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We would like to extend our sincere gratitude and appreciation to H.E President Museveni, Hon. Anite Evelyn, Hon. Mary Kitutu and Prof. Emmanuel Tumusiime-Mutebile for their support and assistance in the realisation of this report.

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Uganda's unique land-linked location at the heart of sub-Saharan Africa, its ranking as eighth freest economy in the region according to the 2019 Index of Economic Freedom combined with crucial trade partnerships, such as the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA), has set the nation in good stead in securing its role as a regional hub for trade and investment.

Under President Museveni's reliable guidance, Uganda's flourishing economy has been growing steadily and triumphantly at a rate of 6.3% over the past three decades with innovation driving its Vision 2040 to transform Uganda into a middle-income economy. "We have been largely riding on the model of regional business supporting and facilitating regional trade," affirms Edgar Byamah, MD of KCB Bank. With a focus upon securing road infrastructure (to and from Uganda) as well as energy supply, Uganda has opened up opportunity and powered its mighty potential. "With all the investments made in the electricity generation facilities, we have been able to guarantee the ease of doing business in Uganda," confirms Dr Eng. Harrison E. Mutikanga, CEO of UEGCL. Indeed, Uganda's economy has continued to grow in spite of the challenges implicated by the current pandemic, with the Bank of Uganda projecting an impressive growth rate of 3.1% in 2020 and FocusEconomics panellists predicting a 4.7% growth in 2021. "We have a good and stable environment and Uganda has one of the highest growth rates and even now, post-COVID, it is still presenting growth and that represents good opportunities for any investor in terms of macro-economic prospects," explains Michael K. Mugabi, MD of the Housing Finance Bank. "The environment for business is very good because the economy is linked to the private sector."

According to the UNCTAD's 2020 World Investment Report, Uganda also happens to be one of the countries in East Africa to have attracted the most Foreign Direct Investment (FDI), reaching an unprecedented record of US$1.3 billion in 2019 (a stunning 20% increase from 2018), the result of developing construction, manufacturing and agriculture projects. "Many industrial parks are being built and every time one comes up National Water are very quick to provide water as part of the necessary infrastructure to enhance industrial development," declares Dr Eng. Silver Mugisha, MD of National Water and Sewerage Corporation (NWSC).

However, crucial to engaging FDI in Uganda is its focus in expanding major oil fields and in September 2020, a host government agreement was signed with Total for the lucrative East African Crude Oil Pipeline (EACOP) project. The 1,445 kilometre long pipeline, developed in conjunction with the Tanzanian and Ugandan governments, is a joint venture between Total (66.7%) and CNOOC (33.3%) and will transport crude oil from Uganda's oil fields in Hoima to the Tanzanian Port of Tanga; it is estimated it will be able to supply up to 216 thousand barrels of crude oil a day. The US$3.5 billion pipeline will be the longest electrically heated oil export pipeline in the world and the FID is due to be signed during the first quarter of 2021. Minister of Energy and Mineral Development, Hon. Dr Mary Goretti Kitutu, has disclosed that the project will create as many as 10,000 jobs and that proceeds will be invested back into the economy in order to promote and develop other key sectors such as infrastructure, education and health.

Opening up to the immense potential inherent within interregional trade as well as reining in its vast capacity in generating economic growth, Uganda has taken a grain of sand and over the years has worked incessantly in order to produce a pearl whose lustre attracts and shines brightly, reflecting hope and boundless opportunity.

H.E. Yoweri Museveni

President of Uganda

Forming A Modern Uganda

Uganda's dependable and stable presidency over the past three decades has provided the nation with the platform from which it has boosted its economic growth at an annual average rate of 6.3%, securing its position as one of the best performing economies in the world.

President Museveni is on a mission; through the implementation of the President's Vision 2040 strategies and policies, Uganda is currently undergoing a transformational journey towards becoming a competitive upper middle income country. Even with COVID-19's negative reverberations playing upon the world's economy, Uganda has ranked 10th best country in curbing the spread of the coronavirus while growing its economy by an exceptional 3.1%. President Museveni has further challenged the blow of the pandemic so as to use it as a template for opportunity in the innovation and manufacturing of local products and thereby sustain his drive in applying import-substitution, as well as the promotion of job creation and local skills that this implicates. In October 2020, President Museveni revealed that Uganda no longer needed to import buses into Uganda due to state enterprise and Kiira Motors Corporation's (KMC) capacity to assemble and manufacture vehicles locally. Tapping into Uganda's inexhaustible agricultural potential while shifting its focus to public and regional infrastructure projects, President Museveni has proven himself undeterred in his drive towards guiding Uganda peacefully and serenely towards success and prosperity.

Penresa had the utmost honour to sit down with President Museveni in person to discuss Uganda's impressive steady and self-sustaining economic progress.

Why should investors come to Uganda now?

Our 6.3% growth in 2019 was mainly due to two factors: peace and liberalisation, which has freed the private sector. I can give you examples: many Ugandan people who had left Uganda have returned due to the establishment of peace and have invested in the country. The ones who were already inside the country had the freedom to do as they pleased. As for liberalisation, previous governments had interfered with the private sector, the hotel sector, the transport sector, banks and crop marketing were a monopoly. So, by removing the government from many of these sectors, the private sector was given the space and opportunity to come in. Uganda is a rich country and it has got a lot of natural resources and our economic growth was able to take place in spite of electricity issues and an undeveloped transport sector. However, this meant that the economy was growing mainly in sectors that did not need electricity such as construction and transport, etc. Nevertheless, since 2006, we started investing in electricity and transport. We tried to depend on donor money for infrastructure development, but this was ineffective. So, in 2006 we decided we should invest more money in the road sector, transport and railroad, building new and repairing old ones. With these latest interventions, we have achieved additional favourable factors: cheap electricity and transport costs. We are now struggling with the cost of money; we are going to use the Uganda Development Bank to provide cheaper loans to manufacturers and services to encourage them. Uganda will be very competitive because we will have a lot of raw materials. There are distortions by policy or lack of infrastructure, but this is being sorted out.

How do you see the country in five years?

Our objective is to modernise Uganda. I want a modern country that focuses upon four sectors, such as commercial agriculture, for example. Africa is a very huge continent, larger than the United States of America and India. It has a smaller population than India, but we have a lot of natural resources and there is a lot of non-commercial agriculture by subsistence. We should venture into commercial agriculture, then manufacturing, services (such as hotels and banks) and ICT. The population is awakening now, and we need a modern structure of society with a middle class and a skilled-working class. We need to get rid of the peasants by transformation, reaching the level of the first-world countries. They will all be going into these sectors. The only sector I left out is public services, which would be the fifth sector, but it is already there. So, we need to develop these sectors. We cannot do this alone, we need to do this with Africa, we need Africa's market.

What are the main issues that need to be addressed in order to achieve your aim to become a middle income country, as outlined in your manifesto 2021 – 2026?

My concept of free education in primary and secondary schools has never been accepted by the local elite. They keep bringing back school charges, claiming that parents must also contribute. The children in primary schools are 10,766,994. Why is it that the students in the secondary schools are only two million? The ones in tertiary colleges are 314,518. If many parents cannot afford education, it must be free education and not subsidised education.

Then there is the issue of land evictions from Mailo-land and even from public land. The Manifesto gives quite a bit of attention to this and proposes measures, including the cancellation of such titles.

The solution is to resolve this historical distortion by putting aside good money, paying off the landlords and giving ownership to the bibanja people. I have done this in Ankole in the areas of Ishaka, Kashaari, Isingiro, Kakigaane (Rwampara) and the Kirema area in Nakaseke. All political leaders should defend the tenants on this.

The tarmac roads, from corner to corner of the country, have been constructed. However, there is now a problem of the murram roads in the rural areas, especially in the rainy season. Each road must be graded, murramed and compacted. Such a road will be motorable and even in times of the rainy season, the roads will remain passable. The most inclusive effort we are making to change the structure of society is abolishing the culture of subsistence farming. In addition to the programmes of Wealth Creation (OWC), Women's Fund, Youth Funds, etc., we have launched the Myooga Funding which creates capitalisation arrangements for specialised areas – metal fabrication, wood-work, ceramics, hospitality, leaders SACCO, etc.

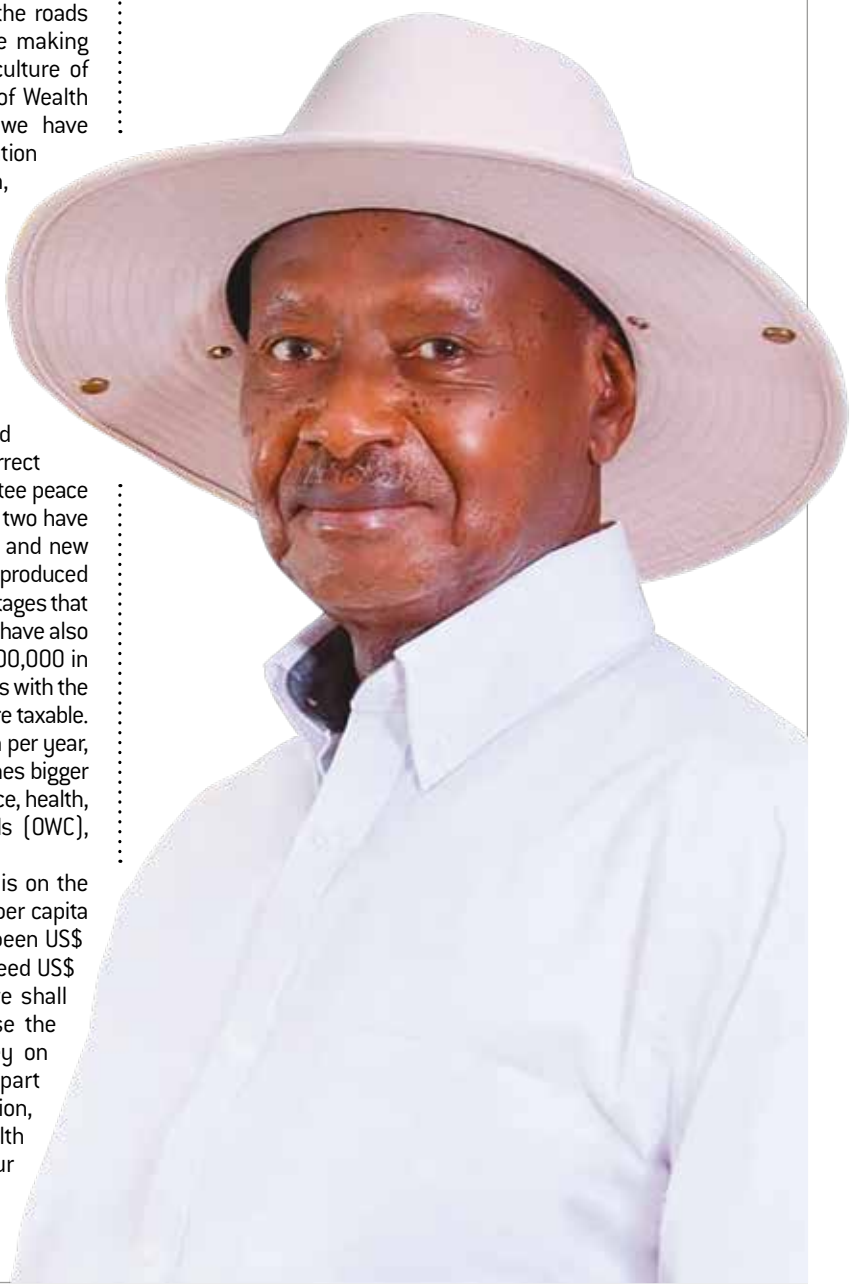
What do you feel have been your administration's main achievements?

By rejecting sectarianism, the politics of identity, we have been able to unite more Ugandans. This has brought peace in politics in spite of some opportunists trying to create conflicts; it has created harmony among the communities. This political harmony was re-enforced by a good and strong army that had been built on these correct ideological principles. That army has been able to guarantee peace throughout Uganda for the first time in 500 years. These two have helped the rich people that had run away to come back and new ones have been attracted. In so doing, the rich people have produced goods and services, thereby resolving the problem of shortages that had caused so much misery to our people. The rich people have also created jobs for 700,000 of our people in industries, 1,300,000 in services and 15,485 in ICT. Those rich people also helped us with the raising of taxes. The goods and services they generated are taxable. Hence, while our tax collection in 1986 was only Ugx. 5bn per year, our taxes today stand at Ugx. 21,000 bn, this is 4,200 times bigger than 1986. With this money, we are able to support defence, health, education, infrastructure and support the Wealth Funds (OWC), Women's Fund, Youth Funds, Emyooga, etc.

Even without including the oil in the Kibaro, Uganda is on the verge of becoming a middle income country. Our GDP per capita now is US$ 910. If it was not for COVID, it would have been US$ 920. To become a lower middle income country, you need US$ 1,039 per capita. With this enhanced tax collection, we shall solve even the question of poverty. We must increase the money for the Wealth Funds before we spend money on administrative costs and salaries. This proper kugabula, apart from addressing defence, infrastructure, health, education, paying government scientists well and through the Wealth Funds, will help us to fully monetise and modernise our economy.

Uganda is ready for takeoff.

"Our 6.3% growth in 2019 was mainly due to two factors: peace and liberalisation, which has freed the private sector."



Accelerating Transformation Through A Shared Vision

Penresa spoke to Hon. Dr Mary Goretti Kitutu, Hon. Amelia Kyambadde, Hon. Gen. Edward Katumba-Wamala, Hon. Judith Nabakooba and Hon. Col. Tom Butime about the importance of implementing symbiotic initiatives to secure Uganda's fast socioeconomic growth.

Hon. Dr Mary Goretti Kitutu, Minister of Energy and Mineral Development

Hon. Amelia Kyambadde, Minister of Trade, Industry and Cooperatives

What initiatives is your Ministry currently carrying out in a bid to secure national growth?

Hon. Kitutu: What we are trying to do is stimulate growth through power supply, especially in rural centres so people are able to work. The government has secured the power supply but now we continue generating more, for example, in the Elgon region we will have added 100 MW onto the grid by 2022. The oil pipeline is under construction as well as the refinery. The Environmental Impact Assessment (EIA) for these are in progress and we are moving on to do land compensation where some of the structures will be put in place. The pre-FID activities have been coming along very well and we have concluded the sale between Total and Tullow and signed a Host Government Agreement with Total for the pipeline. They are now already in Tanzania and they have already started the preparation of contracting people. On our side, we have been preparing our local companies to participate; at least 35% of the contracts will be carried out by local contractors. There is also a new development in our Ministry, under one of our institutions, UNOC, which finds us close to finalising the agreement to import fuel. A team is already going out to do the benchmarking and carry out the final tests so that we can sign the agreement.

Hon. Kyambadde: During my ten years in office, we have revitalised COMESA and created a market for our country. In 2017 and 2018, Uganda had a trade surplus with Kenya and our exports were US$628.47 million against imports at US$505.7 million. Our most popular policy is Buy Uganda Build Uganda, as well as policies for SMEs, with a directorate here, which allowed us to address the challenges of micro enterprises and assist with the formalisation of some of them. Services and trade have gone up to US$58 million (banking, insurance etc.) while accreditation policies, consumerism competition and other factors have helped improve trade standards. We understand the importance of focusing on regional trade and have come up with a National Export Development Strategy in which we prioritise commodities that are on demand globally, for example tea, coffee, spices as well as others.

Hon. Gen. Katumba-Wamala: We prefer to call ourselves land-linked here in Uganda. We are linked to all our neighbours and our strategic location sets us in an advantageous position whereby we can promote our country as a regional hub. In order to do this, we are ensuring that all our infrastructure connections with our neighbours are built to a first-class standard. Some of the regional projects which have been conceived, such as the Standard Gauge Railway, have not yet been implemented, but we are eager to implement it. This will reduce the cost of doing business due to the reduction in transport cost and because it enables transportation of a double stock while preserving our roads. We also have been evaluating the importance of our airline infrastructure in a similar way. The airline may not itself make profits or break even soon but it is supporting the other hand of the economy, such as tourism. COVID-19 has been a wake-up call for our railway network as well as the water transport from Kisumu and Mwanza. It has also secured an understanding of the symbiotic working relationship between ministries and the government.

Hon. Col. Butime: By 2025, we should have reaped US$2.5 billion in tourism if this pandemic had not interfered with our predictions. However, we are slowly and steadily continuing with domestic tourism so that the international visitors will prove

to be additions but not the basis of the industry's existence. We hope that by the next financial year, we will be able to sustain tourism with our own domestic tourists. The idea is to support the path of sustainable use so that the resources can be used today and tomorrow. So, we are taking the path of ecotourism, or responsible tourism, whereby we restrict the number of visitors to some areas. We want to concentrate mass tourism on other attractions which are not much affected by numbers, so that we can leave our conservation areas pristine.

Hon. Nabakooba: We have several priorities in our ICT sector. We are looking at infrastructure and connectivity. Right now, we are going through a number of phases to connect the entire country and institutions within the country to the backbone infrastructure. We are focused upon the Digital Uganda Vision but also we have the national backbone infrastructure. We believe that through a combination of both projects, we can be in the position to reach out to all of Uganda's districts. Our vision is to see that ICT reaches the sub-county level (the lowest unit of local government). Once we go up to that level, we can offer services to the whole community. We are looking at digital services, of which we want to increase the uptake. We have about 100 services online in the government but we wish to see more. We are looking at innovation and entrepreneurship and want to explore local talent. We believe that once we do that, we shall have local solutions, which will secure even cheaper options when it comes to the cost of maintenance and management of those solutions. Through our Innovation Fund, we have created an innovation hub in the country. We are not going to stop at funding: we want a place where people can go to develop ideas, we want it to be an incubator. We are working with five universities in the country to assist and identify talent. We believe that by involving the young people in ICT products, we will be in position to create jobs and make meaningful innovations that can serve our communities. Also, as we move into the new normal, we want data privacy regulation to be enhanced and have a fully-fledged office responsible for the country's data.

According to you, why is NOW the best time to invest in Uganda?

Hon. Kitutu: We have the potential to be one of the world's most prosperous continents. Uganda is still the pearl of Africa, we are still a peaceful nation, Ugandans are one of the more hospitable communities in the world, I think. So look at us as development partners; we are looking forward to seeing more investors and tourists.

Hon. Kyambadde: When you look at investments now, there has been growth, especially in the last 19 years. We are proud of the peace and security and micro economic stability brought about by the President as well as infrastructure development in areas such as electricity and water. Financial institutions are mostly private but these have risen to 11 banks plus microfinance institutions (33 all over the country, supporting micro and small enterprises). Internet is another important issue; we take it for granted but it has promoted the rise of media houses, which in turn means employment. As a Ministry, with the support of DFCU and UKAid, we have been able to engage in trade facilitation and establish an electronic single window system that reduces clearance time for import and export over 35%.

Hon. Gen. Katumba-Wamala: The two drivers of the economy which have been key to our development were infrastructural development in terms of roads and power and we have achieved much in both of these sectors. Industry aims for maximum production and requires the means to transport goods efficiently and securely to the market. We have been able to build a number of roads with more than 20,000 kilometres of road network qualified for tarmacking. So far, we have tarmacked approximately 6,000 kilometres on average, with a focus upon linking borders. We did this in order to ensure that the goods produced in the countryside can reach the market, facilitating local governments, while we concentrate on the main trunk roads.

Hon. Nabakooba: Under the pandemic, people have been increasingly using ICT and the private sector and government officials have been increasingly onboard with it. If people decide to invest in Uganda, they will find favourable conditions and political support as we target industries, manufacturing, agroprocessing and ICT. ICT is significantly contributing to the GDP, tax revenue and key areas of investment.

Hon. Col. Butime: This is the best time to invest in Uganda in tourism. After the pandemic, the base will be clear and we shall all take off together. We have asked the Uganda Tourism Board to make a recovery plan to revamp the sector which will then be funded by the Ministry of Finance and the government. We aim to assist investors in tourism so that we can take off alongside our neighbours, there is no doubt that we shall put up a very good competition. The number of tourists in Uganda will definitely increase, we will get more resources and improve very fast. Uganda is and will continue to be the safest destination in the world, now and after COVID-19.

Hon. Gen. Edward Katumba-Wamala, Minister of Works and Transport

Hon. Judith Nabakooba, Minister of ICT and National Guidance

Hon. Col. Tom Butime, Minister of Tourism, Wildlife and Antiquities

Prof. Emmanuel Tumusiime-Mutebile

Governor of the Bank of Uganda

Consolidating Uganda's Trajectory Towards Financial Stability And Growth

Forward-thinker Prof. Emmanuel Tumusiime-Mutebile has liberalised Uganda's financial sector to secure growth and progress.

Serving as the Governor and the Chairman of the Board of Directors of the Bank of Uganda since 2001, Prof. Emmanuel Tumusiime-Mutebile is the longest serving Chief Executive in the history of the Bank of Uganda and has been credited for spearheading national economic growth due to the implementation of stabilising policies, as well as his collaboration with the Ministry of Finance, Planning and Economic Development in administering an efficient macroeconomic framework. He affirms that "Uganda's sustained growth over the past three decades has largely been underpinned by macroeconomic stability, which has been achieved through a combination of prudent monetary policy and a cautious fiscal policy."

Prof. Emmanuel Tumusiime-Mutebile was also the chief driver in Uganda's economic liberalisation programme, encouraging private sector investments and leading the way to Uganda's 6% GDP growth over the past three decades. "The liberalisation of the financial system has improved the financial intermediation process, engendered efficiency gains and restored a positive real interest rate environment in the economy," states Prof. Tumusiime-Mutebile. "The strong inflows of private external finance have supported increased private investment and helped sustain economic growth." The Governor is additionally renowned for his successful anti-inflationary measures which have guaranteed an average of 6% over the last 10 years.

Prof. Emmanuel Tumusiime-Mutebile, Governor of the Bank of Uganda

Recently, the Governor has been working incessantly to fast track Uganda's path towards economic recovery following the effects of the pandemic. He explains, "We have implemented financial stability policies in order to ease the liquidity constraints in the financial system and alleviate financial stress experienced by individuals and businesses whose revenue streams were severely constrained by the pandemic. The accommodative monetary and fiscal policy measures will continue to be in place until we are satisfied that the economy is back on the right trajectory."

An African Brand Of Bank

Absa is on a mission to improve the quality of banking services in Uganda through digital financial services, personalised banking and SME support.

"The future is digital and we are banking on this to better service our customers in line with the global trajectory."

Mumba Kalifungwa, Managing Director of Absa Bank Uganda Ltd

The last twelve months have been a period of immense change and growth for Absa. In November 2019, the Absa brand was launched in Uganda and shortly after that, the bank inaugurated its first fully digital branch in Kampala. The digital branch allows customers to deposit and withdraw money, make bulk cash deposits, pay utility bills and carry out inter-bank and international fund transfers using intelligent ATMs. The branch emphasises Absa's direction in the provision of digital platforms to facilitate, personalise and redefine its customers' banking experiences. "The future is digital and we are banking on this to better service our customers in line with the global trajectory," explains Mumba Kalifungwa, Absa Bank Uganda's Managing Director. "We are continuously upgrading our agency banking, internet banking and mobile banking platforms, all of which will have the consequence of simplifying our customer's lives." In July 2020, at a time when there was an increased call for cashless payment options with the advent of the COVID-19 pandemic, Absa became the first bank in Uganda to officially unveil a contactless debit card. The card enables customers to tap into fast, easy and safe contactless payments for everyday transactions. Also at the heart of Absa's digital agenda lies its mission to provide affordable financial services, with added-value products, to Ugandans across the nation and particularly the unbanked rural areas. "One of the key things that we consider as part of the financial inclusion journey is how to best serve the people who do not ordinarily come to our bank," continues Kalifungwa. "On a strategic level, we successfully introduced and have been a key player in the agent banking space since 2017. Through a shared platform, agent banking is now an extension of the bank with over 500 active agents across the country and an ongoing expansion process." In the recent Euro Money Domestic Cash Management survey (2020), Absa Uganda scooped awards for the Overall Market Leader and the Best Service in Uganda for the bank's cash management products and services. These awards are a testament to the bank's ability to service and provide superior web/mobile digital functionalities to meet our client's changing needs.

The bank has built Absa Access, a banking platform for its whole sale customers, as a key component of its future-focused strategy. This platform offers an integrated transactional banking solution that allows clients to seamlessly initiate and conclude their foreign exchange, trade finance and cash management transactions online thus eliminating the need for manually intervened solutions "We take pride in our modern user-centered approach, which enables flexible solutions that can be customised to our clients' needs. The recognitions received through these awards are proof," cites Kalifungwa, speaking to the Corporate and Investment Banking digital enhancements.

Absa is similarly intent on embracing support for the nation's small and medium-sized enterprises (SMEs). In July 2019, the Bank launched its SME Academy in a bid to foster the sustainable growth of entrepreneurs through pioneering programmes that provide capacity building, training and professional support to both new and existing SMEs in Uganda. "Having witnessed the business challenges that they have to face during their growth journey, we came up with a very detailed curriculum which will provide management teams and other key decision-makers within the SME space with the skills needed to optimally run their businesses," states Kalifungwa. "We have also started a programme called Enterprise Supply Chain Development (ESD), which tackles one of the SMEs' biggest challenges: finding a market to access finance." In October 2020, Absa partnered with the International Finance Corporation to train over 163 Ugandan SMEs in the assessment of business risks and assist them in adopting more resilient and sustainable business models in the face of the pandemic.

Through reach, digital technology and responsiveness to client demand, Absa has invested in the development of several other sectors in the economy, such as trade, agriculture, infrastructure and investments. Absa's contribution to Uganda's banking sector's growth, as well as the nation's economy, is ultimately unshakable.

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Stanbic Bank Uganda

Driving Uganda's Growth

Erasing Obstacles, Creating Opportunities

In light of the COVID-19 pandemic, digitisation is more important than ever, and Stanbic Bank is driving its digital financial inclusion initiatives to extend their reach, empower SMEs and grow Uganda.

"In the global tech service, we have progressed 6-8 years in the last eight months. The potential of what we can do is infinite. Digitisation will accelerate our growth."

Anne Juuko, CEO of Stanbic Bank Uganda

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As the leading financial services organisation in Uganda, Stanbic Bank works to ensure that its customers are equipped with products, services and solutions that prepare them for success. With this mission in mind, Anne Juuko leads Stanbic forward as the company's first female CEO. Juuko says, "I have had the good fortune to work for entities that have believed in talent and have had a deeply embedded sense of meritocracy. This is what we do best at Stanbic Bank. When I was appointed, I was the first and only female CEO in the country. Stanbic Bank will work with you through the years to enable you so that, when the time is right, you are ready to take such roles." This business philosophy extends down to its clients, making Stanbic the bank of choice to ensure Uganda's growth.

As the largest lender on the African continent, Stanbic has generated the most capital in the market, aided by meaningful partnerships with the government and pioneers in policy-making initiatives. "Uganda presents an amazing opportunity," says Juuko. "We have always had an average of 6.5/7% GDP growth and we will continue to do that, discounting the effects of COVID." Its mission is supported by Uganda's abundant natural resources and a determined young population. "There are very few places where you can find these levels of growth. We are cognizant of the fact that we have to work with the government to unlock that potential. It takes investment and a deliberate effort to enable the population to be productive. This is why the bulk of our community investment is in education. If you don't equip young people with education, communities will not be transformed. We are focused on sustainability, shared value and long-term investment."

Having spent 51 years in Uganda, Stanbic's long-term commitment extends to the nation's Vision 2030 for growth through its dedication to sustainable partnerships, financing, advisory services and SME support. With over 160,000 SMEs in Uganda that account for 90% of the entire private sector and employ over 2.5 million people, SMEs growth is vital to economic growth. Juuko says, "The average new business does not go beyond its third birthday. Not because of bad ideas or lack of capital but because of a lack of understanding of governance and business." For this reason, Stanbic has developed the Business Incubator Foundation to nurture new businesses. "We take local businesses through rigorous training to equip them for success." The incubator focuses on necessary tools such as maintaining expenditure and earning records, writing a business plan and has even created a platform for entrepreneurs to share experiences. "Providing skills, beginning partnerships and creating jobs solves the unemployment problem, resulting in a multiplier effect that gives Ugandans confidence that they can do it."

As a result of the pandemic, Uganda has seen many SMEs, as well as individuals, embrace digitisation. "When we look for the silver lining of COVID, it is digitalisation. In the global tech service, we have progressed 6-8 years in the last eight months. The potential of what we can do is infinite. Digitisation will accelerate our growth; we just have to work on connectivity and network." In terms of growth, financial inclusion is key. "Meaningful financial inclusion is such a big part of what Stanbic is doing, where we provide products and services at a price that people can afford, in a line they understand, at the closest place to them," says Juuko. Inclusion efforts include mobile loan services, borderless banking and an economic enterprise restart fund, where Stanbic has partnered with village savings organisations to uplift people from poverty in the villages. "Our dream is to create a mini-structure with mini-financial intermediation happening at village level with technology to help lift people out of poverty. If we can intermediate in that space, our reach will expand to 600,000 customers. We are very keen to do that and we have planned that into the Vision 2040: Leave No Ugandan Behind."

Diamond Trust Bank Uganda

Uganda and the Region's One -Stop- Shop Bank

Enabling More, Achieving More

DTB Uganda is intent on driving Uganda's Vision 2040 by supporting and promoting business expansion.

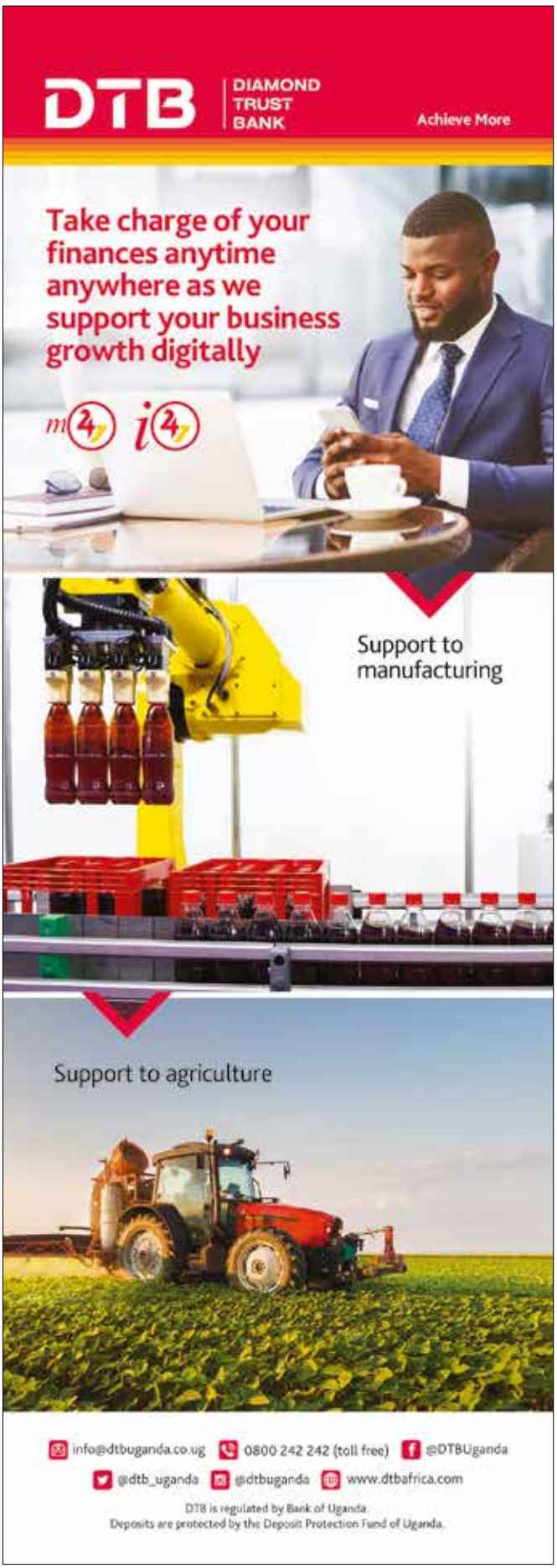
Founded in 1946 and operating as a full-service commercial bank since 1997, Diamond Trust Bank (DTB) Uganda is a leading commercial bank in Uganda. DTB Uganda has 36 branches, 52 ATMs and over 600 agent banking locations spread across the nation, offering a vast diversity of banking channels, including a full scale digital suite of products, services and channels such as the i24/7 Internet banking platform and m24/7 Mobile banking app. CEO of DTB Uganda, Varghese Thambi, says: "We have built a solid brand franchise in Uganda over the decades, anchored on a strong shareholder base and standing, a solid capital base, loyal and growing pool of customers, diversified distribution channels and footprint, a dedicated team of skilled professionals and a robust IT platform."

Varghese Thambi, CEO of Diamond Trust Bank Uganda

Predominantly an SME bank, DTB Uganda understands the importance of promoting local businesses and supporting Uganda's Vision 2040 through the promotion of manufacturing and import substitution. "Our operating culture is focused on being customer-centric and that means not only meeting but aspiring to exceed client expectations and needs," states Thambi. "Our customer base is pre-dominantly drawn from Uganda's budding SME segment, operating in diverse productive sectors including trade, agriculture, manufacturing, agro-processing, transport and other infrastructure support services. In recent years we also have partnered with different Development Financial Institutions, such as the International Finance Corporation and DEG, for financing the borrowing requirements of micro, small and medium enterprises. Also, through our partnership with the Agence Française de Développement (AFD) we have played a key role in financing energy efficiency and alternative energy projects in the country."

DTB Uganda's immense capacity for diversity and its attention to present-day client demands are key to its achievements and progress. DTB has provided Uganda's banking consumers with a one-stop-shop-bank, as Thambi affirms: "If an investor comes to a DTB desk, we are able to guide them from beginning to end in their journey: from company registration, investment license, accounts and remittance."

Uganda is on a growth trajectory and DTB has aligned its business strategy, channels, products and services suite to ensure it is at the forefront as one of Uganda's relevant and responsible financial intermediaries.



KCB Uganda Limited

Promoting Efficiency And Innovation In Uganda's Banking Sector

Driving Digitalisation In Uganda

KCB looks to migrate transactions from branches to digital channels and through the promotion of digital products to support financial inclusion and promote business.

Beginning operations in Uganda in 2007, KCB Uganda Ltd is a leading financial institution proffering a vast number of retail and corporate banking services, in particular a highly developed digital platform for mobile banking and internet banking services. "We have been largely riding on the model of regional business, supporting and facilitating regional trade and providing basic banking services," states Edgar Byamah, Managing Director of KCB Bank. "KCB's biggest achievement, however, has been the rolling out of what we call our alternative channels and our digital financial delivery model."

KCB has displayed a deep commitment to driving innovation and technology through alternative banking platforms, real time banking options, cashless transactions and financial inclusion, unveiling several digital products in recent years. "We are increasingly standing out for our delivery mechanisms especially by braving the digital agenda and lot of digital migration on our platform," continues Byamah. "In early October, we rolled out what we call the mobile loan, which is an unsecured digital lending product, initially limited to our accounts and account holders, but we see that slowly deepening into partnerships with other players in the market in the future. We already have integration with telecoms. We do what we call bank-to-wallet and wallet-to-bank transactions. That will be significant in that we will be extending both credit and saving products for our non-customers."

Edgar Byamah, Managing Director of KCB Bank

Shifting towards digital banking platforms in support of local businesses, KCB has developed a number of partnerships across the region over a wide range of sectors. In November 2020, in partnership with Stabex International, KCB Bank unveiled a digital card payment solution in order to improve customers' access to the bank's digital banking services at Stabex fuel stations. According to Byamah, KCB's future "will be seeing a lot of digital innovations from our side, including partnerships with fintechs, our own internal resources and Mobile Money Operators."

KCB BANK UGANDA

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GO AHEAD

KCB Bank Uganda is Regulated by the Bank of Uganda.
Customer deposits are protected by the Deposit Protection Fund of Uganda

A Bank Built On Trust, Transparency And Togetherness

Bank of Baroda is serving the Ugandan population by pioneering financial inclusion, transparency and unity through a customer-centric approach.

Established in Uganda in December 1953, Bank of Baroda (Uganda) Ltd has served Ugandans without interruption for more than six decades. They have their roots in Bank of Baroda, India which is a state-owned establishment and was founded in 1908. At present, it is one of the largest public sector banks in India with over 8,500 branches across India and has a presence in 20 countries across the globe. As one of the top International Banks in Uganda, the Bank of Baroda has played a critical role in the reconstruction and development of the economy. Their success lies in their core value of rendering the highest quality of service and customer care with operational excellence. At present, the Bank is offering its services to its customers through 16 branches and 20 ATMs, recyclers and digital services in Uganda. R. K. Meena, Managing Director of Bank of Baroda, states, "At the Bank of Baroda, we always do our banking based on principles and our core values. The Bank of Baroda (U) Ltd has been a pioneer in innovating customised products which could cater to the needs of the Ugandan population. We have designed our product portfolio while considering local requirements and their economic outlook. We are a strong customer-centric bank, so our focus is always on the customer's requirements and needs and we always strive to fulfil their aspirations with our personalised products and professional services."

The utilisation of digital services is crucial to financial inclusion as it can help reach people in rural areas. In order to leverage technology further, the Bank of Baroda has replaced some of its ATMs with Cash Recycler machines in different parts of the country which will provide its esteemed customers with the facility of 24/7 cash withdrawal as well as cash deposit. Meena explains, "The Bank of Baroda has many digital products available for its clients, such as the Cash Recyclers, Baroda Connect, Baroda M-Connect, etc., which offer various functions and enable a robust digital infrastructure which bridge the gap between the customer and bank. We also facilitate financial inclusion through mobile banking with our mobile banking app Baroda M-Connect Plus, which can be used to transfer funds to other bank accounts, in or outside the bank, or via an Electronic Fund Transfer (EFT). The Bank constantly strives to adopt the latest technology in order to improve operational excellence, increase efficiency and create competitive advantage."

The Bank of Baroda Uganda is continuously enhancing its reach and penetration to add more customers under economic inclusion. Meena says, "We are working to explore the possibilities of financial inclusion and covering all the underprivileged in the gambit of the banking system. To facilitate the process, we are launching our agency banking channel which will further increase our penetration and enable us to reach even the remotest part of the country."

Being one of the largest and most compliant banks in the country, Bank of Baroda Uganda holds its people close to its heart and is continuously striving towards its mission to be a top-ranking local bank of international standards, committed to augmenting stakeholders' value through concern, care and competence. Meena further says, "Our vision for 2025 is to be positioned among the top five banks in Uganda. We believe in trust, togetherness and transparency. We have an innovative mind-set and are always working on our principles with courageous decisions based on priorities, compliance and integrity. Our team is passionate to serve the people of Uganda in the best possible manner by creating more values with each interaction. Our contribution to this country has been acknowledged on various platforms and we have recently received the East Africa Super Brand Award for the fifth consecutive term. Recently, our Bank was also selected for the People's Choice Quality Award 2020 for Best Competent and Consistent Bank in Uganda. These accolades make us more humble and also make us more responsible toward the populace we are serving."

"We are a strong customer-centric bank, so our focus is always on the customer's requirements and needs. We always strive to fulfil their aspirations with our personalised products and professional services."

R. K. Meena, Managing Director of Bank of Baroda (Uganda) Ltd

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ARTHUR ISIKO,
Managing Director
BANK OF AFRICA in Uganda

A multi-national DNA fusing local market knowhow with international best practice to deliver bespoke trade finance solutions for an advancing Ugandan economy.

BANK OF AFRICA In Uganda (BOA Uganda) is part of the BANK OF AFRICA BMCE Group which is present on four continents in 32 countries, 21 of which are in Africa, eight in Europe, one in North America, and two in Asia. In East Africa, the Group is present in Uganda, Tanzania, Kenya, Burundi, Rwanda, DRC, with a representative office in Ethiopia. With 34 branches strategically located across the nation, BOA Uganda provides an all-encompassing range of banking products and services to cater to the demands of large corporate companies, retail clients and SMEs.

Over the previous decade, intra-Africa and key global trading corridor activity has significantly grown. The BANK OF AFRICA network has emerged as a key player in the intermediation of financial solutions to several African trading blocs where the Group is present to tap into this opportunity.

In line with BOA Uganda's mission to contribute to the country's economic development, a dedication to support government's vision can be seen in its investment focus in infrastructure development and trade finance. "We have been successful in significantly contributing to Uganda's economic development through major interventions especially in the education, construction and trade sectors. Today, BOA Uganda finances roughly 10% of the total credit to the education, construction and trade sectors, which is above the equilibrium 4% market share in a 26-bank market," states Arthur Isiko, Managing Director of BOA Uganda.

"We also have significant corridors that are used for trading with Uganda, corridors that are quite significant to upgrade our trade activity with the East Africa, the Middle East, China and Europe. We have demonstrated the ability to ensure that the connections that are needed by the business community to interact with their partners in these countries are brought to them at an optimised cost.

Further to ongoing infrastructure development and trade investments, the Bank has since 1985 been intent on simplifying access to financing for SMEs and the mass market. "One of the critical challenges that many SMEs have to face has to do with collateral," explains Isiko. "What we have been doing is to develop financial solutions that do not necessarily rely on collateral as a basis for granting credit. Some of these solutions provide the opportunity to examine aspects such as financing working capital, and discounting certificates and invoices."

Additionally, the Bank stays keen on delivering investment in systems providing cheaper intermediary channels for the financial sector as well simplifying access for crucial linkages and financial inclusion growth in the country. "Our objective has been to roll out solutions such as agent banking and the Mobile Wallet to provide financial services to the un-banked and underbanked population, while making services available using the mobile phone," states Arthur Isiko. "I believe we have made a significant contribution to the development of our economy, and our commitment to sustain these efforts in the future is assured."

Guaranteeing, Enabling And Extending Insurance Scope

Leading diversified financial services company in the East and Central African regions, Britam, offers first-class and innovative solutions to secure the future of the nation.

Expanding services in Uganda in 2010, leading diversified financial services group, Britam, is listed on the Nairobi Securities Exchange and is present in seven African nations. Offering a vast range of financial solutions such as Life Assurance, General Insurance, Health Insurance, Retirement Planning, Asset Management and Property, its products are aimed at protecting and increasing the prosperity of its clients. In 2017, Britam's asset management firm entered the Ugandan market in a bid to provide investment management and advisory services to pension funds, insurance companies, corporate, government owned entities and retail investors in Uganda. According to the Insurance Regulatory Authority report for Kenya released in 2019, Britam Life Assurance was ranked first in the market share with 24.7%.

Aware of the ever-changing times and constantly looking to innovate and grow, Britam's CEO, Allan Mafabi says: "The expectations of our clients are changing every day and therefore so must our services. We strive at being the best premium collectors, an area where we excel but which is a major challenge in the Ugandan market. We embraced the cash and carry regulation change by the IRA early on and this enabled us to deliver the services promised to our clients. The COVID-19 pandemic was an opportunity to showcase the ability of years of investment in IT with a Business Continuity Plan being implemented seamlessly to the delight of our partners and customers." Britam's shareholders include the World Bank's investment arm, the International Finance Corporation (IFC – 8.88%), as well as AfricInvest (17.55%), a consortium comprising of The German Investment and Development Corporation (DEG), The Netherlands Development Finance Company (FMO), PROPARCO and the French Development Agency (AFD) and Swiss RE (15.79%), the largest reinsurance company in the world. This guarantees services at international standards and with the Ugandan insurance industry's move from compliance-based supervision to risk-based supervision, Britam has found itself well capitalised to handle sector demands. "Our shareholders are world players," states Mafabi. "For this reason, we are well positioned to deliver. Our low penetration is not a problem, it is a great opportunity full of potential. We have put a lot of effort into research, making sure we have the right products for our consumers; such as an SME Cover (Britam Enterprise Policy). Britam has also partnered with Vivo Energy Uganda Limited, Licensee for Shell within Uganda to distribute insurance through its large network of petrol stations, the widest chain in Uganda. We are also in discussion with one of Uganda's telecom companies at present to ensure we extend our reach in insurance. Partnerships with travel companies and agencies have allowed us to tap into local and international tourism, improving customer experience because customers do not have to worry about unplanned eventualities on their trips. We have designed very competitive travel insurance policies, managing even to cover COVID-19 related incidents. It is steps like these that have allowed us to take leaps in aviation and Britam was confirmed insurance provider for Uganda Airlines in 2019." Britam is also ready to provide services within the oil and gas sectors, having already shown capacity in areas of infrastructure in projects such as the Jinja Nile Cable Bridge and the Entebbe Expressway. "We have the largest reinsurer on our panel in Swiss RE to support these oil and gas projects," states Mafabi. "As an industry, the regulator is putting the enabling regulations in place. We are now waiting for insurance to become gazetted as one of the local providers in the oil and gas sector."

Britam's achievements have been numerous and its growth trajectory and regional expansion impressive. "The investment climate attracting FDI within Uganda is very conducive with huge potential in oil and gas, agriculture, tourism, manufacturing and value addition to the wealth of the country's resources. The future of Britam and other investors, both local and international in Uganda, is thus very bright and poised to transform the country to middle-income status in no time," concludes Mafabi.

"The investment climate attracting FDI within Uganda is very conducive with huge potential in oil and gas, agriculture, tourism, manufacturing and value addition to the wealth of the country's resources."

Allan Mafabi, CEO of Britam Insurance Company (Uganda) Ltd

Britam
With you every step of the way

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Uganda Revenue Authority (URA)

Simplifying, Standardising And Modernising Tax Revenue Support

A Role Model For Revenue Administration

Empowering and implementing a domestic revenue mobilisation strategy to guarantee economic growth and the realisation of Uganda's Vision 2040.

"Improvement in revenue collection ultimately improves the nation's economic efficiency."

John Musinguzi Rujoki, Commissioner General of URA

Established by the Uganda Revenue Authority Statute of 1991 and set up as the nation's central body for the assessment and collection of tax revenue, the Uganda Revenue Authority (URA) is responsible for the implementation, administration and enforcement of revenue policy according to global best practices. "We believe that, as a country, we must focus on bringing the informal sector onboard and gain more revenue domestically for us to develop from this stage to the next," explains John Musinguzi Rujoki, the Commissioner General of URA. "Ours is a long journey in which we need everybody's support and participation, so engaging citizens to know their obligations and new direction is high on our agenda." In order to increase the number of potential taxpayers, URA has been running a number of tax compliance initiatives, including taxpayer appreciation campaigns (which involve awarding its most compliant taxpayers at district, regional and national levels), taxpayer education and financial literacy campaigns using a range of communication platforms, including traditional and digital media.

With Uganda's tax to GDP at 14%, and an ambitious goal to double it and fully finance Uganda's national budget in the future, URA is moving fast to standardise, modernise and improve tax management and compliance through a number of technology initiatives. It has secured easier and more efficient processes of taxation through its electronic tax system platform - the Next Gen e-Tax System - which allows for online registration, return filing, payments, taxpayer accounting, audits, debt collection and customer service requirements, and will cut processing time while upgrading transparency. "Once we deployed technology, we found a lot of previously unutilised data. So, now we are focusing on data analytics to guide our decisions in improving revenue collections," states Musinguzi.

In July 2020, URA also rolled out the Electronic Fiscal Receipting and Invoicing Solution (EFRIS) which aims at improving business efficiencies and reducing the cost of compliance through revamped record-keeping for businesses and also help URA to curb false refund claims. When a sale is made, the transactional details are encrypted and transmitted in real time to the EFRIS server at URA, where the system formats and sends the details back to the business point of sale, to generate the e-receipt or e-invoices.

"We also have other technology, such as the Digital Tracking Solution and the Rental Tax Compliance Improvement Solution, where we have partnered with a company which uses block-chain technology to compare data from different sectors. All these are aimed at improving tax compliance," affirms Musinguzi, adding, "Coupled with technology, we are internally skilling our staff and promoting values of professionalism, integrity and patriotism so that whatever we do is done at the highest level of competence."

With the advent of the pandemic, URA secured taxpayers with support, providing extensions and deferments of tax payment and filing of returns while encouraging the use of online service platforms to facilitate service delivery. "As an organisation, we have put into practice a number of flexible arrangements for our taxpayers: we allowed instalment payments for those who are struggling with their tax obligations. We suspended penalties on all cases of late filing and payment and we have extended our warehousing period to allow importers to organise funds to clear their goods. We are also promoting easier ways of resolving tax disputes through the alternative dispute resolution mechanism. For any taxpayer who voluntarily discloses their tax obligation, they will only pay the principal tax without being penalised. We also focused on expediting refunds for our taxpayers to allow liquidity in their businesses."

Through pioneering technology and ingenious methods, URA is on the way to becoming one of the most efficient revenue administrations in East Africa, while placing Uganda securely on the way to achieving its Vision 2040. "Our government has come up with a number of policies that make investment here very attractive," concludes Musinguzi. "Attracting investment is something we naturally partner with as revenue administration body because investment in the country improves our revenue which ultimately boosts the nation's economic efficiency."

Nakawa, P.O. Box 7279
Kampala
www.ura.go.ug

Uganda Revenue Authority boasts of an array of systems that support Easy, Fast and Convenient service delivery

- **Electronic Fiscal Receipting and Invoicing solution**
  For real time and accurate declarations
- **The URA App**
  URA office in your palm
- **Digital Tracking solution**
  Be sure of what you buy
- **Regional Electronic Cargo Tracking system**
  Monitor your goods in real-time
- **Document Processing Centre**
  Declare cargo at your comfort / Lodge your customs documents anywhere
- **Uganda Electronic Single Window (UESW)**
  Single Access Point for Government service delivery
- **The Authorized Economic Operator - Enterprise Risk Management (AEO-ERM)**
  Improved international supply chain security and clearance of goods
- **Drone and Surveillance systems**
  Improved surveillance to protect markets from illicit trade
- **Non-Intrusive Inspection**
  Improved security and faster clearance of cargo
- **Rental Tax Compliance System (RTCS)**
  Simplified rental tax assessments
- **Etax (Electronic Registration, Electronic Filing and Electronic Payment)**
  Transact with us, anytime, anywhere
- **Enterprise Contact Centre**
  Engage with us, anytime

Contact URA | Website: www.ura.go.ug | Toll Free: 0800 217 000, 0800 117 000

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Uganda National Oil Company Limited (UNOC)

Fuelling Economic Diversification

An Innovative Organisation Driven By Long-Term Sustainability

UNOC's resiliency and adaptive strategies have positioned it as a major player in the oil and gas industry. Its upcoming projects are set to make a positive economic change on the country, the region and the lives of Africans.

"We are duty-bound to this nation to make sure that oil and gas resources are sustainable in the long-term and for the benefit of future generations to come."

Proscovia Nabbanja, CEO of UNOC

With its vision to be an innovative and profitable organisation that operates across the entire petroleum value chain for the benefit of all Ugandans, Uganda National Oil Company Limited (UNOC) is one of the most important companies in Uganda whose investments will represent a large increase in Uganda's GDP and its development. CEO of UNOC, Proscovia Nabbanja, says that being one of the founding members of UNOC is among her greatest achievements. "What you see today is a fully-fledged institution and it is exciting to see that we have a portfolio of projects stretching across upstream, midstream and the downstream segments. Knowing that we are going to make a difference in this country from a sector that is willing to invest US$15 to 20 billion and with a return value in 25 years that is potentially more than the current GDP of the country, I am proud to be part of that."

One of the hallmark projects that is ready to energise the oil and gas industry post-COVID is the East Africa Crude Oil Pipeline, which is reaching its goal with the Final Investment Decision projected for early 2021. The oil fields will produce around 230,000 bpd, an immense quantity not only for Ugandan refinery but for the international market. On this auspicious opportunity, Nabbanja says, "The achievement of FID of the East African Crude Oil Pipeline will be a key milestone for us and pave the way for many things. First, it will make our crude hit the international market. It will also give visibility to the future of the refinery project, further exploration and attract more investment in the sector." UNOC has been working steadily with partners and key government agencies to secure the Final Investment Decision in order to commercialise oil and gas resources. She continues, "The East African Crude Oil Pipeline is going to create a lot of business opportunities to supply goods and services to the project and it will create job opportunities during the construction phase, directly benefiting the host communities." The project puts Uganda in a prime position for investments and will have a positive impact within Uganda and the East Africa region.

Overall, UNOC's mission is to drive sustainable growth in the oil and gas sector through strategic partnerships and championing national participation. Aside from the Pipeline Project, UNOC boasts many other sustainable projects that bring revenue to the economy. Nabbanja says, "Some of our other projects that are not dependent on the FID include the storage terminals. We have one storage terminal in Jinja and are set to construct another in Namwambula, on the outskirts of Kampala. This is an opportunity for UNOC to tap revenues from the low-hanging fruit projects. We have also embarked on trading in bulk petroleum products to supply the local market and regional forward markets. We have a business model built on sustainability recognising the need to generate revenue and make a return to the State."

As Uganda emerges from the pandemic, she is led by His Excellency President Museveni's Vision 2040, which is utilising oil and gas revenues to diversify the economy and develop sectors such as agro-processing, manufacturing, ICT and tourism. As the oil and gas sector directly or indirectly extends to other industries, it is playing a vital role in the country's diversification. Nabbanja says, "The opportunities are there. We see the direct linkages with Vision 2040 driven by oil and gas for industrialisation. Some of our projects directly link to other sectors of the economy such as agriculture. The Kabaale petro-based industrial park will have linkages to the agriculture sector through fertiliser and agro-processing industries, as well as direct connection to the export market using the second international airport." Due to these advantageous links, Nabbanja says that there are so many opportunities for investment in Uganda. "We are duty-bound to this nation to make sure that oil and gas resources are sustainable in the long-term and for the benefit of future generations to come."

UNOC
UGANDA NATIONAL OIL COMPANY

Creating Change Through Quality And Convenience

Rubis Uganda is modernising its operations to set a new standard in oil and gas.

Founded in 1990, Rubis is an independent French operator specialising in three business areas: distribution of petroleum products, support services, and storage. It is listed on the Paris Stock Exchange (Euronext Paris) and in 2019 it had a market capitalisation of 5.5 billion euro.

Rubis Energy Uganda has business units that include retail, lubricants, LPG, supply, commercial and industrial. It was officially launched into the market following the successful acquisitions of Kobil and Delta in 2019. These acquisitions saw Rubis become a strong player in the oil industry with a network of 54 service stations. "We continue to invest in the market through the modernisation of our existing retail outlets into state-of-the-art service stations," states Jean-Christian Bergeron, the Group Managing Director of Rubis East Africa. "Our network of service stations are strategically and widely located across the country, playing a key role in delivering quality products and services to all in a safe environment."

Jean-Christian Bergeron, Group Managing Director of Rubis East Africa

"We are launching an unparalleled shopping experience through our convenience store brand, Rubis Express as well as providing a fuel card system that gives motorists total control of their fuel-related expenses, offering convenience and efficiency when making payments at our outlets" adds Bergeron. "Furthermore, we are significantly investing in the development and promotion of LPG, a clean and affordable energy source which supports the government's ambition for an improved quality of life for all Ugandans. We also market an extensive range of high-quality lubricants to meet the highest specifications demanded by most automotive and equipment manufacturers."

Rubis Energy Uganda is committed to delivering quality products and services to other business sectors in areas such as manufacturing, agriculture and road infrastructure development; leveraging its integrated distribution chain to ensure efficient delivery, quality and safety of all products and services.

UMEME

Distributing Energy Safely, Transparently And Innovatively

Empowering Uganda With An Upgrade

Providing the platform to power and enable growth and industrialisation for a prosperous Uganda.

Selestino Babungi, CEO of UMEME

Uganda's largest power distribution company, Umeme Limited, has been operating a 20-year electricity concession since 2005 and is listed on the Uganda Securities Exchange as well as cross-listed on the Nairobi Securities Exchange. Currently distributing 97% of power to the nation, Umeme's mandate involves the operation, maintenance and the upgrading of electricity distribution infrastructure, electricity retail and the provision of corresponding services. "Our company was formed as a joint venture involving CDC, Eskom and the government of Uganda but was subsequently divested through a public listing in response to the government of Uganda's liberalisation of the energy sector," explains Selestino Babungi, CEO of Umeme. "Since then, we have focused on bringing in private money, driving efficiency, increasing access and making the sector financially independent. We now generate enough money for the distribution, transmission and payment of generators. We have invested over US$700 million of private money in the distribution infrastructure, which has doubled in size. We started with 5,000 transformers and now we have 14,000 transformers from which 1.6 million customers feed from."

In a bid to guarantee the demand for stable and reliable electricity, in 2020, Umeme Ltd invested US$15.2 million into two major power supply projects in East Uganda: the Siti 2 project and the Tangshan Mbale Industrial Park Project. Once completed, the two projects are expected to increase the Mbale Umeme district's electricity supply by 205%. Furthermore, in order to meet industrial demands for stable power, Umeme is also building a switching station and plant house within the Park. "We already have four factories that are going to consume 8MW of power in the Park," states Babungi. "One is going to be processing steel and products, another will be manufacturing agro-pesticides and fertilisers. We see this as a huge opportunity for the country." The projects belong to Umeme's 2020 US$83.3 million investment plan to improve power reliability and increase grid connections, which in turn belong to Umeme's larger US$450 million investment plan for 2019-2025 which aims to increase access to electricity from 28% to 60% by 2027 and by 80% by 2040.

Electricity Regulatory Authority (ERA)

Enabling Uganda's Industrialisation Through Cost-Effective Green Energy

Powering Uganda's Transformation Agenda

ERA works to provide cost effective and environmentally sustainable electricity.

Uganda's Electricity Regulatory Authority (ERA) has steered the country's electricity supply industry from an electricity generation deficit to surplus in a decade, growing from 591MW in 2010 to 1,268MW as of November 2020, while also increasing its high-voltage network. Eng. Ziria Tibalwa Waako, the Chief Executive Officer of the Electricity Regulatory Authority states: "We have adequate power to support our two major objectives as a country: creating access to clean energy and the provision of reliable, affordable electricity for industrialisation."

Responsible for issuing licenses with the attendant license terms and conditions for electricity generation, transmission, distribution, sale, import and export of electricity, ERA has also worked tirelessly on the optimisation of least-cost generation planning and expansion to ensure that affordable power is accessible to all. "We want to improve the transmission and distribution infrastructure to serve the industries for industrialisation and the socio-economic transformation of our country while also reaching out to Ugandan households across the nation," explains Eng. Waako.

Eng. Ziria Tibalwa Waako, CEO of ERA

She adds that two generation facilities are key to powering the cost reduction: the Isimba plant and the Karuma project. "The advantage of these two facilities is that they will make our average cost of generation lower because we will have this cheap energy mixed with that from the Independent Power Producer-Funded generation facilities that are relatively expensive," affirms Eng. Waako. "The cheap generation is coming in at a time when we are looking at making our products competitive, and if you are going to make products competitive, energy, the engine to the economy, must be competitive not only within the region but around the globe."

Attesting to ERA's story of success and driver of change, in November 2020, for the third time consecutively, Uganda was ranked No.1 in the Electricity Regulatory Index (ERI) for Africa released by the African Development Bank. Uganda achieved the highest Electricity Index score at 0.801 vis-a-vis the lowest at 0.238 achieved by Chad. Thirty-six countries participated in the index that measured three sub-Indexes on Regulatory Governance, Regulatory Substance and Regulatory Outcome.

Uganda Electricity Generation Company Ltd (UEGCL)

Generating Change To Impact Socioeconomic Development

Inside UEGCL's Generating For Generations (G4G) Transformation Plan

Increasing availability of stable, reliable and affordable energy in Uganda.

Incorporated in 2001, the Uganda Electricity Generation Company Ltd (UEGCL) is mandated to establish, acquire, operate and maintain electricity generation facilities in Uganda, and to promote research and development in the electricity generation sector while running the company on sound business principles. Over the years, UEGCL's role has expanded to include project development hydropower stations and other renewable energy. "Our vision is to be one of the leading power producers in the Great Lakes region," states Dr Eng. Harrison E. Mutikanga, CEO of UEGCL.

Dr Eng. Harrison E. Mutikanga, CEO of UEGCL

This will be made possible with the addition of the two flagship power plants, Isimba (183MW) which is already commissioned and the yet to be commissioned Karuma (600MW). The plants will increase the nation's energy capacity and boost industrialisation. In 2018/2019, UEGCL completed and commissioned the 183MW Isimba Hydropower Plant, a critical indigenous project in the quest for affordable electricity. In addition, UEGCL is monitoring its generation assets of Nalubaale (180MW) and Kiira (200MW) Hydroelectric Power Stations to ensure reliable and safe operations in accordance with the concession agreements.

The future outlook of UEGCL is very promising; the company will continue to pursue financial sustainability, while ensuring that generation assets grow in tandem with the economic growth of the country. "The company is currently implementing an energy mix diversification strategy that will see it making a shift from the predominant hydropower reliance in the country," explains Dr Eng. Mutikanga. UEGCL is also working on the establishment of a Hydropower Resource Centre as a centre for excellence for hydropower. The Centre will be multi-faceted and ensure continuous and cost-effective capacity building for operations and maintenance, as well as consolidation of research and innovation in the electricity generation sector. Coupled with the Hydropower Resource Centre is the quest for continued capacity building through partnerships with different utilities, academic, and training institutions.

UEGCL is well already on course to meet her 'Roadmap 1300' objective of delivering 1300MW by 2023 thus contributing to the attainment of the National Development Plan (NDP-III) targets as they continue generating for generations.

Uganda Airlines

Flying High To Guarantee Greater Global Connectivity

The Exciting Journey Of Uganda Airlines

Uganda Airlines expands regional operations and long-haul international flights to place Uganda on the map.

Eighteen years had passed before the flying crane could take to the skies again, and when it finally happened in 2019, scepticism turned into belief and then to delight for many Ugandans. They were seeing the Ugandan flag in the sky for the first time in decades. The launch of the national airline signalled a new dawn in the history of the country and started the rebuilding of air connectivity by a home based airline after a long period of absence from the sector.

The government of Uganda wanted to launch a world-class airline with a vision to exceed customer expectations through high quality services, global connectivity and commitment to excellence. This vision is reflected in the airline's choice of aircraft, structures and systems, governance frameworks, human capital systems and service standards. The aircraft fleet was also carefully selected with the passenger in mind. The CRJ900 with the new "atmosphere cabin" gives the passenger a more spacious and comfortable cabin experience. Similarly, the choice of the A330-800neo aircraft for use on its long-haul routes took account of the new technologies incorporated in this aircraft which would bring superior operating and service standards to Uganda Airlines. The use of HEPA filters with 99.99% effective filtration of microbes and viruses on both the CRJ900 and the A330-800neo ensure that these aircraft offer the best cabin environment of any fleet of aircraft in operation today.

Cornwell Muleya, CEO of Uganda Airlines

Since the start of the regional flights on 28th August 2019, the airline had expanded its route network to cover five countries and eight destinations in just four months, including Nairobi and Mombasa in Kenya, Juba in South Sudan, Mogadishu in Somalia, Dar es Salaam, Kilimanjaro and Zanzibar in Tanzania and to Bujumbura in Burundi. The arrival of the two A330-800neo aircraft will allow the airline to further expand its network to connect Uganda to the overseas markets of Dubai, London, Guangzhou, Mumbai and others. The carrier also looks forward to creating synergies with other airlines under a framework of alliances, interline agreements, code shares and other partnerships that will enable it to extend its services globally.

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Uganda's Railway Corporation (URC)

Fulfilling The Promise For Progress For The Future of Uganda's Railway Network

On The Fast Track To Sustainable, Economic And Social Development

URC is on a mission to revamp and revitalise its railway network in order to guarantee reliable, cost-effective, efficient and safe transport services while advancing trans-African rail development.

"The Standard Gauge Railway will ensure that all countries are connected to each other seamlessly."

Stanley Sendegeya
FCCA, Managing Director of Uganda Railways Corporation

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Geographically positioned at East Africa's crossroads, Uganda's railway network has the potential to play a crucial role in the transportation of imports, exports and local cargo within the region. For this reason, President Museveni is on a mission to prioritise the extension and rehabilitation of Uganda's network and Uganda Railways Corporation (URC) is making sure it powers this vision. Currently, URC is focused upon revamping and extending its railway network through the rehabilitation of a Meter Gauge Railway line and the construction of the new Standard Gauge network in the Northern Economic Corridor whose reach will expand to the Democratic Republic of Congo, Rwanda, Burundi and South Sudan. "The Standard Gauge Railway will ensure that all countries are connected to each other seamlessly," explains Former Chief Financial Officer and currently its newly appointed Managing Director, Stanley Sendegeya. "Uganda is currently negotiating funding with China Exim Bank, we want to construct proactively towards Kenya as they build towards Uganda."

In June 2020, Uganda's government approved US$366 million for the 270.6 kilometre Malaba-Kampala metre-gauge railway refurbishment project, including an immediate investment of over US$12 million approved to purchase four locomotives for the line and more than US$2.5 million for routine repairs across the network. This line will upgrade commuter connections between the capital city and Uganda's eastern border with Kenya for cargo.

Later on in the year, in October 2020, the US$46.7 million 375 kilometre metre-gauge Tororo-Galu railway project was launched with a US$25.4 million financial input from the European Union and with the French contractor SOGEA-SATOM on board for the installation of steel sleepers. With the potential of being the longest railway line in East Africa, this single-track line will link eastern and northern Uganda to the port of Mombasa in Kenya. It will also connect to the new US$11 million multimodal Gulu Logisitics Hub which will be ready in 2024, an inland terminal with the capacity for 200,000 TEU, guaranteeing transport cost reduction and a plethora of job opportunities, as well as securing movement of freight to and from South Sudan and the Democratic Republic of Congo.

URC understands the importance of efficient construction, operation and maintenance of the country's railway network and opportunities abound for foreign investors looking for potential and possibility within the nation. "Uganda's Railway Corridor is ready for investments of over US$8 billion for other railway complimentary services," declares Sendegeya. "We want to implement the transit-oriented model of development whereby our station areas and the land along the railway reserves can attract private parties who can build silos, warehouses, hotels and other facilities so that we can interface our business with the rest of the economy. With that model, the private sector can boost agriculture and the farmers in the villages will be able to transport bigger volumes of their products to the stations which are then shipped into the country or exported."

Investment in Uganda's railway network will result in cost-effectiveness, sustainability and climate-friendliness while assisting in rapidly moving Uganda's agenda forward. "We have reopened the connection between Uganda and Tanzania and are running the wagon ferries on the lake between the Uganda Port Bell and the port of Mwanza in Tanzania," states Sendegeya. "We also run wagon ferries between Port Bell and Kisumu in Kenya mainly transporting diesel for the Ugandan market. We have been able to repair Kampala to Port Bell and Jinja station to Jinja pier railway lines and are negotiating for funding for some of the projects we are talking about. We have also negotiated funding from the Spanish government which is starting next year on the line from Kampala to Malaba." Things are moving fast in Uganda and URC is proving itself on track to providing the means to drive the nation towards progress, sustainability, modernisation and social development.

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Ham Enterprises (U) Ltd

Reaching The Gateway To Success Through Reason, Reality And The Written Word

On A Quest For Prosperity And Reason

Prominent businessman and author of the groundbreaking book 'Success And Failure Based On Reason And Reality,' Hamis Kiggundu is on a mission to fuel Uganda's vast potential with opportunity and secure its success.

"Reason and reality are the balancing factors in all aspects of life; with proper reason that is based on reality, one can almost achieve anything in life."

Hamis Kiggundu, author of 'Success And Failure Based On Reason And Reality'

Prominent Ugandan tycoon and CEO of Ham Enterprises (U) Ltd, Hamis Kiggundu has a net worth of US$870 million in assets and holdings and is renowned for his booming business in vast real estate holdings and trading, as well as for his visionary role in the promotion of national prosperity. He is on a mission to very literally change the face of the nation through the construction of commercial buildings, luxury housing complexes and so much more, including the US$49 million redevelopment work currently underway on the impressive Nakivubo War Memorial Stadium in Kampala.

In recent years, Kiggundu has pioneered an impressive shift in his vision towards boosting Uganda's industrialisation potential through the development of advanced Integrated Agro-Processing Industrial Plants (IAIP), with a view to providing value addition for local and global consumption. "I want to do something that will not only grow my economic empire but contribute to the development of my country," he stated in his book 'Success and Failure Based On Reason And Reality' (p.3-4) in 2018. With 75% of Uganda's population under the age of 30, Kiggundu's innovative vision includes guaranteeing job creation for the nation's youth and today his enterprise is responsible for the creation of a total of 7,000 jobs (3,000 directly and 4,000 indirectly). "We need to improve on the productivity of Ugandans," explains Kiggundu. The increase in income in Uganda's agricultural zones will supply a domino effect upon the community with increased investments being poured into schools, infrastructure and services. Furthermore, Ham Agro-Processing Industries IAIPs Project's processed foods and fresh fruits and vegetables are bound to reap the benefits of promising export markets such as the EAC, COMESA, as well as the EU and the Gulf States. Kiggundu writes: "An effective agro-processing and value addition system will increase our individual and national income through import substitution from the domestic market and promotion of exports from the regional and international markets." (p. 7)

Currently, Kiggundu is in the process of opening the Ham Agro Bank while constructing the Ham Agro-Processing Industries Headquarters in the Akright Entebbe road-based industrial complex. In a bid to attract future tourists, both local and international, the design of its administration block is an exact replica of the White House, confirming Kiggundu's role as game-changer as he sets down the foundations for national growth and prosperity.

Ham Agro Processing Industries: US$156 million project

Ham Palm Villas: US$170 million project

Nakivubo Stadium: US$139 million project

Ham Agro Processing Industries
Ham International Ltd. (US) - Ham Sports World
Ham Palm Villas - Ham Enterprises Limited
Ham International UK Ltd - Skylight Investments (South Africa)
Ham International Express Logistics (Dallas, TX)

'Success And Failure Based On Reason And Reality' is available for purchase at: https://successandfailure.reasonandreality.ug/ and Amazon.

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Building Opportunities And Skills Through Excellence

International civil engineering, construction and development company, SBI International Holdings AG, is building the nation's infrastructure in support of Uganda's oil sector as it paves the way for Uganda's growth and welfare.

Established in 1958, SBI oversees Uganda's civil engineering, development and construction of the nation's roads, bridges, railways, buildings, hydroelectricity, dams and real estate. SBI's role in infrastructure development has been of immense importance in driving change in Uganda's socio-economic situation. A local subsidiary of SBI International Holdings, SBI is a leader in the local road construction market and has since diversified its capacities and expertise in a number of fields of construction. "We have built over 800 kilometres of roads in Uganda," states Yaron Dunsky, CEO of SBI International Holdings AG, "The interstate, the northern corridor of Uganda: from Malaba-Busia in the east, the border of Kenya, all the way to Ntungamo and the border of Rwanda and Tanzania. We have been building roads that are funded by the European Union and the government of Uganda." Currently, the company is working on upgrading the 74 kilometre Mukono-Katosi-Nyenga road, designing and building the staggering 92.5 kilometre Mukono-Kayunga-Njeru road and providing the design and construction of 3,000 housing units for the Lubowa NSSF Housing Project, among others."

The company is currently executing the turnkey project of construction of the second international airport of Uganda in Kabaale, Hoima. The airport is strategically positioned close to the oil refinery, as well as other future industrial and commercial complexes, and will facilitate the safe and reliable transportation of machinery and equipment needed for the construction, operation and maintenance of the oil refinery at phase I. In phase II, it will also become a civil international airport, providing opportunity and potential for growth through the promotion of increased commercial passenger flights for both tourists and other industries. The phase I of the airport project is funded and financed by the UK Export Finance and Standard Chartered Bank by a loan agreement with the government of Uganda totalling €307 million. The airport will be built in full compliance with the international standards of the International Civil Aviation Organisation (ICAO) as Category 4F. The construction of the airport is currently at its halfway mark and is expected to be completed by the middle of 2023.

This project has had the knock-on effect of revolutionising the lives of the neighbouring residents of Nyamasoga, Buseruka, Kabaale, Nyakasene and Kigaaga. As a leading socially responsible construction company in Uganda, SBI has consistently promoted local content and job creation amongst the communities it works in and its commitment to their welfare has been impressive. "The effect of the whole foreign direct investment, which is estimated to reach US$10-15 billion in this area, including the pipeline which goes all the way to Tanzania, will create a lot of opportunities, increase local capacity and enhance new skills building," adds Dunsky. The company's training and educational programmes have ensured that the health and safety of its workers come first, and this was recognised in the recent certification of SBI Uganda with the East Africa Best Employer Brand Award for two consecutive years of 2019 and 2020.

SBI continues to consolidate and show evidence of its capacity and reputation as a forward-thinking and dynamic company that is ready and able to feed market demand and greatly facilitate economic growth while simultaneously secure the welfare of a nation.

"The effect of SBI investment and commitment will create a lot of opportunities, knowledge and skills building."

Yaron Dunsky, CEO of SBI International Holdings AG

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Arab Contractors Uganda

Providing High Quality Infrastructure To Fulfil Uganda's Vision 2040

Bridging Nations And Visions

Leading Egyptian construction company, Arab Contractors, supports Uganda through the implementation of high quality infrastructure projects in accordance to the international standards of quality.

"We do our best to complete and hand over the projects ahead of time."

Mohamed Tolba, Managing Director Arab Contractors Uganda

Arab Contractors is one of the leading construction companies in the Middle East and Africa. With a widely diversified portfolio, it covers a wide range of services within the construction industry. "Arab Contractors began operations in 1998 in Uganda and since then has achieved many big projects here," explains Mohamed Tolba, Managing Director of Arab Contractors Uganda. "Some of them were under the government and others were private sector projects. In 2016, we began working in road construction as well. Before that, we had completed the Mulago Hospital, the biggest hospital in East Africa, as well as the Cancer Institute. We try to do our best to support the health sector because we understand its importance." Other previous projects include: the Busega market, the Faculty of Technology at the Makerere University, the construction of the Norwegian Embassy in Kampala, the Social Security House-Kampala, the NEMA House-Kampala, the Uganda Wildlife Authority Headquarters-Kampala, the Hala Plaza-Kampala, the Kayunga Hospital and the Aponye Mall, as well as the company's contribution to constructions necessary to mitigate flood hazards in Kasese and numerous education, commercial buildings and roads.

Arab Contractors is also currently carrying out road projects with a total value of US$190 million and a total length of 152 kilometres. These include asphalt roads with 11 metre width as well as industrial works and bridges for rain and flood drain. "One of the road projects is the Tirinyi-Pallisa-Kumi, the second one is the Pallisa-Kamonkoli and the third one is the Masaka-Bukakata," states Tolba. "In Pallisa-Kamonkoli, we have now completed around 80% and in Masaka-Bukakata, we are also around 75% complete." Arab Contractors has a signed contract with the Uganda National Roads Authority requesting the completion and delivery of only 30% of the road. In January 2019, Arab Contractors completed 40% of the US$81 million, 67 kilometre long Tirinyi-Pallisa-Kumi ahead of time and in conformation to technical specifications and international standards of quality.

"We do our best to complete and hand over the projects ahead of time. This is one of our company's chief qualities," continues Tolba. "For the two projects (the US$61 million Pallisa-Kamonkoli and the US$45 million Masaka-Bukakata), we are handing over 38% of the length of the road and for the second project, 45%. We are the first company in Uganda where a company hands over more than the percentage that is required without asking for extensions." In recognition of this, and due to the company's consistent implementation of high quality infrastructure projects, Arab Contractors was yet again awarded the Best Contracting company in 2020 for the third consecutive year during the Visionaries Awards of Uganda ceremony.

Arab Contractors is partnering with the Ugandan government to secure the provision of state-of-the-art infrastructure which promises to lift and consolidate Uganda's Vision 2040. Arab Contractors' Chairman, Sayed Farouk Elbaroudy, states, "We understand that Uganda needs infrastructure projects, specifically roads, electricity, energy, hospitals and healthcare. So, we cooperate with the government in all of these areas."

Arab Contractors also understands the importance of local content within the sector. "We care about increasing the number of local members working on our projects and look to provide training where needed," affirms Chairman Elbaroudy. In spite of the recent set-back on the global scene caused by the pandemic, Arab Contractors has continued to work constantly, diligently and safely, following the implementation of health and safety regulations to protect its workers. Tolba believes the future is bright for the company and the nation. "We are looking at many projects in the future like a health institute, which is a big project, as well as new roads. We also ensure we provide funds to support the government. We have our equipment and our power to continue without any problems or delays. Our view is to continue with our work and ensure that we always deliver the best results."

ARAB CONTRACTORS UGANDA LTD.

Plot 20, Upper Naguru East Road,
P. O Box 7289 Kampala
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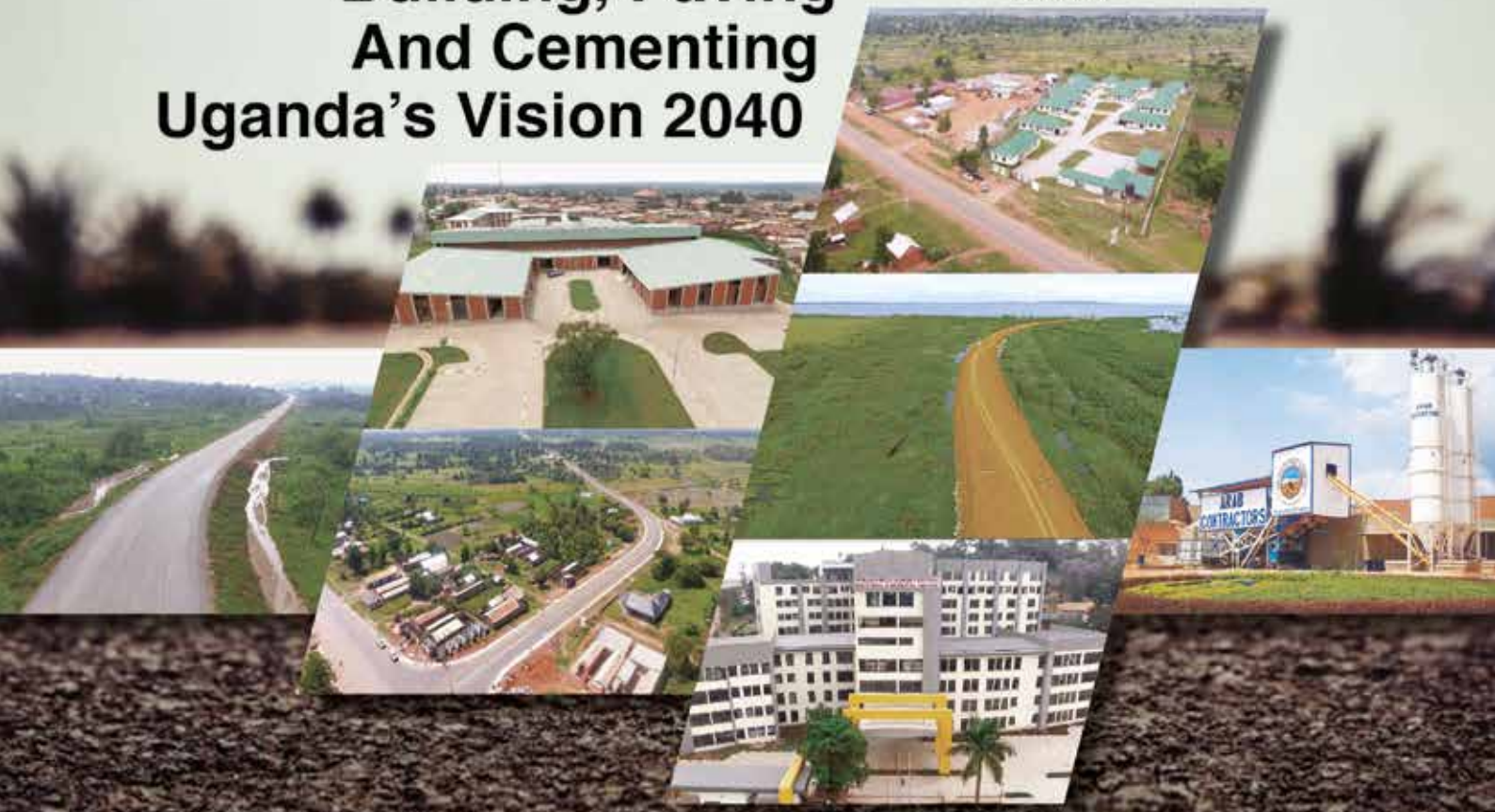
Building, Paving And Cementing Uganda's Vision 2040



Arab Contractors Uganda Ltd is a subsidiary of The Arab Contractors (Osman Ahmed Osman & Co.), a public sector company fully owned by the Egyptian government with its head office in Cairo and branches in over 28 countries.

We are specialists in the construction of public and cultural buildings, commercial, industrial, sports, educational, hotels, administration, residential, religious buildings, hospitals and monuments. We construct transport related works such as: roads and highways, bridges, flyovers, tunnels and underground metros, airports, harbours, railways, ship building and repairs. We also undertake water and sanitation projects, sewerage treatment plants, electrical and mechanical works and thermal power stations.

Arab Contractors has the equipment, plants and machinery necessary to carry out constructions of varying nature and sizes. Voted best contracting company in Uganda in 2020, for the third consecutive year, Arab Contractors is here to expand the nation's vision for the future.

Arab Contractors has a Concrete Batch Plant comprising of Ready Mix Concrete Facilities which are available in terms of selling to others in addition to covering the needs of its projects. It comprises of 60m³/hour fully computerised batching plant, located in Kira town (Wakiso District), a 42 metre mobile concrete pump, Mercedes Benz truck mixers of 7.5 m³ and a private laboratory for quality control. The yard has mechanical, carpentry and metal workshops.

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National Water and Sewerage Corporation (NWSC)

Creating An Enabling Environment To Enhance Industrial Development

Developing Water Infrastructure For Health

NWSC is using its innovative expertise in water and waste water management to harness sustainability, cost-effective solutions, efficiency and 100% national coverage.

"Water is an important factor of production for economic development and one of the sectors that the government still privatises as health improvement."

Dr Eng. Silver Mugisha, Managing Director of NWSC

National Water and Sewerage Corporation
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Established in 1972 under the decree No.34 , the National Water and Sewerage Corporation (NWSC) is a public water utility wholly owned by the government of Uganda. "Our mandate is to provide water and sewerage services to the urban centres of Uganda that have been assigned to us by the Minister of Water and Environment," explains Dr Eng. Silver Mugisha, Managing Director of NWSC. "The Corporation has its own legal framework, the National Water and Sewerage Corporation Act of 2001, which allows it to operate in a commercially and financially viable manner. This gives the board all the independence it needs in order to do whatever it can to make sure people get water in a financially and sustainable manner."

The Corporation's strategic focus is to ensure water for all, while promoting innovations that will contribute to the socio–economic growth and transformation of Uganda while conserving the environment. This is in line with the overarching government policy of universal coverage as enshrined in the Uganda Vision 2040, the National Development Plan phase II, the Government (NRM) Manifesto and the Sustainable Development Goals (SDG 6). "Water is an important factor of production for economic development and one of the sectors that the government still privatises in terms of financing not directly as water but as health improvement," states Dr Eng. Mugisha. "The government has funded and placed much emphasis on developing water infrastructure. Many industrial parks are being built and every time one comes up, national water is very quick to provide water as part of the necessary infrastructure to enhance industrial development."

With urban development on a sharp incline, coupled with the nation's booming economic growth, the demand for clean piped water in recent years has grown dramatically. As a consequence, with the support of the government of Uganda and development partners, NWSC is currently constructing an enormous €82 million water treatment plant on the shores of Lake Victoria.

When completed, the Katosi Water Treatment Plant will increase the supply of clean piped water with a production capacity of 240 million litres per day. In a bid to keep Lake Victoria's waters clean, the Corporation has also completed the construction of the revamped and upgraded Bugolobi Wastewater Treatment Plant in Kampala with a hydraulic treatment capacity of 45,000 m^3/d. "A lot of water infrastructure development is going on; the €150 million South Western Cluster project is also currently ongoing and we are planning another project called the Wakiso Water Supply Improvement project on Lake Victoria which will add 65 million litres of water per day."

NWSC's main objective lies in guaranteeing that the whole nation has access to clean, safe water. "We are now implementing what we call the 100% Service Coverage Acceleration project," affirms Dr Eng. Mugisha. "This project has been implemented in the last three years and has made tremendous progress."

Uganda Communications Commission (UCC)

Reaping The Benefits Of Uganda's Communication Products

Driving The Development of Uganda's Digital Vision

UCC is on a mission to sustain, innovate and spur Uganda's vibrant and dynamic ICT sector.

Irene Kaggwa Sewankambo, Executive Director of UCC

Uganda Communications Commission (UCC) looks to champion the development of a robust communications sector by driving Uganda's economic transformation agenda. We oversee telecommunications, broadcasting, postal and courier, data communications and associated infrastructure.

Uganda's ICT sector has grown exponentially over the years, and now ranks amongst the fastest growing and best managed on the continent. At UCC, we regard our role in this journey as facilitator in creating an enabling environment for the continued sustainable growth and development of our country's communications industry towards the realisation of Uganda Vision 2040, the Digital Transformation Programme under the National Development Plan III, the Digital Uganda Vision and the National 4IR Strategy. One that drives growth in coverage of communications services and uptake of these services, stimulates investment and innovation, reduces barriers to entry and fosters the provision of quality services to the consumer.

Through interventions such as its Uganda Communications Universal Services Access Fund (UCUSAF), UCC is striving for the realisation of a digitally inclusive economy in which communications services are harnessed by all, the unserved and underserved areas across the country, irrespective of age, gender, income level and physical ability.

UCC is also set on a timely release of spectrum favourable to fostering the adoption of new technologies and the improvement of the quality of services. The Commission continues to boost research and innovation through initiatives such as the development of an innovation test bed, which was conceived to provide physical facilities, data and services for research, innovation and education in new or emergent ICT and related applications.

The Commission is determined to rise to the challenge of catalysing Uganda's success in digital transformation while leaving no one behind as per our mantra, "Communications for All".

MTN Uganda is regulated by the Uganda Communications Commission.

Airtel Uganda

A Telecom Company Based On Passion, Inclusivity And Respect

Creating An Efficient, Digital And Cashless Economy

Through innovation, technologies and services, Airtel Uganda is expanding its coverage and elevating financial inclusion in Uganda to new heights.

"We want to ensure that subscribers have access to the best products and services at the most affordable rates and with the widest possible reach."

Manoj Murali, Managing Director of Airtel Uganda

Through its mission to provide globally admired technologies and services to connect Africa to the world, Airtel Uganda is making the digital, financial and teledensity agenda in Uganda a reality. As one of the leading telecommunication service providers in Uganda, Airtel provides affordable communication products and services; 2G, 3G and 4G wireless voice and data services, as well as mobile money solutions to connect and inspire its clients. Manoj Murali, Managing Director of Airtel Uganda, says, "We want to ensure that subscribers have access to the best products and services at the most affordable rates and with the widest possible reach. Airtel is building the enabling infrastructure to drive entrepreneurship, innovation and a cashless society in Uganda."

In terms of innovative progress, Uganda has a conducive environment for digital advancement. Murali says, "The telecom industry in Uganda has registered tremendous growth over the past decade, increasing teledensity and expanding networks countrywide. There is coverage in 97% of the population, and we are the only operator with 100% 4G. This tremendous progress in Uganda is because of the leadership by the Uganda Communications Commission (UCC) and the government of Uganda which has liberalised and promoted competition while attracting investment in the sector. It is a vibrant industry, with vital infrastructure, promoting economic and social transformation. We are trying to build a digital and cashless society in Uganda with the full support of the government." As ICT penetration, social change and economic growth are all intimately connected, Airtel is at the forefront, bringing together Ugandans and Africans alike.

Among the many products and services that Airtel offers, its mobile money platform, Airtel Money, is among the most important. By connecting Ugandans all over the country, Airtel Money helps to push forward the financial inclusion initiatives of the government. Murali states, "Airtel Money provides consumers with convenient access to affordable and innovative financial services through their mobile phones. One of the biggest advantages of ICT in Africa is about democratising banking. The percentage of bank accounts is low and there is a need for financial inclusion. Our ability to do micro transactions for any level of customers is aiding this initiative and has really helped the market." Airtel Mobile Money not only allows customers to make transactions and pay bills but also offers digital interconnectivity to clients in the palm of their hands.

The future prospects for Airtel Uganda are many. As ICT and financial inclusion are undoubtedly interconnected, where one increases, the other soon follows. Murali explains, "Our objective is to ensure that 100% of customers with a mobile phone have Airtel Money. In Uganda, mobile penetration is about 70%. So, we need Airtel Money at the same rate. Anybody who has a mobile phone should have and be able to use it." The digital connectivity of Airtel Money will subsequently overcome previous barriers to financial inclusion, touching the lives of those who live in rural areas of the country or those who do not have convenient access to a banking branch. Murali adds, "For new projects, we are focused on 4G expansion and creating an efficient, digital and cashless economy in Uganda. We are creating an ecosystem for that to thrive: financial inclusion, digital banking. We are also expanding in rural areas."

Indeed, the COVID-19 pandemic has highlighted the need for digitisation, and Airtel strives to create an easy, secure and convenient experience that facilitates sustainable livelihoods. With a population of 40.3 million people, Uganda is one of the fastest-growing populations and economies in the world. As Airtel achieves its entrepreneurial goals with passion, inclusivity and respect, the result is inevitably a more connected population in Uganda with numerous investment opportunities. "Uganda is one of the countries with a growing young population. It is very forward-looking with friendly industrial policies which uphold the value of competition. Our objective is to give high-speed connectivity. We want 4G everywhere, good speed and expansion of coverage for everyone."

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#BeSmartBeSafe

JUMIA

Highlighting A New Way To Do Business

Providing High-Quality And Essential Online Retail Services

In light of the COVID-19 pandemic, Jumia proved to be Uganda's saving grace, providing retail options to consumers across the country and helping businesses survive lockdown. Now, Jumia is streamlining JumiaPay to facilitate e-commerce and expand the online market.

"We are removing barriers, investing in our customers and building trust in the online shopping experience."

Ron Kawamara, CEO of Jumia Uganda

Established in 2012, Jumia is the largest online retail store in Uganda where they provide over three million 100% authentic products at the lowest prices and unbeatable customer service. Since its inception, their vision has been to become the one-stop-shop for retail by implementing best practices both online and offline. CEO Ron Kawamara says their goal is to connect Ugandan sellers with Ugandan customers. "Uganda has been one of our most exciting markets. The people here are very tech-savvy. They understand the trends and want to use technology to save money and time. On the other hand, the vendors and our partners are very keen to use technology and Jumia to grow their sales. They understand what Jumia brings to the table. Compared to last year, sales have increased so we are seeing a very strong growth that Jumia has been able to drive in this space. We want to support Uganda."

In terms of e-commerce, the COVID-19 pandemic has clearly highlighted the immense benefit of technology more than ever. Jumia is proud to have been the only retail option during the lockdown, supporting local vendors and providing consumer access when businesses were closed. Kawamara says, "The pandemic has shown all of us that there is another way of doing business. Jumia played a very critical role at this time. For the customer, we were the only option for people to get things they needed in the home, especially restaurants and food delivery. We also allowed customers to get fresh produce, sanitisers and other essentials in a safe way." Jumia was not only a lifeline for consumers during unprecedented times, they were also crucial for the survival of small businesses in Uganda. Kawamara continues, "From the vendor perspective, shops were closed for about two months. In that period of time, sellers gave us the stock they were managing, and we helped them sell." For any shop owner or importer that was not selling food or groceries, Jumia became the only lifeline for these businesses to continue selling. As a result, Jumia tripled its seller base within the first month of lockdown, signing up vendors ranging from big distributors to small shoppers, marketplace vendors and the informal sector. "Right now, we are serving about 6,000 market vendors who are selling. The pandemic is also providing an opportunity to market vendors that otherwise would have not been able to look at online as a channel to grow."

Moving forward from the pandemic, Jumia's future expansion goals involve developing its mobile payment solution, JumiaPay, which is in line with its mission to increase the online shopping adoption rate in Uganda. Kawamara says, "JumiaPay allows our customers to pay with multiple schemes, from mobile money to card payments and we are soon going further to provide credits to our vendors. We are not a bank, but given our knowledge of the companies and the industry, we are able to connect them with banks who can offer them credit." Jumia plays a critical role once again in this endeavour, as creditworthiness will be based on how much a company is selling on Jumia. Credit service options signal an exciting time for small businesses to rapidly grow in Uganda.

Ugandans have already witnessed the sheer benefit and importance of technology, and a continuation of its use is crucial moving forward. "We have been at the forefront of innovation when it comes to e-commerce. We were the first online company here and we are the biggest by far. Our impact is far-reaching, and Jumia has become an important part of the economy, all the way to the bottom of the supply chain," says Kawamara. "Our goal and vision are to simplify the lives of Ugandans through technology, whoever you are. We see that technology has great equalising power here and we have seen that people have adapted quite well to it. We are removing barriers, investing in our customers and building trust in the online shopping experience."

JUMIA

JUMIA UGANDA
5th Street, next to Bata Warehouse
Bugolobi Industrial Area, Kampala
www.jumia.ug

Connecting Africa To A Global Data Economy

Raxio Data Centre is turning Uganda and East Africa's internet ecosystem around by boosting connectivity solutions.

"When you have that kind of centre, it means that SMEs can benefit because if those servers are brought locally, they can access that content without paying for connectivity."
James Byaruhanga, General Manager of Raxio Data Centre

Addressing the Ugandan demand in the growth in data usage and storage and the broader digital transformation of businesses and the public sector in Uganda, Raxio Data Centre aims to provide the critical data centre infrastructure necessary to drive digital transformation across the region while growing the digital economy by connecting Africa to the global data economy. "The way the internet ecosystem really works starts from the access network," explains James Byaruhanga, General Manager of Raxio Data Centre. "For example, what you have on your device, whether it is a phone, tablet or computer, is based on the access network."

Located in the Kampala Industrial and Business Park in Namanve, Raxio Data Centre state-of-the-art facility is on a mission to allow networks to interconnect directly and exchange data traffic, with the consequence of securing cheaper, faster and more reliable internet. "What we do for our customers is provide the environment. Our business is actually colocation," states Byaruhanga. "We don't provide servers but power cooling, space and anything else the facility needs. The customers bring all their hardware, whether it is banks, enterprises or cloud providers." In a fast-growing ICT sector, Raxio Data Centre sets the development and digitalisation of the Ugandan economy centre-stage. Operating as a carrier-neutral enterprise-grade facility, the very first of its kind in Uganda, it has incorporated sustainable features developed using international engineering and operations standards, mitigating the cost of energy while proving climate friendly.

Raxio Data Centre houses 400 racks while providing 1.5MW of IT power to ensure optimal functionality within a safe and secure environment. In November 2020, it was certified as Uganda's first Tier III, carrier-neutral data centre company, becoming one of less than 15 Tier III, privately owned carrier-neutral data centres in Africa, the second in East Africa. The certification validates Raxio Data Centre's capacity and ability to deliver the highest level of services available to its clients. Raxio Data Centre has also recently signed up with local fibre carriers (Africell Uganda Limited, Airtel Uganda, Bandwidth and Cloud Services Group (BCS Group), Csquared, Liquid Telecom, MTN Uganda, National Information Technology Authority-Uganda (NITA-U), Roke Telkom and Uganda Telecom Limited (UTL)) and signed up SEACOM as a global fibre carrier at the Namanve-based carrier-neutral facility in a bid to secure multiple, reliable, internet connection and thereby enable seamless data connections at competitive prices. By having a point of presence at Raxio Data Centre, the local fibre carriers can maximise their market penetration while optimising a return on their investment. "This allows SMEs to benefit because if those servers are brought locally, they can access content without paying for connectivity, which is the biggest barrier," elaborates Byaruhanga.

Raxio Data Centre is setting the standard for prime colocation services while boosting Uganda's digital economy, adding the beating heart needed to drive Uganda's digital ecosystem in a competitive environment. Scheduled to commercially launch at the end of Q1 2021, the Centre belongs to the Raxio Group, and was established by First Brick Holdings Inc, which aims to invest in building and operating world class Tier III data centres all over Africa. Raxio Group is a portfolio company of US-based investment firm, Roha Group Inc, which focuses on responsibly investing in and building greenfield, profitable businesses across Africa. After the first data centre investment in Raxio Data Centre Ltd in Uganda, Raxio Group will launch its second data centre – Raxio Data Centre PLC in Ethiopia, which was established at the end of 2019, and is expected to be operational by Q3 of 2021. In addition, investment plans are in place to establish a network of data centres across the East and Southern Africa region by 2022.

RAXIO
The data centre company

Plot 781, Block 113
Namanve Industrial Park,
Mukono - Uganda
www.raxio.co.ug

Industry

Manufacturing Economic Transformation And Growth

Uganda's industrialisation agenda is driving a revolution through import substitution, the implementation of industrial parks and factories as well as endorsing policies such as its 'Buy Uganda, Build Uganda policy.'

In the new NRM Manifesto, H.E. Museveni highlights the strategic importance of boosting local industry through import substitution and regional integration to develop and drive Uganda's long term economic transformation. The President commissioned the Uganda Investment Authority to develop 27 industrial and business parks and is currently expanding the Kampala Industrial Park, making it the largest industrial hub in Uganda. The parks across the country boosting job creation, ease accessibility of land for investments and introduce new research, technologies and skills development while boosting Uganda's exports and revenue base. Due to the nation's abundant natural resources factories are also being implement with a focus upon the agro-processing industry. Uganda Development Corporation (UDC) is playing an important role here and in partnership with the private sector, in October 2020 launched the Atiak Sugar Factory whereby 1,650 tonnes of cane are crushed per day at the sugar processing plant. "Since 2016, our agenda has been one of industrialisation and economic development operating in agro-processing, mineral beneficiation and the service sector," explains Patrick B. Birungi, Executive Director of UDC. "The pandemic helped us recognise our potential, we realised that a lot of things that we import can be produced locally."

Indeed, the pandemic has reinforced the need to focus on import substitution policies such as 'Buy Uganda, Build Uganda' (BUBU) which seeks to promote local production and consumption of domestically manufactured products and supporting small businesses to meet supply-chain requirements while developing the nation's capacity to compete. "With that change of policy, a market was created," affirms Joseph Yiga, Chairman of Steel & Tube Industries Ltd. BUBU. "All imported products were coming with no attachment, while at Steel & Tube Industries, we employ people here, pay taxes, use electricity and water and keep Ugandan people happy."

Uganda's industrialisation policies are drawing on national strength and vast potential while securing jobs, transferring skills, saving on foreign exchange and driving regional self-sufficiency. Paul Isaac Musasizi, CEO of KMC confirms: "When we speak about securing the future we believe the strategy lies in industrialisation, mechanisation of agriculture to improve productivity and the automotive industry, as well as value addition such as agri-industrialisation."

KIS KALANGALA INFRASTRUCTURE SERVICES LTD

Building A Sustainable Uganda

Infrastructure As A Catalyst For Growth

Through a vast array of services, KIS increases Kalangala Island's standard of living.

Kalangala Infrastructure Services Ltd (KIS) is a public-private partnership that has joined forces with project development company InfraCo and the Ugandan government to develop infrastructure on Kalangala Island with the goal of attracting investments, boosting businesses and improving livelihoods.

With the approval of the US$50 million Project Development Plan in 2006, KIS has achieved numerous milestones on Kalangala Island. John Opondo, Managing Director of Kalangala Infrastructure Services Ltd, says, "We upgraded the main island road and constructed two ferries. We did a 1.6 MW power station which is now operational and we are providing clean water." KIS will be investing more in network expansion and extensions to make the most of the submarine cable implemented by the government, which is expected to provide another source of electricity to the island by mid 2022. "We expect to see further development, more connections and to achieve one of the Social Development Goals, having a large number of people connected to the main grid. Through these achievements, KIS provided the necessary infrastructure for four different sectors, highlighting the invaluable role of infrastructure for Uganda's future.

John Opondo, Managing Director of Kalangala Infrastructure Services Ltd

Through its mission, KIS will play an important role in Vision 2040. Opondo says, "The number one thing to achieve a vision is infrastructure development. Our contribution will be increased investment in both marine and electricity to further investment in the other sectors." Another important Vision 2040 pillar is health. Opondo says, "We play a preventive and curative role. The preventive role is to ensure that people do not fall sick through sanitation and clean water. If people have fallen sick, the curative role is through the medical facilities now being set up on the island, which are part of our corporate social responsibility initiatives to improve health."

Uganda presents an advantageous time for investment and Kalangala Island is a largely untouched investment opportunity. Opondo says, "The government's vision is to achieve Vision 2040 through the private sector and that is trickling down to smaller entities including KIS and Kalangala as a district."

Leading Uganda's Industrial And Economic Transformation

Uganda Development Corporation is a self-sustaining and profitable corporate entity whose strategic and sustainable investments promote national industrial and economic growth.

"We intervene not necessarily to compete with the private sector; we intervene to support the private sector."

Patrick B. Birungi, Executive Director of Uganda Development Corporation

Re-established in 2016, the Uganda Development Corporation (UDC) is a wholly-owned government investment institution whose mission lies in spurring national industrial and economic growth through subsidiary and associated companies, public-private partnerships, research, financing and management of entities. "Our industrialisation agenda is currently mainly in three areas: agro-processing, mineral beneficiation and the service sector," states Patrick B. Birungi, Executive Director of Uganda Development Corporation. "Eighty per cent of our efforts are in agro-processing where the absorption of our young youthful labour force is able to take centre stage. We intervene not necessarily to compete with the private sector; we intervene to support the private sector. We bring our expertise in management, governance and technology until we reach the point that the private sector buys us out. We then take that money and invest it in something else."

Project 01. Agro Processing
Project 02. Iron and Steel Industry
Project 03. Proposed Cement Factory
Project 04. Soroti Fruit Factory
Project 05. Industrial Park
Project 06. Value addition to Coffee
Project 07. Tea Estates
Project 08. Kalangala Infrastructure Services

The UDC's core philosophy lies in investing in sectors of the economy which are not readily attractive to the private sector due to high initial capital requirements, resource constraints or initial low returns, providing the private sector with a platform for growth. "We enter as a public sector entity as long as we know that there will be a transformative impact for the economy. We are currently supporting tea production in the southern and mid west part of the country. Our aim is to make sure we get tea processing into the export market because 98% of the production is for the export market. Currently, there are four industries and two more are in progress in the tea subsector. We have also opened a processing facility of fruit in the eastern part of the country and we are going to build further food processing facilities for mangos, watermelons, pineapples and oranges, as well as cacao, coffee and cassava. Uganda has an importation bill of US$20 million of starch, but we have cassava, a quality starch source needed in our industries. That is why the President has directed us to establish starch processing initiatives." UDC also provides sustainable and strategic investments in infrastructure, financing, minerals beneficiation and services. "Regarding mineral beneficiation, we are currently looking at cement processing in Moroto and glass processing in Masaka."

In providing a strategic bridge for private sector development and supporting services to manufacturers, building capacity, providing sector synergy, promoting job creation and guaranteeing import substitution, the UDC is unlocking Uganda's thriving industrial and manufacturing sectors and steering Uganda's trajectory forward to its destiny as a middle income economy.

UDC UGANDA DEVELOPMENT CORPORATION Driving Industrial Growth

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Steel & Tube Industries Ltd

Building Uganda, For Uganda

Supporting The Backbone Of A Nation

Through dedication and perseverance throughout the pandemic, Steel & Tube is demonstrating its commitment to the government to help recover the economy, enhance infrastructure and realise Uganda's true potential.

"If you see such big projects coming into the country, you know that the growth will be registered. People will storm this country to invest."

Joseph Yiga, Chairman of Steel & Tube Industries Ltd

Through the use of state-of-the-art machinery, Steel & Tube Industries Ltd manufactures and supplies a wide range of quality steel products for the construction and building industry. Through their resilient and relentless approach to business, Steel & Tube has become one of the most reputable suppliers of steel products in Uganda and the Great Lakes region. Joseph Yiga, Chairman of Steel & Tube Industries Ltd states, "As a company, we have registered continued growth over time. From a steel trading business about 30 years ago to a now fully automated manufacturing facility since 2003." Today, as Steel & Tube continues its investment in innovation, it also embraces the Buy Uganda, Build Uganda (BuBu) policy enacted by the Ugandan government which is taking the company to new heights.

The Buy Uganda, Build Uganda policy is an initiative that is designed to elevate the nation to its true potential. On the benefits of this policy, Yiga says, "There used to be high competition between locally manufactured products and imported finished products. With the BuBu policy, which focused on the purchase of local products over imported products, a different market was revealed. Locally manufactured products are gradually replacing imported products. This policy opened up so many opportunities for Ugandans and most importantly our economy." This initiative helped Steel & Tube access a new market which enabled expansion and an increase in its production capacity. Yiga continues, "With increased capacity, modern machinery, skilled manpower and a staff of over 1,000 people, our target and purpose is to improve the standards of steel products delivered to the market. For example: Steel & Tube pioneered the STIL TMX rebars on the Ugandan market which meet the highest quality standards worldwide of grades: B500C of BS: 4449-2005, B500CWR of US EAS: 412-2 and B500 DWR of ISO: 6935-2. Since the initiative, we, as a company, are moving forward and we thank the government for their strong arm as I believe most manufacturers have benefited tremendously."

The BuBu initiative is on track to aid Uganda as it recovers from the effects of the COVID-19 pandemic. Yiga says that the policies and stability to achieve recovery are present, and Steel & Tube is committed to helping the government realise its dream of Vision 2040. "We continue to train all our staff in different areas and the government has put a lot of resources into nationwide technical and vocational institutions pushing to close the gender gap in manufacturing facilities. With that, we have over 50 women engineers in our production facility."

The President encourages Ugandans to support and participate in industrialising the country as a vehicle of accelerating economic growth. To achieve more industrialisation, the government has invested in infrastructure development in terms of improving electricity and transport. Yiga says that other sectors, such as sugar and agro-processing, are also moving in a positive direction, signalling auspicious opportunities across multiple sectors.

"TMX rebar production line".

The positive outlook and governmental support are demonstrating that the road ahead for Steel & Tube is full of opportunity. In the near future, Uganda has many big projects on the way. Coupled with the facilitation from the government, the country is turning into a very advantageous investment destination. Yiga explains, "We know that oil and gas is coming, and things will change. If you see such big projects coming into the country, you know that growth will be registered. People will storm this country to invest." In addition to their current endeavours, Steel & Tube has set eyes on expansion into the mining sector, specifically iron ore. "Nothing has been done yet because in order to go into iron ore mining, you need coal or gas. With the country's oil and gas achievements, we hope to make significant progress." And this is just an example of how a single achievement can lead directly to another, showing the immense growth opportunities that are on display in Uganda.

Steel&Tube
Inspired by innovation

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Piloting Home-Grown Green Mobility Technology

With a list of firsts in Africa's automotive industry, Kiira is deepening green mobility and value addition while powering job creation in Uganda.

"There is a lot of sourcing of materials locally for the construction of the Kiira Vehicle Plant, but more importantly, this project is being undertaken by Ugandans."

Paul Isaac Musasizi, CEO of KMC

With the shift of automotive industry towards climate-friendly solutions, electric vehicles have been taking centre stage and Kiira Motors Corporation (KMC), a state enterprise for automotive manufacturing, was spawned by an extra-curricular activity endorsed by the Makerere University Faculty of Technology to focus on this demand. In 2011, KMC made history to global renown when it designed and constructed the first ever electric vehicle in Africa, the Kiira EV. It was consequently awarded the prestigious Frost and Sullivan Visionary Innovation Leadership Award in Sustainable Mobility in 2016.

Through the championing of the domestic automotive value chain for job and wealth creation, KMC's vision is in line with Uganda's industrialisation plans and Vision 2040. Under the visionary leadership of the President of Uganda, H.E Yoweri Kaguta Museveni, in 2018, the government approved a Seed Fund to capitalise Kiira Motors Corporation for the construction and operationalisation of the Kiira Vehicle Plant on 100 acres of land at the Jinja Industrial and Business Park. The Plant in its first phase will have an installed capacity of 22 vehicles a day (5,000 a year) and in mid-2021, it will be rolling out the production of its Kayoola EVS electric buses, another first for Africa. The Kayoola EVS, a premium zero emission bus, is designed to facilitate a total sustainable mass mobility solution for urban centres in sub-Saharan Africa. Two buses are already running as staff shuttles for the Uganda Civil Aviation Authority between the capital Kampala and Entebbe International Airport."There is a lot of sourcing of materials locally for the construction of the Kiira Vehicle Plant: cement, structural and reinforcement steel, iron sheets, sand, etc." explains Paul Isaac Musasizi, KMC's CEO, who has recently been added to Bloomberg's 'Ones to Watch in 2021' list for his trailblazing innovation in manufacturing. "But more importantly, this project is being undertaken by Ugandans." Uganda's vast wealth of minerals is key to manufacturing vehicle parts and is poised to boost value addition while reducing the nation's import bill. KMC has acquired 1,280 acres of land in Kayunga for the establishment of the Automotive Industrial and Technology Park to support the localisation of auto parts and the establishment of auto skilling and testing facilities. This provides an opportunity for strategic investments aimed at the localisation of key vehicle parts targeting the regional market. Uganda's vast wealth of minerals used for the manufacturing of vehicle parts has massive potential to boost value addition saving on the nation's import bill by US$450 million annually, the second highest value on Uganda's import bill, as well as promoting the exportation of products in the East African Community (EAC) markets and beyond.

The Kayoola EVS, a Premium Full Electric City Bus with a range of 300km

Status of construction of the Kiira Vehicle Plant, December 2020

The extent of KMC's inventiveness and innovation has continued to prove boundless. In 2020, in a bid to provide the critical care needed during the pandemic, the Corporation also developed the low cost and locally manufactured Bulamu Ventilator in collaboration with the Makerere University, Resilient Africa Network and the Ministry of Science, Technology and Innovation. Musasizi affirms, "We are very excited about what this means about opening up possibilities for medical device manufacturing in this country."

Through the development of green mobility technology, Kiira Motors are building the foundation for a knowledge-based economy while developing indigenous innovation projects, which are people-centred and kind to the climate. "Kiira Motors Corporation Uganda is part of the journey towards ensuring that a good percentage of the 10 million vehicles sold annually in Africa by 2030 are made here, while emphasising they should be clean energy mobility solutions. In this way, we continue to demonstrate our commitment to an enhanced environment in which we can move Africa to its rightful destination."

KIIRA MOTORS CORPORATION
MISSION VEHICLES MADE IN UGANDA

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Building, Connecting And Linking Uganda's Networks

Uganda is building innovative digital spaces, expanding routes and opening up tourism outlets to enable, establish and advance its burgeoning and prosperous potential.

Uganda's Vision 2040 is set to strengthen the nation's abundant economic opportunities in order to achieve middle-income status with a specific focus upon sectors such as oil and gas, tourism, minerals and ICT business. Indeed, instrumental to Uganda's development, as well as being its fastest-growing sector, ICT in Uganda has flourished in recent years and contributed significantly to the country's GDP. The government's Digital Uganda Vision promotes a unified programme for ICT development for the expansion of the national backbone infrastructure and internet usage so as to provide an enabling environment for investment. In liberalising communication services and improving the legal and regulatory environment as well as rolling out high-standard ICT infrastructure, such as the national fibre optic network, the government has diligently worked towards expanding the nation's digitalisation in a number of fields. "Uganda has updated the regulations on telco and fintech in 2019 and 2020, creating the framework and the foundation to attract new investments clarity, transparency and visibility," states Wim Vanhelleputte, CEO of MTN Uganda. "We are now aiming at being fully paperless and have a fully digital IPO." Recently, the government implemented the national ID system which has had the knock-on effect of promoting efficiency and support for e-government systems as well as bolstering financial inclusion and social protection delivery. According to the Global National Cyber Security Index, Uganda was also ranked as the most secure cyberspace in Africa while the increased use of digital technologies, such as mobile money, during the COVID-19 lockdown displays how ICT is proving to be a key player in economic recovery and in boosting resilience.

"Uganda has updated the regulations on telco and fintech in 2019 and 2020, creating the framework and the foundation to attract new investments."

Wim Vanhelleputte,
CEO of MTN

"Uganda is still very pristine, a territory to discover and we have the best conservation laws in Africa."

Lilly Ajarova,
Uganda Tourism Board

However, Uganda's potential is by no means allocated to the virtual ethersphere, it is also deeply embedded in the beauty and incredible diversity of its surroundings and rich wildlife. Home to 55% of the world's gorilla population, 11% of its bird species and Africa's largest lake, the chief reservoir of the Nile, Lake Victoria, Uganda is a high-value tourist destination. In spite of the temporary setback of the pandemic on the sector, the Ministry of Health's efforts to curb and suppress COVID-19 have been impressive, with Forbes listing Uganda among the top six best travel destinations for October 2020. Headed by Lilly Ajarova, the Uganda Tourism Board is making sure that they continue to focus upon ecotourism and a more domestic tourism campaign. "The diversity of culture in Uganda is vast," she says. "Uganda is still very pristine, a territory to discover and we have the best conservation laws in Africa, so although we are developing fast, we are very cautious of the impact on the environment. Twenty per cent of tourism revenue is being provided to local communities."

In a bid to connect, sustain and develop Uganda's industrial and tourist potential, its national airline, Uganda Airlines, was recently rehabilitated. With a fleet comprising of four Bombardier CRJ900 planes, Uganda Airlines has also recently acquired the Airbus A330-800 neo as part of its fleet for international long-haul flights. "The country was relying on other foreign carriers to provide connectivity as well as to support the export and tourism potential in and out of this country," explains Cornwell Muleya, CEO of Uganda Airlines. "It felt important to provide direct access and connectivity intra-Africa and with the rest of the world. When your aviation sector is thriving this means you not only stimulate associated sectors of tourism but a multitude of other sectors; an airline is a long-term infrastructure for the country."

In 1907, following his visit to Uganda, Winston Churchill stated, "For magnificence, for variety of form and colour, for profusion of brilliant life – bird, insect, reptile, beast – for vast scale – Uganda is truly 'the Pearl of Africa.' Today, Uganda's abundant natural resources and quality infrastructure makes it the perfect destination for tourism and investments.

THE PEARL IS CALLING

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YOUR PARTNER IN UGANDA'S OIL & GAS SECTOR

ABOUT US

Uganda National Oil Company Limited (UNOC) was established under Section 42 of the Petroleum (Exploration, Development and Production) Act and Section 7 of the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act, both of 2013. UNOC's overall function is to handle the Government of Uganda's commercial interests in the petroleum sector and to ensure that the resource is exploited in a sustainable manner. UNOC is also mandated to investigate and propose new upstream, midstream and downstream ventures initially locally and eventually internationally.

MISSION

To drive sustainable growth of the Oil & Gas sector through strategic partnerships and champion national participation.

VISION

To be an innovative and profitable company that operates across the petroleum value chain for the benefit of all Ugandans.

CORE VALUES

Safety First, Concern for the Environment, Continuous Improvement, Teamwork, Innovation, People-Oriented.

UNOC OPERATES ACROSS THE PETROLEUM VALUE CHAIN

UPSTREAM

Uganda's confirmed petroleum resource base is currently estimated at 6.5 billion barrels of Stock Tank Oil-Initially-In-Place (STOIIP). Of this, between 1.4 to 1.7 billion barrels are estimated to be recoverable.

UNOC holds 15% participating interest as state nominee in Tilenga and Kingfisher Projects.

UNOC is pursuing joint venture interests in the new exploration projects with the aim of ensuring reserves replacement and building our E&P Operatorship capacity.

UNOC is one of companies shortlisted in the second licensing round for the five Oil exploration blocks in the Albertine Graben.

MIDSTREAM

The midstream sector is driven by UNOC's two wholly owned subsidiaries: Uganda Refinery Holding Company Limited (URHC) and National Pipeline Company Limited (NPC).

URHC will hold a participating interest of up to 40% in the Refinery and its attendant infrastructure such as the refined product pipeline, the proposed 60,000 barrels of oil per day (bopd) Refinery, the 210 Km multiproduct pipeline from Kabaale (Hoima) to Namwambula (Mpigi) and management of planned Kabaale Industrial Park (KIP).

NPC will hold a participating interest of up to 15% in the 1445 Km East African Crude Oil Pipeline (EACOP) on behalf of UNOC and Government of Uganda.

DOWNSTREAM

UNOC is mandated to develop, manage and operate storage terminals as we hold national strategic fuel reserves to ensure security of supply.

UNOC currently manages and operates the 30 million litre capacity Jinja Storage Terminal (JST) in eastern Uganda and has commenced a phased development of a 240 million litre capacity Kampala Storage Terminal (KST) located North-West of Kampala. The Kampala Storage Terminal (KST) will receive, store and serve as a central distribution terminal for refined petroleum products from the proposed refinery based in Kabaale (Hoima) and serve as a central hub for the development of regional pipeline infrastructure for refined products.

UNOC is also engaged in trading refined petroleum products. In March 2020, UNOC started trading operations. The company is currently trading refined petroleum products in Uganda's downstream market with plans to expand operations in all East African community member states.

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