



TRADE IN UGANDA



Annual Business Handbook, January, 2021

LICENCE TO LEGACY IN EXTRACTIVES SECTOR

MANAGEMENT AND SOCIAL IMPACT

Getting started. All the important information on laws, taxes, investor incentives, labour and markets to enable you do business better in Uganda

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Market leaders in Business & Transactions

A LEGAL HOME. We thus warmly extend our gratitude to our esteemed Clientele, Partners, Colleagues and above all, the Almighty God; for this vast milestone in our professional journey, that has seen us become not only better persons and noble Advocates; but has made our firm a legal home!

AGABA MUHAIRWE & CO. ADVOCATES: 10@10

Agaba Muhairwe & Company Advocates is a premiere law firm in Uganda, whose ambiance is painted in legal excellence! The firm's niche in the market is providing business support and legal advisory services; a practice area in which we are indeed the "Market Leaders in Business and Transactions".

BY FLAVIA NAKATO WEJULI
SENIOR ASSOCIATE

The fete is not only a thanksgiving for the satisfactory legal services extended to our treasured clientele; but the various challenges persevered to achieve this milestone; most of which have been learning, unlearning and growing points.

We thus warmly extend our gratitude to our esteemed Clientele, Partners, Colleagues and above all, the Almighty God; for this vast milestone in our professional journey, that has seen us become not only better persons and noble Advocates; but has made our firm a legal home!

We still remember the day we started the firm that you know today; we were not even a handful! We were driven with millions of

dreams and immense enthusiasm; and today, we are celebrating a decade of service. The firm has covered a long and evolutionary journey from which we save a moment and reminisce on a tenth of the take-aways:-

1. Building and maintaining relationships that have made the Agaba Muhairwe family. This extends from the zealous staff, valuable clientele, colleagues, and old relationships from previous practice areas in both the private and public sector. Good relationships are the back born of growth in the professional world and it's a choice that we mightily grasped.
2. Professionalism and integrity was also a key pillar for the last decade. We are strong believers in the notion that, "do the right thing, not the correct thing". It is one of the core foundations for any professional to

THE TEAM: TRADE IN UGANDA MAGAZINE IS A PUBLICATION OF AGABA MUHAIRWE & CO. ADVOCATES

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achieve success and this fact has driven us from the day we set up.

3. The vision mind set of the partners from the onset was tactful, pragmatic and ingenious. “We were ambitious in this venture, with a clear sight of where we wanted to go. We made it a point not to keep this drive within us, but to ‘sale’ to others that can build our career including colleagues, and friends,” says the Managing Partner. We are humbled that that they held our hands to see us achieve this milestone.

4. Passion and drive to execute every instruction and any action we receive and this modus operandi has never changed. At AMCOA, every legal question is answered and we operate to ensure that instructions are executed with no stone left unturned.

5. Specializing on particular areas of practice is not a walk in the park. It is a decision that many have lived to either lament or applaud. Well, the latter is true for AMCOA. It has taught us to be well-founded, persistent and learn from any mistakes along the way, so that we can grow and achieve our dreams.

6. Teamwork and collaboration goes without saying. A hardworking team with the same goals and principles can achieve so much together. Unity is a founding pillar exhibited among the staff at AMCOA. We pull each other up when down and rise together. This harmony we believe is another take away that has driven us to be where we are today.

7. Partnering with the legal fraternity was a dream come true. In the midst of our growth, clothed with the passion for the corporate world and practice of business law, it was worth for us to give back and inspire the young lawyers. AMCOA partners with the Law Development Centre which is accredited to teach the Post Graduate Diploma in Legal Practice, wherein we annually award the best student in Corporate and Commercial Transactions with an award titled LDC-AGABA MUHAIRWE Prize (LAMP) together with a year of internship to the student at the Firm.

8. How can we forget about networking! We

are proud subscribers and or members of Uganda Law Society, East African Law Society, Uganda Chamber of Mines and Petroleum, Public Sector Foundation and the Antea Alliance of Independent Firms. These are some of the ladders we had to climb to build the firm. The saying goes, “Networking is an investment in your business. It takes time and when done correctly can yield great results for years to come. If you’re not networking, you’re not working.”

9. Entrepreneurship spirit is a drift the partners have exhibited over the years. Andy Grove once said; “Only the paranoid survive.” So the partners have ventured into different practice areas some of which have excelled and others, the reverse is true. The tea herein is that we have mastered the humility and discipline to lower the curtain on those that have not worked out, and strive to excel at those that do well.



LDC-AGABA MUHAIRWE PRIZE; AMCOA partners with the Law Development Centre which is accredited to teach the Post Graduate Diploma in Legal Practice, wherein we annually award the best student in Corporate and Commercial Transactions with an award titled LDC-AGABA MUHAIRWE Prize (LAMP) together with a year of internship to the student at the Firm.

10. At AMCOA, we believe that God is the ultimate author of our careers and we give honour to the Almighty for giving us this home. Our Christian foundation has made us look beyond growing the firm and putting food on the table, to serving the Kingdom of God with skills and talents that the Lord blessed us with in our different capacities.

It is indeed a happy occasion that calls for celebration. We continue to be thankful to every one especially the team for overcoming the challenges and executing the tasks promptly. We believe that everything works out exactly how and when it is supposed to, regardless of how and when you may want it to.

We are not yet where we want to be but we are on our way there, and together, we shall get there!

Let us toast to a decade of Excellence!



FLASHBACK

ABOVE: ARCHBISHOP OF UGANDA AND BISHOP OF KAMPALA (2004-2012) HENRY LUKE OROMBI PRAYS FOR PARTNERS NABOTH MUHAIRWE (L) AND EDGAR GERALD AGABA, AT THE OPENING CEREMONY OF THE FIRM IN 2011.



RIGHT: NABOTH MUHAIRWE BRIEFS ARCHBISHOP HENRY LUKE OROMBI (C) ABOUT AGABA MUHAIRWE & CO. ADVOCATES. LEFT IS EDGAR GERALD AGABA, A PARTNER AT THE LAW FIRM.



BOTTOM (L-R): NABOTH MUHAIRWE AND EDGAR GERALD AGABA HAND THE ANNUAL LAMP AWARD TO PROSCOVIA NAMBATYA, THE OVERALL STUDENT IN CORPORATE AND COMMERCIAL TRANSACTIONS.



FOREWORD

HON. DR. RUTH NANKABIRWA SSENTAMU
MINISTER OF ENERGY AND MINERAL DEVELOPMENT



Uganda well positioned to act as regional hub for trade, investment

It gives me great pleasure to write the foreword for this edition of *Trade in Uganda*, a business handbook that gives vital and functional information to both local and international investors, stakeholders and the public on the opportunities and key sectors that are vital to doing business in the country.

As President Yoweri Museveni noted in the first edition, indeed, Uganda enjoys a unique position in the region, with its location at the heart of Sub-Saharan Africa making her well positioned to take a strategic commanding base and act as a regional hub for trade and investment. With exciting opportunities inbound as our Oil and Gas sector finally at takeoff stage. The current momentum is expected to take us to the long awaited first oil and we are glad to travel this exciting journey with all the readers of this edition of *Trade in Uganda*.

Uganda is endowed with Crude Oil deposits especially in the Albertine region which provides a unique opportunity to transform the economy through infrastructure development and poverty alleviation.

For companies to take benefit of this sector, the Final Investment Decision must first be reached and this is done when the entities involved decide on the future development of the project as demonstrated by the approval to funds the equity required to develop the project, issue full notice to proceed under the construction contracts, execute any project contracts not yet executed, and perform under all Project contracts or execute, deliver and perform any financial Agreements and material related documentation required for the development of such project and entails partnering, obtain the necessary permit and Front End Engineering & Design which all create opportunities for investors.

The Government of Uganda is working

closely with the international oil Companies and other investors to ensure that plans for commercialization of oil and gas resources are implemented. These projects include the upstream activities, Refinery and East African Crude Oil Pipeline which are all progressing.

The above efforts have seen the signing of various agreements including the Intergovernmental Agreement between Uganda and the United Republic of Tanzania, the Host Government Agreement, Tariff and Transportation Agreement and Shareholders Agreement for the East African Crude Oil Pipeline (EACOP) as well as Project Framework Agreement for development of the refinery together with the launch of the upstream and EACOP projects.

The major oil and gas infrastructure projects currently being taken forward are Tilenga and Kingfisher oil development projects (upstream), the EACOP, and the Refinery which together represent an estimated investment of US \$ 10-20 billion over the next five years.

Of the two projects, Tilenga is bigger and award of the project contracts include Engineering Procurement, and Construction (EPC) contracts and drilling are awaiting the Final Investment Decision.

Oil projects come along with development of industrial parks like the Kabale Industrial park which will comprise of Uganda's second International Airport, Crude Oil Export hub, Uganda Refinery and Petrochemical & Fertilizer Industries among others, all of which

provide tremendous opportunities for both Ugandans and international players.

Early works have commenced on some of the projects and procurement of service providers on the various projects is ongoing.

It is important that Ugandans focus on how to fully participate in the sector by utilizing the Local Content Policy for the Oil and Gas sector which is anchored on five pillars;

- Employment of Ugandan citizens
- Capacity building
- Enterprise development
- Use of locally produced goods and services
- Transfer of knowledge & technology

The government is also working with private sector and development partners like the Stanbic Incubator to enable meaningful and full participation for local enterprises. The prioritization of the local content policy is to ensure that oil and gas which is an infinite resource leaves a far reaching impact and transformation on the Ugandan economy.

The mining Industry in Uganda is also under the oversight of the Ministry of Energy and Mineral Development; the country is richly endowed with mineral resource deposits which include Uranium, Gold, Iron ore, Limestone, Marble, Copper, Cobalt and Phosphates among others which all require investors at different levels of the value chain.

Uganda's Mineral deposits have a tremendous potential to cause economic growth and transformation of the economy if well exploited. In addition, the sub-sector can create employment since it employs numerous Ugandans and International players.

With the favorable business climate in Uganda, many registered mining companies (both local and international) have taken up licenses in the mining sector long side artisanal and small scale miners.

Mining companies are required to have a mining license; the applicant must follow the steps below to obtain the license in addition to other requirements that can be accessed from the Ministry website.

The mining industry has also enormous opportunities in supply of services such as drilling, airborne geophysical surveys or refinery, infrastructure development, establishment of capacity building centres of human resources to handle geo-scientific

data, establishment of an industrial scale quarrying operation, exploration work.

The energy sector too has made tremendous strides in ensuring social and economic stability in the country which has abundant energy resources that are fairly distributed throughout the country. These include hydropower, biomass, solar, geothermal, peat and fossil fuels with energy generation capacity being dominated by hydropower. Uganda's largest hydroelectric power plant is the 250MW Bujagali plant commissioned in 2012 supported by several other power stations. The total energy produced by different power stations is 1,268.9 Megawatts.

Solar PV market in Uganda has steadily grown with new players including foreign investors entering the market with more opportunities in solar generation, bio fuels and geothermal exploration and development.



RETURN ON INVESTMENT. Undoubtedly, Uganda is an attractive investment destination that provides an environment where investors are able to make a return on their investment while the country and its people benefit. I thank you all for the confidence you have always shown in working with Uganda.

The sector presents enormous opportunities for international and Ugandan companies to partner which enhances the competitiveness of the firms including knowledge and technology transfer.

Undoubtedly, Uganda is an attractive investment destination that provides an environment where investors are able to make a return on their investment while the country and its people benefit.

I thank you all for the confidence you have always shown in working with Uganda.

Finally, my deepest appreciation goes to Agaba Muhairwe & Company Advocates for this platform that showcases Uganda's unique trade and business traits and I congratulate them upon the milestone of making 10 years as a premier law firm and for the continuous elevation of legal and other services in Uganda.

FOR GOD AND MY COUNTRY



(L-R) NABOTH MUHAIRWE-MANAGING PARTNER AMCOA, ROBERT MWIJUKYE- CHAIRMAN UNIFREIGHT GROUP OF COMPANIES, AND EDGAR AGABA-PARTNER AMCOA AT THE SCIENTIFIC LAUNCH OF THE PREVIOUS ISSUE OF TRADE IN UGANDA AT THE FIRM'S PREMISES.



NABOTH MUHAIRWE WITH THE CONSULTING EDITOR ALEX B. ATUHAIRE



BRITAM INSURANCE CO. (UGANDA) LTD. CEO ALLAN MAFABI AND AMCOA'S NABOTH MUHAIRWE DISPLAY THE DUMMY COVER OF THE MAGAZINE DURING THE LAUNCH.



UGANDA DEVELOPMENT CORPORATION EXECUTIVE DIRECTOR DR. PATRICK B. BIRUNGI AND NABOTH MUHAIRWE DISPLAY THE DUMMY COVER OF THE MAGAZINE



JACKIE E. MUKASA, ADMINISTRATOR AMCOA AT THE LAUNCH.

IMPORTANT STATISTICS



Economy

US \$ 26.391 billion

estimated nominal
GDP in 2017



Area

241,038 Km²

total land area



Population

Approximately
44.27 million
(44,170,281)



Language

English and Swahili
are the official
languages.



KAMPALA
CITY, UGANDA'S
CAPITAL



Currency

The currency of Uganda is
the Uganda shilling

Religion

39.3% Roman Catholic
32% Anglican
13.7% Muslim
11.1% Pentecostal
1.7% Seventh Day Adventist
0.3% Baptist
1.6% Other
0.2% None



Business entities & business registration In Uganda

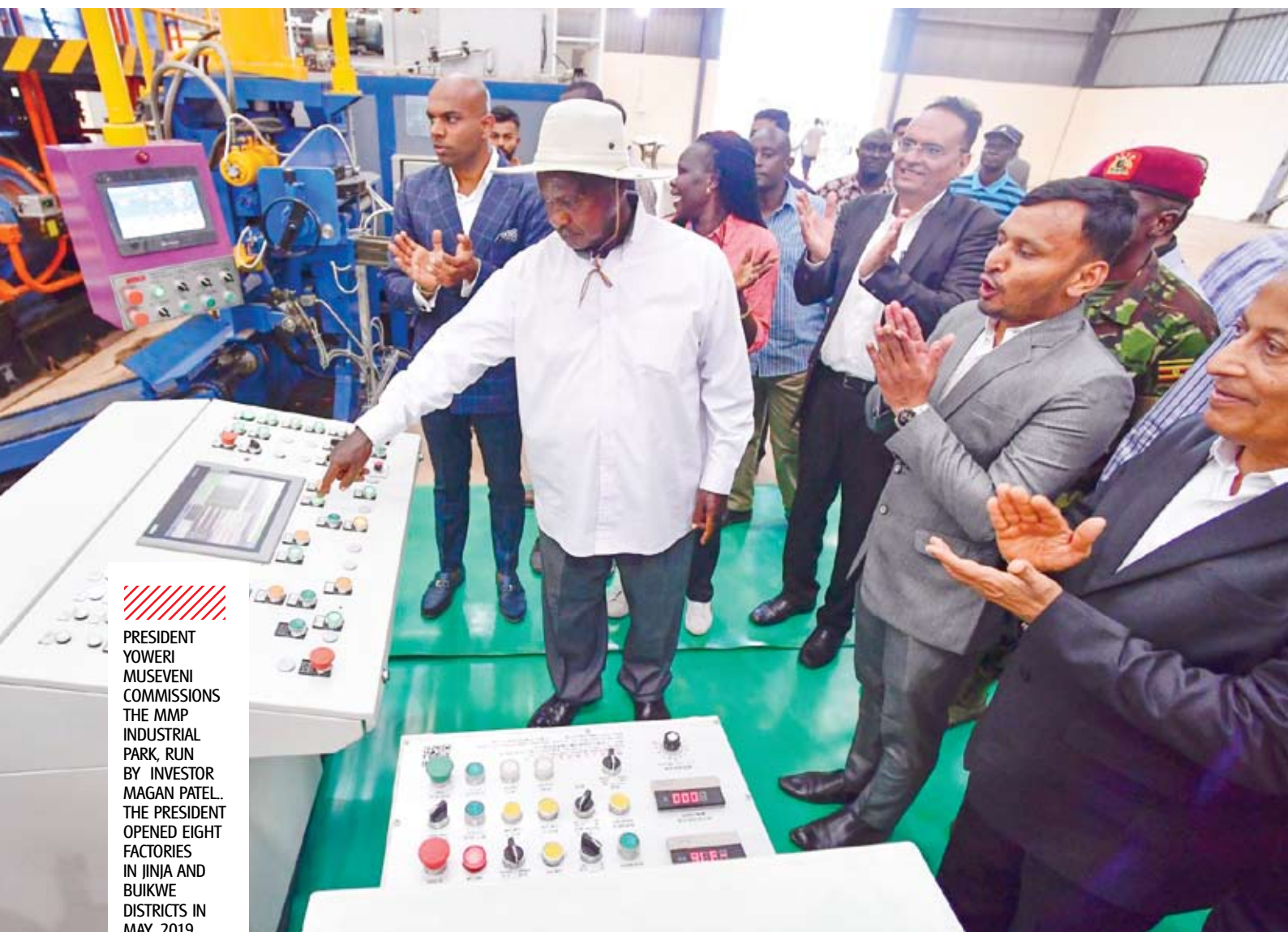
There are quite a number of enterprises one can setup in Uganda. According to the Global Entrepreneurship Index (GEI), Uganda is second most entrepreneurial country in the world. The following are some of the businesses one can set up in Uganda.

PARTNERSHIPS

The Partnership Act 2010 defines a partnership as a relationship which subsists between or among persons not exceeding 20 in number who carry on a business in common with a view of profit.

The partners, except if they register as limited partnerships are personally liable for the debts of the partnership. With regard

to legal proceedings, partners can be sued jointly or separately for the liabilities of the partnership and this is possible even after they have retired or withdrawn from the partnership. A partnership has no perpetual succession; the death of one partner dissolves the partnership, unless otherwise agreed in the partnership agreement.



 PRESIDENT YOWERI MUSEVENI COMMISSIONS THE MMP INDUSTRIAL PARK, RUN BY INVESTOR MAGAN PATEL. THE PRESIDENT OPENED EIGHT FACTORIES IN JINJA AND BUKWE DISTRICTS IN MAY, 2019.

LEGAL REQUIREMENT. All companies must have a company secretary and for public companies in Uganda, company secretaries are subject to qualification requirements. However, there is no licensing or regulation of company secretaries.



COMPANIES

Companies in Uganda may either be private or public companies as discussed below;

i. Private Companies

The Companies Act of 2012 defines a private company as one which restricts the right to transfer of its shares and other securities, limits the number of members to 100 not including those employed by the company and prohibits any invitation to the public to subscribe for shares or debentures.

Private companies may be limited by shares, limited by guarantee and unlimited companies.

Companies limited by shares are those companies where liability of shareholders to creditors is limited to the capital originally invested. This implies that shareholders are only liable for the debts of the company to the extent of their investment

Companies limited by guarantee are those companies where liability of members is restricted to the amount each agrees to contribute to the assets of the company in the event of dissolution or liquidation. Such companies are usually without share capital and are mainly for non-commercial purposes.

Unlimited companies are those companies whose shareholders are responsible for the debts, obligations incurred through business affairs and in case the company is being wound up. The Companies Act of 2012 has provisions to the effect that in case of an unlimited company, the articles must state the number of members with which the company proposes to be registered.

ii. Public Companies

Public companies, like private companies may have limited liability and these are known as public limited liability companies. These are companies that do not require minimum paid up capital for incorporation but however a minimum of two directors and five shareholders are required for the incorporation process to be complete.

If such number of shareholders in public limited company falls below the required minimum, liability falls on the remaining shareholders and their liability therefore becomes unlimited.

All companies must have a company secretary and for public companies in Uganda, company secretaries are subject to qualification requirements. However, there is no licensing or regulation of company secretaries. Public Companies are allowed to offer shares to the public.



THE FIRST STEP TO FORMATION OF A COMPANY IS IDENTIFYING A BUSINESS NAME FOR REGISTRATION. THIS IS DONE BY MAKING A WRITTEN APPLICATION TO THE REGISTRAR OF COMPANIES REQUESTING FOR RESERVATION OF THE PROPOSED COMPANY NAME.



FORMATION OF A COMPANY Procedure

The first step is identifying a business name for registration. This is done by making a written application to the registrar of companies requesting him/ her to reserve the proposed company name pending registration of the company. The reservation period is valid for 30 days or longer as the registrar may by special reason allow. The promoter of the company must ensure that the proposed company name is not misleading or confusing

Upon registration, the company name must end with the initials "Ltd".

Registration of a company

The company has to fill in the particulars contained in the second schedule of the Companies Act 2012.

The promoter has to deliver memorandum of association and Articles of association to the registrar of companies.

A statutory declaration by a director/ secretary/advocate engaged in the formation of the company showing that all requirements have been complied with must also be filed.

The company has to furnish to the registrar of companies a notice of situation of registered office and postal address.

The company has to pay registration fees and these are assessed by Uganda Revenue Authority depending on the share capital of the company.

When the Registrar is satisfied with compliance of the above requirements, then a certificate of incorporation is issued.

Post Incorporation Registration

These are requirements intended to regulate the activities of companies and make companies conform to a certain desired standard of transparency

A company must deliver to the registrar of companies within 60 days a return of allotment whenever it makes any share allotment.

A company must deliver a printed copy of every special resolution to the registrar of companies.

The Companies Act 2012 also requires a company having share capital to make annual returns and register them with the registrar of companies.

The table below summarizes the information on Companies

Parameters	Limited Liability Co.	Public Limited Co.	Branch
Extent of liability	Limited liability	Limited liability	Unlimited liability
Foreign shareholding	Yes	Yes	Yes
Min. paid-up share capital	NA	NA	NA
Min. number of directors	2	2	1
Min. number of shareholders	1	5	1
Resident director	No	No	No
Corporate shareholder allowed	Yes	Yes	Yes
Corporate director allowed	Yes	Yes	Yes
Corporate tax rate	30%	30%	30%

SOLE PROPRIETORSHIP



This is a business owned by only one person. It is a one-person business entity where an individual registers a business name with the Registrar of business names and an application is made for a trading License with the local authority where the business operates and the owner is entitled to all the profits and the losses of the business.

The owner faces unlimited liability meaning, the creditors of the business may go after the personal assets of the owner if the business cannot pay them. It is easy to setup and it is the least costly among all forms of ownership.

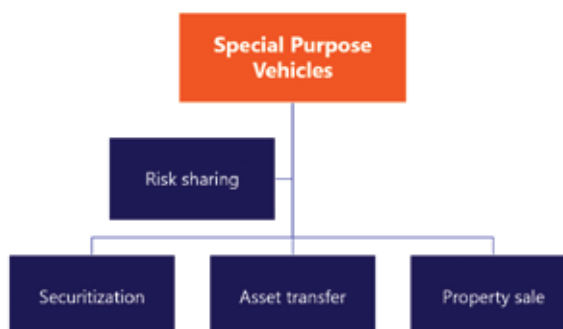


CORPORATIONS

These are business organizations that are comprised of different companies. They have separate legal personality from their owners. Ownership in a stock corporation is represented by shares of stock. The owners (stock holders) enjoy limited liability but have limited involvement in the company's operations. The board of directors, an elected group from the stock holders controls the activities of the corporation.

SPECIAL PURPOSE VEHICLES

A special purpose vehicle (SPV) is a company that is used to isolate assets. It is also referred to as a "bankruptcy-remote entity" or "variable interest entities" since its operations are limited to the acquisition and financing of specific assets as a method of isolating risk. A SPV's legal status makes its obligations secure even if the parent company goes bankrupt.



JOINT VENTURES

A joint venture (JV) is a business arrangement in which two or more parties agree to pool their resources together for the purpose of accomplishing a specific task. This task can be a new project or any other business activity. In a JV, each of the participants is responsible for profits, losses and costs associated with it. However, the venture is its own entity, separate from the participants' other business interests.





PRESIDENT
YOWERI KAGUTA
MUSEVENI
MEETING THE
DELEGATION
OF BRITISH
INVESTORS LED
BY LORD POPAT
DOLAR (RIGHT)
OF HARROW AT
STATE HOUSE,
ENTEBBE.
FILE PHOTO/PPU



FOREIGN COMPANY.

A foreign company is a company that was incorporated in any jurisdiction outside Uganda. Such a company can register a branch in Uganda.

Requirements for Registration of a Foreign Company

In order to establish a place of business in Uganda, a foreign company must within 30 days of establishment deliver to the registrar of companies;

- i. A certified copy of memorandum and articles of association or constitution or charter or other incorporation document from home country
- ii. Form 24 of the Companies Act of 2012 which comprises of a list of directors and secretaries
- iii. A statement of all subsisting charges created by the company.
- iv. Form 25 of the Companies Act of 2012 which comprises of names and postal addresses of persons resident in Uganda authorized to receive service on behalf of the company.
- v. Form 26 of the Companies Act of 2012 which comprises of full address of the registered or principal office of the company.

Once these requirements have been fulfilled with by a foreign company then the registrar of companies registers it as a foreign company doing business in Uganda as though it was incorporated in Uganda.

How to Obtain Investor Status in Uganda.

There is a favourable investment climate in Uganda because there are a lot of incentives for investors from the government of Uganda. Upon incorporation of a company, one can apply for and obtain an investment license.

An investor makes a written application for the license to the Executive Director of the Uganda Investment Authority.

The Uganda Investment Authority after receipt of the application for a license considers the application within 14 days after 30 days of receipt of the application and then within 7 days informs the applicant of its decision.

An investor benefits from obtaining an investment license in a number of ways including the following:

- An investment license enables an investor to easily obtain other necessary licenses.
- Approvals from different government departments and for accessing various services.
- Opportunities from the government of Uganda.
- An investment license is also useful when opening a bank account, obtaining bank loans, when seeking equity funding.
- When seeking assistance from development partners.

OWNERSHIP OF LAND BY FOREIGN COMPANIES

The Land Act Cap 227 defines a non-citizen to include a foreign corporate body which is defined as a body in which the controlling interest lies with non-citizens and in case where shares are not applicable, where the body's decision making lies with non-citizens or a company in which the shares are held in trust for non-citizens or a company incorporated in Uganda whose articles of association do not contain a provision restricting transfer or issue of shares to non-citizens.

The Land Act Cap 227 further provides that a non-citizen can only own a leasehold interest in land which shall not be granted for a period exceeding 99 years.

This means that a foreign company can

only own a leasehold interest in land for a period not exceeding 99 years.

Trading License

Every business owner in Uganda must possess a trading license.

This means that all the above mentioned business entities have to apply to the licensing Authority for a trading license after registration or incorporation of the company but before starting to do business.

Trading license is given by the local administration where the business is situated in the country.

Application for the trade license is made on a specified form and the grant of the trading license is upon payment of prescribed fees.



THE LAND ACT CAP 227 FURTHER PROVIDES THAT A NON-CITIZEN CAN ONLY OWN A LEASEHOLD INTEREST IN LAND WHICH SHALL NOT BE GRANTED FOR A PERIOD EXCEEDING 99 YEARS.





National Animal Genetic Resources Centre and Data Bank (NAGRC&DB)

Animal Genetic Solutions for Economic Transformation

PERFORMANCE HIGHLIGHTS FOR THE FINANCIAL YEAR 2020/21



The NAGRC&DB Embryo Transfer Services Unit in Entebbe

INTRODUCTION

The National Animal Genetic Resources Centre & Data Bank (NAGRC&DB) is a statutory semi-autonomous agency under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and a key contributor to the agro-industrialization programme under NDP 3. The agency contributes majorly to the following sub-programmes;

- a) Agricultural production and productivity, under the strategic objective of increasing production and productivity.
- b) Agro industrialization programme co-ordination and management, under the strategic objective of strengthening the institutional capacity for Agro-industrialization.
- c) Storage, agro-processing and value addition, under the strategic objective of improving post-harvest handling and storage of agricultural products

KEY ACHIEVEMENTS DURING THE FY 2020/21

OUTCOME LEVEL ACHIEVEMENTS

1. **Increased access to improved animal genetic resources from 12.5% in FY 2019/20 to 14.2% in FY 2020/21**

This increase is attributed to enhanced regional community-based breeding programme activities and development of more efficient estrus synchronization protocols.

2. **Increased satisfaction with NAGRC&DB products and services from 76% in the FY 2019/20 to 81% in the FY 2020/21**

OUTPUT LEVEL ACHIEVEMENTS

1. **Establishment of an embryo transfer services unit**
To facilitate last mile delivery of superior animal genetic resources, the agency established an embryo transfer services unit equipped with a mobile Assisted Reproductive Technologies' (ARTs) laboratory to aid embryo transfer, field semen collection and semen evaluation up to parish level.
2. **Multiplication and distribution of multi-purpose poultry birds for rural development**
1,248,000 chicks against a set target of 1,000,000 chicks were hatched in NAGRC&DB's hatcheries and distributed to farmers country-wide

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✉ P.O.Box 183, Entebbe, Uganda.
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🐦 Twitter: @nagrc_db
📺 YouTube: NAGRC&DB
✉ Email: info@nagrc.go.ug



Multi-purpose grandparent stock

3. Acquisition of mobile Assisted Reproductive Technological (ART) equipment

The agency acquired specialized mobile ART equipment i.e. 35 all-terrain motor cycles modified for AI equipment carriage and 5 mobile Assisted Reproductive Technological equipment. These acquisitions continue to support community breeding outreach programme activities like mass estrus synchronization, Artificial Insemination (AI) and farmer trainings.



All- terrain motorcycles modified for AI equipment carriage

4. Establishment of mini-liquid nitrogen plants and production of liquid nitrogen

The agency completed and operationalized a liquid nitrogen plant in Mbarara to serve Western Uganda and greater Masaka. The liquid nitrogen plants at Entebbe headquarters and Njeru stock farm in Buikwe remain fully operational to secure steady supply of liquid nitrogen across the country. As a result, a total of 98,275 litres against a target of 80,000 litres of liquid nitrogen were produced and availed for use in the FY 2020/21



The Minister of State for Animal Industry (MoSAI) during a guided visit of the Mbarara liquid nitrogen plant

5. Upgrading the National Livestock Quarantine Centre (NLQC) at Entebbe

The agency embarked on revitalizing the National Livestock Quarantine Centre (NLQC) at Entebbe for not only livestock germplasm export and import facilitation but also demonstration of best management technologies, innovations and practices under intensive dairying. The NLQC currently hosts 288 superior dairy cattle i.e. 133 tropicalized pure Jersey cattle and 155 tropicalized pure Ayrshire cattle.



6. Production and availing of doses of semen to dairy, beef, pig and goat farmers

To increase access to superior animal genetic resources, 62512 doses of semen were produced at the National Bull stud and genetic evaluation centre for distribution to actors along the Assisted Reproductive Technologies (ARTs) value chain.

7. Conservation of animal genetic resources

- The agency procured a total of 166 Ankole long horned cattle as well as 255 Mubende and Small East African breeding goats to support conservation efforts.
- The agency revived Aswa ranch to conserve the East African short horn Zebu cattle.

8. Multiplication and distribution of superior breeding stock

- A total of 1907 goat kids were produced on NAGRC&DB centre farms and availed to farmers countrywide through various pathways.
- A total of 3,750 improved beef calves against a target of 3500 improved beef calves were produced on and off NAGRC&DB centre farms through mass synchronization and artificial insemination.
- A total of 3,500 improved dairy calves against a target of 2,500 improved dairy calves were produced on and off NAGRC&DB centre farms through mass synchronization and artificial insemination.

9. Promotion of aquaculture on NAGRC&DB Centre farms

To increase access to fish brood stock and demonstrate best practices in profitable aquaculture management, the agency constructed and stocked four (4) fish ponds at Kasolwe stock farm i.e 2 ponds were stocked with 5000 Nile Tilapia fingerlings each, one (1) pond was stocked with 5000 catfish fingerlings and the other one (1) with 5000 mirror carp fingerlings.

10. Construction and equipping of farm residential & administrative infrastructure

- Phase II construction works on the National Gene Bank are on-going with completion expected at the end of 2022.
- The agency has constructed farm residential structures at Bulago, Maruzi, Aswa and Rubona stock farms.

11. Construction and equipping of livestock breeding and production learning centres and hostels

To facilitate knowledge and technology transfer in livestock breeding, production and management, the agency embarked on the completion of the learning centre and hostel. The facility is meant to support the Ugandan farming communities through hosting skilling programmes in livestock production, breeding and management.

12. Construction and equipping of animal breeding and production support facilities

To facilitate multiplication of superior animal genetic resources and demonstrate intensive production management practices, technologies and innovations, the agency constructed and equipped livestock production support facilities along the dairy and meat value chains.



The milking parlour at Kasolwe stock farm equipped with a 10-line swing-over pipeline milking system

13. Establishment of animal feed production, processing and storage facilities at NAGRC&DB centre farms

Animal feeds comprise about 60% of production costs in livestock-based agro-enterprises.

To support livestock farming communities in Uganda, the agency has established a 5MT/hr animal feed production plant at Kasolwe stock farm. The plant produces poultry, cattle, goat and pig feeds for availing to livestock farmers.



The 5MT/hr animal feed production plant at Kasolwe stock farm in Kamuli district

14. Promotion of mechanization on NAGRC&DB centre farms

To demonstrate mechanized pasture and fodder crop production and also support the conservation and multiplication of superior animal genetic resources, the agency acquired a tracked bush clearing machine and wheeled agricultural tractors with compatible primary and secondary tillage implements.



Pasture and fodder production support equipment

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Pictorial Summary



In an effort to increase breeding stock a total of 1,907 against a target of 2300 goat kids were produced on NAGRC&DB centre farms and availed to farmers across the country through various pathways. A total of 3,750 against a target of 3500 improved beef calves were produced on and off NAGRC&DB centre farms through synchronisation and AI.



A Guernsey Bull at Rubona Stock farm. During the FY2020/21, NAGRC&DB procured five (5) specialised mobile ART equipment. A total of 35 all terrain motorcycles modified for Artificial Insemination equipment were also procured to support community breeding outreach programme. This will boost Artificial Insemination and synchronisation activities on and off NAGRC&DB centre farms.



Commercial production of food, pharmaceutical and cosmetic grade apiary products



Minister of State Animal Industries- MoSAI (third left), Board members, Executive Director and President UNFFE at the launch of the Liquid nitrogen plant in Mbarara. NAGRC&DB completed and operationalised a liquid nitrogen plant in Mbarara to serve western Uganda and greater Masaka.



The Mobile laboratory that was procured



Fully stocked fishponds at Rubona farm

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One Stop Shop Centre

The Government of Uganda has recently launched the One Stop Centre eBiz – the first inter-institutional project which aims to integrate services of different agencies and meet the expectations of businesses in Uganda to have online accessibility to all government services through a single point of entry. It will provide faster, more user friendly and more reliable services for local entrepreneurs and

foreign investors by streamlining the ways they interact with government institutions. The number of procedures, time and cost of obtaining the relevant licenses and permits will be reduced. It is still at the beginning stage with the availability of five services namely Business Name Search, Business Name Reservation, Environment Impact Assessment, Investment licence and Land Title Verification.



THE
GOVERNMENT
IS WORKING
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ACCESSIBILITY
TO ALL
GOVERNMENT
SERVICES
THROUGH A
SINGLE POINT OF
ENTRY.





A CLIENT MAKING A TRANSACTION THROUGH A BANK TELLER. THE BANKING SECTOR IN UGANDA IS HIGHLY REGULATED AND FAIRLY RESILIENT AND STABLE IN SPITE OF THE RECENT GLOBAL ECONOMIC DOWNTURN THAT HAS AFFECTED MANY COUNTRIES.

The Banking Sector in Uganda

The banking sector in Uganda is highly regulated and thus fairly resilient and stable in spite of the recent global economic downturn that has affected many countries. The main laws that regulate the financial sector are Financial Institutions Act of 2004 and Micro Finance Deposit-taking Institutions Act of 2003. There are a number of legal instruments that provide for licensing and operation of financial institutions in Uganda. Banks and other financial institutions are regulated by Bank of Uganda whose mandate is created under the Bank of Uganda Act, 2000. There have been many developments and law reforms in the financial sector in Uganda in recent years. These include agency

banking, bancassurance and “Islamic banking”. This has made the financial sector in Uganda even more lucrative.

In Uganda commercial banks, credit institutions and Micro Finance Deposit-taking Institutions as of 2010 have a Minimum Capital Requirement (MCR) of Uganda shillings (UGX) four billion, one billion and 0.5 billion respectively. This requirement and other requirements apply to all financial institutions in those categories.

The Central Bank Rate (CBR) is the rate of interest which a central bank charges on loans and advances to commercial banks. The rate can either be reduced or increased depending on the nature of the economy.



HOUSING FINANCE BANK AND THE NATIONAL SOCIAL SECURITY FUND IN 2020 ANNOUNCED A PARTNERSHIP THAT ENABLES SOCIAL SECURITY COLLECTIONS THROUGH AGENCY BANKING. THE PARTNERSHIP MEANS THAT NSSF MEMBERS WILL NOW BE ABLE TO SUBMIT THEIR SOCIAL SECURITY CONTRIBUTIONS THROUGH HOUSING FINANCE BANK AGENTS IN THEIR NEIGHBORHOOD.



Agent banking in Uganda

A REVIEW OF THE OPPORTUNITIES AND CHALLENGES

INTRODUCTION

According to Section 3(a) of the Financial Institutions Act as amended in 2016, agent banking means the conduct by a person of financial institution business on behalf of a financial institution as may be approved by the Central Bank.

Agent banking is hinged on the Agency Principal relationship. Agency is a fiduciary relationship created by express or implied contract or by law, in which one party (the agent) may act on behalf of another party (the principal) and bind that other party by words or actions.

This relationship is legally recognized in Uganda under the Contracts Act, 2010. An agent is defined under the Contracts Act as a person employed by a principal to do acts for the principal or to represent the principal in dealing with a third party; and the principal is defined as a person who employs an agent to do any act for him or her or to represent him or her in dealing with a third person.

Therefore, an agency relationship exists when one or more persons (principals) engage another person (agent) to perform some service on behalf of the principal, which involves delegating some decision-making authority to the agent.

Under the agent banking model, a financial institution contracts a third party, usually a retail outlet to perform some functions on its behalf, these include: cash deposit and cash withdrawal, payment services including bill payments, money transfers, facilitating disbursement and repayment of loans, receipt and forwarding of documents in relation to loans and leases, payment of retirement and social benefits, account balance enquiry, provision of account statements and any other permitted products.

The principal usually offers remuneration in this case in the form of commissions which are based on the volume and value of transactions the agent would have executed.

The agent banking model also borrows from the marketing theory of distribution channels. A distribution

channel is a means by which businesses get their products to their consumers. Therefore, agent banking represents a distribution channel which makes it possible for financial institutions to bring their services closer to the people.

BACKGROUND OF AGENT BANKING IN UGANDA

The Ugandan parliament passed an amendment to the Financial Institutions Act of 2004 in January 2016. This amendment allows banks to offer agent banking services in the country with the objective of financial inclusion at the forefront. As such, banks in Uganda have now adopted the agent banking model.

The central bank of Uganda in a bid to operationalize the Financial Institutions Amendment Act, 2016 and protect consumers passed the Financial Institutions (Agent Banking) Regulations, 2017.

Prior to the 2016 amendment of the Financial Institutions Act, the main distribution channel for banks was through their branches and Automated Teller Machines (ATM) networks. However, these proved inadequate upon the arrival of mobile money which without a doubt revolutionized the provision of financial services in Uganda. Furthermore, mobile money had grown to also start taking on services previously considered the preserve of financial institutions. This posed a threat to financial institutions that were afraid of being edged out of business hence the adoption of agent banking as a panacea.

OPPORTUNITIES OF AGENT BANKING

The Agent banking model hopes to enhance access to financial services by allowing small businesses to operate as satellite branches for financial institutions. Based on early experiences in other jurisdictions, agent banking has a large contribution to make towards financial inclusiveness in developing countries because it provides convenience, greater accessibility, it is time saving, it is compatible with past technology experience, easy to use, relatively cheap, has improved service quality and satisfactory personal experience with other banking technologies.

CHALLENGES ASSOCIATED WITH AGENT BANKING

Agent banking however is not without its fair share of challenges. Mwangi and Mwangi

report that the level of liquidity that bank agents maintain influences the use of agency banks in a sense that in most cases agents do not always maintain enough cash demanded by customers and this discourages repeat business.

They also highlight that lack of security, malfunctioning equipment and errors also discourage the uptake of agent banking. Network problems also deter the use of agent banks by customers as they sometimes suffer from connectivity problems.

These challenges can be summarized as operational; technological; legal and reputational.

Operational challenges; these include the loss of customer assets and records, data entry errors, poor cash management by the agent resulting in the agent not being able to meet customer withdrawals, and failure by the agent to resolve or forward customer complaints to the bank.

Technical challenges; these arise where there is system or hardware failures which can cause a lack of service availability and informational loss.

Legal challenges; these may occur when customers sue a bank as a result of actions of the agent.

In order to appreciate the problems associated with agent banking, one has to keenly look at the mobile money challenges in Uganda. Most of the challenges faced by mobile money agents today without a doubt plague bank agents since both models operate similar systems. These challenges include but are not limited to fraud, personal security of agents arising from robberies that endanger their lives, lack of support from network operators, theft and poor connectivity. So how does the Central Bank protect the consumers and avoid the repetition of the challenges faced by the Mobile Money Service providers and agents?

SAFEGUARDS

Operational safeguards

The use of a non-bank employee to effect transactions on behalf of the bank poses risks such as agent fraud and theft. The agent may also charge customers unauthorized fees or offer unprofessional services to customers

such as requiring customers to purchase certain goods and services to obtain other services.

In order to protect the consumers, the Regulations provide for due diligence in agent selection, they further provide that agents should have at their locations written notices stating that no charges or fees are levied, and that fees are not directly charged to customers. In addition, the law provides that persons who offer financial services on behalf of a financial institution should have valid agency agreements with the financial institution. In order to entrench the safeguards, the central bank makes it mandatory for the financial institutions to comply with the regulations, or face suspension or any other penalties.

This mitigates the potential operational challenges that may arise.

Technical safeguards

Terrible user experiences of bank customers paint a likely scenario for agent banking. Other than unstable networks and to some extent the high interest rates, all other pain points are directly linked to the inner workings of the bank. As such they require internal strategies to resolve.

Therefore banks must address key pain points such as high charges, fraudsters, unstable network and untrustworthy agents in their agency banking system.

The regulations stress the need to put in place adequate and secure technological infrastructure capable of processing all transactions in real time, and also provide for a two-factor authentication and generate a standard easily identifiable copy system receipt or acknowledgement with the name of the financial institution, unique identification number of the agent who processed the transaction and a unique transaction reference number.

Legal safeguards

Legal challenges can arise in circumstances of liability. For example the agent may become negligent by not checking the bank notes they

AGENT SELECTION.

In order to protect the consumers, the Regulations provide for due diligence in agent selection, they further provide that agents should have at their locations written notices stating that no charges or fees are levied, and that fees are not directly charged to customers.

2016

CONSUMER PROTECTION.

The central bank of Uganda in a bid to operationalize the Financial Institutions Amendment Act, 2016 and protect consumers passed the Financial Institutions (Agent Banking) Regulations, 2017.

receive for deposits and in the process accept fake notes. This may result in losses for the financial institution if the agency contract is silent on who should bear the losses. It is for this reason that most agency contracts try to induce optimal behaviour from agents by rendering them liable for all losses due to negligence on their part.

The central bank however provides that a financial institution is liable for the actions or omissions of its agent relating to agent banking. However, an agent shall be liable for any acts or omissions of its outlet. This seems to limit the liability of the principal in the principal agent relationship which gives rise to the question of what liabilities shall the financial institutions bear and against whom can the consumers enforce their rights?

COMPARATIVE ANALYSIS

In order to truly appreciate the agent banking legal regime in Uganda, it is imperative to juxtapose it with another jurisdiction specifically Kenya which has had agent banking in force since 2010.

Pursuant to Section 33(4) of the Banking Act, the Central Bank of Kenya issued guidelines to be adhered to by institutions in order to maintain a stable and efficient banking and financial system.

The Guideline is intended to; increase financial services outreach and to promote financial inclusion to the unbanked and under-banked population without risking the safety and soundness of the banking system; and encourage institutions to use agents in the provision of banking services so as to reduce the cost of financial services and to foster financial inclusion, reach and depth.

It is imperative to note that the Guideline provides that the financial Institutions shall pay special attention to credit risk, operational risk, legal risk, liquidity risk, reputation risk and compliance with rules for combating money laundering and financing of terrorism. Therefore, the Guideline encourages banks to put in place

appropriate product and operations manuals, accounting procedures and systems for designing necessary forms/stationary to be used by the agents. However, how protected are Kenyan consumers from these risks?

Operational safeguards

In order to protect consumers from operational challenges, the Guideline makes it mandatory for every contract between an institution and an agent to specify that the agent shall at all times ensure safe-keeping of all relevant records or have them shifted to the institution at regular pre-specified intervals for safe-keeping.

The Guideline also provides that the Institutions shall publish an updated list of all their agents in their websites and such other publications as they may deem appropriate. In addition to the updated list, the physical location, GPS co-ordinates, postal address and telephone numbers of the entity and its working hours need to be provided by the financial institution. The publications containing the list of their agents shall be disseminated to all their branches and may also be disseminated to their agents.

These security measures are intended to safeguard consumers from falling prey to unregistered agents.

Whereas the Ugandan regime provides for security measures through a two-factor authentication and generation of a standard easily identifiable copy system receipt or acknowledgement with the name of the financial institution, unique identification number of the agent who processed the transaction and a unique transaction reference number, it fails to provide for GPS that enables security organs like police and bank officials to easily locate agents which the Kenyan system provides.

Technical safeguards

The Guideline provides for the minimum technical requirements for the operating systems of the agent to ensure that agent banking transactions are carried out with devices which are technically compliant. Institutions are required to ensure that such



equipment are inter alia able to transmit transaction information in code, carry out electronic transactions on real time basis, allow handling under different user profiles for administration, maintenance and operation, reverse incomplete transactions due to error, system failure, power outage or other defects and process or generate durable transactional documents or receipts.

In addition, the Guideline mandates the financial Institutions to monitor the safety, security and efficiency of the equipment being used to prevent any tampering or manipulation by any person.

With regard to technical safeguards, both the Ugandan and Kenyan legal regime provide similar protective measures as they both provide for the minimum technical safeguards like the transmission of transaction information in code and carrying out of electronic transactions on real time basis. However, the Kenyan system goes further to mandate financial Institutions to monitor the safety, security and efficiency of the equipment being used to prevent any tampering or manipulation by any person.

THE AGENCY BANKING PLATFORM BRINGS CONVENIENCE TO CUSTOMERS ACROSS THE ENTIRE NETWORK. CUSTOMERS CAN AVOID BANK QUEUES THROUGH ACCESSING BANK SERVICES THROUGH AGENT LOCATIONS NEAR THEM.





Legal safeguards

The guideline provides that every contract between an institution and an agent shall contain a provision that the institution is wholly responsible and liable for all actions or omissions of the agent. This responsibility extends to actions of the agent even if not authorized in the contract so long as they relate to banking services or matters connected therewith. This streamlines liability and clearly places liability on the financial institution.

Furthermore, even in the circumstances where a third party service provider is contracted for any of the services, the institution shall remain liable for the agent banking business.

Therefore, whereas the Kenyan Guideline is clear and certain and places liability wholly on the financial institution, in the Ugandan regime, it all depends on the contract between the Financial Institution and the agent.

CONCLUSION

Whereas the Financial Institutions Act and the Agent Banking Regulations provide the protective gear to propel

financial inclusion in the country by way of agent banking, there are clearly many questions over its effectiveness in a country that is yet to fully understand the agent banking regime.

However, it has to be noted that agent banking as a new financial service model has resulted in an increase in cash transactions by banks. This trend is likely to continue because of the launch of a shared agent banking platform by the Uganda Bankers' Association which will allow connectivity between member banks so as to enable agents serve customers of any other member bank in order to minimise duplication of agency networks and maximize points of presence to ensure coverage across the country. This is a step in the right direction considering the fact that agent banking is in competition with mobile money which has managed to penetrate into the furthest regions of this country. It follows from the foregoing that in order for agent banking to accomplish what it set out to achieve, further effort and resources have to be applied in order to give it widespread accessibility.

Credits

1. The Financial Institutions (Amendment) Act, No. 2 of 2016
2. Contracts Act, No. 7 of 2010
3. The Banking Act Cap 488 (as amended)
4. The Financial Institutions (Agent banking) Regulations, 2017 Statutory Instrument No. 39 of 2017
5. Guideline on Agent Banking - CBK/PG/15
6. Dzikamai Shoko Bizah, Linda Gumbo and Rabson Magweva, Agent Banking as a driver of Financial Inclusion in Zimbabwe: International Journal of Education and Research Vol. 5 No. 11 November 2017
7. Mwangi, M. H. T., & Mwangi, W.M. Factors influencing the uptake of agency banking services by customers in commercial bank in Kenya: A case of Kenya Commercial Bank, The Strategic Journal of Business Change and Management, Vol. 2 (10) (2014)
8. Faridah Kulabako, Uganda bankers' association launches shared agent banking platform The New Vision 25th April 2018 accessed at www.newvision.co.ug

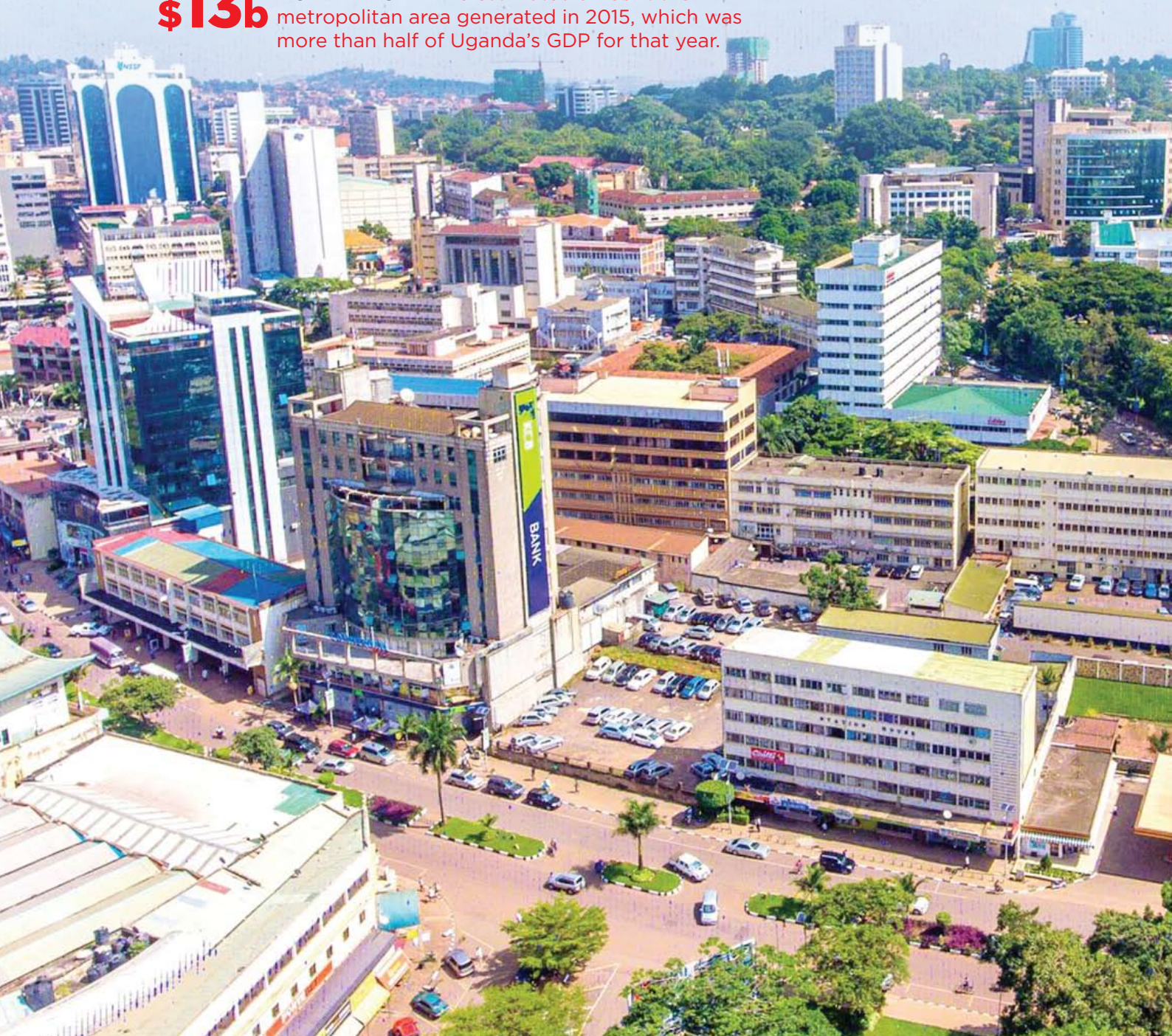
Kampala, East Africa's best city to live in and among fastest-growing cities in Africa

KAMPALA CITY. The capital and largest city of Uganda is Kampala, having a population of 1,680,000 people. Kampala's metropolitan area consists of the city proper and the neighboring Wakiso District, Mukono District, Mpigi District, Buikwe District and Luweero District. It has a rapidly growing population estimated at 6,709,900 people in 2019 by the Uganda Bureau of Statistics in an area of 3,263.3 square miles.

In 2015, the metropolitan area generated an estimated nominal GDP of \$13.80221 billion (constant US dollars of 2011) according to Xuantong Wang et al., which was more than half of Uganda's GDP for that year, indicating the importance of Kampala to Uganda's economy.

Kampala is reported to be among the fastest-growing cities in Africa, with an annual population growth rate of 4.03 percent, by City Mayors. Mercer (a New York-based consulting firm) has regularly ranked Kampala as East Africa's best city to live in, ahead of Nairobi and Kigali.

\$13b **NOMINAL GDP.** The estimated amount the metropolitan area generated in 2015, which was more than half of Uganda's GDP for that year.



Financial Markets in Uganda

Bank of Uganda issued a 5 year Financial Markets Development Plan for the period 2008-2012.

1. The Forex market

At present, the forex market has the following participants: 1. The Bank of Uganda 2. The inter-bank market (where commercial banks trade with each other). 3. The Forex Bureaux (that act as money shops) 4. Retail customers or end users of forex.

Foreign exchange policies in Uganda over the years:

Prior to 1993, Uganda had a controlled foreign exchange regime and a wide variety of foreign exchange policies under this period. They were as follows:

1966-1971

A par value of 0.124414 gram of gold per Uganda shilling was maintained.

1971-1975

The Uganda shilling was pegged to the dollar at a rate of Shs. 7.14286

1975-1980

The shilling was pegged to the SDR at Shs. 9.66 due to volatility of the dollar.

1981

The shilling was floated. This saw the rate drop to Uganda shillings 76.97 to a dollar from Shs.8.1453

1982

A dual exchange rate regime was introduced and foreign exchange was auctioned through a system known as Window 1 and Window 2. Window 1 was for financing priority imports and the rate was determined daily taking into account the value of the dollar against other currencies and the economic conditions in the country. Window 2 was for financing non-priority imports

1986

The auction system was replaced by allocation based on a rate of Shs.1470 to a dollar. That same year the dual exchange rate

was re-introduced at a fixed rate of Shs. 1400 to a dollar.

1987

In May 1987 the shilling was devalued by 66% from shs. 14 to 60. This was after the currency reform.

1990

Forex Bureaux were introduced.

2. Domestic Financial markets

The Domestic Financial Markets have the following markets; a. The Securities Market In this market government securities are traded. They include Treasury bills and Treasury Bonds. These make the following markets: 1. The Treasury Bill Primary Market 2. The Treasury Bill Secondary Market 3. The Treasury Bond Primary Market 4. The Treasury Bond Secondary Market

Functions of Securities markets

They support monetary policy implementation by providing an instrument of liquidity management. b. The Repurchase Agreements (Repo) Market Repos were introduced to manage intra-auction liquidity variations. The vertical repo market reflects repo transactions between primary dealer commercial banks and the central bank. This market was introduced in 2002 by the Bank of Uganda as a mechanism to deal with managing liquidity in the banking system in the interval between auctions of treasury bills. These REPOs are auctioned in a Repo Market. c. The Capital markets This is where financial instruments for raising capital are traded. It involves long term banking. Instruments like stocks are bonds are traded in this market.

The development of capital markets in Uganda

In 1994 Bank of Uganda chaired the Capital Markets Development Committee (CMDC), which was comprised of stakeholders of capital market interests from financial markets, industry and government. The CMDC oversaw the introduction of the Capital Markets Statute 1996 which introduced the Capital Markets Authority (CMA) and made provision for the licensing of the Uganda





FROM 1971 TO 1975, THE UGANDA SHILLING WAS PEGGED TO THE DOLLAR AT A RATE OF SHS7.14286

Securities Exchange. THE CMDC works with Government to adopt a strategy of privatizing parastatals by listing them on the Stock Exchange. Currently there are over 7 companies listed on the Uganda Securities Exchange.

TYPES OF TREASURY BILLS USED IN UGANDA

1. The Bearer Treasury Bills Certificates

Were used in the market earlier. They did not activate secondary market trading because of their security risk.

2. The book-entry Central Depository System (CDS)

To counteract the safety concerns regarding the bearer treasury bill certificates in 1999 the Bank introduced the electronic registry of investors in government securities called the book-entry Central Depository System or CDS. The CDS solved the problems of transferring ownership of the securities but introduced a new problem that the laws of Uganda were written so that a security had to be in paper form and the Courts did not recognize electronic securities. To solve the problem, the

Financial Accountability Act of 2003

gave the Minister of Finance and Economic Development and Planning powers to issue securities both in paper and electronic form. Paper treasury bills were discontinued. Treasury Bills securities can be for 91 days, 182 days and 364 days in the primary market.

Secondary market in Treasury bills

The treasury bills auctions were held weekly to start with. To stimulate the development of secondary market trading, the Bank of Uganda changed the auction from being weekly to being fortnightly. This strategy aimed at extending the interval between auctions as a way of providing a greater incentive for investors to source the supply of treasury bills in the secondary market.

Primary Dealer ranking system

It was introduced in 2005 by the Bank of Uganda. It is an incentive to enhance primary dealer performance. The winner of this prestigious award is announced every month. It is a catalyst for stimulating secondary market trading of government securities.

The Treasury Bond market

Auctions for Treasury Bonds were introduced in January 2005. Treasury Bonds are auctioned every 28 days. The bonds support monetary policy implementation by improving liquidity management and promoting market development. These securities also assist in providing a framework for pricing of securities in the secondary market. Bonds have also provided an additional saving instrument and have deepened the capital market.

Bond Tenure

Treasury bonds have the following tenures: 2 years, 3 years, 5 years, 10 years and 15 years.

— www.bou.or.ug

Betting and gaming

The Lotteries and Gaming industries is a lucrative business. To start gaming (betting) and lotteries establishments one must register with the National Gaming Board as required under the Lotteries and Gaming (Betting) Act of 2016 and the regulations there under. There are a number of requirements for registration of a business in the gaming industry but majorly an entity must:

- Obtain the required minimum capital requirements
- Must pay a security guarantee
- Must be tax registered and compliant
- And then must pay application fees
- Corporate social responsibility

CUSTOMERS IN A BETTING OUTLET. THE LOTTERIES AND GAMING INDUSTRY IS A LUCRATIVE BUSINESS IN UGANDA.





THE BANK OF UGANDA ON KAMPALA ROAD, KAMPALA, IS THE CENTRAL BANK OF UGANDA ESTABLISHED IN 1966, BY ACT OF PARLIAMENT, THE BANK IS WHOLLY OWNED BY THE GOVERNMENT BUT IS NOT A GOVERNMENT DEPARTMENT.

Monetary Policy in Uganda

The Bank of Uganda is mandated with regulation of the monetary sector in Uganda. The monetary sector in Uganda is largely influenced by the market forces of demand and supply. This is because the government of Uganda under the advice of the International Monetary Fund has liberalized the economy. This has particularly made the monetary sector very lucrative for traders since the Bank of Uganda pursues a flexible exchange rate policy regime.

The Bank of Uganda carries out its mandate by controlling the excessive volatility of the exchange rate of the Ugandan shilling against other currencies. As a result of this monetary regime the Ugandan shilling's exchange rate has been relatively stable but still fluid enough for traders to make a profit.



AN INDIVIDUAL COUNTING MONEY IN THEIR WALLET. THE BANK OF UGANDA CARRIES OUT ITS MANDATE BY CONTROLLING THE EXCESSIVE VOLATILITY OF THE EXCHANGE RATE OF THE UGANDAN SHILLING AGAINST OTHER CURRENCIES. AS A RESULT OF THIS MONETARY REGIME THE SHILLING'S EXCHANGE RATE HAS BEEN RELATIVELY STABLE BUT STILL FLUID ENOUGH FOR TRADERS TO MAKE A PROFIT.



Labour and Employment

Uganda has a total population of 44.27 million people according to the National Population Council. 55% of the population is 18 years and below. The total labour force is up to 10 million people as per 2017. This coupled with socio-economic factors has created a big workforce of both skilled and non-skilled labour. It is therefore true that in Uganda today, the labour market is highly competitive for the worker and highly favourable for the employer.

There are a number of policies and laws that govern labour and employment in Uganda. The implementation of the labour and employment laws is the mandate of the district or area labour officer as guaranteed by the Employment Act of 2006. Furthermore, the labour Officer inspects and adjudicates disputes between employer and employee. The Employment Act sets the rules and

principles for the relationship between an employer and an employee in Uganda. The Employment Act provides for the pertinent issues in any work place like; appointment of employees, working conditions, wages, leave, migrant workers, recruitment agencies and so on.

Payment of Wages

All workers must receive a wage and payment in kind is not permitted unless there is consent by the Employee. Wages are given in exchange for the services provided by the employees. The law also restrains an employer from with-holding the employee's wages.

The refusal or inability of an employer to pay wages may lead to termination of the service contract by the employee who may seek redress before the District Labour Officer by filing a compliant.

THE TOTAL OIL EXPLORATION WORKS IN BULISA. IN UGANDA TODAY, THE LABOUR MARKET IS HIGHLY COMPETITIVE FOR THE WORKER AND HIGHLY FAVOURABLE FOR THE EMPLOYER.



Payment of wages should follow the format agreed upon in the contract of service between the employer and employee.

Working Hours

The maximum work hours for employees in all establishments in Uganda are 48 hours per week. An employer and employee may agree on more or less working hours per week.

Leave

Employees in Uganda are entitled to annual leave of at least 7 days for four month's service, making it 21 compulsory leave days in a year. This leave may however be waived or postponed provided that the employer and employee have agreed. Aside from the compulsory leave, the law provides for other forms of leave which include;

Sick leave; an employee may qualify for sick leave on full pay for at least one month from his employer.

Maternity leave of 60 days is a right for all pregnant female employees and the female employee after the leave should assume the position she had prior to the leave. This leave is applicable whether the female employee gives birth or has a miscarriage.

A male employee is entitled to paternity leave of 4 working days per year in case of delivery of a child by his wife or miscarriage by his wife.

It is important to note that all the above leave provisions are on full pay. Breach of any of these leave provisions will call for civil action against the employer by the employee through the labour officer.

Termination of Employment

The termination of service/employment is very crucial because it means the end of the employer- employee relationship and this can happen in several ways as discussed below;

- An employer may terminate the service of an employee with notice.
- Expiry of the contract. Upon the lapse of such time, the employment shall automatically be terminated as agreed. For example, if the contract was specified for 2 years, the expiry of this duration terminates the contract of employment.

- Bankruptcy and liquidation of employer

- Retirement usually applies to public servants who are entitled to leave work after attaining the retirement age which is 60 years in Uganda.

- Death of an employee automatically terminates the employment/contract.

- Resignation is a type of termination and it is initiated by the employee.

Repatriation of Workers

Uganda has in recent years become a huge source of migrant labour worldwide and the ministry of Labour has made some interventions to protect the Ugandan workforce working abroad.

The law prohibits an Employer from requiring an employee to accompany his or her employer outside Uganda without his or her consent.

The law prohibits illicit or clandestine movement of immigrants for employment purposes, departing from, passing or driving through Uganda, or giving assistance to any organization for that purpose.

The Act also prohibits the employment of a person who is known to be unlawfully present in Uganda. An immigrant worker in Uganda must possess a valid Ugandan visa and a valid work permit.

Recruitment Agencies have become a lucrative business; the only requirement for engaging in this business is the possession of a valid recruiting permit issued by the Commissioner for the Ministry of Gender, Labour and Social Development. Recruitment of an employee as a domestic servant or a non-manual labourer does not require a permit.

Expatriate Workers

The government of Uganda has put a limit on hiring expatriates unless they show that no Ugandan matches the skills of the expatriate staff. Companies or organisations wishing to hire expatriates must specify the number of expatriates they wish to hire and justify why they are being hired as opposed to hiring Ugandans.



UGANDA HAS IN RECENT YEARS BECOME A HUGE SOURCE OF MIGRANT LABOUR WORLDWIDE.

Labour /Trade Unions

These are organisations created by employees for the purpose of representing their rights and interests. It is a right for every employee to join or not join a trade union. An employer cannot hinder an employee from forming or joining a labour union. The National Organisation of Trade Unions (NOTU) is the main supervisory body of all labour unions in Uganda.

Occupational Health and Safety

The Occupational Safety and Health Act sets the basic standard for the work place environment in Uganda. These requirements briefly include; provision of sanitary facilities, provisions of first aid kits, provisions of safety gear, provisions of safety warnings, compliance with certain building standards and so on.

National Social Security Fund (NSSF)

The National Social Security Fund (NSSF) is a national saving scheme mandated by the Government through the National Social Security Fund Act Cap 222. It allows employees to contribute 5% and employers 10% of their gross monthly wages which will be invested by NSSF and paid back to the members with interest when they reach the age of 55. The Fund administers and pays people a number of benefits such as;

- Age benefit paid to people aged 55
- Survivors benefit paid to immediate surviving family of the deceased member
- Exempted employment paid to members who join exempted employment categories such as Army, Police and traditional Public Service.
- Emigration grant paid to foreign or Ugandan citizens leaving the country permanently
- Invalidity benefit paid to members who can no longer be employed because of physical or mental incapacitation
- Withdrawal benefit paid to someone who is 50 years and hasn't been employed for one year

There has been liberalisation of the pension sector which has caused the emergence of a regulator- Uganda Retirement Benefits Regulatory Authority (URBRA) and reforms under the Retirement Benefits Sector Liberalisation Bill 2011 which aims to regulate the pension sector and inspire confidence among the savers.

Immigration to Uganda

Any person intending to enter into Uganda should do so only for lawful purposes and in accordance with national immigration laws, guidelines and formalities.

Foreign nationals intending to enter Uganda for purposes of employment should comply with requirements for expatriate employment in Uganda.

Article 16(1) of the 1995 Constitution of the Republic of Uganda provides for the National Citizenship and Immigration Board whose functions are provided under Clause 3(a) to include among others registering and issuing national identity cards to citizens, issuing Uganda passports and other travel documents, and granting and cancellation of immigrant permits.

Section 53(1) of Uganda Citizenship and Immigration Control Act Cap 66 is to the effect that no person shall enter or remain in Uganda unless that person is in possession of a valid entry permit, certificate of permanent residence, or pass issued under the Act.

A person who is not a citizen of Uganda shall not be issued with an entry permit, certificate of permanent residence or pass unless that person is

in possession of a passport, certificate of identity, convention travel document or any other valid travel document.

Section 54(2) of the same Act provides that where a person other than a prohibited immigrant makes an application for an entry permit of a particular class and satisfies the board that the conditions which must be fulfilled have been fulfilled in relation with the application, the board may issue an entry permit of that class to that person.

The entry permit when issued, shall be valid for the period determined by the board and may be renewed.

However, section 54(4) provides for the Board reservation of the right of cancellation of any permit of any immigrant in case it finds that the person holding the permit has violated the terms, violates the Act or becomes an undesirable immigrant.

Obtaining a Ugandan Visa

Visitors to Uganda must obtain a visa on arrival in Uganda or from one of the Ugandan Diplomatic Missions, unless they come from one of the visa exempt countries. All visitors must hold a



UGANDA AIRLINES' A330-800NEOS. THE CARRIER BEGUN FLYING ITS FIRST LONG-HAUL INTERNATIONAL SERVICES, WITH DUBAI THE INITIAL DESTINATION. ENTEBBE INTERNATIONAL AIRPORT IS THE PRINCIPAL AIRPORT OF UGANDA, LOCATED ON THE SHORES OF LAKE VICTORIA.





A PERSON IN THE PROCESS OF ACQUIRING A VISA TO UGANDA NEEDS A VALID PASSPORT THAT IS EXPIRING AT LEAST SIX MONTHS FROM THE DATE HE OR SHE WISHES TO ENTER UGANDA.

passport valid for six months. Uganda has four (4) types of visas elaborated below;

- Tourist Single – this is granted by Uganda to persons who want to enter the country once during the three (3) months validity period. The consular fee for this visa is \$50.
- Tourist Multiple – this is granted to persons who wish to enter Uganda more than once during the period of validity. Uganda multiple Visas can be valid up to six months. Consular fee is \$100.
- Business Single – this is granted to persons who wish to enter Uganda for business purposes. This visa only allows one entry during the three (3) months validity period and consular fee is \$50.
- Business Multiple – this is granted to persons who wish to enter Uganda more than once during the validity period for business purposes. Consular fee for this visa is \$100.

Visitors from some commonwealth countries and specially designated countries are not required to possess a Ugandan visa in order to visit Uganda. These countries include; Angola,

Burundi, Comoros, Eritrea, Kenya, Malawi, Mauritius, Madagascar, Rwanda, Seychelles, Swaziland, Tanzania, Zambia, Zimbabwe, Bahamas, Barbados, Belize, Fiji, Sierra Leone, Singapore, Solomon Islands, St Vincent & the Grenadines, Gambia, Grenada, Jamaica, Lesotho, Malta, Tonga, Vanuatu, Malaya, Eswatini, Ghana, Hong Kong, Ireland, Libya, Trinidad & Tobago and Cyprus.

Uganda has an on arrival visa option which is offered at Entebbe Airport. If you are entering the country via any other airport or via a land border crossing, you must obtain your visa in advance as the on arrival option will not be available to you. It is highly recommended for one to obtain a visa in advance of arrival regardless of your port of entry. However, some airlines will not allow boarding without a visa. Immigration policies are not always consistently applied and may change without notice. If you do not have an additional document that the immigration officer in Uganda requests to support your visa application, you could be denied entry if you have not obtained your visa in advance.

The following are the requirements needed for a visa application to Uganda;

a) Valid passport

Every person in the process of acquiring a visa to Uganda needs a valid passport that is expiring at least six months from the date he/she wishes to enter Uganda.

b) Sufficient funds

No amount is currently specified by the immigration department but it is good evidence when one has a credit card and a return ticket. This will at least convince the immigration officer that one has enough money on him or her.

c) Return/Onward ticket

This is evidence to prove that one has enough money on them; however, if one has a one way ticket, he/she has a task of explaining to the immigration officer who might think the person in need of a visa does not have enough money to buy a flight out of the country. The best way to do this is to buy a return ticket on your way to Uganda.

d) International Health Certificate

The person willing to process a visa to Uganda may be requested to present

a document showing that he/she has received a yellow fever vaccine shot.

e) Passport photos that meet the Embassy of Uganda's Requirements

WORK PERMITS IN UGANDA

A relevant work permit is a necessity for all foreign nationals intending to work in Uganda. The work permits are awarded according to the type of work the foreign national is intending to carry out in Uganda and as such requirements differ depending on the type of work permit applied for.

Classes of work permits and their requirements are listed below;

Class A (Government and Diplomatic Services). Persons applying for this class should be contracted for service in the Government of Uganda or diplomats accredited for service in Uganda.

Applicants must possess the following;

- Fill Entry Work Permit form
- Attach photocopies of the passport
- 2 passport size photos



A RELEVANT WORK PERMIT IS A NECESSITY FOR ALL FOREIGN NATIONALS INTENDING TO WORK IN UGANDA. THE WORK PERMITS ARE AWARDED ACCORDING TO THE TYPE OF WORK THE FOREIGN NATIONAL IS INTENDING TO CARRY OUT IN UGANDA.

- Covering letter from the Embassy and a supportive letter from the ministry of Foreign Affairs

Class A2 (Government Contractors)

Persons applying for this class should be persons on Government Contracts, including persons serving in Government tertiary institutions.

Applicants must have the following;

- Fill Entry Work Permit form
- Attach photocopies of the passport
- 2 passport size photos
- Covering letter from the Organisation
- Covering letter from the line ministry
- Interpol letter from home country
- Academic qualifications for professionals

Class B (Investment in Agriculture)

Persons applying for this class should be those intending to invest in the business of agriculture or animal husbandry.

Applicants must meet the following requirements;

- Fill Entry Work Permit form
- 2 passport size photos
- Photocopies of passport
- Attach covering letter from company
- Land title
- Uganda Investment Authority License
- Letter from Ministry of Agriculture regarding intended agriculture venture
- Recommendation from LC's or RDC's office
- Work plan /Feasibility study of the project undertaken
- Security bond
- Interpol letter from home country

Class C (Mining) Persons applying for this class should be those intending to invest in the business of prospecting for minerals or mining in Uganda.

Applicants must have the following requirements;

- Fill Entry Work Permit form
- Photocopies of passport
- 2 passport size photos
- Attach covering letter from company
- License issued by Ministry of Natural Resources
- Articles and Memorandum of Association
- Supportive letter by Ministry of Natural

Resources

- Security bond
- Uganda Investment Authority License
- Interpol letter from home country.

Class D (business and trade). Persons applying for this class must be intending to carry on business or trade in Uganda.

Applicants must possess the following requirements;

- Fill work permit
- Attach Covering letter from company
- 2 passport size photos
- Photocopies of the passport
- Company's bank statement
- Uganda Investment Authority license (where applicable)
- Articles and memorandum of association
- Certificate of incorporation
- Income tax clearance
- Trading license
- Banking of Uganda Certificate of remittance of US \$ 100,000
- Letter of good conduct from home country /Interpol in country of origin
- Security bond

Class E (manufacturers). This class is only applied for by persons intending to engage in manufacturing business in Uganda

The requirements include;

- To fill work permit form
- 2 passport size photos
- Photocopies of passport
- Attach Covering letter from company
- Security bond
- Company's documents: Articles, memorandum and certificate of incorporation
- Investment license
- Bank statement
- Trading license
- Income tax clearance
- Letter of good conduct from home country or Interpol in country of origin.

Class F (professionals). Applicants should be members of prescribed professionals intending to practice such profession in Uganda.

Requirements include;

- Fill work permit form



A RELEVANT WORK PERMIT IS A NECESSITY FOR ALL FOREIGN NATIONALS INTENDING TO WORK IN UGANDA.

- 2 passport size photos
- Photocopies of passport
- Attach Covering letter
- Qualifications
- Registration with relevant professional agency e.g. Association of medical practitioners
- Company documents
- Letter of good conduct from home country or Interpol letter from home country
- Security bond

Class G1 (volunteers, NGO workers and missionaries)

Requirements include;

- Fill work permit form
- 2 passport size photos
- Copy of passport
- Copy of NGO certificate
- Criminal record report (letter from Interpol from home country)
- Attach Covering letter from institution/ NGO
- Covering letter
- Appointment letter
- Qualifications

Class G2 (employees) Persons applying for this class must be intending to work as employees whether for gain or not in Uganda. Applicants must then wait for grant of permit before entering Uganda.

The following requirements must be met;

- Fill work permit form
- 2 passport size photos
- Photocopies of passport
- Academic qualifications
- Letter of good conduct
- Appointment letter
- Attach Covering letter from company
- Proof of failure to employ a Ugandan
- Training opportunities for Ugandans
- Investment letter
- Income tax clearance
- Articles and memorandum
- Trading license
- Security bond
- Company's Bank statement
- Certificate of incorporation

NB: Upon the expiration of the above work permits, the holders may apply for renewal of the work permits.



TOTAL SITE, RIG IRI 750, NGIRI. THE URA IS THE REGULATORY BODY THAT IS TASKED WITH THE RESPONSIBILITY OF LEVYING TAXES ON ALL COMMERCIAL TRANSACTIONS IN UGANDA. TAXES ARE COLLECTED FROM ALL BUSINESS VENTURES INCLUDING EXPORTS AND IMPORTS.

Tax Policy on Extractives

The Uganda Revenue Authority (URA) is the regulatory body that is tasked with the responsibility of levying taxes on all commercial transactions in Uganda. Taxes are collected from all business ventures including exports and imports done by the Excise and Customs department of the URA. The other two departments are Inland Revenue and Income Tax Department.

Goods, which are imported into, exported from or transited through Uganda, must be declared to customs. With exception of some goods carried as passenger's baggage and certain other categories of private and diplomatic importations.

The URA levies different taxes that may either be classified as direct or indirect.

Direct Tax

Direct taxes are imposed on income arising out of business, employment property and the burden of this tax is borne by the individual or business entity and these taxes include;

- Corporation tax
- Individual income tax

Corporation tax is imposed on all bodies of persons including a company whether incorporated or unincorporated. Corporation tax is imposed at the rate of 30% of the chargeable income minus allowable deductions. Both resident and non resident Companies are required to pay Corporation tax at this rate in Uganda. Accordingly, every company must file annual returns.

Income tax is a tax imposed on a person's taxable income at specific rates. Income tax may be charged on

income derived from the following sources; business, employment and property.

Indirect Tax

Indirect taxes are taxes levied on consumption of goods and services collected by an Agent (tax payer). Notable indirect taxes include; Value Added Taxes (VAT), Excise duty, Import duty.

Value Added Tax (VAT) is an indirect tax that is paid by a person who consumes or imports goods and/or services in Uganda. It is regulated by the Value Added Tax Act 1996. VAT is classified in different types such as;

- Output VAT — Is the VAT charged to the customer by a taxable person making taxable supplies.
- Input VAT — Is the tax paid/payable in respect of a taxable supply to or an import

of goods/services by a taxable person.

Excise duty is a tax on consumption of specified goods and services. It is imposed to protect and promote domestic production of goods as opposed to importation. It also regulates consumption of certain goods with negative health implications such as spirits, cigarettes.

Import duty is a tax levied on all imports that are brought into Uganda in form of goods and/or services.

Stamp Duty.

Stamp duty is a fee paid on all instruments executed or registered in Uganda. Stamp duty rates are either fixed or ad valorem rates. This fee is paid to the Uganda Revenue Authority.

For more information visit: www.ura.go.ug



PRESIDENT YOWERI MUSEVENI (R) AND JOINED BY KENYA DEPUTY PRESIDENT WILLIAMS RUTO AT THE GROUNDBREAKING CEREMONY OF DEI BIOPHARMA LTD, A MULTIBILLION PHARMACEUTICAL DRUGS AND VACCINE MANUFACTURING FACILITY IN MATUGGA, WAKISO DISTRICT.

RECENT MILESTONES IN UGANDA'S AVIATION INDUSTRY AS UCAA CELEBRATES 30 YEARS

In a bid to further improve on services and facilities at Entebbe International Airport, Uganda Civil Aviation Authority has most recently accomplished the following;

- Implementation of the new Electronic Government Procurement system (eGP), which went live in November 2020. UCAA was one of the ten pilot entities.
- UCAA retained the ISO 9001:2015 Quality Management Systems Certification in 2021 following compliance with the stringent requirements of the standard by the United Kingdom Accreditation Service (UKAS). The certification body approved and re-certified UCAA, Entebbe International Airport and 11 other aerodromes to the ISO 9001:2015 standard in July 2021 for a period of three years up to 2024.
- Conclusion of various bilateral Air Service Agreements with various countries bringing the current total to 47 of which 25 are operational.
- Instrumental in the process for inclusion of the Uganda Airlines Airbus A330-800 neo aircraft fleet on the airline's Air Operator Certificate.
- Attraction of new air operators to Uganda's airspace; the most recent being Airlink, which commenced flights to South Africa on September 19, 2021 and Air Arabia, which commenced flights to Sharjah on October 10, 2021 and Saudia Airlines on February 2, 2022.
- Approval of additional Aviation Training Organizations (ATOS), including Bar Aviation Academy, Kubis Aviation Academy and additional training programmes by Morea. The number of Approved ATOs is now 8.
- Renewal of Uganda Air Cargo's Air Operator Certificate and re-activation of the Air Service License (ASL), which permits them to undertake commercial air cargo business.
- Uganda was able to compile and submit 100% of the Universal Security Audit Programme Continuous Monitoring Approach (USAP-CMA) Corrective

Action Plan to the International Civil Aviation Organisation (ICAO) in November 2020 and ICAO acknowledged with appreciation in February 2021. This is expected to have a positive impact on Uganda's compliance level.

One of UCAA's strategic objectives is to promote the development of an Air Navigation System aligned to the Global Air Navigation Plan (GANP). It is in line with providing airspace users with improved capacity and efficiency. In this respect, the Air Traffic Management system has undergone various system improvements and upgrades as follows;

- Air Traffic Management (ATM) has made a transition from conventional navigation using ground aids to the use of satellite based navigation. Since 2020, arrival and departure procedures in Entebbe are based on the Global Navigation Satellite System (GNSS), which has improved the safety, efficiency and capacity of the Ugandan airspace.
- Due to the ATM improvements above, UCAA has been able to implement free routing airspace within the Entebbe Flight Information Region (on request from IATA). Using this technology, a pilot can safely fly from point to point within the Ugandan airspace without following the published routes.

The projects for upgrade and expansion of Entebbe International Airport (undertaken by China Communications Construction Company) are currently at 76% level of completion. One of the deliverables is the new Cargo Centre with capacity to handle 100,000 metric tonnes a year. In 2019, Entebbe handled 64,000 metric tonnes of cargo compared to 59,000 metric tonnes in 2020 and 67,000 metric tonnes in 2021.



URA Tax Incentives for the Extractives Industry 2021

INCOME TAX ACT

Beneficiary	Incentives	Period of incentive	Conditions for the Tax Incentive.
1. Developer of an industrial park/free zone	Exemption of income derived from renting out or leasing facilities established in an industrial park or free zone.	10 years	<p>Must invest a minimum of USD 50m for foreign investors or USD 10m for EAC citizens, Incentive takes effect from the date of commencement of construction.</p> <p>Also applies to an existing investor making an additional investment of the same value.</p>
2. Operator in an Industrial Park or Free Zone who invests in processing agricultural products; manufacturing or assembling medical appliances, medical sundries or pharmaceuticals, building materials, automobiles and house hold appliances; manufacturing furniture, pulp, paper, printing and publishing of instructional materials; manufacturing chemicals for agricultural use, industrial use textiles, glassware, leather products, industrial machinery, electrical equipment, sanitary pads and diapers; establishing or operating vocational or technical institutes; or carrying on business in logistics and warehousing, information technology or commercial farming or manufacture of tyres, foot ware, mattresses or tooth paste; manufactures chemicals for agricultural use, industrial use, textiles, glassware, leather products, industrial machinery, electrical equipment, sanitary pads and for diapers.	Income derived by a person from undertaking any of the listed business activities in the Industrial Park or Free Zone.	10 years	<p>Must invest a minimum of USD 10m for foreign investors and USD 300,000 for EAC citizens or USD 150,000 where the investment is made upcountry</p> <p>Incentive takes effect from the date of commencement of the specified business, same incentives applies to an existing operator in an Industrial Park or Free Zone.</p> <p>The investor must use at least 70% of locally sourced raw materials and employ at least 70% EAC citizens who must take up at least 70% of the wage bill.</p>
3. Investor outside an industrial park or free zone carrying out activities as in 2 above.	Income derived by a person from undertaking any of the specified business activities.	10 years	<p>Must invest a minimum of USD 10m for foreign investors and USD 300,000 for EAC citizens or USD 150,000 where the investment is made upcountry.</p> <p>Incentive takes effect from the date of commencement of the specified business, same incentives applies to an existing operator in an Industrial Park or Free Zone.</p> <p>The investor must use at least 70% of locally sourced raw materials and employ at least 70% EAC citizens who must take up at least 70% of the wage bill</p>

Extractives Industry 2021



FOR MINING OPERATORS, THERE ARE SPECIAL INCOME TAX DEDUCTIONS ALLOWED AND EXEMPTIONS.

Beneficiary	Incentives	Period of incentive	Conditions for the Tax Incentive.
4. Mining and petroleum operators	Special income tax deductions allowed and exemptions: Carry forward losses, 100% depreciation rate for depreciable assets acquired for mining exploration, deduction for contribution made by a licensee to a rehabilitation fund in accordance with an approved rehabilitation plan, deductions for recovery of costs for work programs, exemption of income tax on amounts withdrawn from a rehabilitation fund to meet expenditure incurred under an approved rehabilitation plan, 10% withholding tax on payments made to sub-contractors as a final tax as opposed to 15%, deduction of social infrastructure costs incurred in accordance with the mining lease	Indefinite	Mining and petroleum operators
5. All taxpayers	100% deduction of training expenditure	Indefinite	A person who incurs expenditure for scientific research

Beneficiary	Incentives	Period of incentive	Conditions for the Tax Incentive.
6. All taxpayers	100% deduction of training expenditure	Indefinite	Employers who train permanent residents or provide tertiary education not exceeding in the aggregate 5 years
7. All taxpayers	Initial allowance and Depreciation allowance: Initial Allowance – capital deduction of 50% of qualifying Plant & machinery and 20% on Industrial building placed in the radius of 50Km outside the boundaries of Kampala. Person who places depreciable assets in service e.g. computers, automobiles, specialized trucks, tractors, plant and machinery used in farming, manufacturing or mining operations, trailers and trailer mounted containers; and Industrial building deduction of 5% on cost of construction straight line method for 20 years.	Indefinite	All taxpayers with depreciable assets
8. All taxpayers	Carry forward losses: Assessed loss is carried forward as a deduction in the following year of income.	Duration of the loss	All taxpayers
9. Investor established in a country with which Uganda has a DTA	Double Taxation Agreements (DTA): Investors from countries with active DTA's with Uganda i.e. United Kingdom, Denmark, Norway, South Africa, India, Italy, Netherlands and Mauritius. Withholding tax rates applicable to dividends, interests, management fees and royalties are 10% except UK at 15%	Duration of the DTA	Beneficial owner of investment as defined in the Income Tax Act established with economic substance in a country with which Uganda has a DTA.



FOR PETROLEUM OPERATORS, THERE ARE SPECIAL INCOME TAX DEDUCTIONS ALLOWED AND EXEMPTIONS.

VALUE ADDED TAX ACT

Beneficiary	Incentives	Period of incentive	Conditions for the Tax Incentive.
1. Developer of an industrial park or free zone	No VAT on any payment for feasibility studies, design construction services, construction materials and earth moving equipment and machinery.	Duration of the development	The investment must be at least USD 50m. The development must be for an industrial park or free zone.
10. Contractors to licensees undertaking mining/ petroleum operations	Deemed VAT: Tax payable on supply by a contractor to a licensee undertaking mining or petroleum operations is deemed to have been paid by the licensee to the contractor provided the supply is for use by the licensee solely and exclusively for mining or petroleum operations	Duration of the investment	Contractors to licensees undertaking mining/ petroleum operations.
11. Energy industry	Supply of any goods and services to contractors and subcontractors of hydroelectric power, solar power, geothermal power, or bio gas and wind energy projects is exempt from VAT	Indefinite	Energy industry

STAMP DUTY ACT

Beneficiary	Incentives	Period of incentive	Conditions for the Tax Incentive.
12. Developer of an industrial park/ free zone	No Stamp duty on debentures, lease of land, Increase of share capital, transfer of land.	Duration of development	Must invest a minimum of USD 50m and incentive takes effect from the date of commencement of construction.
13. Operator within an industrial park or free zone or an operator of a single factory or other business outside the industrial park who invests in agro processing, food processing, medical appliances, building materials, light industry, automobile manufacturing and assembly, household appliances, furniture, logistics and warehousing, information technology or commercial farming, operating vocational or technical institutes.	No Stamp duty on debentures, lease of land, Increase of share capital, transfer of land.	Duration of activity	<p>Must invest a minimum of USD 10m for foreign investors and USD 300,000 for EAC citizens or USD 150,000 where the investment is made upcountry.</p> <p>Incentive takes effect from the date of commencement of the specified business, same incentives applies to an existing operator in an Industrial Park or Free Zone.</p> <p>The investor must use at least 70% of locally sourced raw materials and employ at least 70% EAC citizens who must take up at least 70% of the wage bill.</p>

KAMPALA INDUSTRIAL AND BUSINESS PARK, NAMANVE





FOR INDUSTRIAL PARKS OR FREE ZONES DEVELOPERS, THERE IS NO DUTY ON CONSTRUCTION MATERIALS, BUT THE DEVELOPER MUST INVEST A MINIMUM OF USD50M FOR FOREIGN INVESTORS ABD USD 10M FOR EAC CITIZENS.

EXCISE DUTY ACT

Beneficiary	Incentives	Period of incentive	Conditions for the Tax Incentive.
14. Industrial parks or free zones developer	Nil duty on construction materials for development of industrial parks or free zones by a developer	Duration of development	Must invest a minimum of USD 50m for foreign investors & USD 10m for EAC citizens. The incentive takes effect from the date of commencement of construction.
15. Operator within the industrial park, free zone or other business outside the industrial park or free zone who invests in processing agricultural goods; manufactures or assembles medical appliances, medical sundries or pharmaceuticals, building materials, automobiles, household appliances or manufactures furniture, pulp, paper, printing and publishing of instructional materials; carries on business in logistics and warehousing, information technology or commercial farming and technical or vocational	Nil duty on construction materials of a factory or warehouse exclusive of those available on the local market, locally produced raw materials and inputs.	Indefinite	Must invest a minimum of USD 10m for foreign investors and USD 300,000 for EAC citizens or USD 150,000 where the investment is made upcountry. Incentive takes effect from the date of commencement of the specified business, same incentives applies to an existing operator in an Industrial Park or Free Zone. The investor must use at least 70% of locally sourced raw materials and employ at least 70% EAC citizens who must take up at least 70% of the wage bill.



THE UGANDA BUREAU OF STATISTICS PROJECTED UGANDA'S TOTAL POPULATION FOR MID-2020, TO BE 41.6 MILLION PEOPLE WITH A POPULATION GROWTH RATE OF 3% PER ANNUM. THIS MEANS IN THE YEAR 2022, GROWTH IN POPULATION WILL INCREASE TO ABOUT 46 MILLION UGANDANS.

Final Investment Decision to boost employment in Uganda

BY AYESIGA PHILLIP
& KOMUGISHA SANDRAH

Final Investment Decision officially marks the beginning of the detailed Engineering, Procurement and Construction (EPC) phase by Joint Venture Partners and, therefore, a commitment to see first oil by 2025, a journey that started in 2006. It's during this phase that Ugandans are to expect significant benefits and opportunities in employment from the sector through local content.

The Uganda Bureau of Statistics projected Uganda's total population for mid-2020, to be 41.6 million people with a population growth rate of 3% per annum. This means in the year 2022, growth in population will increase to about 46 million Ugandans.

The current unemployment rate is below 5% in Uganda as per the world bank projections of 2021. It is apparent that Ugandans are working hard, but too many of them are involved in low productivity in formal and informal sector activities. This hinders the structural transformation required to drive Uganda's economic development.

To remedy this, the government came up with policies to create productive employment opportunities, for instance The National content policy in the oil and gas sector to ensure an inclusive growth that will enable Uganda to fulfill its aspiration of becoming a stable, integrated middle income country.

Uganda's confirmed petroleum resource base is currently estimated at 6.5 billion barrels of Stock Tank Oil-Initially-In-Place (STOIP), between 1.4 to 1.7 billion barrels are estimated to be recoverable. Investments in the oil and gas sector in the country were US\$ 230 million in 2019, US\$ 180 million in 2020 then increased to about US\$ 500 million in 2021. These investments are expected to increase to about US \$ 3 billion in the year 2022, according to the Uganda Petroleum Authority.

The Petroleum Authority in Uganda

estimates that 40% of the USD15-20 billion is to be invested during the development phase will be retained through national content.

Putting it in context, Countries invest between US\$ 2 to 6 billion in construction of facilities to host sports tournaments such as the World Cup and the Olympics. In comparison, the expected investment in Uganda's oil project in the next 3 to 4 years is about US\$ 15 billion, with an expected investment of US\$ 3 billion during 2022. With this momentum, 2022 is going to see a beehive of activity for the oil and gas sector, the Ugandan economy, and the region at large.

The year 2022 is going to commence the period of three years of intense infrastructure development in preparation for first oil in 2025. Ugandans are excited and preparing for what is coming ahead, and the transformation it is already bringing.

Some of the areas in the Oil and Gas sector in Uganda that will need labour supply will tend to be capital intensive and mainly generate direct employment for skilled, semi-skilled and non- skilled labour. And these are;

The Uganda oil Refinery Project

This Refinery Project that shall be located in the Kabaale Industrial Park, will include development of 211-kilometre petroleum products pipeline from Hoima to North West of Kampala the capital city of Uganda, and its estimated at US\$ 3 - 4 billion and shall be responsible for refining the discovered oil in



THE EAST AFRICAN CRUDE OIL PIPELINE BILL WAS PASSED BY PARLIAMENT. THE PROJECT IS GOING TO CREATE 5,000 DIRECT EMPLOYMENT OPPORTUNITIES IN FABRICATION, ACCOMMODATION, PROCUREMENT OF SUPPLIES LIKE FOOD, MEDICINES, WASTE MANAGEMENT, AMONG OTHERS

the country to supply the national and regional petroleum product demand before consideration of exportation.

This project has come with opportunities in Refinery of oil, an international airport that shall link the agro processing industry to the outside world, cargo and logistics management, chemical fertilizers, plastics, industrial gases, warehousing, accommodation transportation, security, foods and beverages, hotel accommodation and catering, human resource management, office supplies, fuel supply of locally available drilling and production materials, environment studies and impact assessment, communications, civil works, crane hire, clearing and forwarding, information technology services and waste management services.

These are vast opportunities that Government has gone ahead to ring-fence for Ugandan nationals to directly provide employment to its citizens.

Efrican Crude Oil Pipeline Project

The East African Crude Oil Pipeline (EACOP) Project is a 1,443km, 24-inch diameter heated and buried crude oil pipeline that will start from Kabaale, Hoima in Uganda to Chongoleani, Tanga in Tanzania. The pipeline will

have a manifold in Kabaale, Hoima, six (06) pumping stations (two (02) which will be located in Uganda), 27 heating stations and two (02) pressure reduction stations.

The East African Crude Oil Pipeline (EACOP) bill was passed by Parliament. The project is going to create Five thousand (5000) direct employment in fabrication, accommodation, procurement of supplies like food, medicines, waste management, opportunities Ugandans should take up especially within the districts where the oil pipeline shall be constructed.

National Oil & Gas Talent Register

The Petroleum Authority of Uganda developed a National Oil and Gas Talent Register to capture all talent that can potentially work in the oil and gas sector as required by law.

The National Oil and Gas Talent Register (NOGTR) is a register classified into the demand and supply side users. The demand side users consist of company's /government agencies which meet the eligibility criteria seeking to recruit human resource across projects in the oil and gas sector and redeployment of the same to other sectors.

On the other hand, the supply side users include individuals who meet the

1,443km

EACOP PROJECT.

The East African Crude Oil Pipeline (EACOP) Project is a 1,443km, 24-inch diameter heated and buried crude oil pipeline that will start from Kabaale, Hoima in Uganda to Chongoleani, Tanga in Tanzania.

eligibility criteria for the workforce demands of the oil and gas and are likely to be recruited by the demand side users. The National Oil and Gas Talent Register (NOGTR) registration process shall be maintained annually for both the demand and supply side users and the 2019 process will be in line with these guidelines. Applicants are encouraged to visit the Petroleum Authority website, create accounts and read the submission guidelines carefully before registering.

The Authority shall publish the list of entities and persons willing to provide and supply labour force in the oil and gas sector every 31st December of the applicable year.

The National Suppliers' Database

Petroleum Authority in Uganda established and published a central data base of entities involved in petroleum activities in Uganda and prohibits any entity from providing goods, works or services for oil and gas activities unless they are registered on the database.

The National Suppliers' Database (NSD) is an online web-based platform that supports regulation of the procurement of goods and services in the oil and gas sector.

The application window is open throughout the year. Once an entity has been qualified, their details automatically appear on the National Supplier Database and their registration shall remain valid for a period of three (3) years from the date of qualification, and thereafter the entity may reapply to be included on the National Supplier Database. Entities and individuals already qualified, are encouraged to access the National Supplier Database to update their information and records in case of any changes.

Through the exploration phase, out of USD 3.5 billion invested in the sector, USD 950 million went to Ugandan entities – 28%.

In 2021 the number of Ugandan Company suppliers was 147 and the contracts awarded to them were valued at USD 715,512,040. There are commitments worth over USD 1 billion of contracts at tier 1 and 2 for Ugandan entities in 2020-2022.

The Petroleum Authority in Uganda will continue the process of updating the National Supplier Database 2022 by inviting applications for qualification to the National Supplier Database for the oil and gas. Applicants are required to provide the information categorized below;

Companies and other registered entities;

- a) Proof of legal status and legal name: submission of an authentic and valid certificate of Incorporation and /or registration.
- b) Submission of authentic, valid and up to date shareholding and management of the company or entity.
- c) Good market conduct for example there should be no reported cases of black listing of the company applying for registration.
- d) Good liquidity status.
- e) Compliance with tax and social security requirements.
- f) Valid Bankers reference.

Individual consultants;

- a) Proof of nationality, tax registration and expertise
- b) A valid National Identification Card or a Bio Page of a valid Passport for Ugandan Citizens
- c) A valid alien identification card or a Bio Page of a valid Passport for non-Ugandans.
- d) Industry accreditation certificates if any.

The strictness that we now see in the designation of entities as Ugandan companies is meant to ensure that only qualifying entities can participate in the supply chain of goods and services that are reserved for Ugandan companies

TotalEnergies EP and Tilenga project

On January 10, 2022, TotalEnergies EP Uganda launched a free online program dubbed the Tilenga MOOC (Tilenga Massive Open Online Course) as part of its commitment to National Content Development in Uganda. The program is aimed at identifying, recruiting, training and developing 120 - 150 talented Ugandans to be able to participate in the country's Oil and Gas sector.

The Tilenga MOOC is open to all Ugandans between the ages of 18 - 28 years with emphasis on people living within Tilenga Project areas. An A 'level (Uganda Advanced Certificate of Education) is the minimum education level requirement. Participants should also have a valid email address.

The successful beneficiaries are to be trained for over four years to become production operators, maintenance, and inspection technicians for the Tilenga project. The training will be undertaken in partnership with the Uganda Petroleum Institute Kigumba (UPIK) followed by international training exposure at a TotalEnergies producing site.



PROFESSOR JEAN MARIE FLAMENT POSES WITH HIS CLASS AT MAKERERE UNIVERSITY IN KAMPALA. TOTALENERGIES EP UGANDA LAUNCHED A FREE PROGRAM AS PART OF ITS COMMITMENT TO NATIONAL CONTENT DEVELOPMENT IN UGANDA.

This training started on 10th, January 2022, and will run for 9 weeks.

Participants will benefit from technical, scientific, and mathematical knowledge. Successful participants will form a pool of young Ugandans with potential to be selected for opportunities in the Tilenga project.

Furthermore, The Petroleum Authority of Uganda (PAU) at the start of 2022 revealed that numerous oil companies had submitted contracts worth US\$ 6 billion for over 40 work packages for the Tilenga, Kingfisher and East African Crude Oil Pipeline (EACOP) Projects to the Petroleum Authority of Uganda for approval (PAU).

Following the launch of the oil projects in April 2021, the licensed oil companies went ahead and granted conditional letters of awards (CLOAs) for contracts of the Tilenga and Kingfisher projects. The major contracts awarded include the Tilenga project main Engineering Procurement Supply Construction and Commissioning (EPSCC) contract which was awarded to the consortium of McDermott/Sinopec.

All these Contracts have been awarded to Tier One companies who will in the next phase start sub- contracting and this will be the entry point for Ugandan companies. There are ongoing works in most of these sites.

Tier 1 contracts are multi-million or billion dollar contracts that are given to major companies who also sub-contract several companies in Tier 2 who later also sub-contract companies in Tier 3 or enter into joint ventures with international companies to offer the goods and services.

The recent major contract is approximately Uganda Shillings Seven (7) Trillion which Total Energies E & P awarded to a consortium of a subsidiary of McDermott International and Sinopec International Petroleum Service Corporation, a US-Chinese Company to provide EPCC services in Tilenga project.

A total of 5,523 project Affected Persons in Tilenga were compensated thus completing the land acquisition process for the Central Processing Facility (CPF) fully acquired by April 2021.

Construction works for the Central Processing Facility have already commenced. RAP 2-5 (water abstraction areas, 31 well pads, flow lines, feeder pipeline and access roads) Financial literacy completed and payment commenced in August, 2021. Over 99% compensated for all RAPS and benefiting from the Livelihood restoration programs. 5,000 chicks to 291 PAPs on 2nd/09/2021, plus livestock, fisheries and farm inputs that have been in place since 2020. The approval of 18 Contracts implies that there are 25 Tier one Contracts remaining to be awarded out of 45 contracts in this category.

As it is for other countries around the world, jobs are essential for Uganda's development because they determine the living standards of individuals, households, support economic transformation, and promote social cohesion. Now that the final investment decision has been announced by key players, the oil and gas sector can only be as good as the individuals they employ, and for that reason Ugandans should actively continue to position themselves to reap from this sector.



AN OIL RIG IN THE ALBERTINE GRABEN

Local content spectrum in Uganda: The painstaking shared dream for a shared future

BY KATO AMOS
& AHEEBWA DAPHINE

Local content is the extent to which the output of the extractive industry sector generates further benefits to the domestic economy beyond the direct contribution of its value-added through productive linkages with other sectors. Existing literature provides a broad review of the general factors that are important when designing and implementing local content policy, or, in other words, the aspects and preconditions of the country and the sector that policy makers should consider before the design or during the implementation of a local content policy. These factors can be grouped into four sets: resource pre-conditions, industrial capacity, sector governance and international trade agreements.

In 2008, Uganda enacted the National Oil Policy, the policy goal is to use the country's oil and gas resources to contribute to early achievement of poverty eradication and create lasting value to society.

The National Oil Policy is based on six principles;

- Using finite resources to create lasting benefits to society;
- Efficient Resource Management;
- Transparency and Accountability;
- Protection of the Environment and Biodiversity;
- Spirit of co-operation; and
- Capacity and institutional building.

The development of institutions, having clear road map, having a strong industrial favourable sector have helped countries like Brazil which had gone through conflict, Norway embraced the institutional mechanism as well as Angola giving priority to its nationals while implementing its policies.

Angola came up with a model known as the Angola model aimed at developing the Petroleum Decree which was promulgated in 2002. This model stipulates that oil companies operating in the country are required to develop their Angolan workforce from 70% to 90% as well as develop the local supplier market.

Uganda currently has the following policies,

legislation and regulations in the wake of the need to put in place adequate local content regulatory frameworks in relation to the oil and gas sector:

The 1995 Constitution of the Republic of Uganda (as amended)

The emphasis of local content can be viewed as hinged on Objective XIII and Article 244 of the 1995 Constitution of the Republic of Uganda which places the protection of important natural resources including land, water, wetlands, minerals, oil, fauna and flora and the control of all minerals and petroleum in the hands of the government on behalf of the people of Uganda respectively. This is closely related to the trust doctrine which obliges the government to account to its people as principals or owners, ensuring that they participate in their affairs either by themselves or through elected representatives.

The people of Uganda are the biggest and most important shareholders in the country's oil exploitation. Important to note is that Article 244(1) of the 1995 Constitution of the Republic of Uganda which mandates Parliament to make laws to regulate the exploitation of minerals and petroleum and the sharing of royalties arising from the petroleum exploitation, in essence, this is the backbone of the local content concept



TOTAL ENERGIES PIONEERING TECHNOLOGIES IN EXPLORING OIL IN MURCHISON FALLS NATIONAL PARK. UGANDA IS THE FIRST COUNTRY ONSHORE IN AFRICA TO USE THE 3D CABLE-LESS SEISMIC TECHNOLOGY IN OIL EXPLORATION

The Petroleum (Exploitation, Development and Production) Act, 2013 (The Upstream Law)

This Law specifically provides for training and employment of Ugandans. It makes it a requirement for companies engaged in Oil and Gas to provide a plan for the training and employment of Ugandans in the sector during application for their licenses. This is a government's mechanism to avoid a complete exclusion of Ugandans from the entire oil and gas sector on grounds that they do not possess the required skills and knowledge. After a license has been granted, this law further requires companies to submit to the Petroleum Authority a detailed programme for the recruitment and training of Ugandans every year for approval.

The Petroleum (Exploration, Development and Production) and

the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act, 2013

These Laws mandate Oil and Gas operators to conduct training, employment and transfer technology to the country; imposes a preference for Ugandan manufactured goods and services; and requires that goods and services not available in Uganda should be supplied by international companies in a joint venture with Ugandan companies.

1995

CONSTITUTION. The emphasis of local content can be viewed as hinged on Objective XIII and Article 244 of the 1995 Constitution of the Republic of Uganda which places the protection of important natural resources and the control of all minerals and petroleum in the hands of the government on behalf of the people of Uganda respectively.

It is the duty of the licensees, contractors and subcontractors to notify the Ugandan enterprises of the upcoming contracts, the quality, health, safety, environment requirements for the goods and services required for petroleum activities, the training and employment of Ugandan citizens and the transfer of technology in the petroleum subsector.

National Local Content Bill, 2019

Local content demands have intensified in the recent years with the birth of the country's petroleum industry with over \$20 billion of investment being made, however, local investors fear that all of it may end up in foreign countries with only a few coins staying in Uganda and thus want a stipulated percentage of the action to be executed by local companies, hence the National Local Content Bill, 2019.

The Local Content Bill, 2019 seeks to impose local content obligations on a person using public money or utilizing Uganda's natural resources or carrying on an activity requiring a license; to prioritize Uganda citizens, Ugandan and resident companies in public procurement; to ensure skills and technology transfer to Ugandans; to provide for the development of local content plans; to provide for supervision, coordination, monitoring and implementation of local content in Uganda and for related matters.

It addresses and provides a remedy for the shortcomings and defects with all existing, policy, legislation and guidelines touching on the local content in Uganda and include the Public Procurement and Disposal of Public Assets Act, 2003, (PPDA), the Petroleum (Exploration, Development and Production) Act, 2013, (National Content) Regulations, 2016, the Guidelines on Reservation Schemes to Promote Local Content, 2018 and the 'Buy Uganda Build Uganda' (BUBU) Policy. Furthermore, the Bill aims at imposing local content obligations on companies or individuals using public money; working on a public license; issuing public works contract and utilizing Uganda natural resources, giving priority to Ugandan companies and Ugandans in their procurements.

However, when the Bill was presented to H.E Yoweri Kaguta Museveni the President of the Republic of Uganda, he declined assenting

to it faulting it for seeking to take over the role of the Solicitor General by introducing new auditing procedures, and contradicting the East African Community Protocol on the free movement of goods and also the Public Procurement and Disposal of Public Assets Act, which provides for international competitive bidding without discrimination.

He specifically took a closer look at Section 4 of the Bill in its entirety which provides that Ugandan entities undertaking business are supposed to ensure that products or services used are wholly or partly manufactured in Uganda and where doubtful, the laws of origin applicable in the East African Community would apply.

He argued that prioritizing locally manufactured goods and products in procurement deals contradicts the propositions of the East African Community which is likely to put Uganda at loggerheads with the East African partner states, this is because currently, the citizens of the East African states are free to work in countries of their choice within the East African Community with limited restrictions.

The Bill conflicts with the East African Monetary Union under Article 13 of the Customs Union Protocol where the East African Community partner states agreed to remove all non existing non-tariff barriers to trade and not to impose new ones.

On 1st February, 2022 Uganda launched the Final Investment Decision with three oil projects under the Lake Albertine Development Project. The development covers both the Tilenga and Kingfisher upstream projects, as well as the East African Crude Oil Pipeline (EACOP) in Uganda and Tanzania. The Joint Venture partners have also committed \$ 10b (about shy 34trillion) for the three projects.

According to the Petroleum Authority of Uganda, \$3b to \$3.5b is expected to be invested this year and next year. This development was revealed at the announcement that marked the start of construction of the projects. The EACOP project joint ventures are Uganda National Oil Company (UNOC), Total Energies, China National Offshore Oil Corporation (CNOOC) and Tanzania Petroleum Development



PRESIDENT YOWERI MUSEVENI AND HIS TANZANIAN COUNTERPART PART SAMIA SULUHU HASSAN. MR MUSEVENI WAS ATTENDING THE OIL AND GAS CONFERENCE IN TANZANIA, WHERE HE ALSO HELD BILATERAL TALKS ON OIL AND GAS WITH PRESIDENT SULUHU.

Corporation (TPDC).

President Museveni during the launch of the project said the oil deals had taken long to be concluded, but that the country was negotiating to ensure it benefits from the projects as the project will provide a significant contribution to both the Ugandan and Tanzanian economies. He went on further to state that they will have a lot of investments in the country. The non fuel products will also provide investment opportunities. The President observed that we will still find market for our oil, even when there is a push for renewable energy. Patrick Pouyanne, the Chairman and Chief Executive Officer of TotalEnergies who announced the Financial Investment Decision noted that the construction works should start to ensure that they hit the first oil target period as the delays

will lead to loss of money and time.

The EACOP project agreement was signed by these parties with commitment for realization of the equal opportunities for the benefit of all people of Uganda and Tanzania in the spirit of the East African Community.

The local content policy and Law manifests the most realistic way in which Ugandans and the Economy at large will benefit from the commercial production of oil and gas and have a lasting impact. Whereas Ugandans continue positioning themselves to get maximum benefits from the sector, the balancing act should be to also ensure that the investors who have partnered with government from Exploration to production also get their return Investment.

Bunyoro is ripe for investments

I bring you warm greetings from Bunyoro-Kitara Kingdom. His Royal Majesty Dr Solomon Gafabusa Iguru I is seated on his throne, the Royal family is fine and Bunyoro is generally peaceful.



OWEK. ANDREW
BYAKUTAGA
ATEENYI, PRIME
MINISTER OF
BUNYORO KITARA
KINGDOM

As you are aware, Bunyoro-Kitara Kingdom is comprised of eight districts and one city namely Hoima, Masindi, Kibaale, Kiryandongo, Kagadi, Kakumiro, Buliisa, Kikuube and Hoima City. The Kingdom is headed by His Royal Highness Rukirabasaija Dr. Solomon Gafabusa Iguru I, who is the 27th King of the Babiito Dynasty.

I am pleased to inform you that for the first time in history, Bunyoro has been opened up for investment. Government has built in Bunyoro over 16 roads and almost all major highways of Bunyoro have been tarmacked.

Our region more than five hydro-power dams and more re being set

up. The region is peaceful and stable. The prevailing circumstances favour investments.

Bunyoro just like the rest of the world was affected by the COVID 19 Pandemic. The pandemic is a threat to life and social gatherings.

The pandemic presented an investment opportunity in health. The people in Bunyoro need quality health services. Hoima City lacks a Hospital. The region has only one regional Regional referral Hospital in Hoima. Mulago national referral hospital is located about 200 kilometres away from Bunyoro. Overall, 56.4 per cent and 52.2 per cent of the population



HOIMA-BUTIABA-WANSEKO ROAD IN HOIMA DISTRICT, WHICH IS ONE OF THE GOVERNMENT'S 10-YEAR ROLLING ROAD SECTOR DEVELOPMENT PROGRAMME AIMED AT IMPROVING ROAD ACCESS TO SOCIO-ECONOMIC FACILITIES.



are within 5 kilometres of a public and private health facility respectively, although the availability and quality of the services at these facilities is not to the desired levels.

At the height of the second wave of the COVID 19 pandemic, there was overwhelming demand for oxygen services.

1. Over 80% of the people in Bunyoro live in rural areas and they are involved in agriculture. But majority of our people are engaged in subsistence farming. 60% of the people involved in Agriculture are women.

In 2018/2019, Bunyoro produced 260,000 metric tons of maize which accounted for about 20.1% of the total maize that Uganda produced that year.

We need investors along the entire value chain of Agriculture such as seed development and multiplication, general

farm inputs, farm management facilities, post-harvest handling facilities, marketing, packaging etc.

2. Recent health surveys have revealed that Infant mortality was at 58 for every 1,000 live births while under five mortality was higher at 88 per 1,000 live births. This is quite high compared with the national averages of 50 and 74 respectively.

Investments geared towards improving on the health of mothers and children are welcome.

3. From the statistics we have accessed from the Uganda National Bureau of Statistics, in the area of education, the number of children above six years attending school are estimated at only 37.7 per cent with 48.2 per cent having left schools and 14.1 per cent had never attended school by



PRESIDENT MUSEVENI
COMMISSIONING THE
KIGUMBA – BULIMA ROAD IN
HOIMA DISTRICT.



the time the last Census was carried out. I have been informed that School dropout rates and teenage pregnancies increased following the break out of the COVID 19 Pandemic.

We are in dire need of e-learning facilities, modern education facilities and projects that improve on literacy of our people.

4. Only about 0.8 per cent of the population above 18 years in Bunyoro had a degree by the time Uganda carried out its Housing and Population Census in 2014 and 3.8 per cent had post-secondary training. Overall, the literacy rate in the Kingdom is 67.9 per cent – This is the only region in Uganda lacking a University.

There are investment opportunities for setting up private Universities and other tertiary institutions in Bunyoro.

5. In Bunyoro, the sources of drinking water are mainly boreholes (37.8%), followed by protected springs (22.0%). Only about 7% of the people have access to piped water, and 52.5 per cent of the population were within one kilometre of a source of safe drinking water.

There is an investment opportunity in supplying reliable and efficient water technologies, irrigation, rain water harvesting etc.

Bunyoro receives two rainfall seasons. But our people keep crying of access to water. It is also surprising to note that communities living on the shores of Lake Albert keep that they lack access to safe drinking water and domestic animals die during seasons due to lack of pasture.

We need investments in valley dams, water purification, pasture multiplication and other water preservation techniques.

6. As you are aware, Bunyoro shares a boarder with the Democratic Republic of Congo (DRC). The biggest part of Eastern DRC has minerals and fertile soils. But the population is ravaged by insecurity due to the many rebel groups in the region. The Government of Uganda has partnered with the Government of DRC to flush out ADF

rebels. Construction of roads in Eastern DRC was commissioned by the President of Uganda and his DRC counterpart in June this year. The people of Eastern DRC need supplies of general merchandise ranging from food, clothes, medicine, fuel, cars, cement etc. There is an opportunity of setting up water transport facilities such as modern boats, ferries, ports to connect Uganda with DRC.

7. As you all know, the Ugandan Government has discovered commercial viable oil resources in our region. Over 6.5 billion barrels of Oil have been discovered out of the 40% of the Albertine basin where exploration has taken place. The petroleum industry provides several investment opportunities right from exploration and appraisal, production, supplies etc.

8. Construction of Hoima International Airport is underway in Hoima District. The Airport will be open for business, tourists, oil workers, transporting oil equipment, etc. Construction work stands at about 80%. The Airport is expected to be complete by Mid-2023. The Airport presents various opportunities such as cargo handling services, Courier, clearing forwarding and transport services etc.

9. Government plans to build an Oil Refinery in Buseruka Subcounty in Hoima District. The refinery that will process 60,000 barrels per day and agreements have already been signed for Uganda to build the 1,445km oil pipeline from Hoima in Uganda to Tanga port in Tanzania. Opportunities exist in community development, upgrading transport infrastructure and the development of a petroleum-based industrial park in Kabale Hoima. Uganda's policy on local content will unlock many opportunities for investors and Ugandans.

10. In February this year, Government signed a Final Investment Decision (FID) with oil and gas companies to lick start commercial oil production activities. It is projected that Uganda will begin commercial production in 2025/2026. The Oil projects provides a wide range of investment opportunities such as accommodation and feeding, leisure and hospitality, medical facilities, supply of spare parts and other goods and services.





PRESIDENT YOWERI MUSEVENI COMMISSIONS HOIMA-BUTIABA-WANSEKO ROAD IN HOIMA DISTRICT.

11. More than 80% of Uganda has been surveyed for mineral quantities and locations. New geo-data shows that Uganda has large underexploited mineral deposits of gold, oil, salt, iron ore, sand, uranium and rare earth elements. Bunyoro is endowed with several unexploited mineral reserves. Investment opportunities exist in mining and mineral processing.

12. Tourism is a fast-growing sector supported by the fact that Uganda is ranked as a top tourist destination. Bunyoro has various tourism hotspots in form of physical features, cultural and heritage sites. We have unique species of birds, wild animals

and aquatic features. Bunyoro hosts the biggest conservation area (Murchison falls/ Kabalega National park), the magnificent Murchison falls and the world's longest river passes through Kiryandongo, Masindi and Buliisa districts before pouring its water into Lake Albert as it proceeds to the Mediterranean Sea.

There are opportunities in Game viewing, unspoiled scenic beauty including forests, hills and mountains, rivers and lakes. Other Opportunities in tourism range from:-

- Constructing high quality accommodation facilities,
- Operating tour and travel circuits (bicycle tours, air balloon travel, marine activities on Lake Victoria and river rafting on the Nile River)
- Development of specialised eco and community tourism facilities.

CONCLUSION:

Bunyoro is ripe for investment and take off. We welcome you to invest and transform our region. Thank you very much.

— **The writer is a Prime Minister (Omuhikirwa) of Bunyoro Kitara Kingdom**

BUDONGO FOREST IN BUNYORO, KNOWN FOR ITS ABUNDANCE OF MAHOGANY TREES AND BEING HOME TO CHIMPANZEES.



Uganda Quick facts



Uganda, officially the Republic of Uganda, is located in East-Central Africa. It is bordered to the east by Kenya, to the north by South Sudan, to the west by the Democratic Republic of the Congo, to the south-west by Rwanda, and to the south by Tanzania. The southern part of the country includes a substantial portion of Lake Victoria, shared with Kenya and Tanzania. Uganda is in the African Great Lakes region. It also lies within the Nile basin, and has a varied but generally a modified equatorial climate.

Uganda takes its name from the Buganda kingdom, which encompasses a large portion of the south of the country, including the capital Kampala. The people of Uganda were hunter-gatherers until 1,700 to 2,300 years ago, when Bantu-speaking populations migrated to the southern parts of the country.

Beginning in 1894, the area was ruled as a

protectorate by the UK, who established administrative law across the territory. Uganda gained independence from the British on 9 October 1962.

The President

Yoweri Kaguta Museveni is the president of Uganda. He came to power in January 1986 after a protracted five-year guerrilla war.

Languages

The official languages are English and Swahili, although "any other language may be used as a medium of instruction in schools or other educational institutions or for legislative, administrative or judicial purposes as may be prescribed by law." Luganda, a central language, is widely spoken across the country, and several other languages are also spoken including Runyoro, Runyankole, Rukiga, Luo and Lusoga.

Lakes and rivers

Much of the south of the country is heavily influenced by one of the world's biggest lakes, Lake Victoria, which contains many islands. Most important cities are located in the south, near this lake, including the capital city Kampala and the nearby city of Entebbe. Lake Kyoga is in the centre of the country and is surrounded by extensive marshy areas.



Although landlocked, Uganda contains many large lakes. Besides Lakes Victoria and Kyoga, there are Lake Albert, Lake Edward, and the smaller Lake George.

Environment and conservation

Uganda has 60 protected areas, including ten national parks: Bwindi Impenetrable National Park and Rwenzori Mountains National Park (both UNESCO World Heritage Sites), Kibale National Park, Kidepo Valley National Park, Lake Mburo National Park, Mgahinga Gorilla National Park, Mount Elgon National Park, Murchison Falls National Park, Queen Elizabeth National Park, and Semuliki National Park.



Foreign relations and military

The Uganda People's Defence Force serves as the Military. The number of military personnel in Uganda is estimated at 45,000 soldiers on active duty. The Uganda army is involved in several peacekeeping and combat missions in the region, with commentators noting that only the United States Armed Forces

is deployed in more countries. Uganda has soldiers deployed in the northern and eastern areas of the Democratic Republic of the Congo and in the Central African Republic, Somalia, and South Sudan. Uganda is also a member of the Organization of Islamic Cooperation and other organisations.

Economy

Uganda shipped US\$3.1 billion worth of goods around the globe in 2018. That dollar amount reflects a 36.5% increase since 2014 and a 6.4% gain from 2017 to 2018. Based on estimates from the CIA's World Factbook, Uganda's exported goods plus services represent 18.8% of total Ugandan economic output or GDP.

The latest data shows that 82.7% of products exported from Uganda were bought by importers in: Kenya (18.8% of the global total), United Arab Emirates (18.2%), Sudan (13.3%), Rwanda (6.9%), DR Congo (6.6%), Italy (4.3%), Netherlands (3.7%), Germany (3.1%), Belgium (2.4%), Tanzania (2.1%), Hong Kong (1.9%) and the United States (also 1.4%).

The following export product groups represent the highest dollar value in Ugandan global shipments during 2018.

1. Coffee, tea, spices: US\$536m (17.4%)
2. Gems, precious metals: \$516.9m (16.7%)
3. Cereals: \$192m (6.2%)
4. Fish: \$169.9m (5.5%)
5. Mineral fuels including oil: \$166.8m (5.4%)
6. Vegetables: \$125.8m (4.1%)
7. Sugar, sugar confectionery: \$108.2m (3.5%)
8. Tobacco, manufactured substitutes: \$86.4 million (2.8%)
9. Food industry waste, animal fodder: \$85.4m (2.8%)
10. Iron, steel: \$85.3, (2.8%)

Agriculture

Favorable soil conditions and climate have contributed to Uganda's agricultural success. Main food crops are plantains, cassava, sweet potatoes, millet, sorghum, corn, beans, and groundnuts. Major cash crops have been coffee, cotton, tea, and tobacco. The country's environment provides good grazing for cattle, sheep, and goats, with indigenous breeds dominating most livestock.

Uganda

Quick facts



Industry

Uganda ranked as number 102 among the countries of the world in nominal GDP by the IMF with a GDP of 26,349 (US\$m). The World Bank ranked Uganda as number 99 in nominal GDP with a GDP of 25,891 (US\$m). Based on the GDP with purchasing power parity the IMF ranked Uganda as number 86 (91,212 million of current Int\$) and the World Bank ranked them 90 (79,889 million of current Int\$).



Life expectancy

Life expectancy at birth was estimated to be 53.45 years in 2012. The infant mortality rate was approximately 61 deaths per 1,000 children in 2012.

Health

Uganda has been among the rare HIV success stories. Infection rates of 30 per cent of the population in the 1980s fell to 6.4 percent by the end of 2008. Meanwhile, the practice of abstinence was found to have decreased.

Transport

Uganda has an extensive network of paved and unpaved roads. As of 2017, according to the Uganda Ministry of Works and Transport, Uganda had about 130,000 kilometres (80,778 mi) of roads, with approximately 5,300 kilometres (3,293 mi)

(4 percent) paved.[1] Most paved roads radiate from Kampala, the country's capital and largest city.

The Lagos-Mombasa Highway, part of the Trans-Africa Highway and aiming to link East Africa and West Africa, passes through Uganda.

Energy

Burning of renewable resources provides approximately 90 percent of the energy in Uganda. While much of the hydroelectric potential of the country is untapped, the government decision to expedite the creation of domestic petroleum capacity coupled with the discovery of large petroleum reserves holds the promise of a significant change in Uganda's status as an energy-importing country. Two heavy fuel oil thermal power stations exist in the country — Namanve Power Station (50 megawatt) and Tororo Power Station is an (89 megawatt).

Science and technology

The National Science, Technology and Innovation Policy dates from 2009. Its overarching goal is to 'strengthen national capability to generate, transfer and apply scientific knowledge, skills and technologies that ensure sustainable utilisation of natural resources for the realisation of Uganda's development objectives.' The policy precedes Uganda Vision 2040, which was launched in April 2013 to transform 'Ugandan society from a peasant to a modern and prosperous country within 30 years,' in the words of the Cabinet. Uganda Vision 2040 vows to strengthen the private sector, improve education and training, modernize infrastructure and the underdeveloped services and agriculture sectors, foster industrialization and promote good governance, among other goals. Potential areas for economic development include oil and gas, tourism, minerals and information and communication technologies (ICTs).





Uganda's wonders that you must visit

BY ELAINE MICHELLE

Recent studies show that travel makes you both smarter and healthier. So say goodbye to boredom and hello to adventure as I take you through the sites you must explore when you are in the Pearl of Africa. Uganda is blessed with natural beauty and wildlife, incredible experiences and amazing culture. For the nationals, now is the time to explore your background and find out why it's called the Pearl of Africa. What no one tells about Uganda is just how green it is; it is a shock of emerald flora. There are so many reasons one should explore this beautiful country. Sir Winston Churchill was so much in awe of the country he called it the "Pearl of Africa." Read on to find out what 5 sites you must visit during your stay so as to make your trip worthwhile.

MURCHISON FALLS NATIONAL PARK

One can't say they have fully enjoyed the artistry that is Uganda if they haven't visited this beautiful, stunning place. The national park hosts the most powerful waterfall in the world, Murchison Falls. Located between Lake Kyoga and Lake Albert, in the Northern part of the Albertine Rift Valley on the Nile, the falls stretch for about four districts and are a major tourist attraction.

The park is well known for being one of Uganda's ancient conservation areas

and covers an area of about 3,893 km and has gained worldwide recognition as it has hosted many prominent figures in world history such as Winston Churchill, the Prince of Wales, Edward VII and the British Royals. This may be attributed to the fact that it holds the World's most notably powerful waterfall. Murchison Falls is situated on River Nile, the longest river in the world, and is a 7 meter canyon where the Nile forces itself from this narrow gorge powering down with a thunderous roar. This gives off an amazing view and is a must see for all the eccentric scenery lovers out there.

The park also boasts an impressive lineup of wildlife in the northern part of the park where game such as lions, giraffes, buffalos, elephants, bushbucks among others can be seen by revelers roaming the savannah. Not to mention, it has some of the best accommodation spots in the country such as Chobe Safari Lodge and Paara Safari Lodge, Pakuba lodge to mention but a few. Pakuba airfield is situated in the middle of the National Park offers an opportunity for those who want to charter a helicopter and land in the park.

Murchison Falls National Park is thus, a must see in Uganda as it offers the best of scenery, wildlife and ambiance and is sure to make a worthwhile trip.



TOURISTS AT
MURCHISON
FALLS NATIONAL
PARK



LAKE BUNYONYI

For anyone that watched and enjoyed the renowned Marvel movie, Black Panther, you'll be excited to know that the beautiful lake with the many mysterious islands floating on the way to Wakanda is actually our next site.

Lake Bunyonyi, also known as Lake of little birds by locals, is located Southwest of Uganda between the districts of Kisoro and Kabale. It is about 7 kilometers wide and 25 kilometers deep at an elevation of about 1,962 meters above sea level. It has a total of 29 islands located on the central part of the island.

This lake is the deepest lake in the country, the second deepest on the continent and it is ranked the fifth deepest in the whole world with a depth estimated at 900 meters (3000ft). It harbours over 200 species of birds, such as the grey crowned crane, the white tailed blue monard, the herons, the African Harrier Hawk, the egrets, slender-billed baglfetch, levillant cuckoo, and the cardinal woodpecker, and many more. This makes it a hotspot for bird watching as tourists can get an opportunity of meeting some birds; most especially the water birds



as they play and move about the water surface. Tourists can in boat cruises enjoy the scenery and also take a guided tour of the Island.

This lake also holds cultural heritage, and this is through the islands it has. These include the Akampene Island which is mostly known as the Punishment Island, Bwana, Kyahugye, Njuyeera, Bucuranuka, and Bushara islands.

Lake Bunyonyi isn't called the "Switzerland of Africa" for nothing; it is one of the most stunning places with in the country that provides a breath-taking atmosphere to the tourists or the visitors. It has a variety of activities that one can indulge in such as bird watching, canoeing, cultural tours, boat riding and hiking.



BWINDI IMPENETRABLE NATIONAL PARK

It is common knowledge that Uganda is a habitat for endangered species, and one of the most notable ones is the mountain gorilla. So for all the animal lovers, this next spot may arouse your curiosity.

Bwindi Impenetrable National Park is located in the southwestern part of Uganda on the outer edge of the Rift Valley. The hillsides

which are mist-covered are sheltered by one of the ancient and very biologically varied rainforests in Uganda. Bwindi Park covers approximately 32,000 ha and is known for its exceptional biodiversity, with more than 160 species of trees and over 100 species of ferns. Many types of birds and butterflies can also be found there, as well as many endangered species, including the mountain gorilla.

The park harbors over 320 mountain gorillas, and this makes half of the population of the species in the world and this makes it a representation of a conservative frontline as an isolated area enclosed specifically for the purpose of enriching biodiversity.

The word 'Bwindi' means "a place full of darkness and a trip into this magnificent forest shall enlighten you as to why the forest was named so. A quick hike shall also quickly reveal as to why it is termed as impenetrable, as one needs to be physically capable to take the trip due to the steep terrain.

The park also offers a home to many other

animals such as elephants, buffaloes, golden cats, bush pigs, giant forest hogs, jackals and numerous bats and rodents. Furthermore, there are about 350 bird species supported within this forest, among which are twenty three Albertine Rift endemics. The adjacent towns of Nkuringo as well as Buhoma offer an remarkable collection of luxury lodges, budget campsites, restaurants, rustic bandas and craft stalls in addition to guiding services.

Needless to say, this park is one of the major attractions Uganda has to offer and it would be a shame if you missed your chance to interact with a gorilla; I mean, why not?

SIPI FALLS

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RWENZORI MOUNTAINS NATIONAL PARK

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Uganda

Important contacts

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Ministry of Finance, Planning and Economic Development

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Ministry of Gender, Labour

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Uganda

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High Commission of India Kampala

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Embassy of South Sudan in Kampala

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Customs Tel: +256 41 43533596
Police Tel: +256 41 4321901

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International Medical Group: +256 312 200 400
Case Medical Centre: +256 414 250 362

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Uganda Manufacturers' Association.

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www.uma.or.ug

FIRE

Police/fire/ambulance

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Tel: mobile phone (+256) 112

Uganda Police Fire Brigade

Queen's Way, Kampala
Tel: 0800 121222

Fire Masters Ltd.

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Tel: 041-258912 Fax: 031-260375
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www.firemasters.co.ug

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LEGAL SERVICES

Uganda Law Society

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East Africa Law Society

Plot No. 310/19, PPF AGM Area,
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National Water and Sewerage Corporation

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Email: callcentre@umeme.co.ug
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Lugogo

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Capital Shoppers Ltd

Plot 2 Duster Street Makerere University, K'la
Tel: 0414-254523

The Acacia Mall

John Babiha (Acacia) Avenue, Kampala
Tel: +256 41 4341382
theacaciamaill.com

Nakasero Market

Market Square Rd, Kampala

Quality Shopping Mall

Lubowa, Kitende, Naalya. Tel: 039 2001969

Village Mall

Bugolobi, 7-9 Luthuli Avenue & Spring Rd, K'la

Forest Mall, Lugogo

Lugogo By-Pass, Kampala

Freedom City Entebbe Road

Namasuba along Entebbe Road



National Animal Genetic Resources Centre and Data Bank (NAGRC&DB)

Animal Genetic Solutions



HE Yoweri Kaguta Museveni, President of Uganda



Hon. Minister of Agriculture, Animal Industry and Fisheries-Frank Tumwebaze



Hon. State Minister of Animal Industry-(Rtd) Lt. Col Bright Rwamirama



Permanent Secretary Ministry of Agriculture, Animal Industry and Fisheries-Maj. Gen. David Kasura-Kyomukama



Chairman Board of Directors-Dr. Johnson Nkuuhe



Executive Director- Dr. Peter Beine

Mandate:

The National Animal Genetic Resources Centre and Data Bank (NAGRC&DB) was established by the Animal Breeding Act, 2001. It's one of the statutory semi-autonomous bodies of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) established with a twofold mandate;

- I. To play a leading role in the commercialization of animal breeding activities in Uganda.
- II. To carry out development activities that enhance animal Genetic improvement and productivity.

Vision:

A leader in profitable production and efficient delivery of animal genetic resources and services in Eastern and Central Africa.

Mission:

To establish a comprehensive and sustainable National Animal Breeding programme which meets the commercial and developmental interests of the actors along the livestock sub-sector value chains.

NAGRC&DB celebrates the 36th NRM anniversary



President Museveni at the NAGRC&DB stall during the launch of the Parish Development Model in Kibuku, Bukedi Sub-region.

Contact Us

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