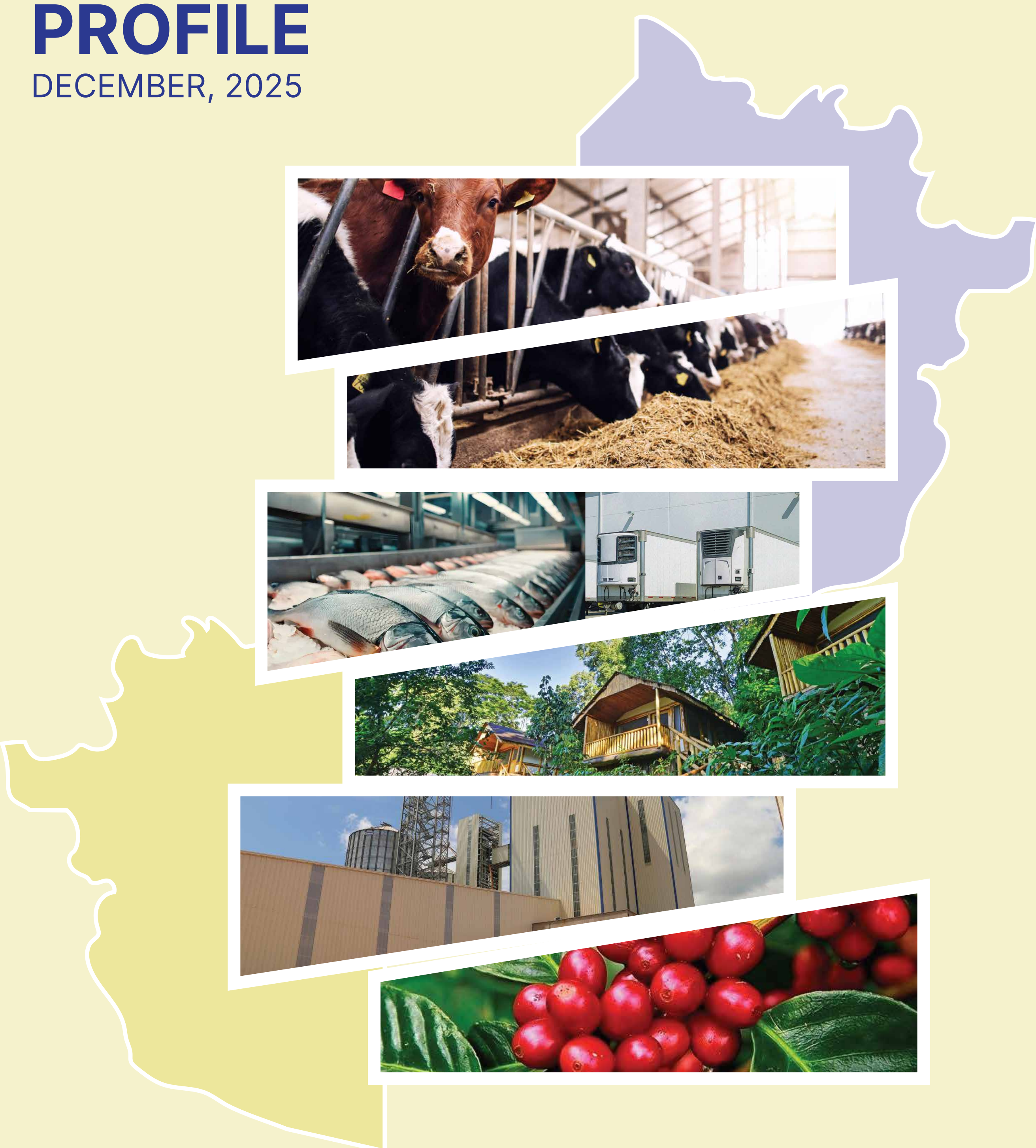
GREATER MASAKA

INVESTMENT PROFILE

DECEMBER, 2025



UIA
Uganda Investment Authority

Foreword Uganda Investment Authority (UIA)

The Greater Masaka Region stands out as one of Uganda's most dynamic investment corridors, offering abundant opportunities across agriculture, agro-processing, livestock, poultry, eco-tourism, and value-added manufacturing. The combination of fertile lands, a youthful labour force, strategic location near Kampala, and access to regional and international markets makes this region highly attractive to investors.

This investment profile highlights flagship opportunities designed to unlock the region's full economic potential, including: integrated grain processing and animal feed, fruit processing and value addition, poultry production, meat processing and packaging, and eco-tourism development. Each project has been carefully assessed to demonstrate clear commercial viability, social impact, and alignment with Uganda's national development priorities, including rural industrialisation, job creation, and export promotion.

We would like to sincerely thank **Operation Wealth Creation (OWC)** and the Greater Masaka technical team for their dedication, expertise, and collaboration in compiling this comprehensive investment profile. Their efforts have ensured that the document provides a clear, actionable roadmap for investment and development in the region.

We believe that structured investment, supported by strong partnerships between government, private sector actors, and local communities, will transform Greater Masaka into a leading hub for agro-industrial growth and sustainable economic development.

We invite all prospective investors, development partners, and strategic collaborators to explore these opportunities, engage with **UIA and OWC** for facilitation and support, and join us in realising the immense potential of the **Greater Masaka Growth Corridor.**

Robert Mukiza
Director General

Remarks from Deputy Coordinator Operation Wealth Creation OWC

Remarks from Greater Masaka districts technical team.

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1.0. Introduction

The Greater Masaka Region of Uganda presents a high-potential investment destination characterized by abundant agricultural resources, crucial strategic geography, and demonstrated governmental commitment to industrialization. The region is a vital commercial gateway and highway corridor that links Uganda's productive central region to major regional markets in Tanzania, Rwanda, Burundi, and the Democratic Republic of Congo (DRC).

The region presents investment opportunities across two critical sectors of Agro-Industrialization and Value Chain Integration: Driven by an overwhelming surplus of high-volume crops, particularly coffee, watermelons, pineapples and mangoes. Investment is needed in modern processing, specialized post-harvest technology, and cold-chain logistics to capture the substantial economic surplus currently lost due to inefficiency. Then High-End Tourism Infrastructure: Leveraging the Greater Masaka region's cultural heritage and its position as the gateway to the scenic Ssese Islands on Lake Victoria.

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The region's foundational strength lies in its non-replicable status as a regional logistics node. Greater Masaka anchors the Trans-African Highway and the critical Central Corridor linkage to the Tanzanian port of Dar-es-Salaam, making it strategically vital for trade and warehousing development. This position is complemented by a rich agricultural hinterland, featuring favorable soil compositions and a strong base of cash crops, particularly coffee and tropical fruits, which demonstrate high production value per hectare.
Its competitive advantage lies in:

A High-volume agricultural output, especially coffee, pineapples, mangoes, bananas, dairy, beef, and fisheries

B Strategic trade corridors linking inland production zones to the Central Corridor and the port of Dar-es-Salaam.

C Tourism and hospitality potential, rooted in cultural heritage, biodiversity, and lake-based attractions including the Ssese Islands.

This profile highlights the region's economic position, key opportunities, location advantages, sector performance, and priority investment projects.

2.0. Administrative Coverage

Greater Masaka comprises 9 districts and Masaka City:

i) Masaka City
ii) Masaka District
iii) Rakai District
iv) Kalangala District (Comprising the Ssese Islands in Lake Victoria)
v) Sembabule District
vi) Lwengo District
vii) Bukomansimbi District
viii) Kalungu District
ix) Lyantonde District
x) Kyotera District

3.0. Location and Strategic Positioning

Masaka City sits 179 km southwest of Kampala, acting as the commercial and administrative hub. The region lies along two international highways:

- Kampala–Masaka–Mbarara–Kigali Corridor (Northern Corridor)
- Masaka–Mutukula–Dar es Salaam Corridor (Central Corridor)

This makes it a gateway for cross-border trade and an ideal location for:

- Export-oriented processing
- Regional logistics and warehousing
- Industrial establishment
- Tourism circuits to Lake Victoria & Ssese Islands

Altitude: 1,150 m above sea level

Climate: Tropical, reliable rainfall, ideal for perennial and horticultural crops

Map

3.1. Key Physical and Natural Features

The sub-region is characterized by diverse physical geography, largely influenced by its location in the East African Rift Valley system and its proximity to Lake Victoria.

Feature	Description	Districts Involved
Lake Victoria	Forms the eastern border of the sub-region. The shores are often characterized by low-lying areas, wetlands, and landing sites.	Masaka City, Masaka District, Rakai, Kalangala, Lwengo (partially)
Ssese Islands	An archipelago within Lake Victoria, forming the entire Kalangala District. They are generally hilly and forested.	Kalangala
Topography	The landscape is predominantly rolling and undulating (hilly) with numerous valley bottom swamps. Average elevation is around 1,100 to 1,300 meters above sea level.	All districts
The Equator	The Earth's Equator runs through the northern part of the region, notably passing near Kayabwe in Mpigi District (just north of Greater Masaka) and influencing the climate.	Masaka, Lwengo, Lyantonde (proximity)
Wetlands/Swamps	Extensive permanent and seasonal wetlands (swamps) are common in the valley bottoms, feeding streams and rivers that flow into Lake Victoria.	All districts
Lake Nabugabo	A small, freshwater satellite lake near Lake Victoria, known for its beach and biodiversity.	Masaka District
Soils	Generally, Ferrallisol soils, ranging from red laterite, sandy loam, and loam, which are productive for agriculture (especially coffee and banana plantations).	All districts
Vegetation	The natural vegetation is mainly composed of mixed savanna woodlands, grasslands, and scattered tropical rainforest patches, especially along the lake shores and in protected areas.	All districts

3.2. Key Economic & Infrastructure Indicators

Indicator	Value	Relevance
Distance from Kampala	179 km	Gateway to TZ & Rwanda markets
Transport Corridors	Trans-African Highway; Central Corridor	Supports logistics, exports
Digital Connectivity	2G–5G	Enables e-commerce, digital supply chains
Electricity	On-grid, off-grid potential; hydropower & mini-grid potential	Expanding industrial demand
Human Capital	Educated, youthful, entrepreneurial	Supports services & agro-industry
Female Employment Ratio	34%	Strong inclusion potential
Economic Base	Agriculture, trade & tourism	Foundation for value addition

4.0. Demographic Profile (UBOS, 2024)

Total population:	Largest districts:
Approx. 2.21 million	**Lwengo, Sembabule and Rakai**

S/N	District	Area	2024 Population
1	Masaka City	362.41	262,641
2	Masaka	1,295.6	115,455
3	Bukomansimbi	600.2	197,568
4	Kalungu	811.6	221,569
5	Lwengo	914.7	325,263
6	Lyantonde	888.1	113,017
7	Sembabule	2,318.4	305,971
8	Kyotera	1,752	248,452
9	Rakai	1,592	346,885
10	Kalangala	468.3	74,411

Source: UBOS – National Population and Housing Census, 2024.

5.0. Regional Economic Strength

1. Agriculture

The Greater Masaka Region is one of Uganda's most productive agricultural belts, especially for:

- Robusta coffee
- Bananas (Matooke)
- Pineapples
- Mangoes
- Livestock (dairy & beef)
- Fisheries
- Horticulture (passion fruit, avocado, vegetables)

Estimated Annual Output (Key Commodities)

Commodity	Estimated Volume
Pineapples	619,718 MT
Mangoes	181,055 MT
Coffee	Large-scale Robusta belt
Banana (Matooke)	Highest gross margin crop
Dairy & Beef	Commercial scale
Fish	Large-scale

6.0. Priority Investment Opportunities

6.1. Agro-Industrialization & value addition

High-potential areas:

- Fresh fruit processing (juices, concentrates, dried fruit)
- Vegetable oil production (palm oil from Sango Bay & Ssese Islands)
- Banana flour, starch & beverages
- Grain milling & packaging
- Dairy processing (milk coolers, yoghurt, UHT, powdered milk)
- Animal feeds manufacturing

6.1.1. Upstream Input Manufacturing

The production or assembly of essential agricultural inputs such as improved seeds, fertilizers, and pesticides is vital to support smallholder farmers in moving from subsistence-level farming to commercially viable agriculture.

6.1.2. Mechanization and Irrigation:

Providing leasing or assembly services for farm machinery, alongside the development of local irrigation schemes, is crucial for advancing agricultural commercialization. These initiatives are strongly supported and actively promoted by the government.

6.1.3. Cold Chain Logistics:

There is significant investment potential in cold storage solutions, especially for perishable products such as pineapples, as well as for the expanding dairy and fisheries sectors.

6.1.4. Coffee Processing:

Greater Masaka situated in Uganda's key Robusta coffee-growing zone, the region presents a high-potential investment opportunity to develop specialized dry processing facilities. By converting coffee cherries into Fair Average Quality (FAQ) coffee, investors can tap into both domestic and international markets, meeting growing demand for quality coffee while adding value within the local supply chain.

Critical enablers needed:

a)Packhouses
b) Cold storage hubs
c) Post-harvest handling facilities
d) Irrigation systems
e) Mechanization leasing centres

7.0. Strategic Land Development & Industrial Zones

Sango Bay Agro-Industrial Zone (Kyotera)

Government has repositioned Sango Bay as the anchor site for industrialization within the Greater Masaka region. The first allocation within this estate has been made to the National Oil Palm Project, which entails establishing an expanded nucleus estate operated by BIDCO Uganda Ltd. This investment is viewed as a strategic long-term intervention to strengthen import substitution particularly for edible oils and soap-grade raw materials.

In addition, Government has taken deliberate steps to de-risk and secure the Sango Bay land, which had previously faced encroachment. Clear boundaries have now been re-established, and the estate is formally protected for industrial and agro-industrial development. This strong and timely action signals Government's commitment to supporting large-scale investment and provides confidence to both domestic and foreign investors seeking predictable, well-secured industrial zone

Key Features

a)15,000+ acres of industrially earmarked land
b)Government-led de-risking and boundary demarcation completed
c)Host of the National Oil Palm Project (BIDCO Uganda)
d)Ideal for large-scale:
e)Edible oil production
f)Agro-processing
g)Biofuels
h)Forestry & timber
i)Warehousing

Investment models available:

a)Public–Private Partnerships (PPP)
b)Long-term lease arrangements
c)Nucleus–outgrower schemes
d)Joint venture partnerships

8.0. Logistics, Transport & Trade Infrastructure

The region offers exceptional potential for:

a)Inland container depots (ICDs)
b)Bonded warehouses
c) Regional distribution centres
d) Cold-chain transport fleet services

Bukakata Inland Port

A strategic inland water port on Lake Victoria linking:

Masaka ↔ Kalangala ↔ Entebbe ↔ Jinja ↔ Mwanza (TZ)

Ideal for:

i)Bulk cargo
ii)Fisheries logistics
iii)Tourism & passenger ferries

The Bukakata inland port enhances the Greater Masaka Region's connectivity to Lake Victoria, providing a strategic gateway for multimodal logistics. This infrastructure strengthens the link between regional production hubs and export markets, enabling efficient movement of goods, supporting value chain integration, and attracting investment in warehousing, transport, and trade services.

9.0. Tourism & Hospitality

A Cultural and Religious Heritage:
Masaka boasts significant historical and religious landmarks, including the iconic Kitovu Cathedral and the historic Protestant Church on Bwala Hill, offering rich cultural experiences for visitors.

B Scenic and Geographical Attractions:
The district is uniquely positioned near the Kayabwe Equator Line and serves as a gateway to the Ssese Islands via Bukakata Port, providing natural and geographical attractions that enhance its tourism appeal.

C Corporate and High-End Market Potential:
The success of established hotels such as Hotel Brovad, Tropic Inn, Maria Flo, Zebra Hotel, and Maple Leaf Hotel highlights strong demand for international-standard accommodation and corporate event facilities. These thriving enterprises indicate a clear market need that extends beyond leisure tourism to include corporate, government, and VIP clientele, underscoring Masaka City's potential as a hub for business and high-end hospitality.

Key attractions:

a)Ssese Islands (high-end resort potential)
b)Lake Nabugabo & Lake Kijanebalola
c)Cultural sites (Kitovu Cathedral, Bigo bya Mugenyi)
d)Nature trails, birding, lake tourism
e)Kayabwe Equator Line proximity

High-demand opportunities:

a)International-standard hotels (3–5 star)
b)Eco-lodges and resort-style developments
c)MICE venues in Masaka City
d)Marine transport & leisure boats
e)Waterfront entertainment parks

10. SWOT Analysis for Investing in Greater Masaka

Strengths;

01 **Logistical hub status and regional connectivity.**
Greater Masaka's primary advantage is its geographic position, which is irreplaceable. The region is strategically located on the Trans-African Highway and is critical to the Central Corridor, serving as a gateway to key regional markets.; the Masaka-Mutukula road is a designated essential link promoting regional trade and providing the most direct link for exports and imports to and from the Tanzanian Port of Dar-es-Salaam.

02 **Rich, diversified agricultural hinterland.**
The region benefits from highly productive land supported by fertile black (Phaeozems) and red (Ferrallisols) soils. This geological advantage enables the cultivation of a diverse and resilient mix of crops, ranging from staple foods (banana, maize) to high-value cash crops (coffee, tropical fruits).

03 **Established commercial and financial ecosystem**
The existence of a robust local financial infrastructure is a crucial enabling factor. The presence of numerous commercial banks, specialized micro-finance institutions, insurance firms, and Savings and Credit Cooperative Societies (SACCOs) indicates sufficient local capital depth and established mechanisms for credit extension and risk management, which support both large and small-to-medium enterprises (SMEs).

04 **Existing industrial base and human capital** -
The region possesses a historical basis for industrial activity, with existing output in processed meat and fish, beverages, footwear, furniture, and milled grain.7 This diversity suggests an existing entrepreneurial tradition and a base of technical expertise. Coupled with the documented existence of an "educated and enterprising population", this strength provides a ready supply of trainable labor and management talent necessary for new industrial undertakings.

Weakness

01 **Crippling utility deficits (electricity and connectivity)**
The lack of reliable and widespread access to essential utilities presents the most significant internal constraint to industrial expansion. Electricity infrastructure is heavily concentrated in urban areas, leaving the large rural communities where more than three-fourths of the population live with limited access to dependable grid power. The unreliability and scarcity of power directly inhibit the establishment of capital-intensive industrial activities, particularly agro-processing, which requires electricity as a vital input for value capture.

02 **Insufficient infrastructure maintenance and decay**
While Masaka City has benefited from infrastructural development programs, such as the World Bank-funded Uganda Support to Municipal Infrastructure Development Programme (USMID) - which constructed 11 roads and installed streetlights - the long-term sustainability of these assets is severely jeopardized. This deficit threatens rapid degradation of the new roads and related infrastructure. This vulnerability is already apparent on critical inter-regional routes: the essential Masaka-Mutukula Road Section, despite its strategic importance, exhibits "poor riding-quality" due to severe potholes and deep undulations.

03 **Policy vacuum on investment incentives –**
There is regulatory ambiguity regarding investment incentives, streamlined regulatory processes, and specific sector focuses which creates significant uncertainty. This policy vacuum severely limits the region's ability to compete effectively due to lack of clear, competitive incentives like special corporate tax rates or guaranteed fast-tracked approval processes.

Opportunities

01 **Value Chain investment and aggregation -**
The high production value of specific crops, notably tropical fruits, presents a substantial opportunity for investment in the midstream and downstream segments of the agricultural value chain. Investors can focus on essential infrastructure such as post-harvest handling centers, specialized cold chain logistics, and advanced processing facilities. This focus allows the local economy to transition from exporting low-margin raw commodities to capturing higher margins through finished goods, supported by the region's existing industrial base.

02 **Regional logistics and warehousing development -** Given the region's central role on the Trans-African Highway and as the gateway to the Central Corridor, there is a strong opportunity to develop modern logistics infrastructure. This includes the establishment of sophisticated bonded warehouses, Inland Container Depots (ICDs), and high-specification multimodal hubs, leveraging the geographical advantage that attracts investment. Enhancing these facilities would significantly improve efficiency and lower the costs associated with regional trade, especially linking Uganda to the Port of Dar-es-Salaam.

03 **Infrastructure upgrading and modernization initiatives** - Regional and multilateral efforts are targeting the key infrastructural constraints. The East African Power Pool (EAPP) infrastructure development plan includes projects aimed at enhancing electricity trade and improving the security and reliability of supply across Uganda and Tanzania. Additionally, ongoing government and donor-funded projects in roads, health, and education signal continuing capital flow into the region. These initiatives, despite past execution difficulties, signal political will and potential future improvements that could complement private investment.

04 Diversification into Specialized Agriculture and Tourism - Beyond mainstream cash crops, the area offers potential for diversification. Promoting specialized, high-yield agrarian practices, such as advanced agroforestry, is vital for long-term ecological and economic stability, particularly in the face of soil fertility pressure. Concurrently, the mountainous environment may be suitable for developing rural tourism, which can supplement farmer income and stimulate local economic growth.

Threats;

01 **High execution risk and governance failures** - The risk associated with state project delivery is exceptionally high, which directly threatens the operational environment. This pervasive failure signals an environment of high execution risk that extends beyond utility provision into regulatory reliability and the delivery of essential public services.

02 **Climate change vulnerability and water stress** - The economic bedrock of Masaka, agriculture, is highly exposed to climate variability. The region faces significant environmental pressures, including water stress and reduced long-term soil fertility. This climate risk is compounded by the failure of public water provision infrastructure. This structural deficiency ensures that investors cannot treat climate risk merely as an external variable but must recognize it as a function of local institutional capacity, demanding substantial capital allocation for water independence.

03 **Land tenure insecurity and social friction** - Uganda's complex land tenure environment poses a significant legal and operational threat to large-scale investment, particularly in agriculture. Specific research highlights that insecurity regarding land tenure, particularly affecting women farmers, undermines incentives for adopting long-term, climate-resilient farming practices. For investors planning large out-grower schemes or substantial land acquisition for processing hubs, the security of land rights is crucial. Any uncertainty can lead to disputes and delays, requiring substantial social risk mitigation and formalized legal processes.

04 **Exacerbated urban-rural development disparity** - A prevailing threat is the deepening spatial inequality in economic development. Reliable infrastructure, including financial institutions and grid electricity, tends to concentrate within urban limits. This centralization risks leaving the surrounding rural hinterland—which provides the raw materials and labor for the entire region—further marginalized. This disparity can lead to internal migration pressure and reduced regional stability, affecting labor supply and market stability. The incidence of poverty remains significantly higher in rural areas.

11. District-Specific Economic Profiles

11.1. Masaka City

As the sub-region's commercial heart, Masaka City offers prime connectivity along the Mombasa–Kampala–Mbarara–Kigali highway and serves as the gateway to the Ssese Islands making it a strategic hub for trade, business, and investment.

Category	Key Details
Main Economic Activities	**i)Agriculture:** Major cash crops include Matooke, sweet potatoes, pineapples, and tomatoes. Livestock farming includes piggery, dairy, poultry, and fisheries, supporting both local consumption and regional trade. **ii)Trade & Commerce:** Masaka City is the region's commercial hub, hosting wholesale stores, showrooms, and car bonds, with a central market driving sub-regional trade. **iii)Tourism:** Close to Lake Nabugabo (canoeing, fishing, beach rallies, camping) and home to recreational facilities such as entertainment centers, cinemas, and discotheques. Hub for MICE services, with hotels like Hotel Brovad, Zebra, Tropic Inn, and Maple Leaf catering to business and leisure visitors. **iv)Manufacturing:** Industries produce processed meat and fish, beverages, footwear, furniture, bakery products, glass and clay products, and milled grains. **v)Services:** Strong financial sector (BoU Currency Centre, commercial banks, microfinance, insurance, SACCOs), regional broadcasting hub, education institutions (universities, colleges), and healthcare (regional referral hospital and private facilities).
Strategic Position	Regional capital and urban epicentre; logistics and commercial hub; key junction on the Mombasa–Kampala–Mbarara–Kigali corridor.
Competitive Advantage	Strong financial ecosystem, skilled labour force, established manufacturing base, and recognized tourism and MICE centre.
Priority Sectors	Agro-processing, logistics & warehousing, hospitality, creative industry, financial services, education, ICT.
Key Investment Opportunities	Cold chain distribution hub, fruit processing plants, conference centre, boutique hotels, packaging manufacturing, ICT innovation hub, medical diagnostics centre.
Enablers / Assets	Referral hospital, universities, BoU Currency Centre, multiple hotels, tarmacked urban roads, fibre-optic connectivity.
Constraints	Urban congestion, land fragmentation, pressure on infrastructure sustainability (e.g., USMID roads).

11.2. Masaka District

The residual Masaka District Local Government (DLG) is the non-urban area remaining after the city creation, defined by its highly specific borders: Sembabule to the North, Lyantonde to the North West, Bukomansimbi to the North East, Masaka City to the East, and Kyotera and Rakai to the South.

Category	Key Details
Strategic Position	Agro-base for Matooke, coffee, pineapples, and fisheries, with direct access to Lake Nabugabo and Bukakata Port. Close proximity to Masaka City markets enhances trade and value chain linkages.
Agriculture	i)Key crops: Matooke (bananas), Coffee (Arabica & Robusta), sweet potatoes, pineapples, and other horticultural produce. ii)Livestock farming includes piggery, dairy, poultry, and beef. iii)Fisheries thrive on Lake Victoria, supporting both local consumption and commercial trade.
Tourism	i)**Lake Nabugabo**: Freshwater satellite lake of Lake Victoria, offering sandy beaches, canoeing, birdwatching, camping, and hosting the annual motor rally. ii)**The Equator Line**: Masaka serves as a key transit point for tourists visiting the official stop in Mpigi. iii)**Agro-Tourism**: Visits to coffee and banana plantations provide farm-to-table and bean-to-cup experiences. iv)**Kitovu Cathedral**: Significant religious and architectural landmark with rich historical value.
Manufacturing	Coffee processing, soft drinks, metal works, and cotton ginning.
Services	**Bukakata Landing Site:** Ferry terminal linking the mainland to the Ssese Islands (Kalangala District), facilitating trade and tourism.
Competitive Advantage	High-quality soils, strong coffee and banana value chains, and proximity to Masaka City markets.
Priority Sectors	Agro-tourism, coffee processing, horticulture, fisheries, dairy.
Key Investment Opportunities	Coffee washing stations, banana flour & chips processing, Lake Nabugabo eco-lodges, fish processing & cage farming, fresh produce aggregation centres.
Enablers / Assets	Lake Nabugabo beaches, Bukakata ferry point, large estates suitable for agro-tourism development.
Constraints	Rural electrification gaps, limited cold storage, logistics bottlenecks during rainy seasons.

11.3. Bukomansimbi District

Bukomansimbi occupies 600.2 square kilometers. The administrative structure is comprised of two counties: Bukomansimbi South and Bukomansimbi North. Within these counties, there are nine Lower Local Governments (LLGs): five Sub-Counties (Kibinge, Bigasa, Kitanda, Butenga, and Bukango) and four Town Councils (Bukomansimbi Town Council, Kigagazzi Town Council, Kagalogolo Town Council, and Butenga Town Council). The concentration of nine LLGs in a relatively small area underscores an administrative mandate for highly localized governance and intensive community engagement.

Category	Key Details
Strategic Position	Strong smallholder agriculture base; intensive coffee-growing zone; compact geographic size suitable for cluster-based interventions.
Agriculture	i)**Crops:** Coffee, tea, bananas, maize, cassava, groundnuts, sweet potatoes, and beans. ii)**Livestock:** Cattle, goats, sheep, pigs, poultry, and rabbits. iii)**Fisheries:** Fishing contributes to local consumption and trade.
Trade & Commerce	Local markets facilitate the sale of agricultural produce and livestock, supporting farmer incomes and regional trade.
Competitive Advantage	High-quality Robusta coffee; growing livestock sector; dense administrative footprint enabling close coordination with farmers.
Priority Sectors	Coffee value addition, tea out-grower schemes, horticulture processing, and livestock.
Key Investment Opportunities	Coffee hulling and grading centres, tea processing line expansion, community milk coolers, and aggregation warehouses.
Enablers / Assets	High concentration of farmers; active SACCO networks supporting financial access and cooperative marketing.
Constraints	Poor feeder roads, limited availability of large industrial land, and climate variability affecting agricultural yields.

11.4. Lwengo District

Lwengo District, was carved from the original Masaka District. Its area spans 914.7 square kilometers. Geographically, Lwengo holds a pivotal position 45 kilometers west of Masaka, serving as a critical logistical buffer for the region. It borders five neighboring administrative entities: Sembabule to the north, Bukomansimbi to the northeast, Masaka District to the east, Rakai to the south, and Lyantonde to the west. This extensive adjacency makes Lwengo an essential coordinating point for regional infrastructure planning and inter-district monitoring, particularly concerning cattle movement and infrastructure linking the neighboring districts.

Category	Key Details
Strategic Position	Centrally located between Masaka and Lyantonde, serving as a key linkage for cattle and coffee trade.
Agriculture	i)**Crops:** Coffee, tea, bananas, maize, cassava, groundnuts, sweet potatoes, and beans. ii)**Livestock:** Cattle, goats, sheep, pigs, poultry, and rabbits. iii)**Fisheries:** Fishing contributes to local consumption and trade.
Agro-Processing	Main regional centre for coffee value addition and processing, supporting both local and export markets.
Trade & Commerce	Local markets facilitate the sale of agricultural produce and livestock, linking smallholders to buyers and traders.
Competitive Advantage	Major coffee aggregation hub, strong livestock sector, and abundant agricultural land.
Priority Sectors	Coffee processing, grain milling, livestock fattening, and dairy.
Key Investment Opportunities	Coffee roasting plants, feed mills, dairy chilling centres, and animal vaccine distribution facilities.
Enablers / Assets	Large agricultural land, established coffee supply chains, and active smallholder networks.
Constraints	Water scarcity in some sub-counties and power reliability issues affecting production and processing

11.5. Sembabule District

Sembabule was one of the earliest districts created from Masaka, established in 1997. With a land area of 2,318.4 square kilometers, it is the largest mainland administrative unit in the region.

Category	Key Details
Strategic Position	Largest district in the region; emerging as Uganda's cattle corridor powerhouse with strategic potential for large-scale agriculture and livestock production.
Agriculture	i)**Crops:** Coffee, bananas, maize, and beans. ii)**Livestock:** Cattle ranching, dairy farming, and poultry. iii)**Fishing:** Fish farming is practiced in selected areas.
Tourism	**Historical sites:** Bigo bya Mugenyi, an Iron Age archaeological site, attracts cultural and heritage tourism.
Trade & Commerce	Local markets support trade in cattle, goats, sheep, dairy products, and agricultural produce.
Competitive Advantage	Extensive cattle ranching, strong dairy sector, and large tracts of land suitable for commercial agriculture.
Priority Sectors	Commercial ranching, dairy processing, beef processing, beekeeping, and grain production.
Key Investment Opportunities	Abattoir and meat processing park, dairy processing facility, large-scale irrigation farming, honey production and packaging.
Enablers / Assets	Massive land availability, large cattle populations, established agricultural and livestock systems.
Constraints	Semi-arid conditions, limited water sources, long distances between production zones affecting logistics and operations.

11.6. Lyantonde District

Lyantonde is defined functionally by the crucial Masaka–Mbarara Road. The road passes through Lyantonde, connecting Masaka to Mbarara, making the district integral to the Western arterial transport corridor. The district's semi-arid climate and savannah grasslands make it suitable for pastoral activities. Farmers practice rainwater harvesting and fodder conservation to sustain livestock during dry periods.

Category	Key Details
Strategic Position	Key stopover on the Mbarara–Kampala highway; integral to the Western transport corridor; semi-arid savannah suited for pastoral activities.
Livestock Farming	Cattle rearing is a major activity, with practices including controlled grazing, water conservation, and disease management.
Crop Cultivation	Bananas and coffee are grown using soil conservation methods such as mulching, agroforestry, and manure application..
Competitive Advantage	Strong beef and dairy production, commercial farms, and a key cattle trade centre.
Priority Sectors	Meat processing, dairy processing, tourism, horticulture.
Key Investment Opportunities	Mini-abattoirs, dairy plants, highway hotels, greenhouse vegetable production.
Enablers / Assets	Strategic location along a major highway; existing hospitality enterprises supporting transit passengers.
Constraints	Water scarcity, rangeland degradation, limited cold chain infrastructure affecting storage and distribution.

11.7. Kyotera District

Kyotera District area is approximately 1,752 square kilometers. Kyotera is strategically vital, bordering Kalangala, Masaka, Rakai, and Lwengo, but its most significant feature is its southern boundary, which forms part of the international border with the Kagera region of Tanzania. This includes the Mutukula border crossing.

The district's geopolitical function includes a dual mandate: providing standard local government services while simultaneously managing national duties related to border control, customs, and regional security for the East African Community.

Category	Key Details
Strategic Position	Border district with significant cross-border trade potential at Mutukula, connecting Uganda to Tanzania. Strategically located bordering Kalangala, Masaka, Rakai, and Lwengo.
Agriculture	i)**Crops:** Cassava, maize, bananas. ii)**Cash crops:** Coffee. Commercial farming: Oil palms by Bidco in Sango-Bay. iii)**Fisheries:** Fishing on Lake Victoria and other water bodies.
Trade & Commerce	Markets for agricultural produce, livestock, and fish. Cross-border trade with Tanzania and neighbouring countries is a major economic activity.
Competitive Advantage	Established cross-border market, Sango Bay industrial land, and palm oil nucleus estate supporting agro-industrial activities.
Priority Sectors	Cross-border logistics, agro-industrialization, palm oil value chain, fisheries.
Key Investment Opportunities	Sango Bay Agro-Industrial Park (oil palm, processing industries, logistics & export facilities), bonded warehouses, customs support services, fuel depots.
Enablers / Assets	Mutukula One Stop Border Post (OSBP), government-supported Sango Bay land decongestion and securing.
Constraints	Land tenure disputes (currently improving), limited power distribution in some areas, climate variability affecting agriculture and fisheries.

11.8. Rakai District

Located on the border with Tanzania, Rakai is known for its rolling hills and rich cultural history. The district occupies an area of 1,592 square kilometres and borders Lyantonde, Lwengo, Kyotera, Kalangala, and the Tanzanian border. Rakai town serves as the chief administrative centre.

Category	Key Details
Strategic Position	Border district adjoining Tanzania; part of the historic coffee and banana belt; abundant grazing land; Rakai town serves as the administrative centre.
Agriculture	i)**Crops:** Cassava, maize, bananas, coffee. ii)**Livestock:** Cattle keeping, particularly in drier areas. iii)**Aquaculture:** Opportunities in fish farming.
Tourism	i)**Lake Kijanebalola**: Scenic Lake popular for birdwatching and relaxation. ii)**Rakai Cultural Centre**: Showcases traditional dance, local art, and culinary heritage of the Kooki chiefdom. iii)**Ostrich Eco-Tourist Campsite Kakuuto**: Bird watching, trail walking, and ostrich riding. iv)**Agro/Organic Tourism**: Visits to organic farms, medicinal plants, and coffee production tours.
Competitive Advantage	Strong cattle-keeping culture, productive maize and coffee crops, and untapped Lake Kijanebalola tourism potential.
Priority Sectors	Livestock, horticulture, aquaculture, and tourism.
Key Investment Opportunities	Out-grower dairy schemes, coffee washing stations, tourism lodges around Lake Kijanebalola, fruit drying and processing facilities.
Enablers / Assets	Large farmland, active cross-border trade flows with Tanzania.
Constraints	Water stress, scattered settlements, and uneven quality of infrastructure affecting production and transport.

11.9. Kalungu District

With an area of 811.6 square kilometres, Kalungu district's economy is primarily driven by agriculture, with many residents engaged in farming and livestock rearing. The district is known for its fertile soils and favorable climate, making it suitable for growing crops like coffee, bananas, and vegetables.

The district is also home to a Chinese company, Green World, which is setting up a multi-purpose industrial park focusing on agro-processing, animal feed, and modern agricultural tools

Category	Key Details
Strategic Position	Known as the food basket of Masaka; high production of bananas and coffee; fertile soils and favorable climate support diverse agriculture.
Agriculture	i)**Crops:** Rice, coffee, bananas, maize, beans, vegetables. ii)**Livestock:** Cattle, goats, pigs, poultry. iii)**Fisheries:** Fish farming is practiced locally.
Agro-Processing	Opportunities for value addition in rice, coffee, bananas, fruits, and dairy; Green World Industrial Park is setting up agro-processing, animal feed, and modern agricultural tools facilities.
Trade	Local markets support sale of agricultural produce, livestock, and processed goods.
Competitive Advantage	Reliable rainfall, high Matooke productivity, active farmer cooperatives, and proximity to Masaka markets.
Priority Sectors	Banana processing, fruit processing, dairy.
Key Investment Opportunities	Banana flour plants, fruit drying units, dairy chilling and packaging facilities.
Enablers / Assets	Strong farmer groups, good road access to Masaka, presence of industrial park (Green World).
Constraints	Feeder road degradation, limited modern storage and cold chain infrastructure.

11.10. Kalangala District (Ssese Islands)

This district is entirely composed of the 84 Ssese Islands in Lake Victoria, making its economy and attractions uniquely water-focused.

Category	Key Details
Strategic Position	Island district comprising 84 Ssese Islands in Lake Victoria; serves as a hub for tourism, fisheries, and palm oil production.
Fishing	Primarily Nile Perch and Tilapia, with seasonal fishing patterns supporting local consumption and trade.
Palm Oil Cultivation	Bugala Island hosts the BIDCO palm oil project, a major agro-industrial investment.
Tourism	i)**White Sand Beaches**: Mutambala and Kalangala beaches for relaxation and swimming. ii)**Ngamba Island Chimpanzee Sanctuary**: Conservation and eco-tourism destination. iii)**Nature Walks & Hikes:** Explore forests, hills, and historical sites like John Hanning Speke ruins near Lutoboka Forest. iv)**Ferry & Boat Cruises:** Scenic rides on Lake Victoria, including MV Kalangala
Small-Scale Industries	Local crafts, woodwork, and other small-scale enterprises contribute to the district's economy.
Competitive Advantage	Unique island tourism, productive fisheries, and the BIDCO palm oil estate.
Priority Sectors	Tourism, fish processing, palm oil value chain.
Key Investment Opportunities	Beach resorts, mid-range and luxury lodges, fisheries value addition, eco-tourism adventure parks.
Enablers / Assets	BIDCO nucleus estate, beaches, forest cover, Bukakata–Lutoboka ferry connectivity.
Constraints	High logistics costs, electricity reliability issues, and land fragmentation across islands

12. Regional Infrastructure Overview

This district is entirely composed of the 84 Ssese Islands in Lake Victoria, making its economy and attractions uniquely water-focused.

Road Network

- Masaka–Mutukula international highway
- Masaka–Mbarara corridor
- Feeder roads connecting to production zones
- USMID urban roads in Masaka City

Water & Irrigation

- High demand for industrial water systems
- Opportunities for commercial irrigation schemes (fruit belts & dairy belts).

Energy

- Grid supply from UEDCL
- Growing private solar installations
- Opportunities for mini-grids in rural islands and farming belts

ICT

- High 4G and emerging 5G coverage

13. Major Investment Climate and Incentives

Investors benefit from:

- UIA's Investment License (free)
- VAT exemptions for agro-processing machinery
- Capital allowances for industrial buildings
- Export promotion incentives
- Land allocation in Sango Bay Industrial Zone (subject to approval)
- Duty-free import of plant & machinery
- 10-year tax holiday

14. Priority Bankable Projects

- Sango Bay Agro-Industrial Park (Processing + Export Logistics)
- Masaka City Logistics & Cold Chain Hub
- Bukakata Port Industrial & Warehousing Zone
- Fruit Processing Plant (Pineapple–Mango Belt)
- Coffee Processing & Roasting Corridor (Masaka–Lwengo–Bukomansimbi)
- Banana Value Addition Plant (Kalungu–Masaka)
- Dairy Processing Plant (Sembabule–Lyantonde)
- Meat Processing Park (Sembabule)
- Eco-Tourism & Resort Projects (Kalangala & Nabugabo)
- Grain Milling & Feed Manufacturing Plants
- Fish Processing Facilities (Masaka, Kalangala, Kyotera)
- Sand mining
- Mineral

15. Regional Investment Priority Clusters

Agro-Industrial Parks

- Sango Bay Agro-Industrial Zone (Kyotera) – flagship project
- Potential satellite parks: Masaka–Lwengo Coffee Corridor, Sembabule–Lyantonde Livestock Belt

Tourism Circuits

- Ssese Islands Premium Tourism Circuit
- Masaka–Nabugabo Leisure Circuit

Cultural/Religious Tourism Circuit (Kitovu, Bigo bya Mugenyi)

Logistics & Warehousing

- Masaka City logistics hub
- Mutukula Export Logistics Centre
- Bukakata Inland Port–linked warehouses

Targeted investors

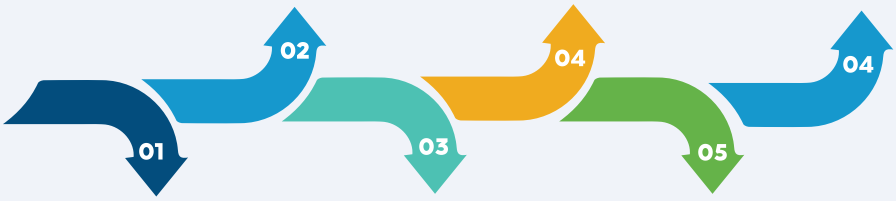
a)Foreign
b)Domestic
i)Politicians
ii)Government civil servants
iii)Traders
iv)Saccos
v) Individuals

16. Why Invest in Greater Masaka

High-Volume Agricultural Belt: Massive fruit, dairy, beef, coffee production

Large Youth Workforce: Trainable and affordable labor

Growing Urban Market: Masaka City rising as a regional economic centre



Unique Logistics Geography: Direct access to Dar-es-Salaam, Mwanza, Kigali, and Eastern DRC

Government Priority Region: Sango Bay, Bukakata Port, feeder roads

Lake Victoria Advantage: Marine transport, fisheries, tourism

17. Business Startup Arrangement in Uganda

The UIA One-Stop Centre hosts 15+ key government agencies to fast-track investment facilitation.

Step	Application	Authorising Institution	Approval Document	Legal Reference
1	Company Name Reservation	Uganda Registration Services Bureau (URSB)	Letter of Name Reservation	Companies Act, 2012
2	Company Registration	URSB	Certificate of Incorporation	Companies Act, 2012
3	Tax Identification Number (TIN)	Uganda Revenue Authority	TIN	Revenue Authority Act (Chapter 196) 1991
4	Investment License	Uganda Investment Authority	Investment License	Investment Code Act, 2019
5	Work Permits and Visas	Directorate of Citizenship and Immigration Control	Work Permits and Visas	Uganda Citizenship and Immigration Control Act, Chapter 66
6	Trading License	Kampala City Council Authority	Trading License Issuance	Kampala Capital City Act, 2010
7	Environmental Assessment	National Environment Management Authority	Environment al Impact Assessment	National Environment Act, No. 5 of 2019
8	Product Certification	Uganda National Bureau of Standards	Product Certification and Standards	UNBS Act Cap 327
9	Land Verification	Ministry of Lands, Housing and Urban Development	Land Title Verification	Constitution of Uganda, 1995 and the Land Act, 1998
10	Utility Connection	Uganda Electricity Distribution Company Limited and Uganda National Water and Sewage Corporation	Electricity and Water Connections	Electricity Act, 1999 (CAP 145 Laws of Uganda) & National Water and Sewerage Corporation Act (Cap. 317).

18. Requirements for an Investment License

The following documents are required as attachments to the application for an Investment License. All applicants must submit items 1-6 to enable UIA process your application within the set time frame 48 hours upon submission of all satisfactory requirements.

01 Legal status (Copy of Certificate of Incorporation & Articles and Memorandum of Association from URSB

02 Company Tax Identification Number (TIN) Certificate from URA

03 A brief Business Proposal on the project (Not less than 5 pages, clearly indicating the Company Overview. Executive Summary, Product / Service Description, Market Analysis, Human Resource Plan and financial plan) Submitted Documents should be in English. (Translation should be done by Makerere University School of Languages, Literature & Communication) 2

04 Evidence of availability of financing for the project, (which could be a Bank statement for the company or Directors or any other evidence of financing.

For Domestic Investors Minimum threshold is USD 50,000

01 Proof of location for the Project (Attach a copy of the land title or a tenancy agreement to confirm location of the project).

02 Electronic copy of Passport / National ID for Shareholders.

Other Additional documents

01 Bill of lading to confirm importation of machinery (exceptional cases)

02 Copy of the Regulatory License issued by the relevant Government Ministry/Department or Agency

03 Environmental Impact Assessment Report/ Certificate of Approval by NEMA

Secondary Regulatory Licenses

Applications in the following business categories will require the company to secure regulatory license before applying for an investment license:

Sectors

- Energy Generation
- Mining Banking
- Sugar Manufacturing
- Manufacturing of Drugs
- Timber and Forest Wood Products
- Manufacturing of Plastic Carrier bags
- Air and Water Transport

Any other sector as advised by the Authority in liaison with the lead regulatory agency.

Online Application Process

1. Create an account on www.ebiz.go.ug.
2. Log into your account.
3. Select "New Application" Choose "Investment License" and complete the required fields.
4. Upload the required documents (listed from 1-6) in PDF format, ensuring they do not exceed 2MB each.

Ensure the following before logging in

A That you have steady internet connection

B That you have a working email address

C That you scan/convert all the documents to PDF

D That your business plan clearly indicates the areas mentioned above.

That all the details provided are strictly for the shareholders

NB: If the Company Shareholding changed, kindly attach the relevant documents (Company Resolution and Share Transfer forms)

Please note down your Username and Tracking Number

Applications For Utilities & Standards

Investors applying for an Investment License should provide the Uganda Investment Authority (UIA) with detailed information regarding their expected utility needs, specifically for water and electricity. This ensures that adequate infrastructure is in place to support their business operations without delays. In addition to utility requirements, investors must also specify any certification standards their project will need to meet.

These could include industry-specific regulations, safety certifications, or environmental compliance, ensuring that the project adheres to national and international standards from the outset. Providing this information helps streamline the approval process and ensures that all operational and regulatory needs are addressed early on, minimizing future complications.

19. Bankable Projects with Indicative Figures

19.1. Investment Opportunity:

Sango Bay Agro-Industrial Park (Processing + Export Logistics)

Indicative Total Investment:

UGX 780–790 billion

Projected Payback Period:

8 –10 years
(infrastructure-led PPP model)

Project Objective:

To establish a flagship agro-industrial hub that accelerates industrialization, reduces post-harvest losses, and positions Southern Uganda as a regional agro-export platform.

Executive Summary

Sango Bay, located in Kyotera District, presents a nationally strategic opportunity for the development of a large-scale, export-oriented Agro-Industrial Park integrating processing, cold chain, and logistics infrastructure. Its proximity to Lake Victoria, Tanzania border points, and major highways positions it as a critical gateway for agro-exports and regional trade.

The project is envisioned as a fully serviced industrial park supporting value addition for priority crops including maize, rice, beans, cassava, bananas, and horticulture, while strengthening farmer integration and export competitiveness.

1. Strategic Rationale for Sango Bay

To establish a flagship agro-industrial hub that accelerates industrialization, reduces post-harvest losses, and positions Southern Uganda as a regional agro-export platform.

A. Location Advantage

- Immediate access to Lake Victoria transport corridors
- Proximity to Tanzania border markets
- Road connectivity to Masaka, Kampala, and regional trade routes

B. Strong Raw Material Base

- High production of cereals, bananas, cassava, fruits, and vegetables
- Existing farmer groups and cooperatives enable aggregation at scale

C. Export & Logistics Potential

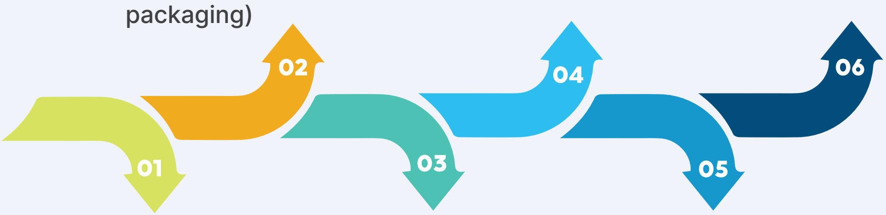
- Reduced transit time for perishables
- Strong positioning for regional (EAC) and cross-border trade

D. Workforce & Inclusion

- Availability of youth labour for processing, logistics, and support services
- Strong impact on farmer incomes and rural employment

2. Proposed Business Model

Core Components



- 01 Farmer aggregation & bulking centres
- 02 Agro-processing facilities (coffee processing, milling, drying, juicing, packaging)
- 03 Cold storage & refrigerated logistics
- 04 Export logistics & warehousing
- 05 Manufacturing (e.g., textiles, construction materials).
- 06 Training, quality control & contract farming support

Target Markets

- Domestic processors and supermarkets
- Regional export markets (Tanzania, Rwanda, Kenya, DRC)
- Institutional buyers and exporters

Target investors

- PPP
- Govt/UIA

3. Capital Investment Requirements (Revised – Infrastructure-Focused)

A. Pre-Development & Planning Costs

Item	Cost (USD)	Cost (UGX Approx.)
Land titling & legal acquisition	0.5M	1.9B
Feasibility studies	3.0M	11.4B
Master plan & detailed design	1.5M	5.7B
Subtotal (Pre-development)	**5.0M**	**19.0B**

B Core Infrastructure Development (GoU / PPP-led)

Item	Cost (USD)	Cost (UGX
Internal roads, power, water, drainage & waste systems	200.0M	760.0B
ICT infrastructure (fiber backbone, data systems, smart park systems)	2.0M	7.6B
Security infrastructure (perimeter fencing, access control, CCTV, command centre)	1.5M	5.7B
Contingency fund	0.5M	1.9B
Subtotal (Infrastructure)	**204.0M**	**775.2B**

Total Indicative Investment Envelope

UGX 780–790 billion
(USD 205–210 million)

Note:
This scale positions Sango Bay as a national strategic industrial park, best suited for a PPP and phased development model, where Government delivers serviced land and infrastructure, while private investors finance and operate processing facilities.

4. Production & Revenue Potential (Stabilized Phase – Park-Level) Indicative Processing Throughput (Private Tenants):

500–1,000 tons/month across cereals, bananas, and fruits

Indicative Monthly Park-Level Revenues (Service-Based):

Revenue Stream	Estimated Monthly Revenue (UGX)
Land lease & plot rentals	0.6B
Cold storage & logistics services	0.7B
Utilities & service charges	0.5B
Total Monthly Revenue	**1.8B**

Operating Margin:

25–35%

Estimated Annual Net Profit (at maturity):

UGX 5.4–7.5B

5. Payback Period (Infrastructure-Led PPP Context)

Given the heavy upfront infrastructure investment, returns accrue through:

- Long-term land leases
- Utility and service charges
- Cold storage & export handling fees
- Park management and logistics services

Indicative Payback Period:

8–10 years, consistent with:

- Large industrial park developments
- Public infrastructure-led PPP projects

6. Employment & Economic Impact

Direct Jobs: 50–80 (park operations, utilities, security, administration)

Direct Jobs: 1000 (Investors)

Indirect Jobs:
Thousands of farmers, transporters, SMEs

Catalytic Impact:
Export growth, reduced post-harvest losses, regional industrialization

7. Key Risks & Mitigation

Risk	Mitigation
High upfront capital	Phased PPP development
Raw material variability	Contract farming & aggregation
Power & utilities	Dedicated substations, solar backups
Market access	Export-focused design & logistics
Regulatory delays	Early NEMA, UNBS, cross-border coordination

8. Strategic Recommendations

- Position Sango Bay as a national agro-export industrial hub, not a standalone factory park.
- Adopt a phased PPP model with anchor tenants.
- Government to fund planning, ICT, security, and core infrastructure.
- Private sector to invest in processing and value addition facilities.
- Align development with NDP IV, Tenfold Growth Strategy, and regional trade frameworks.
- Conduct further market research to identify potential investors and industries.
- Develop a comprehensive business plan and feasibility study.
- Engage with government agencies and stakeholders to secure necessary approvals and support.
- Begin land acquisition and infrastructure development.

Call to Action

We invite investors to:

- Fund the plant (full or co-investment).
- Partner in distribution/export.
- Engage in long-term supply contracts.

19.2. Investment Profile:

Mid-Range Tourism Cottages – Masaka City

Project :

10-Unit Tourist Cottage Lodge in Masaka City, Uganda

Estimated Total Investment:

UGX 680,000,000
(approx. $181,300 USD)

Projected Payback Period:

3–9 years

Target Market

Transit tourists, NGOs, Local corporate travelers, and weekend getaways.

Location

Highlight proximity to Ssese Islands, Lake Mburo, and Queen Elizabeth National Park and strategic transit hub for tourists heading Bwindi).

Executive Summary

This project proposes the development of a **10-cottage mid-range eco-lodge in Masaka,** targeting regional tourists, corporate travelers, NGOs, religious events, and weekend leisure travelers.

With a UGX 680M investment, the lodge is projected to generate strong revenues due to Masaka's growing tourism activities, proximity to Ssese Islands, and increasing domestic travel

1.0. Capital Expenditure (CAPEX) - Startup Costs

This section details the initial cost to buy land and build the facility.

	Item	Description	Cost (UGX)	Cost (USD Est.)
1	Land Acquisition	50x100ft or 100x100ft plot in a decent Masaka suburb suitable for tourism.	100,000,000	$26,600
2	Construction – 10 Cottages	10 Self-contained cottages (Material + Labor) @ 35M each.	350,000,000	$93,300
3	Main Building (Reception + Kitchen + Dining/Bar)	Reception, Kitchen, Small Dining Area/Bar.	100,000,000	$26,600
4	Landscaping & Security	Perimeter wall, gate, gardens, walkways, parking.	50,000,000	$13,300
5	Furniture & Fittings (FF&E)	Beds, linens, TVs, decor for 10 rooms @ 5M/room.	50,000,000	$13,300
6	Kitchen & Dining Equipment	Fridges, cookers, tables, chairs, cutlery	20,000,000	$5,300
7	Licenses & Marketing	Business registration, initial marketing, signage	10,000,000	$2,600
Total Investment			**680,000,000**	**USD181,000**

2.0. Revenue and occupancy assumptions

Room Rate:

UGX 150,000
per night (Bed & Breakfast)

Occupancy Rate:

50% (Year 1), 70% (Year 2), 90% (Year 3+)

Food & Beverage Revenue

30%
of room revenue

2.1. Monthly Revenue – Year 1

Revenue Source	Calculation	Monthly Revenue (UGX)
Room Revenue	10 rooms × 30 nights × 50% occupancy × 150,000	22,500,000
F&B Revenue	30% of room revenue	6,750,000
Total Monthly Revenue		**29,250,000**

2.2. Yearly Revenue – Year 1

Revenue Source	Calculation	Yearly Revenue (UGX)
Room Revenue	150 nights × 12 × 150,000	270,000,000
F&B Revenue	6,750,000 × 12	81,000,000
Total Revenue		**351,000,000**

3.0. Operating Expenses (OPEX)

Expenses assumed at 50% of revenue (staff, utilities, food, maintenance, marketing, miscellaneous)

Description	Monthly Cost (UGX)	Annual Cost (UGX)
Monthly OPEX	14,625,000	175,500,000
Monthly Net Profit	14,625,000	175,500,000

4.0 Profitability & Payback Period Analysis

Annual Net Profit:

UGX 175,500,000

Payback Period:

Total investment (680,000,000) ÷ Annual Net Profit (175,500,000) = 3.9 years

4.1 Year Revenue & Net Profit Projection

Year	Occupancy Rate	Revenue (UGX)	Expenses (50%)	Net Profit (UGX)
1	50%	351,000,000	175,500,000	175,500,000
2	70%	491,400,000	245,700,000	245,700,000
3	90%	633,900,000	316,950,000	316,950,000
4	90%	633,900,000	316,950,000	316,950,000
5	90%	633,900,000	316,950,000	316,950,000

Occupancy stabilizes at 90% from Year 3 onward; expenses remain at 50% of revenue.

5.0. Competitor Analysis:

Limited mid-range eco-lodges in Masaka

6.0. Trends:

Rising domestic travel, increased NGO activity, tourism spillover from Ssese Islands

7.0. Strategic Recommendations for Masaka city

- **Location is Key:** Near the main highway but quiet for guests. Accessibility is crucial.
- **Unique Selling Point (USP):** Use local materials (grass thatch, stone) for an eco-lodge feel appealing to international tourists.
- **Renewable Energy:** Install solar water heaters and backup lighting to reduce utility costs.
- **Digital Presence and listing:** 80% of your clients will come from Google Maps and Airbnb, Booking.com. Invest in professional photography immediately after completion.
- **Marketing & Partnerships:** Collaborate with tour operators and travel agencies for corporate retreats, NGO accommodations, and weekend getaways.
- Conduct further market research to identify potential investors and industries.
- Develop a comprehensive business plan and feasibility study.
- Engage with government agencies and stakeholders to secure necessary approvals and support.

19.3. Investment Opportunity:

Masaka City Logistics & Cold Chain Hub

Estimated Total Investment:

UGX 8–10 BIllion

Projected Payback Period:

4–5 years

Executive Summary

Masaka City, a strategic transit hub in the Greater Masaka region, is ideal for a logistics and cold chain hub to support perishable goods such as fruits, vegetables, fish, dairy, and processed foods.

The project will establish a centralized cold storage facility with refrigerated trucks and value-added logistics services, improving supply chain efficiency, reducing post-harvest losses, and enabling regional and export market access.

1. Why Masaka City Is Ideal

A. Strategic Location

- Connected to Kampala, Entebbe, and border posts for regional trade.
- Transit hub for goods from Greater Masaka, Kyotera, Bukomansimbi, and Kalangala.

B. High Perishable Produce Volume

- Fruits, vegetables, fish, dairy, and processed foods produced locally.
- Limited existing cold chain infrastructure creates a market gap.

C. Export & Domestic Market Access

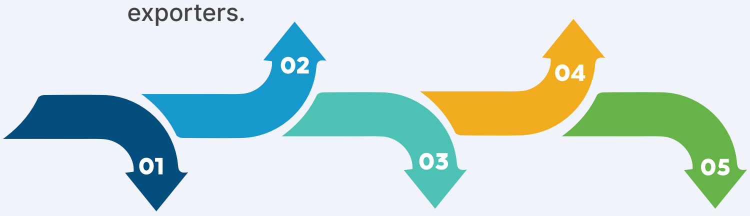
- Reduces post-harvest losses for farmers.
- Enables high-value export to Kenya, Tanzania, Rwanda, and South Sudan.

D. Available Workforce

- Local youth trained in logistics, warehouse management, and cold storage operations.

2. Proposed Business Model

Core Activities



- 01 Cold storage and refrigerated warehousing for perishable goods.
- 02 Last-mile distribution to supermarkets, hotels, restaurants, and exporters.
- 03 Aggregation centers for farmers' produce.
- 04 Value-added services: sorting, grading, packing, labeling.
- 05 Optional subscription-based storage for businesses.

Target Markets

- Local farmers and cooperatives
- Hotels, restaurants, supermarkets
- Exporters targeting regional markets

- Domestic Investors
- FDI

3. Required Investment (Indicative)

S/N		Cost (UGX Bn)	Description
1	Land & site preparation	1.5	Acquisition, leveling, fencing
2	Cold storage facility	5	Refrigerated storage, temperature-controlled rooms
3	Refrigerated trucks & logistics	1.5	Distribution fleet
4	Packaging & branding	0.5	Labelling, packing materials
5	Working capital	0.8	Operations, staffing, utility costs
6	Licensing & certifications	0.2	UNBS, export permits
Total	—	**8–10**	**Approx. USD 2.0 – 2.6M**

4. Revenue Potential

Capacity Estimate:

Storage: 500–1,000 tons/month of perishable goods.

Average storage & handling fee: UGX 200–400/kg

Gross Profit Margin: 35–45%

Estimated MonthlyNet Profit:

UGX 105–135M

Service	Volume (kg/month)	Price (UGX/kg)	Revenue (UGX)
Cold storage	600,000	250	150,000,000
Refrigerated transport	300,000	400	120,000,000
Sorting & packing	200,000	150	30,000,000
Total Monthly Revenue	—	—	**300,000,000**

5. Operating Expenses (OPEX)

Includes:

- **Staff:** warehouse managers, drivers, packers
- **Utilities:** electricity, fuel, water
- Maintenance of trucks and cold rooms
- Packaging materials, marketing

Estimated Monthly OPEX:

165–195M

Estimated Net Profit:

105–135M

6. Payback Period Calculation

Total Investment:

8–10B

Average Annual Net Profit:

1.26–1.62B

Payback Period:

$$\text{Payback Period} = \frac{8,000,000,000}{1,260,000,000} = 6.3 \text{ years (conservative)}$$

Optimistic scenario:

4–5 years
with higher utilization rates.

7. Employment Potential

- Hub manager – 1
- Warehouse & cold storage staff – 10–15
- Drivers – 5–8
- Admin & sales – 3–5

Total Direct Jobs:

20–30

Indirect Jobs:

Farmers, transporters, suppliers

8. Risks & Mitigation

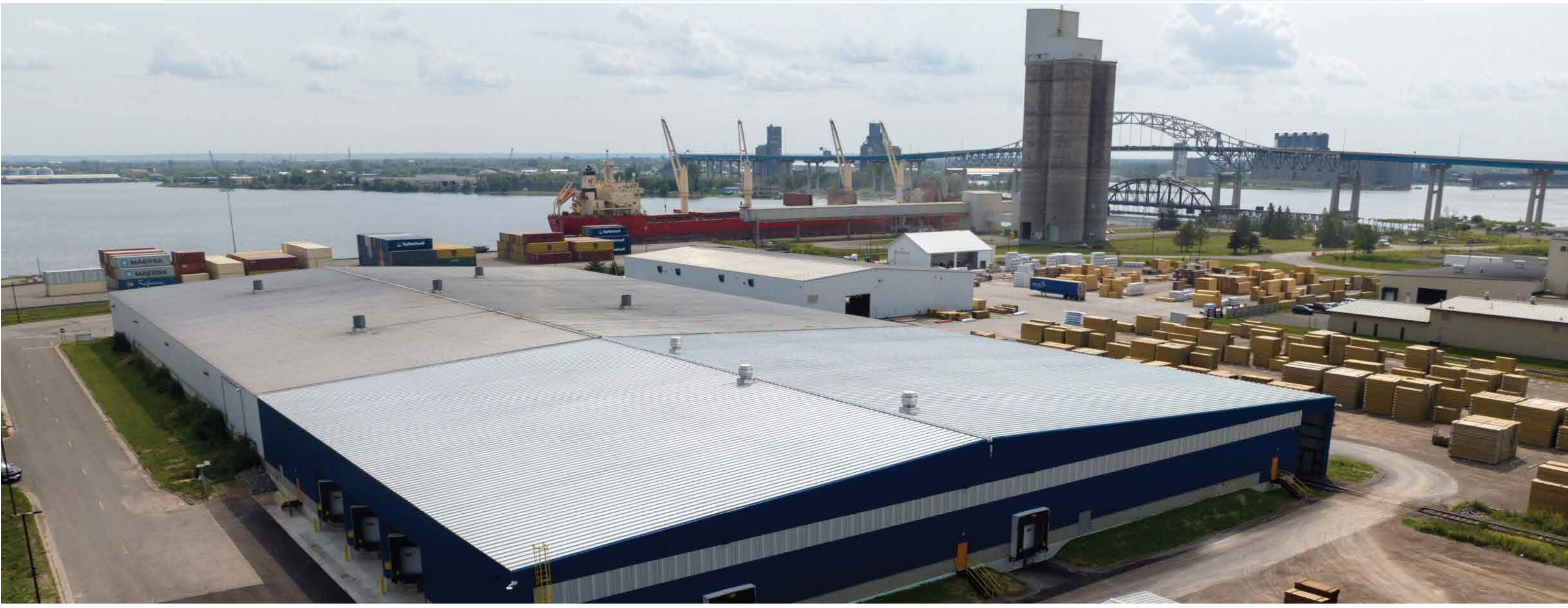
Risk	Mitigation
Power outages	Backup generators & solar integration
Equipment failure	Routine maintenance & service contracts
Market underutilization	Contracts with farmers & cooperatives
Perishable goods spoilage	Temperature monitoring & cold chain management
Regulatory compliance	Early UNBS & export certification

9. Strategic Recommendations

- Start with medium-scale storage and expand based on demand.
- Partner with cooperatives and large producers to ensure constant supply.
- Integrate refrigerated transport for distribution to reduce losses.
- Offer value-added services such as grading, labeling, and sorting.
- Explore public-private partnerships with government and development agencies.
- Conduct further market research to identify potential investors and industries.
- Develop a comprehensive business plan and feasibility study.
- Engage with government agencies and stakeholders to secure necessary approvals and support.

19.4. Investment Opportunity:

Bukakata Port Industrial & Warehousing Zone



Project Objective:

To establish a lake-based industrial and logistics hub that enhances regional trade efficiency, supports agro-exports, and catalyzes industrial development in Southern Uganda.

Indicative Total Investment:

UGX 320–350 billion

Target Investors / Partners:

- Government of Uganda (GoU)
- Foreign Direct Investors (FDI)
- Logistics operators and port developers
- iPPP infrastructure developers

Projected Payback Period:

7–9 years
(PPP infrastructure model)

Executive Summary

The Bukakata Port Industrial & Warehousing Zone is a strategic, logistics-led industrial development located in Masaka District on the shores of Lake Victoria. The project is designed to function as a multimodal trade, storage, and industrial hub, linking Southern Uganda to Tanzania, Kenya, the Central Corridor, and wider regional export markets.

Anchored on the proposed Bukakata Inland Port, the zone will support bulk storage, agro-logistics, light industrial activities, and lake-based cargo transport. By shifting a portion of cargo movement from road to lake transport, the project will reduce logistics costs, ease road congestion, cut post-harvest losses, and strengthen Uganda's lake transport and blue economy.

Beyond trade, Bukakata will also serve as a gateway to the Ssese Islands, supporting tourism flows and enabling the growth of fisheries and fish processing value chains around Lake Victoria.

1. Project Description

Bukakata is strategically located on the western shores of Lake Victoria, offering a natural advantage for the development of an inland port and industrial logistics zone. The proposed port will serve as a water-based access point to the Central Transport Corridor, complementing road and rail networks and strengthening Uganda's regional trade connectivity.

The Bukakata Port Industrial & Warehousing Zone will integrate:

- Inland port operations and cargo handling
- Warehousing and bulk storage facilities
- Agro-logistics and cold chain infrastructure
- Light industrial and value-adding activities
- Passenger and tourism ferry services to the Ssese Islands

The project will act as a trade enabler for Southern Uganda, particularly for agricultural exports, fisheries, and manufactured goods, while also supporting tourism and local economic development.

2. Strategic Rationale

A. Location Advantage

- Direct access to Lake Victoria, enabling water transport and lake-based trade
- Proximity to the Masaka–Mbarara highway, linking Western and Southern Uganda
- Strategic position as a lake gateway to Tanzania and the Central Corridor

B. Multimodal Connectivity

- Integration of lake transport, road logistics, and warehousing
- Reduced dependency on long-haul road transport to Kampala and Dar es Salaam
- Improved cargo movement efficiency and lower logistics costs.

C. Market Access & Trade Potential

- Direct linkage to regional markets in Tanzania, Kenya, Rwanda, and DRC
- Improved export handling for agricultural produce and fish products
- Support for cross-border and lake-based trade networks

D. Fisheries, Tourism & Blue Economy

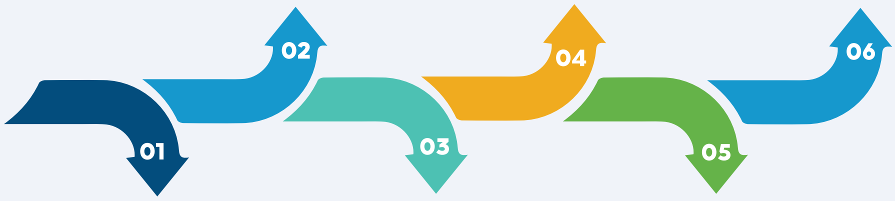
- Enabler for fisheries landing, cold storage, and processing
- Gateway to the Ssese Islands tourism circuit
- Supports sustainable use of Lake Victoria resources.

E. Policy & Government Support

- Alignment with GoU priorities on transport infrastructure, trade facilitation, and industrialization
- Supports regional integration under the EAC and AfCFTA frameworks
- Strong candidate for PPP-led development

3. Proposed Business Model

Core Components



01 Inland port operations and cargo handling services

02 Warehousing, bulk storage, and transit sheds

03 Agro-logistics and cold chain facilities

04 Light industrial and assembly activities

05 Passenger and cargo ferry services

06 Fisheries support infrastructure (landing, storage, distribution)

Target Users

- Agro-exporters and traders
- mporters/exporters using lake transport
- Logistics companies and warehouse operators
- Light manufacturing and assembly firms

Target investors

- GOU
- FDI.

4. Capital Investment Requirements (Indicative)

A. Pre-Development & Planning

Item	Cost (UGX Bn)
Land acquisition & titling	8
Feasibility studies & ESIA	10
Master plan & engineering designs	7
Subtotal	**25B**

B Core Infrastructure Development (PPP-Led)

Component	Cost (UGX Bn)
Port infrastructure & berths	120
Internal roads & yards	45
Power, water & drainage systems	40
Warehousing shells & logistics yards	55
ICT systems & smart port management	8
Security infrastructure	7
Contingency	10
Subtotal	**285B**

Indicative Total Investment:

UGX 320–350 billion

PPP Structure Note:

Government focuses on port, roads, utilities, ICT & security, while private operators invest in warehousing, cold storage, logistics services, and industrial facilities.

5. Revenue Streams & Financial Outlook

Key Revenue Sources

- Port handling & docking fees
- Warehouse leasing & storage fees
- Cold chain services
- Utilities & service charges
- Industrial plot leases

Indicative Annual Revenue (Stabilized Phase): UGX 40–55B

Operating Margin: 30–35%

Estimated Annual Net Profit: UGX 12–18B

6. Payback Period

Estimated Payback Period: 7–9 years, consistent with inland port and logistics-led industrial zones.

7. Employment & Economic Impact

Direct Jobs: 1000 (port operations, logistics, administration, trade, transport, farming, and services)

Indirect Jobs: Thousands in farming, and services

Catalytic Impact: Reduced logistics costs, export competitiveness, lake transport revival

8. Key Risks & Mitigation

Risk	Mitigation
High capital requirements	PPP & phased rollout
Low initial cargo volumes	Anchor tenants & bilateral trade agreements
Lake transport safety	Modern port systems & regulation compliance
Environmental concerns	ESIA compliance & lake protection measures

9. Strategic Recommendations

- Position Bukakata as Uganda's flagship inland lake logistics hub.
- Integrate port development with Sango Bay and Masaka logistics corridors.
- Prioritize lake transport to reduce road freight costs.
- Attract anchor logistics and warehousing operators early.
- Align with NDP IV, Tenfold Growth Strategy, and EAC trade frameworks.
- Conduct further feasibility studies and environmental impact assessment.
- Engage with stakeholders and government agencies to secure necessary approvals.
- Develop a comprehensive business plan and investment strategy.
- Begin infrastructure development and port construction.

19.5. Investment Opportunity

Coffee Processing & Roasting

Project Type:
Agro-processing & Specialty Export Manufacturing

Indicative Investment:
UGX 360 million

Payback Period:
20 months

Value Addition Margin
250%–400%

Target Investors
Domestic Investors, Joint Ventures, Strategic FDI

Location
Bukomansimbi District – Greater Masaka Coffee Belt

Executive Summary

The Greater Masaka sub-region (Masaka, Lwengo, Bukomansimbi, Sembabule) is one of Uganda's most productive Robusta coffee belts, contributing significantly to national output. Despite this strength, most coffee from the region is sold as FAQ or green beans, capturing only a fraction of its potential value.

UIA is promoting the establishment of a modern coffee processing, roasting, and packaging facility in Bukomansimbi to support local value addition, higher farmer incomes, job creation, and penetration of domestic, regional, and international specialty coffee markets.

The project is well-positioned to: Leverage strong farmer and cooperative networks
Serve Uganda's fast-growing urban coffee culture
Supply premium roasted and specialty coffee to export markets

1. Strategic Fit

- Agro-processing hubs (fruit, fish, dairy)
- Bukakata Port Industrial & Warehousing Zone (export logistics)
- Mutukula SEZ (regional market access)
- Masaka City logistics and cold-chain infrastructure

2. Why Bukomansimbi & the Greater Masaka Coffee Belt

A. High Coffee Production

- Major producing districts: Lwengo, Bukomansimbi, Masaka, Sembabule
- Strong farmer organizations and cooperatives
- Reliable supply of Robusta cherries and FAQ

B. Multimodal Connectivity

- 2–3 hours from Kampala and Entebbe
- Efficient road access to domestic markets
- Export routes via Entebbe Airport, Mombasa, and Dar es Salaam

C. Growing Demand

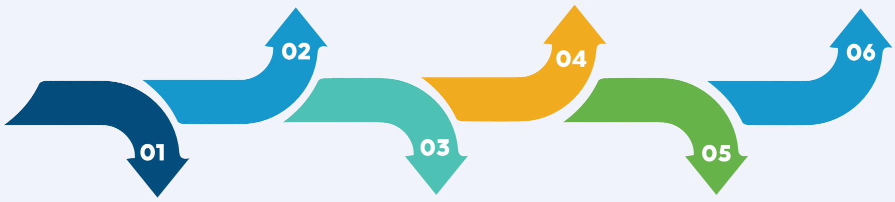
- Rising domestic coffee consumption driven by youth and café culture
- Expanding global demand for African and specialty coffee
- Roasted coffee earns 5–10× more than unprocessed beans

D. Ready Workforce

- Youthful labour force
- Existing skills in farming and primary processing

3. Project Description & Business Model

Core Activities



01 Purchase coffee cherries/FAQ from farmers and cooperatives

02 Processing: hulling, grading, cleaning

03 Roasting, grinding, and packaging

04 Branding for retail, hospitality, and export markets

05 Direct sales via factory outlet / coffee shop

Product Portfolio

- Roasted coffee (whole beans)
- Ground coffee
- Specialty and branded coffee
- Coffee extracts and concentrates
- Coffee by-products (husks, oils)

4. Production Capacity (Indicative)

- Coffee processing:

500 metric tons/year

- Coffee roasting:

200 metric tons/year

- Scalable based on demand and export certification

5. Required Investment (Indicative)

Total Investment:

UGX 360 million (≈ USD 96,000)

Includes:

- Site utilities and refurbishment
- Semi-automated machinery (huller, grader, roaster, grinder, sealer)
- Packaging and branding
- Working capital for coffee procurement
- UNBS, UCDA, and export certifications

(Figures adjustable for small, medium, or large-scale plants.)

6. Revenue & Financial Highlights

Market Prices

- Green coffee:

UGX 8,000–11,000/kg

- Roasted coffee:

UGX 25,000–40,000/kg

- Ground coffee:

UGX 30,000–50,000/kg

Example Medium-Scale Output

- 1 ton/month roasted coffee
- Average selling price
  UGX 35,000/kg
- Monthly Revenue:
  UGX 35 million
- Net Profit (Conservative):
  UGX 17.5 million/month
- Annual Net Profit:
  UGX 210 million

Payback Period

20 months

7. Employment & Economic Impact

Direct jobs: 50 (processing, quality, sales)

Indirect jobs: Hundreds of coffee farmers and traders

- Stabilised farm-gate prices through value addition
- Increased local incomes and skills transfer

8. Competitive Advantages

- Close proximity to coffee farmers lowers raw material costs
- Strong cooperative networks ensure supply reliability
- Limited competition in roasted and branded coffee
- Strong demand from hotels, cafés,
- supermarkets

9. Risks & Mitigation

Risk	Mitigation
Price volatility	Contract farming & cooperative agreements
Quality variation	On-site grading, moisture testing
Certification requirements	Early UNBS & UCDA compliance
Market penetration	Strong branding & strategic partnerships

10. Strategic Recommendations

- Start with a medium-scale plant, expand to export-grade roasting
- Secure Ministry of Agriculture Animal Industry and Fisheries certification early
- Build a strong Ugandan brand to substitute imports
- Partner with hotels, cafés, supermarkets, and online platforms
- Conduct further feasibility studies and environmental impact assessments.
- Engage with stakeholders and government agencies to secure necessary approvals.
- Develop a comprehensive business plan and investment strategy.
- Begin factory setup and equipment installation.

11. Target Markets

- Domestic: Cafés, restaurants, supermarkets, institutions
- Regional & International: EU, US, Japan
- Specialty coffee buyers (roasted, ground, whole beans)

12. UIA Support & Call to Action

UIA invites investors to:

- Fund or co-invest in the processing facility
- Partner in branding, distribution, and export
- Establish long-term supply contracts with farmer groups

This project is a high-margin, low-risk agro-processing opportunity within the Greater Masaka Growth Corridor.

19.6. Investment Opportunity:

Fruit Processing & Value Addition Plant (Pineapple–Mango Belt, Greater Masaka)

Project type:

Agro-processing & Export-oriented Manufacturing

Estimated Total Investment:

UGX 1.39 billion (≈ USD 370,000)

Products:

Juice, Pulp, Dried Fruit

Target Investors

Domestic Investors, Cooperatives, FDI, Strategic Partners

Location

Kalungu District (Greater Masaka Region)

Executive Summary

The Greater Masaka Region is one of Uganda's most productive fruit belts, supplying large volumes of pineapples (Masaka, Lwengo, Kalungu) and mangoes (Bukomansimbi, Sembabule). Despite this abundance, the region continues to experience high post-harvest losses (30–50%), price volatility, and limited access to structured markets.

UIA is promoting the establishment of a modern fruit processing and value-addition plant in Kalungu to convert surplus fruit into juice, pulp/puree, concentrates, and dried fruit for domestic, regional, and export markets.

This investment directly supports:

- Agro-industrialisation under NDP IV
- Import substitution and export growth
- Farmer income stabilisation
- Job creation and rural industrialisation

The project is commercially attractive, export-ready, and offers a payback period of under one year at moderate scale.

1. Strategic Fit

This project complements and integrates with other priority investments in the region

- Bukakata Port Industrial & Warehousing Zone – export logistics for processed fruit
- Masaka City Logistics & Cold Chain Hub – storage and distribution
- Mutukula SEZ – regional trade access to Tanzania and the Central Corridor
- Agro-Industrial Parks (Sango Bay, Kalangala, Sembabule) – value-addition ecosystem.

Together, these projects position Greater Masaka as a competitive agro-processing and export corridor.

2. Why Greater Masaka is Ideal

A. Abundant and Reliable Raw Materials

- Pineapples (Kyenjojo variety – high brix, export-grade)
- Mangoes produced at scale
- Seasonal but predictable supply suitable for processing contracts.

B. Strategic Location

- 2–3 hours from Kampala
- Access to Tanzania, Rwanda, DRC markets
- Export routes via Entebbe Airport, Bukakata Port, and Mutukula Border.

C. High Post-Harvest Losses = High Value Opportunity

- Pineapple losses: 30–40%
- Mango losses: 35–50%
- Processing converts losses into high-value products.

D. Land, Labour & Utilities

- Affordable industrial land
- Youthful labour force
- Suitable for solar-supported agro-processing

3.Market Opportunity

- Strong and growing domestic demand for processed fruit (≈15% annual growth)
- Regional (EAC/COMESA) deficit in fruit pulp and concentrates
- Import substitution potential exceeding UGX 500 billion annually
- Export demand from Kenya, Rwanda, South Sudan, GCC, and EU (with certification)

4. Project Description & Product Mix

Core Products

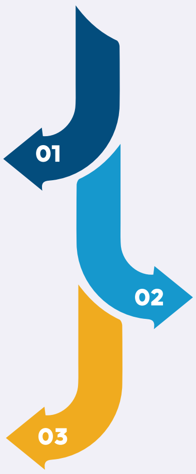
- Ready-to-drink juice (pineapple & mango)
- Fruit pulp/puree (industrial buyers & export)
- Dried fruit snacks (high-margin)
- Concentrates (phase II)

By-Products

- Animal feed from peels
- Organic fertiliser inputs

5. Proposed Business Model

Contract farming and aggregation through farmer groups



Processing at a central Kalungu facility

Sales to:

•Supermarkets & retailers
•Hotels, schools, institutions
•Juice manufacturers (pulp supply)
• Export distributors (Export to EAC, COMESA, AFCTA, GCC, EU (if HACCP certified)

6. Investment Size (Moderate Scale – Indicative)

Total Estimated Investment:

UGX 1.39 billion (≈ USD 370,000)

Includes:

- Land (1–2 acres or lease)
- Factory & cold room
- Processing & packaging machinery
- Solar and water systems
- Working capital and certification

(Scalable to small or large industrial levels)

7. Financial Highlights (Investor Snapshot)

Annual Revenue (Year 1):
UGX 7.68 billion (conservative)

Net Profit Margin:
~25%

Net Profit (Year 1):
UGX 1.92 billion

Payback Period:
~8.5 months

5-Year Cumulative Cash Flow:
UGX 12.9+ billion

High-margin, fast-payback agro-industrial investment

8. Employment & Social Impact

50-100 direct factory jobs

- Thousands of farmers integrated into stable supply chains
- Income stabilisation for fruit-growing communities
- Reduced post-harvest losses and food waste

9. Key Risks & Mitigation

Risk	Mitigation
Seasonal supply	Contract farming, drying, cold storage
Price volatility	Long-term grower agreements
Certification requirements	Early UNBS, HACCP, ISO compliance
Market competition	Branding, quality, export focus

10. Recommendations

- Start with juice + pulp lines (high demand), expand to dried fruit later.
- Invest in a strong brand targeting domestic and regional markets.
- Build supply chains with farmer groups (provide seedlings & training).
- Explore export opportunities for mango/pineapple puree.
- Conduct further feasibility studies and environmental impact assessments.
- Engage with stakeholders and government agencies to secure necessary approvals.
- Develop a comprehensive business plan and investment strategy.
- Begin factory construction and equipment installation.

11. UIA Support & Next Steps

- **UIA will support investors through:**
- Investment licensing and facilitation
- Land identification and linkages
- Market intelligence and export support
- Integration into Greater Masaka logistics and SEZ infrastructure

12. Call to Action

UIA invites investors to:

- Invest as sole or joint-venture partners
- Co-develop export-oriented processing capacity
- Enter long-term off-take and supply agreements

This project represents a flagship agro-industrial opportunity within the Greater Masaka Growth Corridor.

19.7. Investment Opportunity:

Dairy Processing Plant

Project type:

Agro-processing & Food Manufacturing

Estimated Total Investment:

USD 1.15 million
(≈ UGX 4.37 billion)

Promoted by:

Uganda Investment Authority (UIA)

Target Investors

Domestic Investors (with scale-up potential for JV/FDI)

Location

Sembabule – Lyantonde Dairy Corridor

Executive Summary

The Sembabule–Lyantonde corridor is one of Uganda's most productive cattle-keeping and milk-producing zones, supplying large volumes of raw milk to Kampala, Masaka, and Mbarara. Despite this strong production base, the region faces significant post-harvest losses and foregone income due to limited local processing capacity.

UIA is promoting the establishment of a modern dairy processing plant to convert raw milk into pasteurised milk, yoghurt, butter/ghee, and cheese, supplying domestic and regional markets while creating jobs and stabilising farmer incomes.

The project is designed for phased development, starting with a medium-scale plant and expanding to a large commercial processor as demand grows.

1. Strategic Fit

- **This dairy project complements:**
- Cattle fattening & meat processing (Sembabule–Lyantonde)
- Cold-chain & logistics hubs (Masaka City)
- Bukakata Port Industrial Zone (regional distribution)
- Mutukula SEZ (cross-border dairy trade)

2. Why Sembabule

A. High Milk Production Base

- Major cattle corridor with large commercial herds
- Estimated daily milk output: 200,000–350,000 litres
- Strong farmer cooperatives and milk collection centres

B. Strategic Location

- Located along the Masaka–Mbarara highway
- Easy access to Kampala and regional markets (Rwanda, DRC, South Sudan)
- Improving electricity and water coverage under national programmes

C. Strong Market Demand

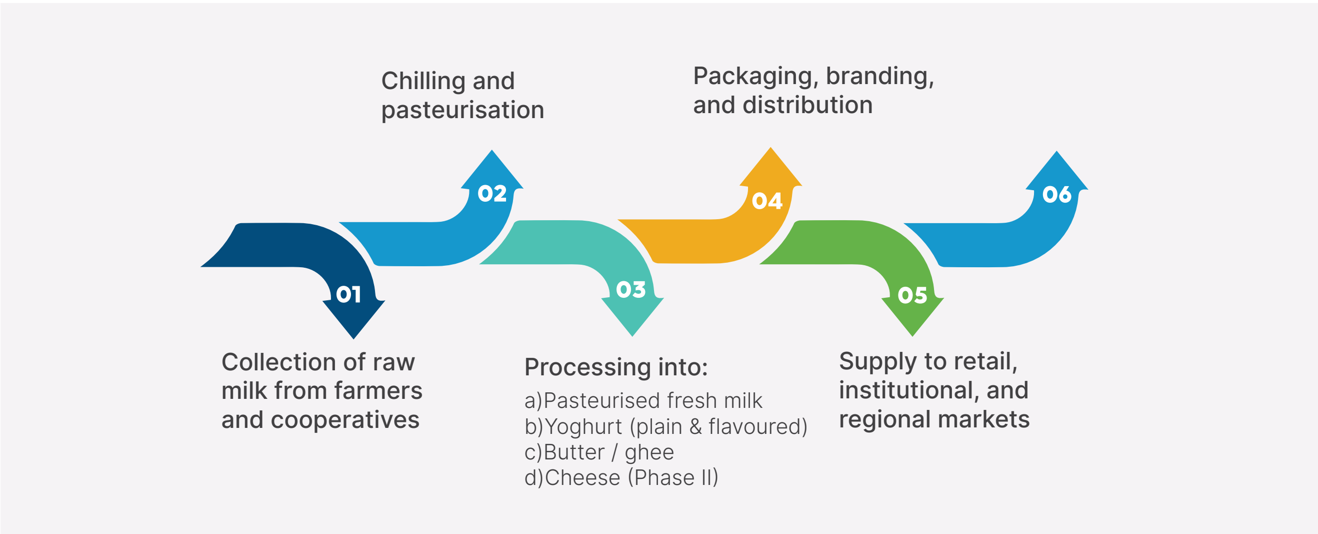
- Growing demand for:
  -Pasteurised milk
  -Yoghurt (plain & flavoured)
  -Butter/ghee
  -Cheese
- Reliable institutional buyers: schools, hospitals, hotels, supermarkets
- Import substitution opportunity for selected dairy products

D. Available Workforce

- Youthful population
- Established dairy farming and milk handling

3. Project Description & Business Model

Core Activities



4. Phased Development Approach

Phase I:
Medium-Scale Dairy Plant (Entry Level)
(Ideal for domestic investors)

Capacity

Milk intake:
3,000 litres/day

Indicative Investment

UGX 680 million
(≈ USD 180,000)

Key Outputs

- Pasteurised milk
- Yoghurt
- Ghee / cream

Payback Period

11–17 months

Phase II: Large-Scale Commercial

Capacity

Milk processing:
10,000 litres/day

Cheese production
500 Kgs/day

Total Investment

USD 1.15 million
(≈ UGX 4.37 billion)

Payback Period

1.9 years

Target Markets

- National supermarkets
- Regional export markets (EAC)

5. Revenue Potential (Phase I – Medium Scale)

Monthly Revenue Estimate

Product	Monthly Quantity	Price	Revenue (UGX)
Pasteurised Milk	54,000 L	2,000	108,000,000
Yoghurt	27,000 L	3,500	94,500,000
Ghee/Cream	900 kg	24,000	21,600,000
Total			**224,100,000**

Gross Margin:
30–45%

Net Monthly Profit:
UGX 40–60 million
(conservative)

6. Payback Analysis (Phase I)

Investment: UGX 680 million

Scenario	Net Monthly Profit	Payback
Conservative	UGX 40m	17 months
Moderate	UGX 50m	13.6 months
Optimistic	UGX 60m	11.3 months

Conclusion:
One of the fastest-payback agro-processing investments in Uganda.

7. Employment & Economic Impact

Phase I

- **Direct jobs:** 12–15
- **Indirect jobs:** Hundreds of dairy farmers and transporters

Phase II

- **Direct jobs:** 50
- **Indirect jobs:** 200+

Wider Impact

- Stable milk prices for farmers
- Reduced milk spoilage
- Increased rural incomes

Competitive Advantages

- Located in a high-production dairy corridor
- Lower raw milk transport costs
- Strong unmet demand for yoghurt and fresh milk
- Scalable into UHT milk and cheese
- Clear market gaps outside large processors' reach
- Conduct further feasibility studies and environmental impact assessments.
- Engage with stakeholders and government agencies to secure necessary approvals.
- Develop a comprehensive business plan and investment strategy.
- Begin factory setup and equipment installation.

9. Risks & Mitigation

Risk	Mitigation
Seasonal milk fluctuations	Cooperative contracts, chilling infrastructure
Quality inconsistencies	Supplier training, strict testing
Competition from large processors	Niche branding, freshness, flavoured products
Regulatory compliance	Early DDA & UNBS certification

10.Strategic Recommendations

- Start with medium-scale production, expand to UHT and cheese
- Establish milk collection centres within 10–20 km radius
- Secure institutional buyers (schools, hospitals, hotels)
- Invest in cold chain and refrigerated transport
- Build a strong "fresh-from-the-farm" regional brand

11. Target Markets

Domestic:

Supermarkets, shops, institutions

Regional:

Kenya, Rwanda, Tanzania

Products:

- Pasteurised milk
- Yoghurt
- Butter / ghee
- Cheese

12. Call to Action

UIA invites investors to:

- Invest in or co-develop the dairy processing plant
- Partner with cooperatives for assured milk supply
- Expand into regional dairy markets

This project anchors Greater Masaka as a livestock value-addition powerhouse and delivers strong, fast, and sustainable returns.

19.8. Investment Opportunity:

Integrated Grains Processing & Animal Feed Manufacturing Plant
(Maize, Cassava, Millet, Soybeans, Sunflower Belt – Greater Masaka)

Project type:

Agro-processing & Export-oriented Manufacturing

Estimated Total Investment:

UGX 13.68 billion (≈ USD 3.6 million)

Target Investors

Domestic Investors, Cooperatives, FDI, Strategic Partners

Products

Packaged Grains, Flour, Bran, Animal Feed

Location

Masaka – Lwengo – Bukomansimbi – Sembabule (Greater Masaka Region)

Executive Summary

The Greater Masaka Region is one of Uganda's leading grain-producing belts, with abundant maize, cassava, millet, beans, soybeans, and sunflower. Despite high production, post-harvest losses and low value addition persist, creating a major opportunity for modern grain processing and animal feed manufacturing.

UIA is promoting the establishment of an integrated processing hub to convert raw grains into high-quality flour, bran, and fortified animal feeds for domestic, regional, and export markets.

This investment directly supports:

i) Agro-industrialisation under NDP IV
ii) Import substitution and regional export growth
iii) Farmer income enhancement and rural industrialisation
iv) Job creation and SME linkages

1. Strategic Fit

This project complements and integrates with other regional priority investments:

- Bukakata Port Industrial & Warehousing Zone – export logistics for grains and feed
- Masaka City Logistics & Cold Chain Hub – storage and distribution
- Mutukula SEZ – access to Tanzania and Central Corridor markets
- Agro-Industrial Parks (Sango Bay, Kalangala, Sembabule) – value-addition ecosystem

2. Why Greater Masaka Is Ideal

A. Abundant and Reliable Raw Materials

- Maize, cassava, millet, beans, soybeans, sunflower produced at scale
- Farmer networks and cooperatives ensure consistent supply
- post-harvest losses create value-addition opportunities

B. Strategic Location

- Central location: 2–3 hours from Kampala
- Access to Rwanda, Tanzania, Kenya, DRC markets
- Export routes via Entebbe Airport, Bukakata Port, Mutukula Border

C. High Value Opportunity

- Grain losses and unprocessed surpluses convert into profitable products
- Animal feed demand rising due to poultry, dairy, and piggery sector growth

D. Land, Labour & Utilities

- Affordable industrial land for moderate-to-large scale processing
- Youthful labour force
- Suitable for solar and energy-efficient systems

3. Market Opportunity

- Domestic demand from bakeries, schools, hospitals, supermarkets, and institutions
- Regional (EAC/COMESA) deficit in fortified flour and quality-assured feed
- Import substitution potential exceeding UGX 500 billion annually
- Export demand to Rwanda, Tanzania, Kenya, South Sudan, and DRC

4. Project Description & Product Mix

Core Products

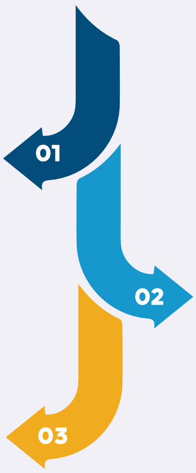
- Packaged grains (maize flour, cassava flour, millet flour)
- Bran and by-products for human consumption and animal feed
- Animal feed (poultry, dairy, pig, optional fish feed)

By-Products

- Husk and bran for secondary feed or bioenergy
- Organic fertiliser inputs

5. Proposed Business Model

Contract farming and aggregation through farmer groups



Processing at a central integrated facility

Sales to:

- Supermarkets & retailers
- Hotels, schools, institutions
- Livestock & poultry farms
- Export distributors (EAC/COMESA)

6. Investment Size (Moderate Scale – Indicative)

Total Estimated Investment:

UGX 13.68 billion (≈ USD 3.6 million)

Includes:

- Land acquisition & factory construction
- Processing & feed machinery
- Quality control systems
- Packaging, branding & marketing
- Working capital and regulatory certification

(Scalable to small or large industrial levels)

7. Financial Highlights (Investor Snapshot)

Annual Revenue (Year 1):
4.56 billion billion (conservative)

Net Profit Margin:
28–30%

Net Profit (Year 1):
UGX 1.37 billion

Payback Period:
~3.5 years

5-Year Cumulative Cash Flow:
UGX 6–7 billion

Medium-term, high-margin agro-industrial investment with scalable expansion potential

8. Employment & Social Impact

150–200 direct factory jobs

>2,000 smallholder farmers integrated into structured supply chains.

- Income stabilisation for farming communities
- Reduced post-harvest losses, increased food security
- Skills development in agro-processing

9. Key Risks & Mitigation

Risk	Mitigation
Grain price volatility	Contract farming & warehouse storage
Quality inconsistency	On-site grading, farmer training, moisture testing
Power costs	Energy-efficient motors, solar hybrid integration
Market competition	Strong branding, fortified & high-quality products
Regulatory compliance	Early UNBS, UIA engagement, continuous monitoring

10. Recommendations

- Begin with moderate-scale flour + feed production; expand with oil extraction or fish feed in Phase II
- Establish strong farmer networks and aggregation centres
- Develop a strong regional brand
- Explore export contracts for animal feed and fortified flour
- Conduct feasibility studies and environmental assessments
- Secure government approvals and incentives
- Begin factory setup and equipment installation

11. UIA Support & Next Steps

- Investment licensing and facilitation
- Land identification and linkages
- Market intelligence and export support
- Integration with Greater Masaka logistics and SEZ infrastructure

12. Call to Action

UIA invites investors to:

- Invest as sole or joint-venture partners
- Co-develop regional grains processing & feed capacity
- Enter long-term off-take and supply agreements

This project represents a flagship agro-industrial investment within the Greater Masaka Growth Corridor.

19.9. Investment Opportunity:

Meat Processing & Packaging Park (Sembabule)

Estimated Total Investment:

UGX 580–600M

Payback Period

3–4 years

Target Investors

Domestic Investors
FDI
Farmer Cooperatives
Saccos

Executive Summary

The Sembabule district, part of the Greater Masaka livestock corridor, is an ideal location for a **meat processing and packaging park** due to its high concentration of cattle, goats, and pigs. Currently, the region primarily sells live animals to Kampala and other urban markets, leaving **huge opportunities for value addition,** higher farmer incomes, and export-ready meat products.

This project involves setting up a medium-scale abattoir and processing park producing chilled, frozen, and packaged meat for local, regional, and export markets.

1. Why Sembabule is Ideal

A. High Livestock Production

- Cattle, goats, and pigs are abundantly available.
- Strong farmer cooperatives and trader networks.

C. Growing Demand

- Rising domestic demand for processed meat.
- Export opportunities for chilled/frozen beef, goat meat, and pork.

B. Strategic Location

- 3–4 hours to Kampala, Masaka, and Lake Victoria ports.
- Road access to domestic and cross-border markets (Rwanda, DRC, Tanzania).

D. Available Labour

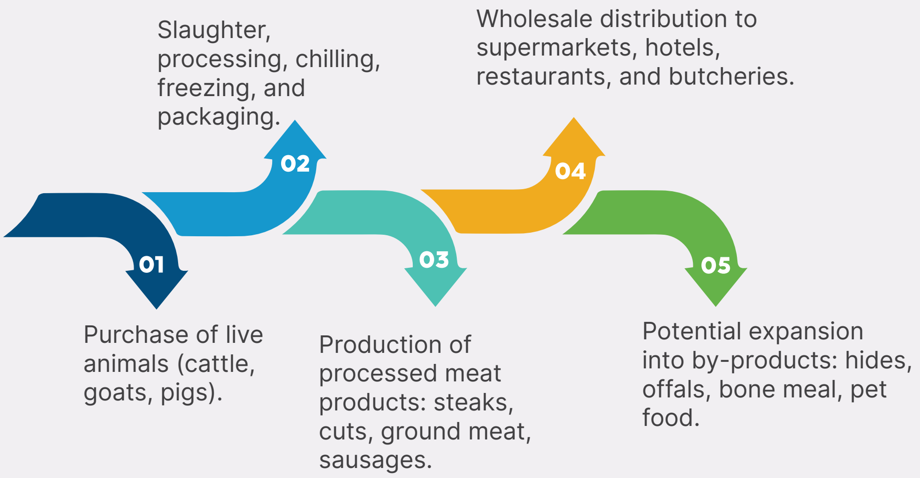
- Local workforce familiar with livestock handling and slaughtering.

Project components

- Abattoir and industrial building (slaughterhouse, cold rooms, packaging rooms)
- Meat processing machinery: chillers, grinders, slicers, vacuum packers
- Cold storage & logistics: refrigerated trucks, storage facilities
- Packaging & branding: high-quality packaging for retail and export
- Working capital for livestock purchase and operational costs
- Licensing & certifications (UNBS, NEMA, Meat Authority, export permits)

2. Proposed Business Model

Core Activities



Target Market

- Hotels, restaurants, supermarkets, schools, hospitals.
- Regional exports (Rwanda, DRC, South Sudan).
- Local butcheries and household consumers.

3. Required Investment (Medium Plant)

S/N	Component	Cost (UGX Millions)	Description
1	Industrial building / abattoir	120M	Slaughterhouse, cold rooms, packaging rooms
2	Meat processing machinery	180M	Chillers, grinders, slicers, vacuum packers
3	Cold storage & logistics	100M	Refrigerated trucks, storage rooms
4	Packaging & branding	30M	Bags, labels, design
5	Working capital	120M	Livestock purchase & operational costs
6	Licensing & certifications	20M	UNBS, NEMA, Export, Meat Authority permits
Total	—	**580–600M**	Approx. USD 150,000

4. Production & Revenue Potential

Capacity Estimate

- 2–3 tons/day of processed meat.
- Selling price: UGX 18,000–25,000/kg depending on cut/type.

Monthly Revenue (Conservative)

Product	Output (kg/month)	Price (UGX/kg)	Revenue (UGX)
Beef	30,000	20,000	600,000,000
Goat & Pork	10,000	22,000	220,000,000
Total Monthly Revenue	—	—	**820,000,000**

Gross Profit Margin:

30–40%

Estimated Monthly Net Profit:

UGX 246–328M

5. Operating Expenses (OPEX)

- Staff (slaughterhouse workers, quality control, admin)
- Electricity, water, fuel
- Packaging materials
- Transport & distribution
- Maintenance & repairs
- Marketing

Estimated Monthly OPEX:

574–574M (approx. 30%–35% of revenue)

Estimated Net Profit:

246–328M/month

6. Payback Period Calculation

Total Investment:
580–600M

Average Monthly Net Profit:
200M–250M

Annual Net Profit:

200M × 12 = 2.4B

Payback Period:

246,000,000×12580,000,000
≈ 2.3–3years

Conservative Payback
3–4 years
(considering scaling and seasonality)

7. Employment Potential

- Plant Manager – 1
- Butchers/Operators – 8–10
- Packaging – 3–5
- Admin & Sales – 2

Total Direct Jobs: 14–18

Indirect Jobs:

- Farmers, livestock traders
- Transporters, distributors
- Packaging suppliers

8. Risks & Mitigation

Risk	Mitigation
Livestock price fluctuations	Contract farming & cooperatives
Meat spoilage	Cold chain, proper refrigeration
Disease outbreaks	Veterinary inspections & compliance
Market competition	Strong branding & direct sales contracts
Regulatory compliance	Early UNBS, NEMA & Meat Authority certification

9. Strategic Recommendations

- Start with medium-scale plant with chilled & frozen meat.
- Build strong farmer networks to secure consistent supply.
- Use refrigerated logistics to ensure quality delivery.
- Expand into processed meat products (sausages, packaged cuts) after Year 2.
- Explore export markets for higher margins.
- Conduct feasibility studies and environmental assessments
- Secure government approvals and incentives

19.10. Investment Opportunity:

Fish Processing Facilities-Kalangala

Indicative Investment:
UGX 600–650M
for Medium-Scale Facility

Payback Period
3–4 years
(Conservative)

Target Investors
- Domestic Investors
- FDI

Executive Summary

The Greater Masaka lake cluster covering Kalangala, Masaka, and Kyotera lies at the heart of Uganda's fisheries economy, with Lake Victoria producing substantial volumes of Nile Perch, Tilapia, and other freshwater species. Despite this abundance, most fish is sold fresh or exported with minimal local value addition, limiting incomes, employment, and foreign exchange potential.

UIA is promoting the establishment of modern, medium-scale fish processing facilities in Kalangala to support freezing, smoking, drying, vacuum-packing, and canning of fish for domestic, regional, and international markets.

The project:

- Strengthens Uganda's fisheries value chain
- Expands exports and import substitution
- Creates jobs in island and lakeshore communities
- Integrates with Bukakata Port, Masaka cold chain hubs, and regional logistics

1. Strategic Fit

This project complements key regional investments:

- Bukakata Port Industrial & Warehousing Zone – lake transport & export logistics
- Masaka City Logistics & Cold Chain Hub – storage and distribution
- Mutukula SEZ – access to Tanzanian and Central Corridor markets
- Agro-Industrial Parks (Sango Bay, Kalangala) – value-addition ecosystem

2.Why Kalangala & the Greater Masaka Cluster Is Ideal

A. High and Consistent Fish Production

- Lake Victoria supplies Nile Perch and Tilapia at scale
- Growing aquaculture and pond farming supplement capture fisheries
- Existing fishing communities and cooperatives reduce supply risk

B. Strategic Location

- Direct access to Lake Victoria
- Proximity to Masaka City, Kyotera, Entebbe, and Kampala
- Lake transport linkage to Bukakata Port lowers logistics costs

C. Rising Market Demand

- Strong domestic demand from supermarkets, hotels, institutions
- Regional demand (Kenya, Tanzania, Rwanda, South Sudan)
- Export opportunities to EU, Middle East, and Asia (certified products)

D. Available Workforce

- Skilled fishermen, processors, and packaging labour already present
- High employment impact in island communities

3. Project Description & Product Mix

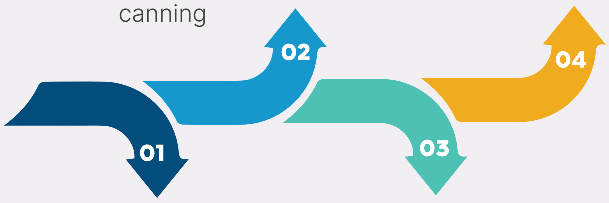
Core Products

- Frozen fish fillets
- Smoked and dried fish
- Fish fingers and steaks
- Vacuum-packed and canned fish

By-Products

- Fish meal (animal feed)
- Fish oil (industrial & nutritional use)

4. Proposed Business Model



5. Production Capacity (Indicative)

- Total processing capacity:
  1,000 metric tons/year
- Frozen fish output:
  500 metric tons/year
- Scalable as demand and supply expand

6. Required Investment (Medium-Scale Facility)

- Total Estimated Investment:

UGX 600–650 million
(≈ USD 155,000–168,000)

Includes

- Industrial processing building & cold rooms
- Filleting, smoking, freezing & vacuum-packing machinery
- Cold storage and refrigerated logistics
- Packaging, branding, working capital
- UNBS, NEMA, and export certifications

7. Revenue & Financial Highlights

- Total Estimated Investment:

2–3 tons/day

- Average selling price:

UGX 25,000–35,000/kg
(product-dependent)

- Estimated Monthly Revenue:

≈ UGX 1.25 billion

Conservative Payback Period:

3–4 years

**(Aggressive scenario:
under 1 year at optimal utilisation)**

8. Employment & Economic Impact

- Direct jobs: 100 (plant operations)
- Indirect jobs: Fishermen, transporters, suppliers, traders
- Increased and stabilised incomes for fishing communities
- Strong contribution to export earnings and value addition

9. Key Risks & Mitigation

Risk	Mitigation
Fish supply fluctuations	Contract fishing & cooperative agreements
Spoilage & quality issues	Cold chain, inspections, HACCP compliance
Regulatory requirements	Early UNBS, NEMA, export approvals
Energy costs	Solar integration & ice plant
Market competition	Branding & diversified product mix

10. Strategic Recommendations

- Start with a medium-scale facility, expand in phases
- Combine frozen fillets + smoked fish for margin stability
- Partner with fisher cooperatives for reliable supply
- Leverage Bukakata Port for lake transport & exports
- Develop fish meal and oil as secondary revenue streams
- Conduct further feasibility studies and environmental impact assessments.
- Engage with stakeholders and government agencies to secure necessary approvals.
- Develop a comprehensive business plan and investment strategy.
- Begin factory setup and equipment installation

11. UIA Support & Next Steps

UIA will facilitate:

- Investment licensing and approvals
- Linkages to land, utilities, and cold-chain infrastructure
- Integration into the Greater Masaka investment ecosystem
- Market access and export readiness support

12. Call to Action

UIA invites investors to:

- Establish fish processing operations in Kalangala
- Enter joint ventures with local cooperatives
- Supply domestic, regional, and export markets

This project is a flagship fisheries value-addition opportunity within the Greater Masaka Growth Corridor.

19.11. Investment Opportunity:

Development of Low-Cost Housing Real Estate in Masaka City

Project Objective:

To deliver affordable, planned housing that supports inclusive urbanization, workforce stability, and sustained investment growth in Masaka City and the wider Greater Masaka sub-region.

Estimated Total Investment:

UGX 100.7 billion (USD 26.5 million)

Target Investors

- FDI
- Domestic Investors

Payback Period

~7 years

Executive Summary

Masaka City is emerging as the principal commercial, logistics, and agro-industrial hub for Southern Uganda under the Greater Masaka Investment Portfolio. Rapid urbanization, industrial growth, and expanding private sector activity have created a significant and widening demand for affordable housing, particularly for low- and middle-income households.

This investment opportunity proposes the development of a large-scale, planned low-cost housing estate to provide affordable, decent, and serviced housing units that support workforce needs for agro-industrial parks, logistics hubs, SMEs, and public institutions.

The project is designed to be implemented through private investment or PPP arrangements, leveraging cost-efficient construction technologies and phased delivery to ensure affordability and strong market absorption.

1. Strategic Rationale for Masaka City

A. Location Advantage

- Strategic position as the commercial capital of Southern Uganda
- Strong Road connectivity to Kampala, Mbarara, Bukakata Port, and border trade corridors
- Proximity to emerging agro-industrial, logistics, and value addition investments.

B. Strong Market Demand

- Persistent housing deficit in low- and middle-income segments
- Rising demand from civil servants, private sector employees, SMEs, and cooperatives
- Increasing workforce demand driven by UIA-facilitated investments.

C. Policy & Institutional Support

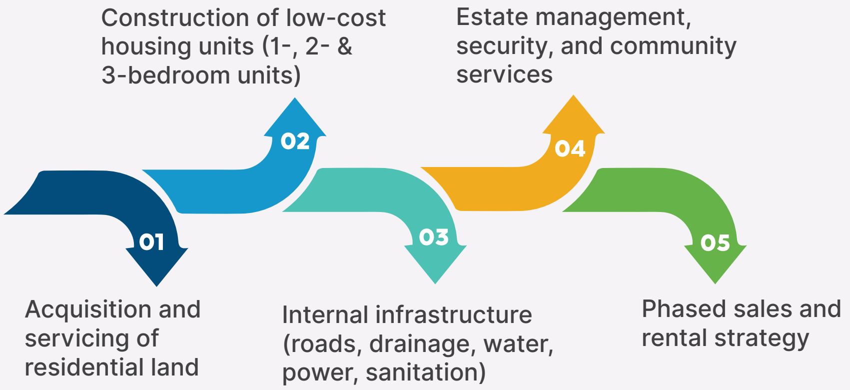
- Alignment with Government affordable housing and secondary city development agenda
- Strong relevance to PPP frameworks and housing finance reforms
- Supportive urban planning and infrastructure expansion in Masaka City

D. Workforce & Inclusion

- Supports housing needs for industrial, logistics, and service-sector workers
- Promotes inclusive urban growth and reduces informal settlements

2. Proposed Business Model

Core Components



Target Markets

- Low- and middle-income households
- Government and public sector employees
- Private sector employees and SMEs
- Housing cooperatives, SACCOs, and institutional buyers

Target Investors / Partners:

- National Housing and Construction Company (NHCC)
- Private Real Estate Developers
- Institutional Investors (pension funds, housing cooperatives)
- Public–Private Partnership (PPP) arrangements with Government

Financing & Structuring Options

- Mortgage financing through commercial banks and housing finance institutions
- Rent-to-own schemes for low-income earners
- Government-backed guarantees and subsidies
- PPP structures supported by UIA facilitation

3. Capital Investment Requirements (Indicative)

A. A. Pre-Development & Planning Costs

Item	Cost (USD)	Cost (UGX Approx.)
Land acquisition (10 acres)	1.0M	3.8B
Feasibility & planning	1.2M	4.6B
Design & approvals	0.8M	3.0B
Subtotal (Pre-development)	**3.0M**	**11.4B**

B. Construction & Infrastructure Development

Item	Cost (USD)	Cost (UGX Approx.)
Housing units' construction (500 units)	13.0M	49.4B
Internal roads & utilities	10.0M	38.0B
Construction support & site works	2.0M	7.6B
Contingency fund	0.5M	1.9B
Subtotal (Construction)	**25.5M**	**96.9B**

Total Indicative Investment Envelope

USD 26.5 million
(≈ UGX 100.7 billion)

Note:

The project is well-suited for PPP or phased private-sector development, reducing upfront capital pressure while aligning supply with demand.

4. Revenue & Financial Potential (Stabilized Phase)

Indicative Revenue Streams

- Sale of housing units
- Rental income (long-term residential leases)
- Estate management and service charges

Financial Projections (Indicative)

Annual Gross Revenue

~USD 15 million
(UGX 57B)

Annual Operating Costs:

~USD 5 million (UGX 19B)

Annual Net Profit

~USD 10 million (UGX 38B)

Estimated ROI:

~14.3% per annum

5. Payback Period

Based on stabilized annual net earnings:

Estimated Payback Period:

7 years, consistent with:

- Large-scale residential estate developments
- Affordable housing PPP and private-led models

6. Employment & Economic Impact

Direct Jobs: 200 (construction, estate management, maintenance)

Indirect Jobs: 1,500 across materials supply, transport, services

Catalytic Impact:

- Improved housing affordability
- Enhanced workforce productivity
- Planned urban expansion and reduced

7. Key Risks & Mitigation

Risk	Mitigation
Market absorption risk	Phased development aligned to demand
Construction cost escalation	Fixed-price contracts & local materials
Financing constraints	PPP structures & mortgage partnerships
Regulatory delays	Early engagement with city & central authorities

8. Strategic Recommendations

- Position the project as a priority enabling investment under the Greater Masaka Portfolio.
- Adopt a phased PPP or private-led delivery model.
- Integrate mortgage, rent-to-own, and cooperative financing solutions.
- Leverage UIA facilitation for investor matching and approvals.
- Align with NDP IV, Housing Policy, and Secondary City Development Strategy.
- Conduct further feasibility studies and environmental impact assessments
- Engage with stakeholders and government agencies to secure necessary approvals.
- Develop a comprehensive business plan and investment strategy.
- Begin land acquisition and housing development.

9. UIA Facilitation Role

- Under the Greater Masaka Investment Portfolio, UIA will:
- Facilitate investor engagement and project promotion.
- Support land identification and linkage with local authorities.
- Coordinate approvals with relevant MDAs and Masaka City authorities.
- Promote PPP structuring and investor matching.
- Monitor project implementation and investor aftercare

12. Call to Action

UIA invites investors to:

- Develop and finance the housing estate (full or phased investment).
- Partner with Government under PPP housing frameworks.
- Collaborate with mortgage institutions and housing cooperatives.

19.12. Investment Opportunity:

Cattle Fattening Project – Lyantonde District

Project Objective:

To establish commercially viable cattle fattening enterprise that increases beef supply, improves livestock quality, raises farmer incomes, and supports Uganda's livestock commercialization agenda.

Estimated Total Investment:

UGX 1.33 billion (USD 350,000)

Target Investors

- FDI
- Domestic Investors

Payback Period

4.5 years

Executive Summary

Lyantonde District, located within Uganda's Central–Southern cattle corridor, presents a commercially viable opportunity for large-scale cattle fattening targeting domestic, regional, and export beef markets. The district's long-standing livestock culture, proximity to major cattle-producing areas, and strong access to feed resources position it as an ideal hub for commercial beef production.

The proposed project involves establishing a 100-acre cattle fattening farm with a capacity of 500 head of cattle per cycle, focusing on rapid weight gain, improved livestock quality, and market-ready beef supply. The project is suitable for domestic investors, cooperatives, and agribusiness SMEs, with strong linkage potential to meat processors and export abattoirs in the Greater Masaka sub-region.

1. Strategic Rationale for Lyantonde

A. Location Advantage

- Situated within Uganda's key cattle corridor
- Proximity to major livestock markets and abattoirs
- Good Road connectivity to Masaka, Kampala, and regional export routes

B. Feed & Input Availability

- Abundant supply of maize bran, beans residues, and pasture grasses
- Mixed farming systems support low-cost feed sourcing

C. Market Demand

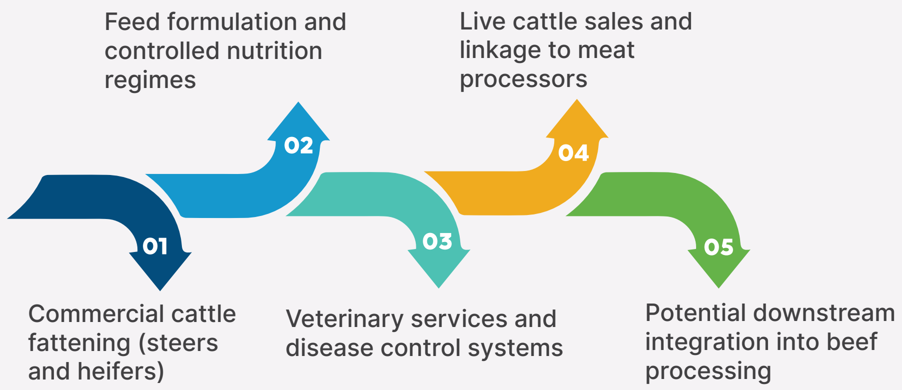
- Growing domestic demand for quality beef
- Expanding regional demand (EAC markets)
- Emerging export demand to Middle East and niche international markets

D. Government Policy Support

- Alignment with national livestock development programs
- Support for commercial ranching and meat value chains
- Favorable environment for agribusiness investment

2. Proposed Business Model

Core Components



Target Investors

- Domestic beef traders and processors
- Abattoirs and meat processors
- Regional beef buyers
- Export-oriented meat processors

3. Capital Investment Requirements

A. Farm Establishment & Operations

Item	Cost (USD)	Cost (UGX Approx.)
Farm setup (100 acres, handling facilities)	50,000	190 million
Cattle procurement (500 head)	150,000	570 million
Feed and nutrition	100,000	380 million
Veterinary services	20,000	76 million
Marketing and sales	10,000	38 million
Contingency fund	20,000	76 million
Total Project Cost	**350,000**	**1.33 billion**

4. Production & Revenue Potential

Production Cycle

- Fattening period:
  6–8 months
- Average weight gain:
  200–300 kg per animal
- Mortality rate:
  2–3%

Financial Performance (Annualized)

Projected Revenue:
UGX 760 million

Projected Operating Expenses:
UGX 456 million

Net Annual Income:
UGX 304 million

5. Return on Investment (ROI)

Estimated ROI: 22.9% per annum

Payback Period:
~4.5 years

This return profile makes the project attractive to private investors and cooperatives seeking medium-term returns with manageable risk.

6. Employment & Economic Impact

- Direct employment: 20 jobs (farm management, animal health, operations)
- Indirect employment: 50 jobs (feed suppliers, transporters, traders)
- Increased incomes for local cattle suppliers
- Improved livestock quality and productivity in the district
- Strengthened beef value chain in the Greater Masaka region

7. Key Risks & Mitigation

Risk	Mitigation
Disease outbreaks	Strong veterinary care & vaccination programs
Feed price volatility	Forward contracts & on-farm feed production
Market price fluctuations	Diversified markets (local, regional, export)
Climate variability	Water harvesting and pasture management

8. Strategic Recommendations

- Position Lyantonde as a commercial beef production node within the Greater Masaka Investment Portfolio.
- Promote cooperative and private-sector participation to scale impact.
- Link the project to meat processing parks (e.g., Sembabule Meat Processing Park).
- Encourage phased expansion to 1,000+ cattle as market demand stabilizes.
- Support investors with business development services and market linkages through UIA.
- Conduct further feasibility studies and environmental impact assessments.
- Engage with stakeholders and government agencies to secure necessary approvals.
- Develop a comprehensive business plan and investment strategy.
- Begin farm setup and cattle procurement

9. Target Markets

- Domestic beef markets
- Regional markets (Kenya, Tanzania, Rwanda)
- International markets (Middle East, selected EU niche markets)

10. Products

- Fattened live cattle
- Chilled and frozen beef (through processors)
- Hides and skins

11. Call to Action

UIA invites investors to:

Invest in or partner on this project to strengthen Uganda's beef industry and unlock export-oriented livestock growth within the Greater Masaka sub-region.

19.13. Investment Opportunity:

Recreational & Eco-Tourism Facility – Lake Nabugabo

Project Objective:

To establish a flagship recreational and eco-tourism destination at Lake Nabugabo that promotes sustainable tourism, conservation, employment creation, and inclusive economic growth in the Greater Masaka region.

Indicative Total Investment:

UGX 46.1 billion

Target Investors

FDI

Projetct Payback Period

7.5 years

Executive Summary

Lake Nabugabo, located in Masaka District within the Greater Masaka sub-region, is one of Uganda's most distinctive natural tourism assets. Renowned for its scenic beauty, rich biodiversity, birdlife, wetlands, and tranquil lakeside environment, the area offers a compelling opportunity for the development of a large-scale recreational and eco-tourism facility.

The proposed project aims to develop a fully integrated recreational destination comprising eco-lodges, hospitality services, water-based recreation, nature trails, and wildlife viewing facilities. The investment targets domestic investors while remaining attractive to regional and international eco-tourism markets. The project aligns with Government of Uganda tourism promotion initiatives and UIA's strategy to diversify regional economies through sustainable tourism development.

1. Strategic Rationale for Lake Nabugabo

A. Location Advantage

- Proximity to Masaka City and Kampala, making it ideal for weekend and holiday tourism
- Easy accessibility via the Kampala–Masaka highway
- Strategic positioning within the Greater Masaka tourism circuit.

B. Strong Tourism & Natural Asset Base

- Scenic lake views and unspoiled natural landscapes
- Rich birdlife and wildlife suitable for eco-tourism
- Wetlands and nature trails ideal for low-impact recreational activities

C. Market Demand

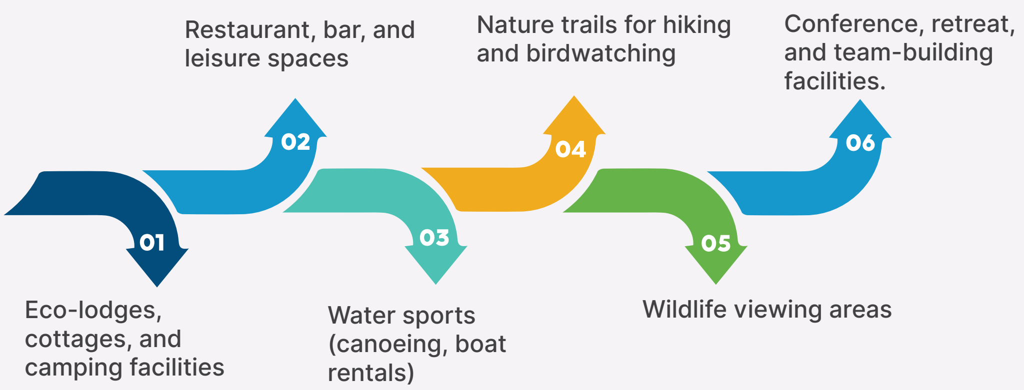
- Growing domestic demand for leisure, recreation, and eco-tourism
- Rising interest in nature-based tourism experiences
- Corporate demand for retreats, conferences, and team-building facilities

D. Policy & Institutional Support

- Government initiatives promoting tourism development and private sector investment
- Strong alignment with conservation and sustainable tourism policies
- Opportunity for PPP arrangements and private-led development

2. Proposed Business Model

Core Components



Target Markets

- Domestic leisure tourists
- International eco-tourists and adventure seekers
- Corporate organizations and institutions
- Educational and research visitors

3. Capital Investment Requirements

A. Pre-Development & Land Acquisition

Item	Cost (USD)	Cost (UGX Approx.)
Land acquisition (50 acres)	2.0M	7.6B

B. Core Facility Development

Item	Cost (USD)	Cost (UGX Approx.)
Recreational facilities (lodges, restaurant, pool)	10.0M	38.0B
Water sports infrastructure	0.05M	0.19B
Nature trails development	0.02M	0.076B
Wildlife viewing facilities	0.03M	0.114B
Contingency fund	0.05M	0.19B
Total Project Cost	**12.5M**	**46.1B**

4. Revenue & Operating Potential (Stabilized Phase)

Indicative Revenue Streams

- Accommodation (lodges and camping fees)
- Food and beverage services (restaurant and bar)
- Water sports activities (canoeing, boat rentals)
- Nature trail access and birdwatching fees
- Wildlife viewing fees
- Conferences, retreats, and corporate events

Financial Projections

Projected Annual Revenue:

USD 1.25 million (UGX 4.75 billion)

Projected Annual Expenses:

USD 0.75 million (UGX 2.85 billion)

Net Annual Income:

USD 0.50 million (UGX 1.9 billion)

Operating Margin:

40%

5. Payback Period & Returns

Estimated ROI:

13.3% per annum

Payback Period:

7.5 years

Returns are expected to improve with growth in domestic tourism, corporate bookings, and expanded recreational offerings.

6.Employment & Economic Impact

- Direct employment: 250 jobs (hospitality, operations, guides, management)
- Indirect employment: 1,500 jobs (suppliers, transporters, artisans, local SMEs)
- Increased tourism-related income for surrounding communities
- Promotion of conservation-linked livelihoods
- Strengthened tourism contribution to the Greater Masaka economy

7. Key Risks & Mitigation

- Direct employment: 250 jobs (hospitality, operations, guides, management)
- Indirect employment: 1,500 jobs (suppliers, transporters, artisans, local SMEs)
- Increased tourism-related income for surrounding communities
- Promotion of conservation-linked livelihoods
- Strengthened tourism contribution to the Greater Masaka economy

Risk	Mitigation
Environmental sensitivity	Strict ESIA and eco-friendly design
Seasonal demand fluctuations	Diversify with conferences & events
High upfront capital	Phased development approach
Conservation concerns	Partnerships with conservation agencies

8. Strategic Recommendations

- Position Lake Nabugabo as Greater Masaka's flagship recreational and eco-tourism destination.
- Adopt a low-impact, environmentally sustainable development model.
- Encourage domestic investor participation, with scope for PPP structures.
- Integrate the facility into national and regional tourism promotion campaigns.
- Phase development to match market demand and manage capital exposure.
- Conduct further feasibility studies and environmental impact assessments.
- Engage with stakeholders and government agencies to secure necessary approvals.
- Develop a comprehensive business plan and investment strategy.
- Begin facility development and marketing efforts

9. Facilities & Services

- Eco-lodges and camping sites
- Restaurant and bar
- Water sports (canoeing, boat rentals)
- Nature trails (hiking, birdwatching)
- Wildlife viewing areas
- Conference and retreat facilities

10. Call to Action

UIA invites domestic investors, tourism developers, hospitality operators, and PPP partners to invest in the Lake Nabugabo Recreational Facility as a commercially viable, environmentally sustainable, and socially impactful tourism development within the Greater Masaka.

19.14. Investment Opportunity:

Sand Processing Project – Kalungu District

Project Objective:

To establish a commercially viable sand processing plant that supplies high-quality construction sand, supports infrastructure development, and improves environmental management in Kalungu District.

Indicative Total Investment:

USD 4.0 million
(≈ UGX 15.2 billion)

Project Payback Period

2 years

Executive Summary

Kalungu District is one of Uganda's key sand-producing areas, supplying raw sand to rapidly growing construction markets in Masaka, Kampala, Greater Masaka, and cross-border projects. However, most sand is currently sold unprocessed, resulting in low value capture, quality inconsistencies, and environmental challenges.

This project proposes the establishment of a modern sand extraction and processing facility in Kalungu District, focusing on washed, screened, and graded construction sand that meets industry standards. The project targets domestic investors and Foreign Direct Investment (FDI) through joint ventures, aligning with Government priorities on infrastructure development, industrial value addition, and job creation.

1. Strategic Rationale for Kalungu

A. Location Advantage

- Proximity to high-quality sand deposits (river and quarry sources)
- Strategic access to Masaka, Kampala, and central Uganda construction markets
- Lower transport costs compared to distant sand sources.

B. Strong Market Demand

- Rapid growth in residential, commercial, and public infrastructure projects
- Increasing preference for processed, washed, and graded sand
- Sustained demand from contractors and government-funded projects.

C. Policy & Institutional Support

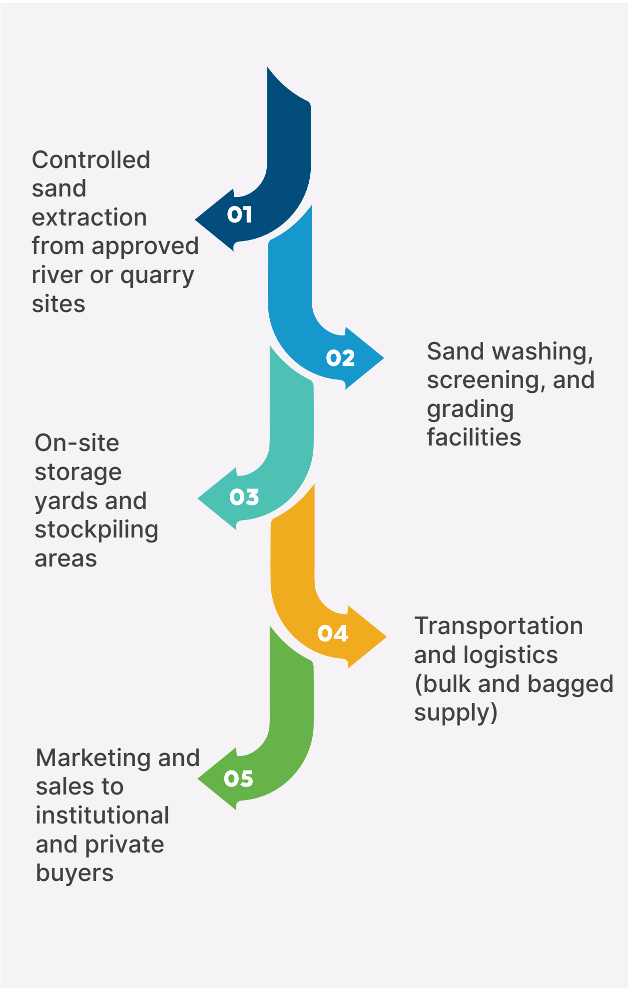
- Government focuses on infrastructure expansion (roads, housing, industrial parks)
- Support for value addition and local processing
- Opportunities for regulated and environmentally compliant operations.

D. Environmental & Sustainability Considerations

- Need to transition from informal sand mining to regulated processing
- Opportunity to implement controlled extraction and rehabilitation practices
- Improved compliance with NEMA and district environmental regulations

2. Proposed Business Model

Core Components



Target Markets

- Construction companies and civil engineering firms
- Real estate developers and contractors
- Government agencies and public works projects
- Hardware suppliers and large-scale builders

3. Capital Investment Requirements

A. A. Core Equipment & Infrastructure

Component	Cost	Cost (UGX Approx.)
Sand extraction equipment	2.0M	7.6B
Sand processing equipment (washing, screening, crushing)	1.3M	4.94B
Storage yards & transportation facilities	0.4M	1.52B
Marketing & sales setup	0.15M	0.57B
Contingency fund	0.15M	0.57B
Total Project Cost	**4.0M**	**15.2B**

Note: Final investment size may vary depending on technology choice and scale of operations.

4. Production & Revenue Potential (Stabilized Phase)

Production Capacity

Sand extraction capacity

10,000 tons per month

Processed sand output:

8,000 tons per month

Indicative Financial Performance

- Projected Annual Revenue:

  USD 1.2 million (UGX 4.56 billion)

- Projected Annual Operating Expenses:

  USD 0.84 million (UGX 3.19 billion)

- Net Annual Income:

  USD 0.36 million (UGX 1.37 billion)

- Operating Margin:

  30%

5. Payback Period & Returns

Estimated ROI:

51% per annum

Indicative Payback Period:

1.9 years

The short payback period is driven by strong construction demand, relatively low operating costs, and continuous market absorption.

6. Employment & Economic Impact

- Direct employment: 120 jobs (machine operators, technicians, drivers, supervisors)
- Indirect employment: 350 jobs (transporters, suppliers, service providers)
- Increased incomes for local sand miners and communities
- Improved supply of quality construction materials
- Increased government revenue through taxes, royalties, and licensing

8. Strategic Recommendations

- Position the project as a formal, environmentally compliant sand processing operation.
- Encourage joint ventures between domestic investors and FDI partners for technology transfer.
- Phase equipment acquisition to match market demand.
- Secure long-term supply contracts with major contractors and government projects.
- Align operations with national infrastructure and housing development programs.
- Conduct further feasibility studies and environmental impact assessments.
- Engage with stakeholders and government agencies to secure necessary approvals.
- Develop a comprehensive business plan and investment strategy.
- Begin sand extraction and processing operations.

7. Key Risks & Mitigation

Risk	Mitigation
Environmental degradation	Strict ESIA, controlled extraction, site rehabilitation
Regulatory delays	Early engagement with NEMA and district authorities
Market price fluctuations	Long-term supply contracts with contractors
Equipment downtime	Preventive maintenance and skilled technical staff

9. Products

- Washed construction sand
- Screened and graded sand
- Crushed sand for concrete works
- Sand for plastering and block-making

10. Call to Action

- UIA invites domestic investors, foreign joint venture partners, construction material suppliers, and infrastructure developers to invest in the Kalungu Sand Processing Project as a high-return, fast-payback opportunity within the Greater Masaka Investment Portfolio.

19.15. Investment Opportunity:

Mutukula Special Economic Zone (SEZ) (Cross-Border Manufacturing, Trade & Logistics Hub)

Project Objective:

To establish a large-scale, export-oriented Special Economic Zone that promotes manufacturing, trade facilitation, and regional integration at Uganda's southern border.

Indicative Total Investment:

UGX ~1.7 trillion
(≈ USD 450 million)

Target Investors

- Government of Uganda (GoU)
- Foreign Direct Investors (FDI)
- SEZ developers and operators
- Logistics and manufacturing firms
- PPP infrastructure developers

Project Payback Period

~6–7 years

Executive Summary

The Mutukula Special Economic Zone (SEZ) is a flagship cross-border industrial and trade development proposed at Mutukula Town, Kyotera District, along the Uganda–Tanzania border. The project is strategically positioned to serve as a manufacturing, logistics, and trade facilitation hub linking Uganda to Tanzania, the Central Corridor, and wider regional and international markets.

Anchored on the Masaka–Mutukula highway and the existing One-Stop Border Post (OSBP), the SEZ will attract export-oriented manufacturing, logistics, agro-processing, and services, while significantly reducing trade costs and border inefficiencies.

The SEZ will support Uganda's industrialisation agenda, enhance cross-border trade, and position Southern Uganda as a gateway for regional commerce under EAC and AfCFTA frameworks.

1.Strategic Rationale for Mutukula SEZ

A. Strategic Border Location

- Immediate access to the Uganda–Tanzania border
- Direct linkage to the Masaka–Mutukula highway, connecting to Kampala
- Proximity to Tanzanian ports via the Central Corridor (Dar es Salaam)

B. Regional Market Access

- Gateway to Tanzania, Rwanda, Burundi, DRC, and Southern Africa
- Ideal base for firms targeting EAC and AfCFTA markets
- Reduced transit time and logistics costs for exporters and importers

C. Policy & Government Support

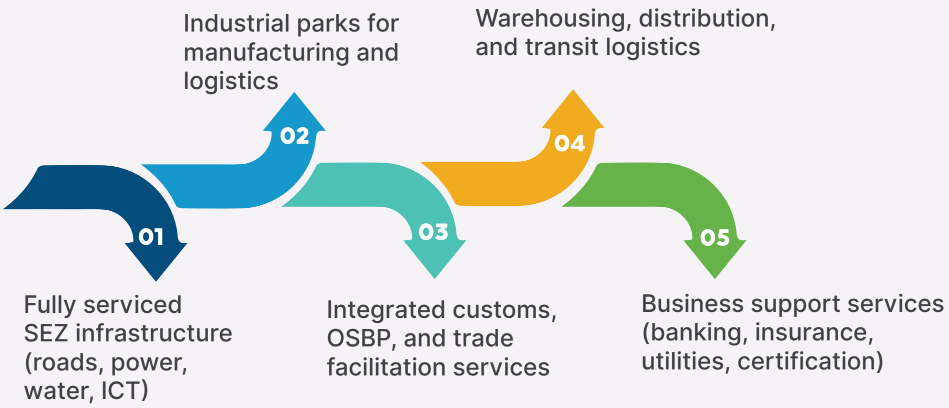
- Strong alignment with GoU priorities on industrialisation, exports, and trade facilitation
- Supports EAC integration and AfCFTA implementation
- SEZ incentives framework enhances investor competitiveness

D. Land Availability & Scalability

- Availability of approximately 500 hectares in Kyotera District
- Enables phased development and clustering of industries
- Capacity to host large anchor investors and SMEs

2. Proposed Business Model

Core Components



Priority Investment Sectors

- Export-oriented manufacturing
- Agro-processing and packaging
- Light engineering and assembly
- Logistics, warehousing, and distribution
- Cross-border trade and services

Target Markets

- Regional markets (Tanzania, Rwanda, Burundi, DRC)
- Continental markets under AfCFTA
- International export markets via Tanzanian ports

3. Capital Investment Requirements (Indicative)

A. Land & Site Development

Component	Cost	Cost (UGX Approx.)
Land acquisition (500 ha)	20M	76B

B. Core Infrastructure Development (PPP-led)

Component	Cost (USD)	Cost (UGX Approx.)
Roads, power, water, drainage, ICT	200M	760B
Industrial parks & factories	100M	380B
Customs & trade facilitation facilities	50M	190B
Business support services	30M	114B
Contingency fund	50M	190B

Total Indicative Investment Envelope:

USD 450 million (UGX 1.7 trillion)

- Note: Government focuses on land, trunk infrastructure, and customs facilities, while private investors develop factories, warehouses, and operations.

4. Revenue & Financial Potential (Stabilised Phase)

- Projected Annual Revenue:

USD 150 million (UGX 570 billion) from:

- Land leases and factory rentals
- Utilities and service charges
- Customs and logistics services
- Park management fees

Projected Annual Expenses:

USD 50 million (UGX 190 billion)

Net Annual Income:

USD 100 million (UGX 380 billion)

Estimated ROI:

~15.4% per annum

Payback Period:

6.5 years

5. Employment & Economic Impact

Direct Jobs: 50,000

(manufacturing, logistics, services)

Indirect Jobs: 100,000

(supply chains, transport, SMEs)

Broader Impact:

- Increased cross-border trade volumes
- Enhanced export competitiveness
- Strong contribution to GDP growth
- Technology transfer and skills development

7. Strategic Recommendations

- Position Mutukula SEZ as Uganda's premier southern trade and manufacturing gateway.
- Adopt a phased PPP model anchored by large regional manufacturers.
- Integrate customs, logistics, and industrial services from inception.
- Align SEZ incentives with export-oriented industries.
- Market the SEZ aggressively under EAC and AfCFTA investment frameworks.

6. Key Risks & Mitigation

Risk	Mitigation
High upfront capital	Phased PPP development
Border congestion	Integrated OSBP & digital customs
Utility reliability	Dedicated power, water & ICT systems
Investor uptake	Anchor tenants & incentives
Regulatory delays	Early multi-agency coordination

Call to Action

UIA invites:

- SEZ developers and operators
- Export-oriented manufacturers
- Logistics and warehousing investors
- PPP partners

To partner with Government in developing Mutukula SEZ as a transformative regional trade and industrial hub.

19.16. Investment Opportunity:

Poultry Production & Processing

Project type:

Agro-processing & Commercial Poultry Farming

Target Investors

Domestic Investors, SACCOs, Strategic Partners

Location

Lwengo District

Products

Eggs, Chicken Meat, Day-old Chicks

Executive Summary

Lwengo District presents a high-demand market for poultry products, driven by urbanisation, growing domestic consumption, and regional trade. Despite strong demand, poultry production remains fragmented, creating opportunities for integrated layer and broiler operations.

The project focuses on commercial poultry production with value addition through eggs, chicken meat, and day-old chicks. It offers a high ROI (~64%) and a payback period of 1.6 years.

Investment will:
i) Support rural industrialisation and value addition
ii) Enhance food security
iii) Generate employment and income for local farmers

1. Why Lwengo Is Ideal

- Proximity to Kampala and key urban markets
- Favorable climate for poultry farming
- Government support through poultry development initiatives
- Availability of local feed and farm labour

2. Project Components

- **Farm setup**
  Poultry houses, biosecurity infrastructure
- **Bird procurement**
  Day-old chicks (layers & broilers)
- **Feed & nutrition**
  Quality feed and supplements
- **Veterinary services**
  Disease prevention and care
- **Marketing & sales**
  Distribution to supermarkets, shops, and regional markets

3. Investment & Financial Snapshot

Component	Cost (UGX Millions)
Farm Setup	380
Bird Procurement	190
Feed & Nutrition	570
Veterinary Services	76
Marketing & Sales	38
Contingency	76
Total	1,330

Production Capacity:
10,000 layers & 20,000 broilers

Annual Revenue:
UGX 2.85 billion

Net Income:
UGX 855 million

ROI:
64%

Payback Period:
1.6 years

4. Employment & Social Impact

- 50 direct jobs, 150 indirect jobs
- Contract farming opportunities for local farmers
- Contribution to local food security
- Export potential to regional markets

5. Key Risks & Mitigation

Risk	Mitigation
Disease outbreak	Vaccination & biosecurity protocols
Feed price volatility	Bulk procurement & local feed sourcing
Market competition	Branding & direct supply agreements
Regulatory compliance	Early engagement with authorities

6. Recommendations

- Begin with medium-scale layer and broiler operations
- Establish farmer linkages for feed and chick supply
- Build a strong brand for eggs and meat
- Conduct environmental and feasibility assessments

19.17. Investment Opportunity:

Multi-purpose Sports Center (Masaka City, Greater Masaka Region)

Project type:

Sports & Recreational Infrastructure

Target Investors

Government of Uganda (GOU), FDI, Public-Private Partnerships (PPP)

Products/Services

Stadium rentals, sports training, gym memberships, recreational facilities

Location

Masaka City

Executive Summary

Masaka City is a rapidly growing urban center with rising demand for modern sports and recreational facilities. The project proposes a multi-purpose sports center, featuring a stadium, gym, fitness facilities, and supporting amenities.

The project promotes urban development, community engagement, sports talent growth, and tourism, with a projected ROI of 7.5% and a payback period of ~13 years.

Investment will:
i) Enhance community access to sports and recreation
ii) Support health and wellness initiatives
iii) Create employment and stimulate urban economic growth

1. Why Masaka City is Ideal

- Central urban location for accessibility
- Growing demand for sports and recreational facilities
- Government support for sports development initiatives
- Strong community engagement and support for sports programs

2. Project Components

- Land acquisition: 15 acres for development
- Stadium construction: 5,000-seat stadium for sports events and concerts
- Sports facilities: Football, basketball, tennis courts, and other amenities
- Gym & fitness center: Modern equipment and training spaces
- Parking & amenities: Cafeteria, retail shops, and adequate parking

3. Investment & Financial Snapshot

Component	Cost (UGX Millions)
Land Acquisition	11,400
Stadium Construction	380,000
Sports Facilities	57,000
Gym & Fitness Center	4,560
Parking & Amenities	3,800
Contingency	1,900
Total	**458,660**

- **Revenue Streams:** Stadium rentals, gym memberships, sports training programs, cafeteria & retail

- **Annual Revenue:** UGX 57 billion
- **Net Income:** UGX 5.7 billion
- **ROI:** 7.5%
- **Payback Period:** 13.3 years

4. Employment & Social Impact

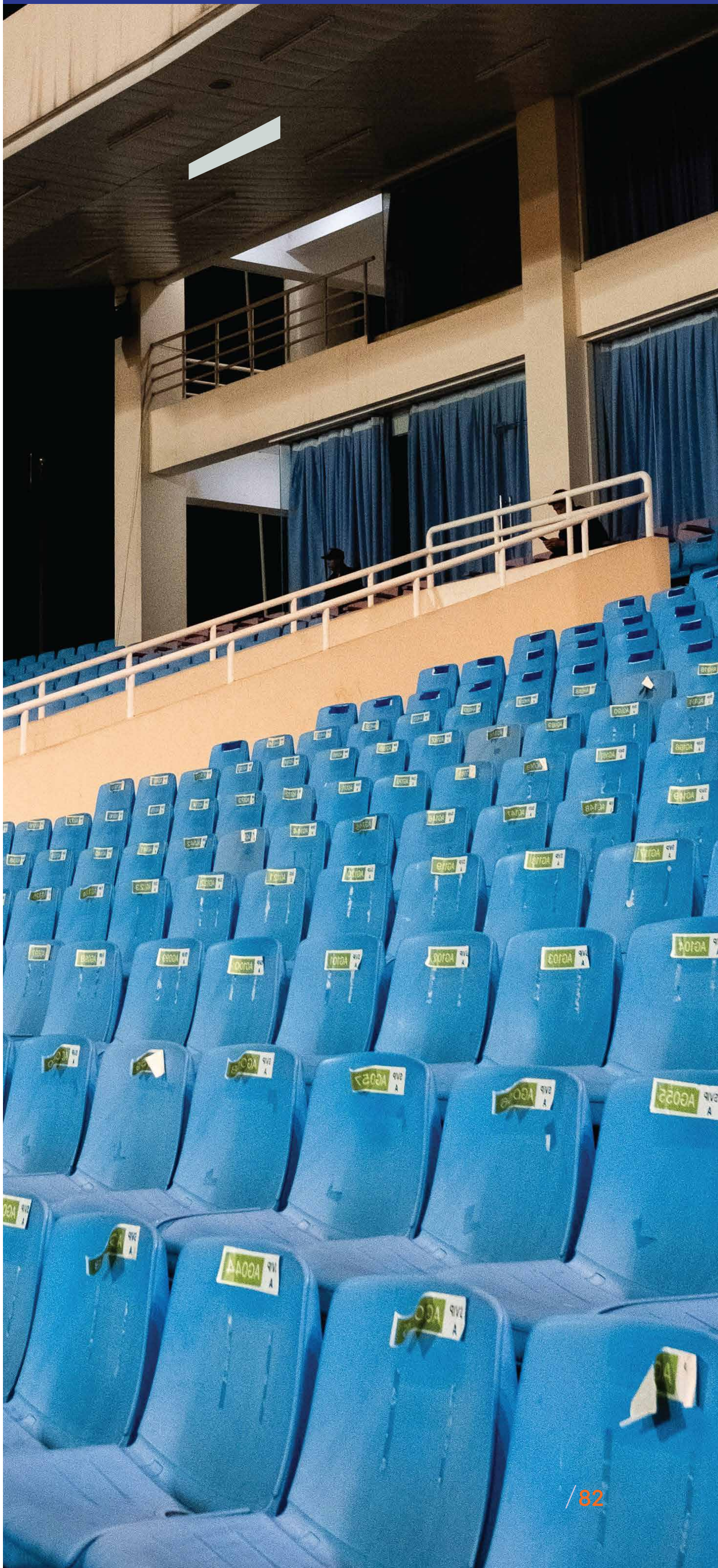
- 20 direct jobs, 50 indirect jobs
- Supports community development through sports
- Promotes health, fitness, and wellness
- Encourages sports tourism and city economic growth

5. Key Risks & Mitigation

Risk	Mitigation
Construction delays	Detailed project planning & strong contractor oversight
Operational underutilisation	Aggressive marketing, community programs, and event scheduling
Cost overruns	Contingency funds and phased construction
Regulatory compliance	Early engagement with local authorities

6. Recommendations

- Conduct detailed feasibility and environmental assessments
- Engage stakeholders, government agencies, and potential PPP partners early
- Develop a comprehensive business and operational plan
- Begin land acquisition and phased stadium and facilities construction



19.18. Investment Opportunity:

Kaolin Mining & Processing

Project type:

Mineral Extraction & Value-Addition

Target Investors

Domestic Investors, FDI, Strategic Partners

Products

Kaolin clay (raw and processed), kaolin-based products (ceramics, paper coating, paint, rubber, cosmetics)

Location

Greater Masaka Region (Masaka, Bukomansimbi, Sembabule)

Executive Summary

The Greater Masaka region has known deposits of kaolin clay, a versatile industrial mineral used in ceramics, paper, paint, rubber, and cosmetics. Despite the high demand locally and regionally, kaolin mining and value addition remain largely underdeveloped.

This project proposes the extraction, processing, and packaging of kaolin for domestic, regional (EAC/COMESA), and export markets. Investment in kaolin mining and processing supports industrialisation, job creation, and revenue generation.

Investment will:
i) Enhance community access to sports and recreation
ii) Support health and wellness initiatives

Key benefits:

- Supports Uganda's mineral-based industrialisation agenda
- Promotes export revenue generation
- Creates direct and indirect employment
- Strengthens linkages with local mining communities

1. Why Greater Masaka Is Ideal

A. Abundant Deposits

Verified kaolin reserves available in Masaka, Bukomansimbi, and Sembabule

B. Strategic Location

2–3 hours from Kampala; access to road and rail for export

C. Labour & Infrastructure:

Local workforce and access to energy, water, and industrial land

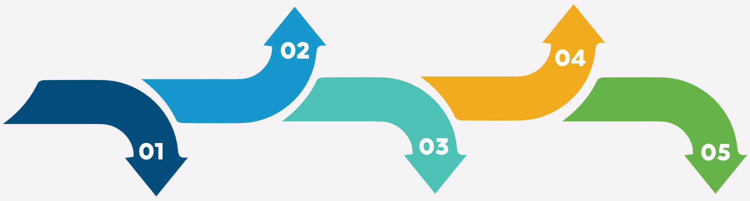
D. Government Support

Policy frameworks under the Ministry of Energy & Mineral Development

2. Project Components

Processing Plant:
Washing, drying, grinding, and refining kaolin to industrial standards

Quality Control:
Compliance with UNBS, ISO, and export certification standards



Mining Operations:
Open-pit or shallow mining of kaolin deposits

Packaging & Branding:
Bulk and retail packaging for local and export markets

Marketing & Sales
Linkages with manufacturers of ceramics, paper, paint, rubber, and cosmetics

3. Investment & Financial Snapshot (Indicative)

Component	Cost (UGX Millions)	Description
Mining & Earthworks	500	Excavation, machinery, and labour
Processing Plant	700	Washing, drying, grinding, refining
Packaging & Branding	100	Bulk bags, labels, design
Quality Control	50	Lab equipment, certification
Working Capital	200	Operations & raw material handling
Contingency	100	Risk buffer
Total	**1,650**	Approx. USD 450,000

Production Capacity:
10,000–15,000 tons/year

Projected Annual Revenue:
UGX 3.0–3.5 billion

Net profit:
UGX 1.0–1.2 billion

ROI:
~30–35% per annum

Payback Period:
3–4 years

4. Employment & Social Impact

- 40–50 direct jobs (miners, plant operators, admin)
- 150–200 indirect jobs (transporters, suppliers, local support services)
- Capacity-building for local communities in mining safety and mineral processing
- Income generation and socio-economic upliftment

5. Key Risks & Mitigation

Risk	Mitigation
Price volatility	Long-term off-take agreements with manufacturers
Environmental impact	Conduct EIA, implement rehabilitation plans
Regulatory compliance	Early engagement with MEMD & UIA
Market competition	Focus on high-purity processed kaolin and branding

6. Recommendations

- Conduct detailed geological surveys and feasibility studies
- Secure mining and environmental licenses early
- Start with medium-scale processing and expand to advanced value-addition products
- Engage cooperatives and local communities for sustainable supply and employment
- Explore export opportunities to Kenya, Rwanda, Tanzania, and DRC

7. UIA & OWC Support

- Investment licensing and facilitation
- Land identification and linkages to local stakeholders
- Market intelligence and export support
- Integration with Greater Masaka industrial and trade infrastructure

Call to Action:

Call to Action

UIA and OWC invite investors to develop this kaolin mining and processing project as sole investors

GREATER MASAKA

INVESTMENT PROFILE

DECEMBER, 2025

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