compliance to budgeting for cross-cutting issues			70%	75%	80%
<b>Programme :</b>	20 Investment Promotion and Facilitation				
<b>Programme Objective :</b>	<ul style="list-style-type: none"> <li>•Grow FDIs by 20% per annum</li> <li>•Ascertain actual investment and address existing investor issues</li> <li>•Continually improve business processing and licensing through implementation of the One Stop Center with physical and electronic platforms</li> <li>•Implement Regional focused strategy for SME development through Science, Technology and Engineering Innovations</li> <li>•Enhance development of a network of serviced Industrial and Business Parks in Uganda</li> <li>•Harness strategic partnerships towards 20% job creation by 2021</li> </ul>				
<b>Responsible Officer:</b>	Lawrence Byensi				
<b>Programme Outcome:</b>	Conducive Investment climate				
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
<b>1. Sustainable Macroeconomic Stability</b>					
Outcome Indicators	Performance Targets				
			2020/21	2021/22	2022/23
	Baseline	Base year	Target	Projection	Projection

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• % growth in jobs generated	17%	2018	20%	20%	20%
• % of fully serviced and operational industrial parks	5%	2018	20%	20%	20%
• % growth in License Investments	21%	2018	20%	20%	20%
• % growth in direct domestic investment	10%	2018	10%	10%	10%
<b>SubProgramme: 02 Investment Promotion</b>					
<b>Output: 01 Investment Promotion Services</b>					
Number of investment missions arranged			3	3	4
Number of inward missions facilitated			20	25	30
Number of regional investment profiles developed			4	4	4
<b>SubProgramme: 03 Investment Facilitation</b>					
<b>Output: 02 Investment Facilitation Services</b>					
No. of projects Licensed			300	315	330
No. of projects facilitated/Aftercare Services			350	370	400
No of Projects Monitored			540	570	600
Number of Industrial Park works inspections conducted			3	2	2
Number of Industrial Park offices and work spaces maintained			15	15	15
Kilometer of roads maintained			12	30	30
<b>SubProgramme: 04 One Stop Centre</b>					
<b>Output: 03 Supervision of the One Stop Centre Agencies</b>					
No. of Collaborating agencies at the OSC that offer business and investment related services			15	16	17
No. of business and investment related services accessible online by clients on the eBiz portal			12	14	16
No. of business services that show improvement in service level commitments			3	3	3
<b>SubProgramme: 05 Small and Medium Size Enterprises</b>					
<b>Output: 05 SME Facilitation Services</b>					
Number of regional investment forums to facilitate SMEs held			4	6	8
Number of Value addition clusters formed and monitored			4	5	6
Number of Entrepreneurship training programs held			8	8	10
<b>SubProgramme: 06 Industrial park facilitation services</b>					
<b>Output: 02 Investment Facilitation Services</b>					
No. of projects Licensed			300	315	330
No. of projects facilitated/Aftercare Services			350	370	400
No of Projects Monitored			540	570	600

## IX. Major Capital Investments And Changes In Resource Allocation

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**Table 9.1: Major Capital Investment (Capital Purchases outputs over 0.5Billion)**

FY 2019/20		FY 2020/21
Appr. Budget and Planned Outputs	Expenditures and Achievements by end Dec	Proposed Budget and Planned Outputs
Vote 310 Uganda Investment Authority (UIA)		
<i>Program : 14 12 General Administration and Support Services</i>		
Development Project : 0994 Development of Industrial Parks		
<b>Output: 14 12 79 Acquisition of other Capital Assets</b>		

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1 km to murram improved sub grade level 2 km to power line extended to Kasese Industrial Park 3.7 km to murram improved sub grade level Design and Studies of KIBP Infrastructure	Scope of work prepared, RFQ issued, bids received and under evaluation. Scope of work prepared, RFQ issued, bids received and evaluated, contracts awarded Scope of work prepared and RFPs prepared The Environmental Impact Assessment (EIA) was completed and a certificate obtained from NEMA. • Display of the ESIA report concluded, comments reviewed and adopted.	Construction of 20 km road network	
Purchase of UIA Capital items Supervision of the design and studies of KIBP Infrastructure	1) Purchase of 60m cat 6 cable plus labor for installation and mounting of the new long range internet access point in the OSC plus rewiring and fixing the visitors' OSC biometric units on the 1st Floor 2) Procured 8 sum-sung galaxy Tabs 10.1 for UIA Board Members under the office of the Director General 3) Procurement of filing cabinets under the Finance and Administration Division (2 metallic book shelves and 13 four drawer filing cabinets) for the UIA registry 4) Procurement of screens, projectors and other display items for UIA (2 mini projectors, 7 flat TV screens, 2 projector screens, 1 home theatre system, 6 flat panel TV wall mount-black, 1 blue ray home theatre system and 1 wireless microphone  Purchase of 60m cat 6 cable plus labor for installation and mounting of the new long range internet access point in the OSC and Rewiring and fixing the visitors' OSC biometric units on the 1st Floor 2) was done by ZK software with the LPO issued on 10th September 2019 and payment made on 3rd October 2019  Procured 8 sum-sung galaxy Tabs 10.1 for UIA Board Members under the office of the Director General was by Kata Technologies where the LPO was issued on 23/09/2019 and payment made on 26/09/2019.  Procurement of filing cabinets under the Finance and Administration Division and metallic book shelves and 13 four drawer filing cabinets) for the UIA registry was undertaken by Pawamart Ltd  Procurement of screens, projectors and other display items for UIA (2 mini projectors, 7 flat TV screens, 2 projector screens, 1 home theatre was done by Appliance World  The Owners Engineer contract is not yet effective. The Loan Agreements were signed on the 4th of December 2019 and currently in the process of fulfilling the conditions precedent to the initial draw down		
<b>Total Output Cost(Ushs Thousand)</b>	<b>102,562,871</b>	<b>73,460</b>	<b>74,052,402</b>
Gou Dev't:	1,105,859	73,460	0
Ext Fin:	101,457,012	0	74,052,402
A.I.A:	0	0	0

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## X. Vote Challenges and Plans To Improve Performance

### Vote Challenges

- Inadequate budgetary provisions and funding for critical activities such as investment promotion, monitoring and facilitation, implementing an investors' one stop center and Industrial Parks development.
- UIA Land has not been valued for over 10 years because of limited funding. The actual status of land cannot be verified.
- High labor turnover due to, among other reasons, lower remuneration compared with sister agencies.
- The UIA fleet of vehicles are old and almost grounded. Investment promotion and Facilitation activities are heavily curtailed.

### Plans to improve Vote Performance

UIA Management will continue to engage and lobby Central Government to provide adequate funding to address challenges resulting from financial constraints. UIA has requested for an enhancement of the MTEF ceiling (excluding external financing) with US\$ 76.63 billion – from US\$ 15.45 billion to US\$ 92.08 billion in Financial Year 2020/2021. The Parliament of Uganda has recommended a UIA MTEF enhancement of US\$ 47bn for the development of industrial Parks, US\$ 3.24bn for SME development and US\$ 3.36bn for investment promotion and facilitation activities.

## XI Off Budget Support

### Table 11.1 Off-Budget Support by Sub-Programme

N/A

## XII. Vote Cross Cutting Policy And Other Budgetary Issues

### Table 12.1: Cross- Cutting Policy Issues

#### Issue Type: HIV/AIDS

<b>Objective :</b>	To provide a supportive work environment that promotes prevention of HIV/AIDS infection to all employees and provide a supportive environment to all employees living with HIV/AIDS and their immediate families
<b>Issue of Concern :</b>	HIV/AIDS
<b>Planned Interventions :</b>	- Industrial Park community to get access to testing and counseling services - Employees to gain access to HIV prevention services
<b>Budget Allocation (Billion) :</b>	0.005
<b>Performance Indicators:</b>	- Testing and counselling camps for the investor community in and around Industrial Parks - Condoms in bathrooms

#### Issue Type: Gender

<b>Objective :</b>	To provide equal opportunities for both men and women. To provide investment opportunities to marginalized women in Uganda
<b>Issue of Concern :</b>	Gender inequity and inequality
<b>Planned Interventions :</b>	- Tailor made investment opportunities for women - UIA Entrepreneurship training program gives first priority to women and youth - All training programs are run on a regional basis
<b>Budget Allocation (Billion) :</b>	0.128
<b>Performance Indicators:</b>	- Number of women trained - Number of women trained compared to men by region

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**Issue Type:** **Environment**

<b>Objective :</b>	To ensure sustainable development in investment
<b>Issue of Concern :</b>	Inefficiency environmental compliance and monitoring during implementation of investments
<b>Planned Interventions :</b>	<ul style="list-style-type: none"> <li>- Licensed investors required to undertake ESIA</li> <li>- Monitoring operational investment projects for compliance to environmental regulations.</li> <li>- NEMA to operate at the OSC</li> <li>- Recognise companies investing in green technologies</li> </ul>
<b>Budget Allocation (Billion) :</b>	0.075
<b>Performance Indicators:</b>	<ul style="list-style-type: none"> <li>- Number of ESIA certificates issued to licensed investors</li> <li>- Number of projects monitored</li> <li>- Consideration of special award on environmental sustainability</li> <li>- NEMA operational among OSC agencies</li> </ul>

## XIII. Personnel Information

**Table 13.1 Staff Establishment Analysis**

Title	Salary Scale	Number Of Approved Positions	Number Of Filled Positions
Executive Director (Level 1)	UIA1/1	1	0
Deputy Director (Level 1)	UIA4/1	6	3
Investment Executive (Level 1)	UIA6/1	32	19

**Table 13.2 Staff Recruitment Plan**

Post Title	Salary Scale	No. Of Approved Posts	No Of Filled Posts	Vacant Posts	No. of Posts Cleared for Filling FY2020/21	Gross Salary Per Month (UGX)	Total Annual Salary (UGX)
Deputy Director (Level 1)	UIA4/1	6	3	3	3	19,946,307	239,355,684
Executive Director (Level 1)	UIA1/1	1	0	1	1	17,652,917	211,835,004
Investment Executive (Level 1)	UIA6/1	32	19	13	3	11,183,118	134,197,416
<b>Total</b>		39	22	17	7	48,782,342	585,388,104