



INVEST UGANDA
UIA IN 2025





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MESSAGE FROM CHAIRMAN OF THE BOARD

Dr. Robert Kyamanywa



In the year, the Board of the Uganda Investment Authority (UIA) focused on infrastructure delivery and improved service delivery.

The Board deliberately prioritized oversight that went beyond policy and planning, emphasizing physical execution, particularly in the development of industrial and business parks, land management, and investor facilitation.

Notable progress was registered in the development and supervision of industrial parks and infrastructure works in key industrial parks, including Kampala Industrial and Business Park (KIBP) in Namanve, Liao Shen in Kapeeka, and Tian Tang in Mbale, Bweyogerere, and Luzira.

Through dedicated infrastructure meetings, site visits, and regular progress reviews, the Board ensured that implementation challenges were identified early and addressed in a timely manner. The Board and management maintained close engagement with investors through field visits, Investor barazas, and stakeholder consultations, allowing Directors to gain first-hand insight into operational realities and provide informed guidance to Management.

During the reporting period, three major investments were facilitated: USD 4.5 billion investment for oil refinery project, land lease extension for Quality Chemicals to enable an additional investment of USD 100 million, and land allocation to Roofings Group Limited to enable expansion of investment worth UGX 336.6 billion. These engagements strengthened accountability and reinforced the Authority's commitment to creating a conducive environment for both domestic and foreign investors.

The Board remained focused on governance and accountability by implementing statutory Board meetings, declaring conflict of interest, and providing oversight systems to support effective service delivery. The induction of new Board members and continuous capacity enhancement further improved the Board's ability to discharge its mandate.

The Board remains focused to corporate governance by accelerating infrastructure development of industrial parks and improving investor service delivery. We commend Management and staff for their dedication and collaboration during the year, and reaffirm the Board's resolve to provide strategic oversight that translates into measurable impact on the ground.

FOREWORD FROM THE DIRECTOR GENERAL

Mr. Robert Mukiza

During the year, the Uganda Investment Authority (UIA) focused on developing serviced industrial land, enhancing infrastructure in key industrial parks, and strengthening direct support to investors. Significant progress was achieved in major locations, including Kampala Industrial and Business Park (Namanve), Liao Shen (Kapeeka), and Tian Tang (Mbale), where infrastructure development and investor coordination were actively supported.

The Board and management made visits to industrial parks at Bweyogerere and Luzira, ensuring operational efficiency and effective service delivery. Through investor barazas, on-site visits, and direct problem-solving, UIA worked closely with businesses already operating in Uganda and those preparing to invest.

The Investor One-Stop Centre continued to help investors navigate licensing, registration, and approvals by bringing government services closer to them. Our progress reflects close collaboration with government agencies, contractors, private sector partners, and investors. We value this partnership and remain committed to listening, responding, and improving.

UIA will continue to focus on faster processes, enhanced investor experience, better infrastructure, and a more predictable investment environment.

We look forward to building on the gains achieved and to delivering even greater impact in the years ahead.



During the year, the Uganda Investment Authority (UIA) focused on developing serviced industrial land, enhancing infrastructure in key industrial parks, and strengthening direct support to investors

UIA's strategic objectives

UIA's strategic objectives focus on promoting and facilitating quality-value-adding investments, developing and managing industrial infrastructure, and strengthening institutional capacity to support Uganda's industrialization agenda. These objectives guide the Authority's interventions and provide the framework for assessing performance during the reporting period. These include:



Improvement of domestic and international competitiveness and 'Doing Business Environment' through an efficient One Business Stop Centre



Acceleration of Uganda's industrialization through serviced industrial-business parks



Promotion of Uganda as the preferred destination for Foreign and Domestic Investment in Africa



Strengthening UIA institutional capacity to deliver on its mandate.



Undertaking research and advocacy for favourable investment measures and policies



UIA AT A GLANCE IN 2025

USD3.3 BN

Uganda's Foreign Direct Investment (FDI) increased, reflecting sustained investor confidence.

UGX 173.56 BN

Received as a 100% budget release, while staffing levels improved to 55.5%.

UGX 54.4 BN

Disbursed to SMEs through the Small Business Recovery Fund, complemented by UGX 2.09 billion via Uganda Development Bank and USD 200,000 mobilized for women-owned businesses.

25,895

Transactions Processed through the One Stop Centre, surpassing the annual target of 8,000; investment licensing reduced from 48 to 24 hours, company registration to 4 hours, work permits to 4 days, and digital services expanded from 3 to 5.

UGX 23 BN

Secured to roll out the Digital Investment Management System (DIMS) for end-to-end automation of investment services.

481

Investment projects licensed (against a target of 320), with a projected capital value of USD 3.2 billion and 53,230 planned jobs.

10 INDUSTRIAL PARKS

Managed, hosting investments worth USD 5.43 billion and supporting over 162,000 jobs; 9 new industrial park projects prepared for appraisal.

81 PROJECTS

Domestic investments operational, delivering USD 575 million in actual investments and creating 7,329 jobs.

2025 - 2030

UIA Strategic Plan approved, providing the framework to scale investment, industrialization, and delivery over the medium term.

2 INTERNATIONAL AWARDS

Earned recognition as Second Best Investment Promotion Agency in Africa (AIM 2025) and recipient of the WAIPA Excellence Award for investment sustainability.

191

Projects registered, translating into USD 1.2 billion in actual investment and 26,782 jobs created.



A new Board of Directors for the Uganda Investment Authority (UIA), chaired by Dr. Robert Kyamanywa, was inaugurated on October 16, 2024. The new Board focuses heavily on industrial park infrastructure, job creation, and executing Uganda's industrialization agenda. Track the board's latest initiatives, industrial park development plans, and administrative updates directly on the Uganda Investment Authority portal.

The Chief Magistrate of Nakawa Chief Magistrate's Court, Her Worship Ritah Kidasa, administered the oath of secrecy and oath of office at the inauguration ceremony witnessed by the immediate-past Minister of Finance, Planning and Economic Development, Matia Kasajja, and the immediate-past State Minister for Privatisation and Investment, Evelyn Anite. The new board, which was appointed effective October 1, 2024, for an initial three-year

period, replaced the Morrison Rwakakamba-headed board. The new Chairman is Dr. Robert Kyamanywa, an economist and entrepreneur who represents the private sector. Other members of the board are:

Dr. Ramathan Ggoobi – the Permanent Secretary and Secretary to the Treasury in the Ministry of Finance, Planning and Economic Development. He represents the ministry.

Lynette Bagonza, the Permanent Secretary of the Ministry of Trade, Industry and Cooperatives. She represents the ministry.

Dr. Anna Nakanwagi Mukwaya – a medical doctor, public health specialist and scientific director and Chief Executive of Mak4, a skincare company and an investor in Namanve Industrial Park;

Mr. Samuel Araali Kitembo – a public administrator and representative of the public.

Ms. Bridget Namboozie Musumba – Managing

Partner in CM Advocates LLP, which specializes in cross-border business mergers and acquisitions, regulatory compliance, real estate, and finance. She represents the private sector.

Ms. Namakoye Faith Jullie – an entrepreneur, representing the private sector.

In his inaugural speech, Dr. Kyamanywa, emphasized the importance of teamwork, open communication, collaboration, mutual respect, and adherence to institutional policies to enable the smooth running of the authority.

Dr. Kyamanywa said UIA has a very clear mission of promoting, attracting, and retaining value-adding domestic and foreign investments, a challenge that must be dealt with. He reached out to the management and staff of UIA to look at the changes not as a threat but as an opportunity to cultivate common ground, tackle the challenges of investments, and move forward.

**THE CHIEF
MAGISTRATE OF
NAKAWA CHIEF
MAGISTRATE'S
COURT, HER WORSHIP
RITAH KIDASA,
ADMINISTERED
THE OATH OF
SECRECY AND OATH
OF OFFICE AT THE
INAUGURATION
CEREMONY**

Key achievements under the Strategic Plan 2020 - 2025



"There are significant digitalisation and efficiency improvements. For example, the number of digitalised services on eBiz portal www.ebiz.go.ug"

Target: Increase the contribution of Foreign Direct Investment (FDI) from 3.68% to 5%.

What we achieved: FDI recorded a strong performance, contributing 5.7% (USD 3.5 billion) to Uganda's GDP of USD 61.3 billion, surpassing the strategic target of 5% and reflecting improved investment inflows and investor confidence.

Target: Increase Ugandan Diaspora remittances into investment from 5% to 10%.

What we achieved: Diaspora remittances grew by 21.7% during the period, reflecting increased engagement of Ugandans abroad. While the investment component of these inflows was not tracked, UIA, in collaboration with the Bank of Uganda and other ministries, departments, and agencies, launched the Okusaving Bond to strengthen mobilization of Diaspora savings for productive investment.

Target: Increase Domestic Planned Direct Investment (DDI) from 24.5% to 50%, using the 2028/29 financial year as the baseline of USD 328.77 million.

What we achieved: 1,871% (USD 6.15bn)

Target: Create one million jobs by 2025

What we achieved: Jobs creation performance under National Development Plan 3

Sn	FY	Jobs created	% (+/-)
1	20/21	285,476	0.0%
2	22/23	409,088	+43.3
3	23/24	319,496	-21.9
4	24/25	351,622	+10.1

Source: Employment and Skills Status Report 2025 (National Planning Authority)

Target: Reduce the turnaround time for processing and issuing an Investment License to below 48 hours.

What we achieved: On average, licenses are issued within 24 hours, demonstrating efficiency and responsiveness in service delivery. Our operational performance exceeded the target.

Target: Develop 25 industrial and business parks.

What we achieved: Currently, 15 industrial and business parks are operational. Progress is primarily constrained by limited funding, as resources for industrial development remain limited.

Key achievements under the Private Sector Development Programme

Strong progress was registered in project licensing, investment mobilization, and job creation. A total of 420 projects were licensed, exceeding the initial target of 320 projects. Of these, 191 projects became operational, generating an actual investment value of USD 1.2 billion and creating 2,678 new direct jobs.

Objective 1: Sustainably lower the cost of doing business

Achievement 1: Overall, there is streamlines investor licensing and registration process, like:

- ➔ Investment license issuance was reduced from 48 hours to 24 hours.
- ➔ Company registration was shortened from 5 working days to 4 hours.
- ➔ Tax Identification Number (TIN) issuance is now instant for investors with a National Identity Card or 4 hours otherwise.
- ➔ Work permit processing reduced from 2 weeks to 4 days.
- ➔ Kampala Capital City Authority's (KCCA) trading license processing reduced from 2 days to 30 minutes.

Achievement 2: There are significant digitalisation and efficiency improvements. For example, the number of digitalised services on eBiz portal www.ebiz.go.ug increased from 3 to 5 enhancing efficiency, transparency, and reducing the need for physical visits. These are:

- ➔ URSB business registration validation
- ➔ URA instant TIN application & validation
- ➔ KCCA COIN application
- ➔ Visa validation (Immigration)
- ➔ NSSF registration
- ➔ Promotion of digital platforms for investor services (eBiz, X, website) improved accessibility and transparency.

Achievement 3: Improved Investor engagement and facilitation, for example:

- ➔ 1,122 investor transactions were facilitated, reducing processing times and streamlining procedures.
- ➔ UIA coordinated inter-agency investor support, resolving investor issues during two barazas at Namanve and Mbalala industrial parks.



Ntaka transitioned from imports of edible oil to a refinery of edible oil in Namanve Industrial Park.



118

companies were monitored, recording USD 905.4 million in actual capital investment and 55,121 jobs created across manufacturing, agro-processing, minerals, forestry, and fishing.

Objective 2: Strengthen the organizational and institutional capacity of the private sector.

Achievement 1: Improved licensing and operationalization of private sector projects.

- ➔ **481 projects** were licensed, up from 426 in the financial year 2023/24, with a projected capital value of **USD 3.2 billion** and expected creation of **53,230 planned jobs** across multiple sectors.
- ➔ Out of these, **191 projects** are operational, representing **USD 1.2 billion** actual investment and **26,782 jobs** created.

Achievement 2: Improved monitoring and performance tracking of licensed companies.

- ➔ **198 licensed companies** (exceeding the target of 152) received comprehensive aftercare support including land acquisition, financing, power access, environmental compliance, tax exemptions, and licenses/permits.
- ➔ **118 companies monitored** (out of the planned 200), revealing **USD 905.4 million** in actual capital investment and **55,121 jobs** created across key sectors including manufacturing, agro-processing, minerals, forestry, and fishing. The target was not achieved due to inadequate funding.

Achievement 3: Progress made with the Trader Transitioning to Manufacturing initiative.

- ➔ Piloted 'trader-transitioning-to-manufacturing' in Kikuubo business hub in Kampala, **supporting 33 traders, and licensing 11 projects** with a planned investment of **USD 8.6 million** and **2,022 expected jobs**.
- ➔ Operationalized **2 projects** valued at **USD 0.251 million** creating **18 jobs**.

Achievement 4: Improved support to Small and Medium Enterprises, innovation, and market linkages.

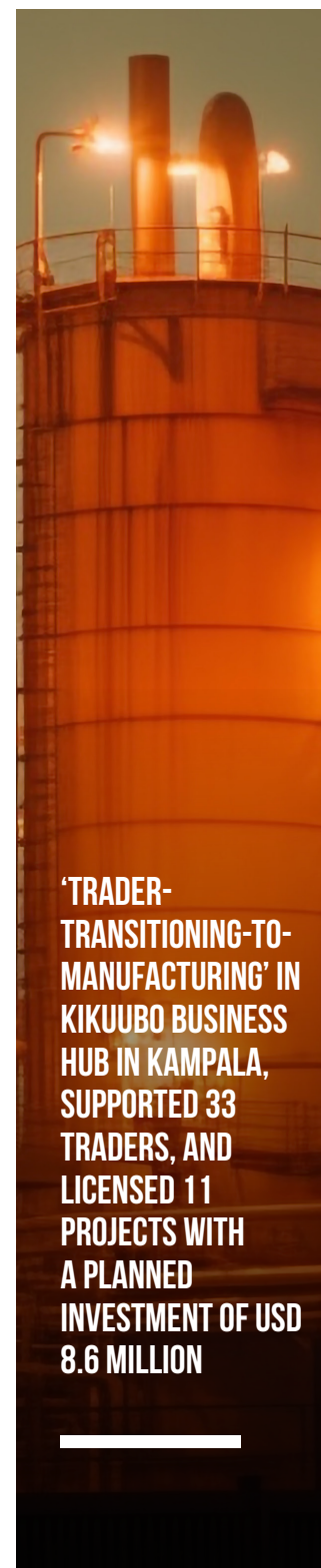
- ➔ **Profiled 317 SMEs** on the National SME Portal, enhancing traceability, access to services, and market linkages.
- ➔ **Linked 44 SMEs** to the Consortium for enhancing University Responsiveness to Agribusiness Development (CURAD) and Kyambogo incubation centres for product development, mentorship, and shared facilities.
- ➔ Established and supported agri-production clusters (Halleluyah Farmers' Association in Kiboga and Awuji Farm in Soroti) with training, improved seeds, and integration into secure markets.

Achievement 5: Enhancing local production and value addition.

- ➔ Strengthened SME linkages to innovation hubs, agri-production clusters, and market integration, boosting local production and competitiveness.

Achievement 6: Access to financing and enterprise growth.

- ➔ **Facilitated 2,856 SMEs** to access **UGX 54.4 billion** under the Small Business Recovery Fund (SBRF) in collaboration with the Bank of Uganda.
- ➔ Supported domestic investors to secure **UGX 2.09 billion** through the Uganda Development Bank to boost enterprise growth.



**'TRADER-
TRANSITIONING-TO-
MANUFACTURING' IN
KIKUUBO BUSINESS
HUB IN KAMPALA,
SUPPORTED 33
TRADERS, AND
LICENSED 11
PROJECTS WITH
A PLANNED
INVESTMENT OF USD
8.6 MILLION**

Achievement 7: Investor engagement and inter-agency coordination.

Successfully held two Investor barazas at Namanve and Mbalala industrial parks, attracting **191 participants** and resolving investor issues through coordinated support.

Objective 3: Strengthen the role of government in unlocking investment in strategic economic sectors.

Achievement 1: Identification and packaging of bankable projects.

UIA designed and developed a compendium of **22 bankable projects** worth **USD 845 million** in priority sectors including Agriculture/Agro-industrialisation, Tourism, Mining, Mineral Value Addition, and Science, Technology and Innovation (including ICT and Creatives).

Achievement 2: Investor guidance and sector profiling.

Developed the East African Community Investor Guide and detailed sector profiles for Uganda's Tourism and Agriculture sectors, accessible in the EAC Investment Guide.

Achievement 3: Licensing of green growth projects.

Ten (10) green growth projects worth **USD 162.7 million** were licensed, projected to create 857 jobs in sectors including renewable energy, solar panel assembly, electric vehicles, and power generation.

Objective 4: Strengthen the enabling environment and enforcement of standards.

Achievement 1: Environmental awareness and climate-friendly practices.

Conducted 10 environmental sensitization campaigns with industrial park tenants to promote sustainable and climate-friendly production.

Achievement 2: Regulatory compliance and enforcement.

Carried out joint compliance inspections with NEMA, issuing improvement notices and stop orders to ensure adherence to environmental and operational standards.

Achievement 3: Green industrial park development.

Supported stakeholder consultations for the development of green industrial parks in Lugazi, Jinja, and Tororo under the Trademark project, fostering environmentally sustainable industrial growth.



UIA designed and developed a compendium of 22 bankable projects worth

USD 845 million



Investment promotion

The Directorate of Investment Promotion and Business Development spearheads efforts to attract and facilitate investors, strengthen business linkages to enhance industrialisation and the investment climate. Through targeted promotion, strategic partnerships, and tailored facilitation, it drives investment flows, job creation, and sustainable enterprise development in Uganda. The Department's performance for FY 2024/25 is outlined below:



Oil refinery investment facilitation

UIA facilitated a USD 4.5-billion oil refinery investment by engaging the investor, guiding approvals and licensing, coordinating land and infrastructure access, and streamlining inter-agency processes, ensuring timely project progression, boosting investor confidence, and positioning Uganda as a competitive destination for large-scale industrial investments. The refinery will contribute over USD 3.3 bn to GDP annually and create 32,000 jobs across the value chains.



Investment licensing

UIA licensed 481 projects, an increase from 426 projects in the FY 2023/24. This represents a 22.6% growth and exceeded the annual target of 360 projects by 33.6%. The licensed projects have a projected capital value of USD 3.2 billion and are expected to create approximately 53,230 jobs across various sectors. Out of 481 projects, 191 were operational with an actual investment value of USD 1.2bn and 26,782 actual jobs created.



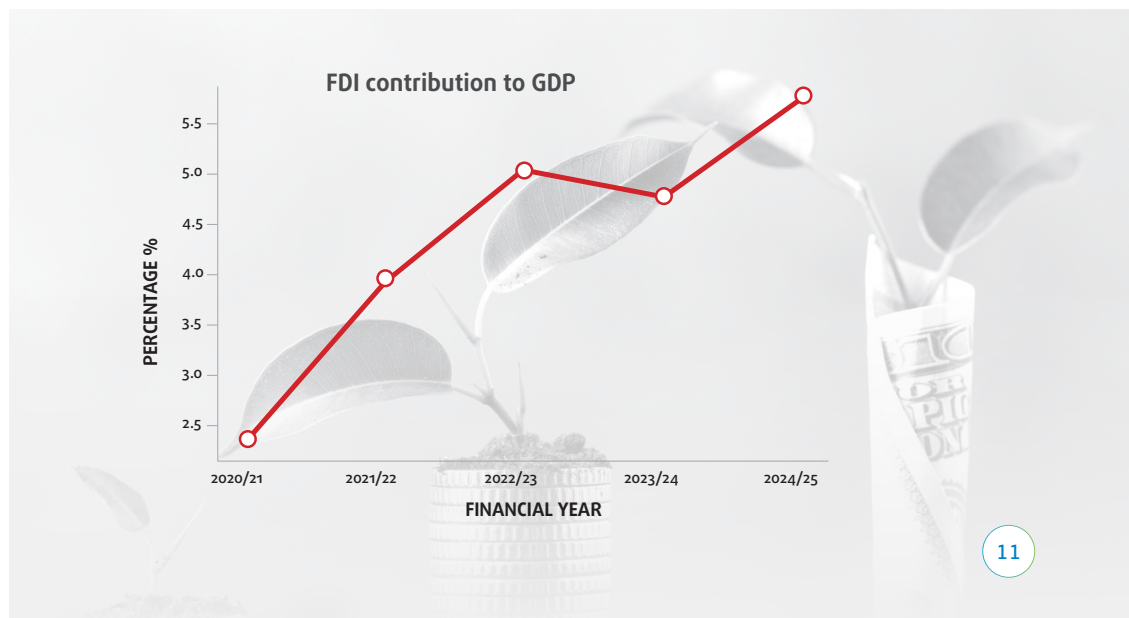
Increase in green growth projects

Out of the licensed projects, 10 (ten) were green growth projects worth USD 162.7 million, projected to create 857 jobs in the sectors of renewable energy, solar panel assembly, electric vehicle, and power generation. Status of retention of investments



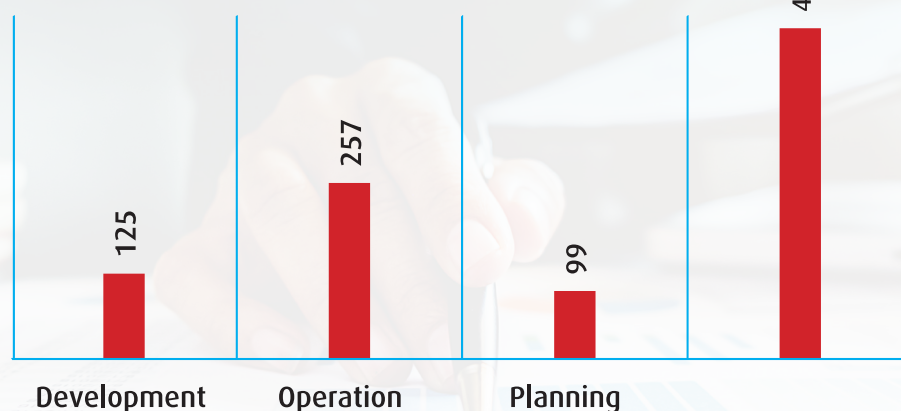
FDI contribution to GDP

The increase in FDI contribution to GDP from 2.28% to 5.71% over five years demonstrated Uganda's improving investment climate and the effectiveness of investment promotion and facilitation reforms, particularly in priority sectors aligned with national development goals. Despite a decline in FY 2023/24, Uganda's strong rebound in FY 2024/25 reaffirms the resilience of its investment landscape and the positive impact of Government initiatives to facilitate investment.



Status of retention of investments

FY2024/2025 Number of Licensed Projects



Channeling diaspora remittances into investment

The Okusaving Bond, led by UIA and initially targeting Ugandans in the diaspora, was conceptualized in collaboration with the Bank of Uganda (BOU). UIA played a central role in convening and hosting the inception meetings and in guiding the design and development of the product.

Over time, the client portfolio has been expanded to include resident Ugandans, enabling broader participation in government securities. The bond is expected to be launched in FY2025/2026 and is anticipated to attract significant interest from Ugandans

abroad, providing them with a secure and accessible avenue to invest in the country's development. Remittances have shown strong post-pandemic recovery, reaching USD 1.5 billion in FY 2024/25, supported by increased labour mobility, diaspora engagement, and improved remittance channels. The strong growth in remittances complements FDI by supporting domestic investment and foreign exchange stability.

Exploratory inward investment missions

UIA initially planned 28 inward investment missions but facilitated 87 missions in collaboration with the Ministry

of Foreign Affairs, generating 281 investor leads. These efforts led to the licensing of 35 projects, of which 17 have been actualized, representing a total investment of USD 140.5 million and the creation of 1,556 direct jobs across key sectors including ICT, agriculture and agro-processing, renewable energy, oil and gas, and manufacturing.

Notable inward investment missions included: Uganda Berlin Convention, Green Finance Dialogue Forum, Polish-Uganda Economic Seminar, Beijing Diaspora Engagement, Confederation of Indian Industry (CII) Trade and Business Forum, Uganda Diaspora Convention

and Homecoming Business Breakfast and Gala Dinner, and Egyptian Economic and Business Forum.

Others are the Uganda-Shenzhen Investment Conference, the International Coffee Trade Fair, the World Investment Forum, the UIA UK Diaspora Conference, the Uganda-EU Business Summit, and the Uganda-China Investment and Mining Conference. These missions significantly strengthened Uganda's investor engagement, expanded investment opportunities, and facilitated high-impact project implementation across multiple sectors.





Monitoring and investor aftercare

A total of
198



licensed companies received aftercare support

- ➔ UIA monitored **118 investment projects**, with a combined actual capital investment of **USD 905.4 million** and the **creation of 55,121 jobs** across key sectors, including manufacturing, agro-processing, minerals, forestry, and fishing.
- ➔ A total of **198 licensed companies** received aftercare support in areas of land acquisition, access to financing, electricity and power connections, environmental compliance, tax exemptions, and issuance of licenses and permits.
- ➔ UIA also held two (2) Investor Barazas at Kampala Industrial and Business Park, Namanve, and Mbalala Industrial Park, attracting a combined **total of 191 investors**.
- ➔ UIA uses the stakeholder engagements to deal with investor issues in a structured and immediate manner.



UIA developed an updated compendium of
22

bankable projects in the sectors of Agriculture, Tourism, Mining, and ICT.

Investment Promotional Materials

- ➔ UIA developed an updated compendium of 22 bankable projects worth USD 845 million in the sectors of Agriculture, Tourism, Mining, and ICT.
- ➔ UIA also developed the EAC investor guide and sector profiles for Uganda's Tourism and Agriculture Sectors.

Link: <https://www.eac.int/investment-guide>



The Authority was awarded the Special Excellence Award in Sustainability at the World Investment Conference in November 2024 in Riyadh, Saudi Arabia.

UIA was recognized as the Second-Best Investment Promotion Agency in Africa at the Annual Investment Meeting (AIM) in Abu Dhabi, the United Arab Emirates. The recognition was for attracting and facilitating foreign direct investment into Uganda.

The Authority was also awarded the Special Excellence Award in Sustainability at the World Investment Conference in November 2024 in Riyadh, Saudi Arabia.

International recognition



Domestic investment promotion

UIA drives domestic enterprise growth by promoting, facilitating, and supporting domestic investors and SMEs, enhancing access to finance, technology, markets, and business linkages to stimulate inclusive industrial and economic development.

Key highlights in the financial year 2024/25:

Promotion and attraction of domestic investors

UIA attracted **180 domestic projects** with a planned investment of USD 941 million, creating 18,679 jobs, against the annual target of 120 projects, representing a 50% increase over the target.

81 projects actualized with an investment of **USD 575.5 million**, creating **7,329 jobs**



Access to Finance for domestic investors/SMEs

Targeted sensitization and support initiatives enabled domestic investors and SMEs to access critical financing:

UIA facilitated **2,856 SMEs** in accessing **UGX 54.4 billion** under the Small Business Recovery Fund (SBRF).

UIA facilitated Domestic investors to secure UGX **2.09 billion** through Uganda Development Bank to boost enterprise growth. These include: **Go Five Promotional Products Ltd** – UGX 600M; **Bigambo Water Supply (U) Ltd** – UGX 195M; and **Alvimo General Investments Ltd** – UGX 1.3Bn.

Ten (10) women-led enterprises under the Academy for Women Entrepreneurs were supported to develop bankable business cases and successfully secured USD 20,000 each under the NSSF Hi-Innovator Programme.

Development of agri-production clusters

UIA developed two agricultural clusters, ensuring access to improved seeds and seedlings, technologies, and profitable markets.

They are: Maize Cluster – Halleluya Farmers’ Association (**60 members**) in Kiboga District and Fruit and Juice Processing Cluster – Awuji Farm (60 members) in Soroti District.

Both clusters were trained in **modern farming practices** to improve productivity and quality. They were also linked to the National Agricultural Research Organisation (NARO) to access quality seeds and seedlings.

To support market access, Halleluya Farmers’ Association was connected to Equator Seeds Ltd for maize off-take, while Awuji Farm was linked to Teso Fruit Juice Factory for the supply of oranges.



Technology, innovation, and incubation support



UIA targeted
40 SMEs
for technology,
innovation
and incubation
support

UIA targeted 40 SMEs for technology, innovation, and incubation support, but it surpassed this by linking 44 SMEs to CURAD and Kyambogo incubation centres.

SMEs gained access to product development support, mentorship, and shared facilities, strengthening innovation ecosystems and enhancing competitiveness through value addition, digitalization, and sustainable practices.



Profiling of domestic investors/SMEs on the National SME Portal

A total of

317



SMEs were
profiled

- ➔ 27 were linked to CURAD for incubation and product development.
- ➔ 127 were connected to different financing options, such as the Uganda Development Bank, the Grow Project, and market opportunities.
- ➔ 10 received funding under Hi-Innovator of **USD 20,000 each**.
- ➔ 54 under the Sebei Coffee and Honey Cooperative, a cluster established by UIA, were successfully linked to Venture Api Honey Africa for guaranteed honey offtake, resulting in the sale of **3.1 metric tonnes of honey**.



Trader-to-Manufacturing transitioning

To promote value addition, reduce imports, boost local production, and increase exports of manufactured products, UIA launched the Trader Transitioning-to-Manufacturing Initiative with a pilot cohort of traders from Kikuubo, a Kampala business hub.

Thirty-three (33) traders were targeted, and 11 projects licensed worth 8.6 million dollars with 2,022 expected jobs. Two projects (name them) valued at USD 0.251 million and creating 18 direct jobs were operationalized.

List of Kikuubo Traders Licensed

No.	Name of the Company	Planned Jobs	Planned Total Investment (USD)	Investment Areas
1	Flux Manufacturers Limited	81	687,060	Spaghetti and Macaroni
2	Ark Products and Beverages Limited	70	687,060	Whiskeys, Rams and Gins
3	Elevate Manufacturers Co. Ltd	115	863,000	Stationery, Paper Packaging
4	Dam Traders Co. Ltd	100	50,000	Sanitary Tissues
5	Pulse Manufacturing Co., Limited	121	782,800	Rice and Rice Products
6	The Family Grain Masters Ltd	218	231,370	Maize flour, Animal Feeds
7	Flourish Manufacturers Co., Limited	115	872,480	Wheat flour
8	Kobs Brands Ltd	200	2,000,000	Leather Products, Plastics
9	Cablinks Establishments Ltd	52	1,450,000	Coffee, Cocoa (Cadbury)
10	Kulen Traders Ltd	500	58,000	Cosmetics
11	Wanzala and Brothers Ltd	150	1,000,000	Wines

This marked the initial step in transforming trading enterprises into productive manufacturing ventures.



Deepening the domestic investment agenda

To deepen the domestic investment agenda, UIA conducted **nine (9)** targeted outreaches, **reaching 1,955 investors**:

The outreaches: Wakiso Youth Investment Forum, Kasese Tourism and Investment Forum, Academy of Women Entrepreneurs (AWE), Uganda Small Scale Industries Association USSIA 45th Conference and Exhibition, EAC Regional Exhibition (Juba), Nebbi and Gulu baraza on Small Business Recovery Fund and Agricultural Credit Facility (in partnership with the Bank of Uganda), and two investor barazas in Namanve and Mbalala industrial parks.

These engagements provided SMEs and domestic investors with guidance on investment readiness, licensing, incentives, compliance, market and other business opportunities, and financing.

These stakeholder engagement activities strengthened investor competitiveness, improved access to information and financing, and expanded business networks locally and regionally.

A total of

31,955



*investors were targeted to deepen
the domestic investment agenda*

Investor feedback on the value of the UIA investment license

UIA surveyed the benefits of the UIA investment license among domestic investors. Insights from this exercise helped refine services, enhance facilitation, and address gaps affecting investor satisfaction and utilization of the license.





UIA's contribution to industrial growth



UIA is responsible for the planning, development, & management of industrial parks across Uganda.

By providing investors with ready-to-use infrastructure, secure land, and comprehensive support services, UIA drives industrialization, job creation, and sustainable economic growth.

Contribution of manufacturing to GDP

UIA made a significant contribution to the Manufacturing Working Programme (MWP), which is one of the key programmes under Uganda's Third National Development Plan (NDP III).

The programme aims to increase the contribution of manufacturing to GDP, create decent jobs, strengthen value addition, and drive Uganda toward export-led industrialization.

UIA continued to play a pivotal role in increasing the contribution of manufacturing to GDP, creating decent jobs, strengthening value addition, and driving Uganda toward export-led industrialization.

10 operational industrial parks

- 1) Namanve
- 2) Bweyogerere
- 3) Luzira
- 4) Mbale
- 5) Jinja
- 6) Soroti
- 7) Kasese
- 8) Masindi (commercial farming)
- 9) Kashari (commercial farming)
- 10) Kapeeka

Status of industrial park development

- ➔ **674 investors** have been allocated land, **54%** of whom are operational, and the rest are under construction
- ➔ Investments in the industrial parks are valued at **USD 5.43 billion**.
- ➔ **162,183 direct jobs** have been created in the industrial parks.

Development of industrial park infrastructure

UIA continued to develop critical infrastructure across key industrial parks: Kampala Industrial and Business Park (KIBP), Namanve, Liao Shen Industrial Park, Kapeeka, and Sino-Uganda Mbale Industrial Park.



Industrial parks and environmental conservation

To strengthen sustainable industrial development, UIA conducted 10 environmental sensitization campaigns aimed at encouraging manufacturers to adopt climate-friendly and environmentally responsible production practices.

They included targeted sessions with Mpower, Tembo Aluminium Ltd, Feilong Ltd, and Avora

Avocado Industry, all in Namanve Industrial Park, and six (6) environmental sensitization campaigns carried out under the Mbale Industrial Park Infrastructure Project.

These engagements enhanced awareness of environmental standards and reinforced UIA's commitment to promoting green, compliant, and sustainable industrial growth across industrial parks.

Industrial parks in the pipeline

– MoFPED Development Committee Appraisal

UIA prepared and submitted nine (8) industrial park development proposals to the Development Committee of the Ministry of Finance, Planning and Economic Development for appraisal under NDP IV (2025-2030).

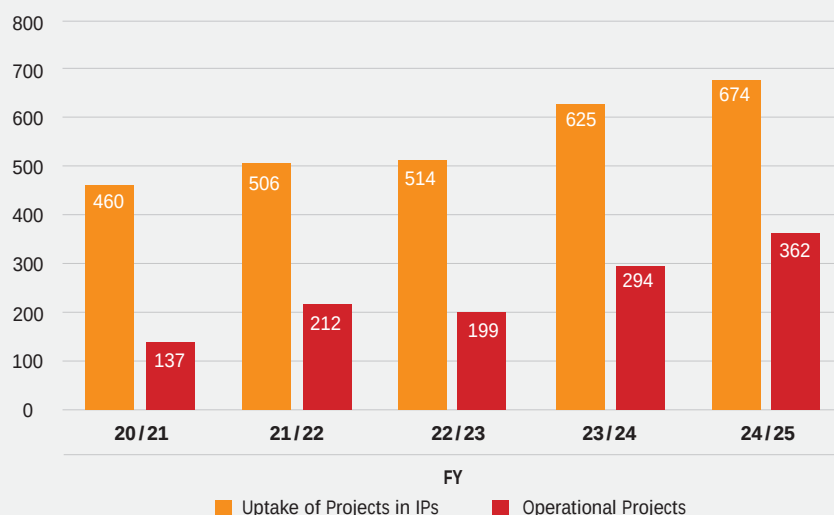
The projects are at different stages of planning and pre-feasibility, reflecting UIA's long-term strategy to expand industrial capacity across the country.

The submitted projects are:

- 1) Nebbi Industrial Park Profile Stage
- 2) Kisoro Industrial Park Profile Stage
- 3) Jinja Industrial Park Concept Stage
- 4) Soroti Industrial Park Concept Stage
- 5) Kasese Industrial Park Pre-feasibility Stage
- 6) MMP Buikwe Concept Stage
- 7) Expansion of River Namatala Park Concept Stage
- 8) Phase 2 of KIBP Concept Stage

These submissions position UIA to secure future financing for industrial infrastructure and support balanced regional industrialization under NDP IV.

Uptake and operationalization of projects in industrial parks



The graph shows steady growth in project uptake and operationalisation in Industrial Parks from FY2020/21 to FY2024/25.

Project uptake increased from 460 to 674, while operational projects rose from 137 to 362, indicating improved conversion of planned projects into active operations.

Although uptake remains higher than operationalisation, recent years show stronger progress, reflecting better facilitation and project maturation.

Green industrial development

UIA supported stakeholder consultations for the development of green industrial parks in Lugazi, Jinja, and Tororo under the Global Green Growth Initiative (GGGI) supported Trademark Project.



Enhancing Uganda's investment climate and competitiveness

UIA, as an Investor One-Stop Centre (OSC), plays a central role in enhancing Uganda's investment climate by coordinating and fast-tracking all approvals, licenses, and clearances required by investors.

By simplifying procedures and reducing bureaucratic delays, the OSC strengthens investor confidence, supports business establishment, and contributes directly to lowering the cost of doing business.

Key achievements in the financial year 2024/25:



Improved turnaround time for licensing

The turnaround time for investment license processing was reduced to **24 hours** or less, surpassing the **48-hour benchmark** set under the Presidential Directive. This improvement greatly enhanced the investor experience and efficiency



Digital innovations

UIA secured funding for the development of an Integrated National Investment Management System (DIMS) under the Resource Enhancement and Accountability Programme (REAP). The funding will support the full digitization of investment promotion, facilitation, aftercare, and

investment data management. UIA advanced the development of the INVEST UGANDA, a Digital Investment Management System (DIMS), which will serve as an integrated single-window platform providing end-to-end digital processing for Domestic, Diaspora, and FDI investment licensing; seamless investment

promotion, facilitation, and aftercare services; integration with OSC MDA systems, Industrial Parks GIS/Land Management Systems, and Economic Commercial Diplomacy (ECD) investment data; and investor tracking, online payments, and real-time dashboards for data-driven decision-making.

UIA One-Stop Centre's Service Delivery Standards

No.	Entity	One Stop Centre Services	Key commitments (provided the applicant has all requirements)
1	Uganda Investment Authority (UIA)	- Business and investment advisory - Sector-specific incentives - Policy formulation and advocacy for investors - Issuance of investment license	Investment license issued within 48 hours
2	Uganda Registration Services Bureau (URSB)	- Reservation of business or company name - Registration of a new company - Processing company forms - Business Name Registration - Registration of forms	- Business name reserved within 1 hour - Company incorporated within 4 hours - Company forms processed within 4 hours
3	Uganda Revenue Authority (URA)	- Tax Incentives based on T&Cs - Tax information - Issuance of TIN	- TIN issued instantly for Ugandan individuals with a national ID - Non-individuals and international individuals are issued with a TIN within 48 hours
4	Kampala Capital City Authority (KCCA)	- Issuance of City Operator Identification Number (COIN) - Issuance of Trading License	- COIN issued within 5 minutes - Trading license issued within 30 minutes
5	Directorate of Citizenship and Immigration Control (DCIC)	- Issuance of organization code - Issuance of work permits - Issuance of special passes - Issuance of dependent pass - Issuance of certificate of residence - Issuance of student pass - Issuance of a Uganda visa	- Organization code issued within 2 days - Work permit issued within 10 days - Special pass issued within 5 days - Dependent's pass issued within 5 days - Certificate of residence issued within 4 weeks - Student pass issued within 5 days - Uganda visa issued within 2 days

No.	Entity	One Stop Centre Services	Key commitments (provided the applicant has all requirements)
6	National Environment Management Authority (NEMA)	• Issuance of Environmental and Social Impact Assessment (ESIA) certificate • Advisory services regarding environmental regulations and requirements	• ESIA certificate issued within 21 days
7	Uganda National Bureau of Standards (UNBS)	• Product certification • Information on product and service standards and certification (Q-Mark) • Requests for purchase of available standards • Requests for development of sector specific standards • Requirements for product testing • Advisory services on inspection and pre-verification of conformity (PVoC) of goods to be imported into Uganda	• Product certification issued within 30 days • Development of New Standards within 6-12months
8	Ministry of Lands Housing and Urban Development (MoLHUD)	• Verification of land titles • Advisory on land acquisition, housing, and urban planning • Enabling investors to track the status of their transactions, transfers, mortgages, and caveats in different Ministry Zonal Offices • Complaint handling	• Land title verification results within 24 hours
9	UEDCL	• Site inspection • Connection/ reconnection • Resolution of technical complaints • Replacement of faults • Notification of planned shutdowns	• Standard connection (no pole or one pole) within 5 days • Nonstandard connection (more than one pole) within 30 days • Reconnection within 48 hours • Resolution of technical complaints within 12 hours • Resolution of non-technical complaints within 48 hours • Replacement of faulty/ vandalized transformers within 7 days • Notification of planned shutdowns within 48 hours
10	National Water and Sewerage Corporation (NWSC)	• Connection/ reconnection • Replacement of faults • Notification of planned shutdowns	• Industrial water connection within 30 days

Communications

The Communications and Public Relations Unit, under the Office of the Director General, drives UIA's visibility, stakeholder engagement, and investor relations through strategic media, digital, and public outreach initiatives.

By effectively promoting Uganda's investment opportunities and showcasing investor successes, the unit strengthens UIA's brand, supports domestic and foreign investment, and enhances public awareness of industrial development.



Investment coordination and partnerships to support investment promotion



UIA strengthened collaboration with national, regional, and international partners.

UIA strengthened collaboration with national, regional, and international partners to improve the investment climate, enhance service delivery, and expand Uganda's visibility as a competitive investment destination.

Partnership with the International Trade Centre (ITC)

Through this partnership, UIA staff capacity was enhanced via training in strategic planning, performance

measurement, research, and analysis, which supported the development of a UIA Strategic Plan aligned with institutional goals and effective performance monitoring.

Additionally, UIA staff participated in the World Investment Conference under WAIPA, facilitating institutional benchmarking, knowledge sharing of global best practices, and international networking to strengthen Uganda's investment promotion efforts.



Partnership with Alliance for a Green Revolution in Africa (AGRA)

UIA signed a Memorandum of Understanding with AGRA and secured a USD 750,000 three-year grant (2024–2027) to develop bankable investment profiles for strategic value chains, including maize, coffee, rice, beans, dairy, poultry, cotton, and soybeans.

Building on this foundation, the next phase will focus on in-depth market analyses and the development of robust business cases for each value chain to promote value addition and attract targeted investment.

This partnership directly supports the national objective of achieving tenfold economic growth through industrialisation and is expected to catalyse agro-industrial investment while positioning Uganda as a competitive and attractive agro-investment destination.



Collaboration with the Uganda Bureau of Statistics and the Bank of Uganda

UIA worked with UBOS and BOU to implement the Private Sector Investor Survey (PSIS), capturing data on private capital flows for 2023/24 and investor perceptions for 2024. The findings will strengthen evidence-based decision-making and policy formulation to support investment growth.

Support for 14 regional and international investment forums

UIA, in collaboration with Uganda's Missions Abroad through the Ministry of Foreign Affairs, facilitated 14 regional and international

forums to showcase Uganda's investment opportunities and engage potential investors.

Out of these forums, 35 projects were licensed, of which 17 have actualized, representing a total investment of USD 140.5 million and the creation of 1,556 jobs across key sectors including ICT, agriculture and agro-processing, renewable energy, oil and gas, and manufacturing.

Key events included the Uganda–Berlin Convention, Green Finance Dialogue

Forum, Polish–Uganda Economic Seminar, Beijing Diaspora Engagement, Confederation of Indian Industry (CII) Trade and Business Forum, Uganda Diaspora Convention and Homecoming Business Breakfast and Gala Dinner, Egyptian Economic and Business Forum, Uganda–Shenzhen Investment Conference, International Coffee Trade Fair, UIA UK Diaspora Conference, EU–Uganda Business Summit, and the Uganda–China Investment and Mining Conference.



INVESTOR SUCCESS STORIES

Bella Wines at 25:

From kitchen production to two factories and counting



Bella Wines is 25. Although today Bella Wines is a well-known wine brand, especially in the Ugandan market, it is hard to believe that its humble roots go back 25 years, circa 2000.

“This year is Bella’s silver jubilee. I am celebrating 25 years in business, 75 years of life, and 45 years of marriage”, says Prudence Ukkonika, the brain behind K-Roma Limited that churns out the famous Bella wines and juices. Bella’s story is an intriguing journey of passion, grit, hard work, perseverance and a firm belief. What started as a flicker of business inspiration has blossomed into two factories churning out a variety of organic wines and juices.

According to Prudence, as she is popularly known, her late son, Godwin Ukkonika, inspired her to start wine-making on account of its market and profitability. The son had briefly worked with his wine-making uncle in Kabale in southwestern Uganda and saw the huge potential.

What began as a modest operation in her kitchen

has transformed into, first, a national success story, and now an international success story that spans three continents.

The name Bella

Prudence is a strong believer in God and in what she does. She says she coined the brand name “Bella” from “Belief Leads to Lasting Achievement”. This has been her guiding light in investment and business, something she encourages younger entrepreneurs to embrace. “Bella” is now a household name, to the extent that it is now her moniker!

To etch his memory, and armed with just 100,000 Ugandan shillings (equivalent to about 30 dollars today), Prudence ventured into winemaking – in her kitchen. That is how the now-famous Bella Wines started.

Making baby steps

Prudence worked hard to source the raw materials, process, package, market, and sell. With sheer perseverance,

she not only kept the business afloat but also, as she puts it, “step-by-step I kept progressing and believing in what I was doing”. Sheer determination.

Soon, the market started responding positively to her wines, and the kitchen became too small for production. She emptied her garage and shifted the winery there. Again, the garage production could not cope with the increasing demand. She got a bigger space in Wandegaya, a bustling university “town” a stone’s throw away from Kampala city centre, where she ramped up daily production to 2,000 litres.

Scaling up

As Bella kept growing, the Wandegaya cottage factory production soon could not cope with the increasing demand. She bought land in Mulawa in present-day Kira Municipality, on the eastern border of Kampala City, and set up a relatively bigger winery. From a kitchen, Bella Wines now had an appropriate

industrial space for mass wine production, replete with storage, transport, and operational facilities. The Kira production line churns out 5,000 litres of various types of wines daily.

Business formalisation

Prudence is a firm believer in formalizing businesses. At an engagement, the monthly “Tuunda Market”, with young women entrepreneurs organized by the Uganda Investment Authority and the Academy of Women Entrepreneurs (AWE) Uganda Chapter, she advised them to formalize their start-ups early enough, however challenging it can be. Prudence says: “You can’t go far if you are not business compliant. I had to formalize my business, and it has taken me very far. You need to engage agencies like Uganda Business Registration Services, Uganda Revenue Authority, Kampala Capital City Authority, Uganda National Bureau of Standards, National Social Security Fund, and Uganda Investment Authority early enough. If you comply with business legal and regulatory frameworks, you will be okay. She also advised the young entrepreneurs to keep records from the start: “Write everything because it is your business. It is good to start with proper bookkeeping and that way it makes you keep track of your business and finances”.

Offer of industrial park land

Indeed, just like Prudence stated above, Bella Wines is one domestic investor that embraced getting an investment license from the Uganda Investment Authority (UIA), which issues it free of charge and within 48 hours, if one meets all the requirements. Armed with the investment license, UIA offered K-Roma land in Namanve, its flagship industrial park in Kampala, where Prudence is setting up her second factory for making a variety of Bella juices. When driving through Namanve’s northern section, Bella Juice factory boldly stands out, a testament to how far Prudence has come. Ebenezer!

Branding and marketing

Still at the “Tuunda Market” engagement hosted by UIA and AWE, Prudence said that along the way she realized that in the product business, “image is everything”. In 2013, thirteen years after starting out, she had to invest in sharp branding of her products and aggressive marketing, including online. She says that it has paid off and her products now have instant brand recognition.

Capacity building

From the outset, Prudence knew that capacity building was key in her craft. She proactively sought technical and professional support, like getting tips on quality wine-making from the



FROM JUST ONE TYPE OF WINE MADE FROM PASSION FRUITS AT THE BEGINNING, BELLA NOW MAKES A VARIETY OF PRODUCTS: ALTAR WINE, GRAPE WINE, PINEAPPLE WINE, RED WINE (FROM HIBISCUS), BELLA SPECIAL, AND PASSION WINE.

National Organic Agricultural Movement of Uganda (NOGAMU), the umbrella organization for organic agricultural stakeholders in Uganda. Prudence and her son also enrolled for business administration and accounting courses, respectively, at Makerere Business School (MUBS). She was the chief executive, while her son took care of the accounts. One of her daughters studied food science and technology and, at the master’s level, specialized in winemaking, adding another professional layer to the workforce. “I’m studying not to impress anyone. I invest in knowledge and skills on my own terms”, she says, adding that she is now pursuing a master’s in business management.

Sourcing business capital

According to Prudence, a business with a higher chance of survival is one that starts with one’s own money. She says that is what she did in the early years of the startup and also relied on supplier credit, emphasizing that “trust is the best business capital”. Prudence says that while banks used to shun her loan applications as she scaled up, now banks flock to her office offering loans with generous terms. She says that is the same with many other suppliers of trucks and machinery; all because they now see her progress and have



gained her trust. Her advice to start-ups: “Don’t focus so much on borrowing money but rather focus on materials you use. If you want to be a progressive business person, use your brain to grow. You don’t need to go to the bank all the time. Get materials from your suppliers. There are business people getting money from lenders all the time, but they are not growing.

Value addition

Bella Wines is a typical example of a domestic investor who is actively involved in value addition to locally sourced raw materials like passion fruits, pineapples, hibiscus, and mangoes. Raw materials

Job creation

Currently, K-Roma employs over 50 permanent staff. The company also works with a network of farmers, primarily women, who grow fruits for the wine and juice products. In addition, Bella Wines also utilizes hundreds of seasonal workers.

Product differentiation

From just one type of wine made from passion fruits at the beginning, Bella now makes a variety of products: altar wine, grape wine, pineapple wine, red wine (from hibiscus), Bella special, and passion wine. She has also pivoted to Bella juices and Bella tea. While for long Bella was known for wines, the portfolio now includes juices and tea, and who knows what next is in the product pipeline!

Expanding market

Bella grew its market share doggedly. Now Bella products are found on counters in Uganda, Rwanda, Kenya, Tanzania, South Sudan, Turkey, the United Kingdom, and the United States. Prudence actively markets her products in various forums near and far. She says although she first boarded a plane at the age of 45, now she is a frequent flyer who seizes every opportunity to push her products globally.

Challenges

According to Prudence, some of the challenges she has faced include accessing affordable capital, especially in the scale-up phase, sourcing raw materials during off-seasons, gaining market access and share, disruptions by the COVID pandemic, and other winemakers who do not care about quality.

“Some so-called winemakers are just spoilers”, she says. “People don’t know what real wine is in terms of quality”. Business succession plan Being a family-run business, Prudence is acutely aware of the continuity stakes involved. She has now taken more of a matriarchal role, leaving her food scientist daughter to run the business. One son is the accountant, and another son is the logistics manager. There is no iota of doubt that generational and managerial transition at K-Roma has been well underway for some time, a leaf worth taking by other domestic investors and businesses.

Awards

Bella Wines has been inundated with accolades. Here are just a few:

- ➔ Uganda Manufacturers’ Association Best Small - scale Industries Award (2015)
- ➔ Best Wine - People’s Choice Quality Awards (2015)
- ➔ Best Wine - People’s Choice Quality Awards (2018)
- ➔ Outstanding Female Entrepreneur of the Year – East Africa Responsible Business Awards (2015)
- ➔ Mediterraneo Wine, Food & Travel Expo Napoli (2024)
- ➔ Kacita Quality Awards “Buy Uganda, Build Uganda” Champion(2023)
- ➔ Malaysian Award for Best Organic Hibiscus Juice
- ➔ Best Still Table Wine PCA (2023)
- ➔ Best Wine - People’s Choice Awards (2023)
- ➔ Woman Entrepreneur of the Year Mbire Awards – Uganda Women Entrepreneurs Association Limited
- ➔ Best Product: Consumer Award for Wine Manufacturing – East Africa Responsible Business Awards (2015)
- ➔ Woman Entrepreneur of the Year - Pilot International (2010)



PRO Industries:

trailblazing ethanol production in Uganda, East Africa

THE LUWERO-BASED \$100-MILLION-DOLLAR PLANT PRODUCES 120,000 LITRES OF ENA AND 35,000 LITRES OF ETHANOL PER DAY, WITH PLANS TO EXPAND PRODUCTION TO 200,000 LITRES PER DAY IN 2026



Five years ago, PRO Industries saw an opportunity in Uganda's nascent green energy sector and dived deep. Then, in 2020, Uganda had just passed the Biofuels Act and a new policy mandating ethanol blending in petrol, creating a powerful incentive for domestic ethanol production. The policy allows fuel dealers to initially blend 5% ethanol into petrol, with plans to raise the quantity to 20% as supply increases.

This initiative is expected to cut Uganda's \$2 billion annual petroleum import bill while promoting cleaner, locally produced energy. PRO Industries set up shop in Luwero District in central Uganda, taking advantage of abundant maize supplies in the region. Five years later, the UIA investment licensee is now reputedly the largest extra-neutral alcohol (ENA) and ethanol processing plant in East Africa.

The Luwero-based \$100-million-dollar plant produces 120,000 litres of ENA and 35,000 litres of ethanol per day, with plans to expand production to 200,000 litres per day in 2026. According to Vasundhara Oswal, the company's chief executive, they saw an opportunity in Uganda's move toward energy sovereignty as a huge opportunity, hence the massive investment in ethanol production. She says Uganda's huge agricultural potential was also another pull factor. Oswal says that although her family had no direct ties to Uganda before, they have always had an entrepreneurial spirit. For example, her father set up one of the world's largest ammonia plants in Australia.

Building a local supply chain

PRO Industries' supply chain is in Luwero, where thousands of maize farmers are roped in. In addition to encouraging the farmers to form cooperatives to streamline engagement, reduce risk, and ensure payments reach the intended beneficiaries, the company is also working with Stanbic Bank to create financing options where farmers can access 50% to 70% loans against purchase orders.

New product lines for the EAC market

PRO Industries produces a range of products and byproducts. They include:

- **DDGS (Distillers Dried Grains with Soluble)** - a revolutionary, high-protein feed ingredient crafted from a sustainable and efficient process. Born from the distillation of corn starch into ethanol, DDGS represents the upcycled essence of the original grain, offering a concentrated source of protein and essential nutrients for your livestock.
- **Extra Neutral Alcohol (ENA)** - a high-purity alcohol with a remarkably neutral taste and odor. Produced from various sources like sugarcane molasses or grains (corn, rye, wheat, etc.), ENA boasts a wide range of applications across various industries.
- **Carbon dioxide (CO₂)** - a colourless, odourless, and non-flammable liquefied gas, boasting a purity exceeding 99.99%.
- **Pharmaceutical Grade Ethanol** - a high-purity solvent rigorously tested to meet the



demanding requirements of the pharmaceutical industry. This product adheres to the strictest international standards, including those set forth by the US, EU, British, and Japanese pharmacopoeias.

➔ **Denatured alcohol**, also known as methylated spirits, is a highly functional and cost-effective alternative to pure ethanol for various industrial and household applications. It's a 94.5% - 95.5% pure ethanol solution that has been modified with specific additives to render it unfit for human consumption.

➔ **Fusel oil** - a unique byproduct obtained during the fermentation process; low pH environments, and limited yeast activity due to low nitrogen content. This versatile product offers a range of industrial applications

It arises under specific conditions: high fermentation temperatures, low-pH environments, and limited yeast activity due to low nitrogen content. This versatile product offers a range of industrial applications. Beyond ethanol, PRO Industries has pioneered new industrial byproducts for the East African market, like Distillers' Dried Grains with Solubles (DDGS), a high-protein animal feed produced as a byproduct of ethanol processing.

According to Oswal, livestock farmers are already giving good testimony on using DDGS, such as a doubling of milk production. "We are currently producing about 2,300 metric tonnes of DDGS per month, and it is all sold out", says Oswal.

Investing in sustainability

PRO Industries has also invested in sustainability systems rarely seen in the

manufacturing sector in the EAC. The plant operates a zero-liquid discharge (ZLD) system that recycles all wastewater from its distillation process, purifies it, and reuses it within the plant. In addition, the ZLD captures and bottles carbon dioxide (CO₂) emissions for sale as a byproduct.

Oswal says the innovations ensure that the plant does not pollute the environment or over-use groundwater, emphasizing that "it is our way of proving that industrial growth and sustainability go hand-in-hand".

Measuring success

Oswal says to her, success is not measured only in litres or dollars, but success means seeing our farmers grow, our employees rise, and our industry contribute to Uganda's economy". She adds that the company should expand while keeping the human impact at the centre;

that is what she says is true growth.

Inspiration to young entrepreneurs

At just 27, Oswal is already one of East Africa's most promising industrial captains. She advises young entrepreneurs, especially women, to aim to break into male-dominated sectors. "Persistence is key. I was not from an engineering background. I was young, and I was a woman in a field where women are rarely in leadership. But if you stay committed, keep learning, and don't let doubt define you, you can build anything".

Global recognition

Oswal's decision to invest in Uganda at such a young age has earned her both local and international recognition. These include, amongst others, the Global Youth Icon Award of 2023 and the Woman of the Year Award by India's Economic Times.

10 factories in 10 years:

The inspiring investment story of Modern Group in Uganda



THE COMPANY HAS EMERGED AS ONE OF THE TOP TAX CONTRIBUTORS TO THE UGANDA REVENUE AUTHORITY (URA), AVERAGING 12.5 BILLION SHILLINGS ANNUALLY

At just 42, Ashish Monpara is a visionary leader driving an ambitious expansion of the Modern Group of companies, which now employs over 13,000 people, both directly and indirectly.

Monpara's investments have not only created employment opportunities but also generated significant revenue for the government.

The company has emerged as one of the top tax contributors to the Uganda Revenue Authority (URA), averaging 12.5 billion shillings annually.

The company's commitment to quality and innovation has earned it numerous awards, including the Best Foreign Direct Investment Project award for Modern Tiles at

the 2022 Annual Investment Meeting Awards.

Monpara's journey in Uganda began in 2015, when he first set foot in the country alongside his father. The breathtaking beauty of Mabira Forest, coupled with the serene atmosphere he experienced on his way to the eastern city of Jinja, left a lasting impression on him. Captivated by the country's charm, he made the decision to invest in Uganda.

"When I came to Uganda for the first time, I was passing through Mabira Forest. The breathtaking beauty, peace, and calm that I got over here is what actually attracted me. Previously, I had no idea what Uganda was all about", says Monpara.

According to Monpara, his

father had been scouting investment opportunities in Africa since 2010, with Uganda emerging as the prime destination.

"From our research hubs in India and the United Arab Emirates, we began analysing potential investment opportunities in Africa in 2010. Our data and analytics team consistently indicated that Uganda stood out as the most stable market, boasting economic, political, and social stability, coupled with vast potential. Consequently, we designated Uganda as our investment anchor", he says. Uganda has indeed made deliberate efforts to attract enterprising investors like Monpara to support its ambitious industrialization agenda through the Uganda

Investment Authority and the "Buy Uganda, Build Uganda" policy, which aims to achieve import substitution and boost local production.

Monpara, reflecting on his first visit to Uganda, says he told his father, "I love it here. I want to build my life and vision from the ground up in this captivating place". And so, the Modern Group's journey in Uganda took off with Monpara's inaugural venture – Modern Distillers – in December 2015.

Monpara is well on his way to becoming a young dollar billionaire, with the Modern Group now comprising 10 companies and boasting a total investment of over 700 million dollars (approximately UGX2.4 trillion), and

achieving an impressive import substitution value of 100 million dollars (UGX356 billion).

The Modern Group's diverse portfolio highlights its innovative spirit and commitment to Uganda's industrial growth and development. At the heart of its operations is Modern Gas, established in 2018, which manufactures carbon dioxide gas for major clients like Coca-Cola and Pepsi.

Building on this success, Modern Aluminum was launched in 2019, producing high-quality aluminum products that meet the demands of a growing market. He strategically filled a market gap for high-quality aluminum products. The same year saw the introduction of Modern Organic Fertilizer, underscoring the group's commitment to supporting Uganda's agricultural sector and sustainable practices. When the Covid pandemic broke in early 2020, it presented new challenges, and Modern Sanitiser was created to produce hand sanitisers, hence addressing a critical health need. That same year (2020), Modern Tiles was established, and its facility, the largest in eastern and central Africa, produces an impressive 49,000 square

**MODERN GROUP'S
MOST RECENT
VENTURES INCLUDE
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ESTABLISHED IN
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ERATES ELECTRICITY
FOR FACTORY CON-
SUMPTION AND THE
NATIONAL GRID.**

metres of tiles daily. Monpara seized the opportunity to substitute imported tiles with locally produced high-quality alternatives. Today, Modern Tiles controls 45 percent of Uganda's tile market.

Modern Group's expansion continued with Kidera Sugar, a sugar production plant launched in 2021 in Buyende District in eastern Uganda. This was followed by Lamborghini Drinks and Beverages (Modern Spirits) in 2022, a partnership that would see the manufacture of products in Uganda for export to the United States and Asian markets.

The acquisition of Kaliro Sugar Factory, also in 2023, which President Yoweri Museveni launched on August 22, 2025, further solidified Modern Group's position in Uganda's "sugar space", boosting capacity and cementing its status as a leading industrial player. The commissioning of the revamped Kaliro Sugar marks a significant milestone in Modern Group's growth story. This strategic investment, exceeding 100 million dollars, aims to boost local sugar production and sector competitiveness. With a daily capacity of 2,500 tonnes, translating to between 70,000 and 80,000 tonnes of sugar annually, the factory is poised for substantial impact. Modern Distillers, an ethanol plant, marked the beginning of a remarkable investment journey. The plant's production of carbon dioxide has enabled it to supply global brands like Coca-Cola and Pepsi.

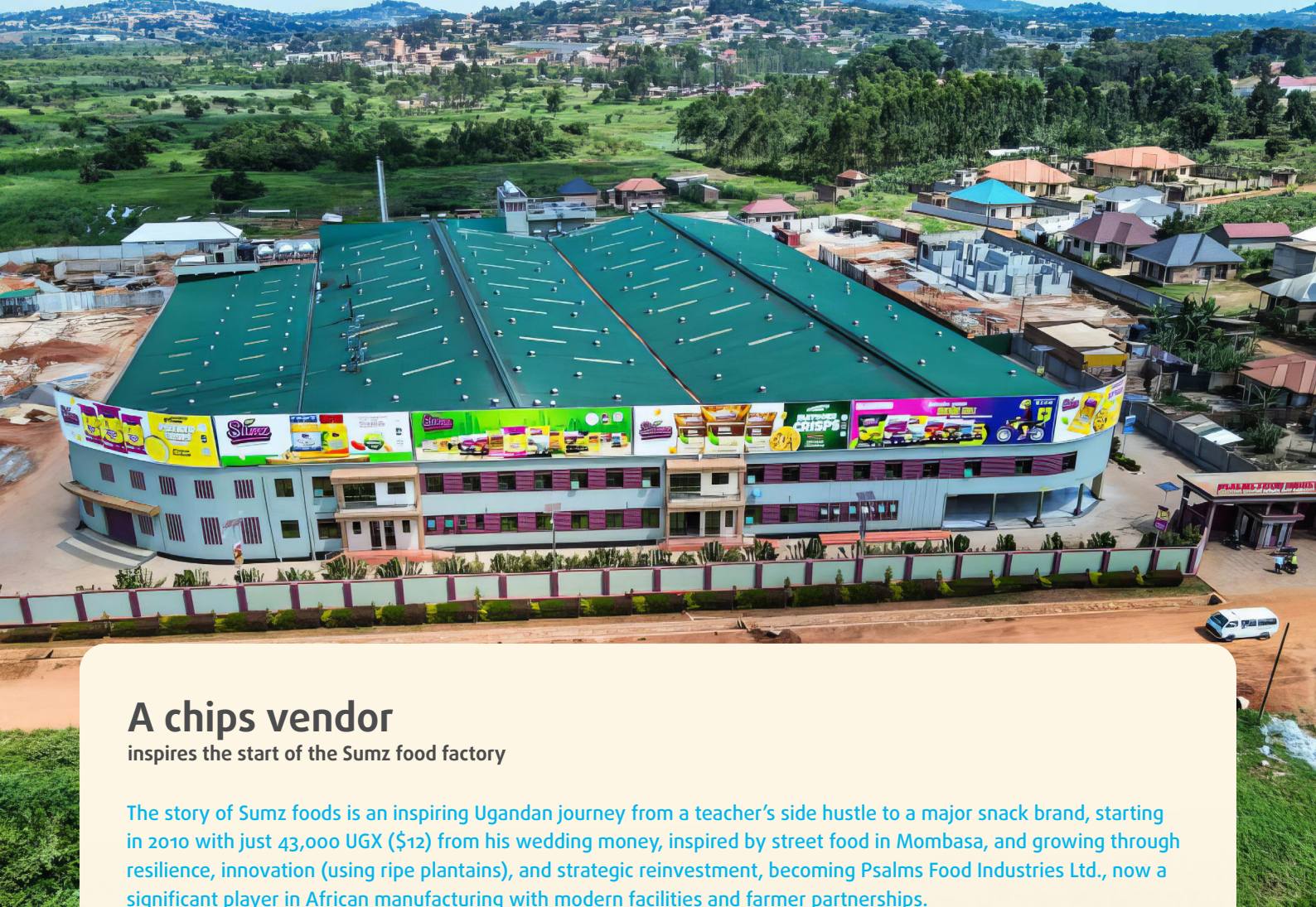
A key aspect of Monpara's business model is his commitment to reinvesting profits in Uganda. His faith in the country's economy and government policies has facilitated expansion across various industries. He says, "This approach has enabled Modern Group to become a significant player in Uganda's industrial sector, with investments totaling

700 million dollars and plans for further expansion".

Monpara attributes his success to his hands-on approach and unwavering faith in Uganda's economy. "I believe in this economy, in this country, in its people, customers, and growing market size. The conducive investment environment provided by His Excellency President Yoweri Museveni has been instrumental", he says.

According to Monpara, the Ugandan market is very promising, with a stable currency that has strengthened over the years. He also attributes all this success to the government's strategic incentives, including tax breaks designed to attract top-tier investors. The incentives comprise a 10-year income tax holiday for foreign investments exceeding 50 million dollars, capital allowances, and export incentives.

Additionally, the Ugandan government offers a zero-percent import duty on factory equipment for value addition, ensuring accessibility for industrial investments. The country also offers a 100-percent tax deduction on research and training costs.



A chips vendor

inspires the start of the Sumz food factory

The story of Sumz foods is an inspiring Ugandan journey from a teacher's side hustle to a major snack brand, starting in 2010 with just 43,000 UGX (\$12) from his wedding money, inspired by street food in Mombasa, and growing through resilience, innovation (using ripe plantains), and strategic reinvestment, becoming Psalms Food Industries Ltd., now a significant player in African manufacturing with modern facilities and farmer partnerships.

The Humble Beginnings

- ➔ **Inspiration:** In 2009, while on his honeymoon, Ngabirano encountered a street vendor frying banana chips, sparking the idea for a business using Uganda's ripe plantain (gonja).
- ➔ **Academic Spark:** The idea became a formal business plan for university coursework, starting with a capital of just 43,000 Ugandan Shillings (about \$12).
- ➔ **Early Production:** He began production from his veranda, using simple tools like charcoal stoves and manual packaging, even borrowing neighbors' stoves to meet demand.

Growth & Innovation

- ➔ **From Teacher to Entrepreneur:** Ngabirano, a math teacher, transitioned from teaching to entrepreneurship, focused on adding value to local produce.
- ➔ **"Small Pockets, Big Ideas":** The company, Psalms Food Industries (Sumz), followed a philosophy of organic growth, reinvesting profits into quality and professionalism.
- ➔ **Product Expansion:** From banana crisps, Sumz expanded to include potato crisps, cookies, nuts, seeds, and nut butters, spotting an opportunity as supermarkets were filled with imported snacks.

Building an Industry

- ➔ **Modernization:** The journey led from verandas to production houses and eventually to a modern factory in Nansana and a new, larger plant in Nkoowe.
- ➔ **Strategic Partnerships:** Sumz collaborates with local farmers and organizations like the National Agricultural Research Organisation (NARO) to strengthen supply chains and support agro-industrialization.
- ➔ **Core Values:** Faith, discipline, resilience, and a commitment to quality have been central to building Sumz into a multi-billion-dollar company.



Kapeeka Industrial Park:

From rural farmland to 34 factories in 10 years

KAPEEKA INDUSTRIAL PARK IS PROOF OF UGANDA'S CAPACITY TO INDUSTRIALISE THROUGH LOCAL EFFORT AND STRATEGIC PARTNERSHIPS. THE MODEL SHOULD BE REPLICATED ACROSS UGANDA

On Saturday, 6 December 2025, Liao Shen Industrial Park in Kapeeka in central Uganda celebrated its 10th anniversary since its establishment in 2015.

The event was attended by government officials, dignitaries, investors, local leaders, workers, and students, among others. It also featured an expo highlighting the park's decade of industrial growth, job creation, and economic impact.

From vision to reality

Liao Shen Industrial Park has grown to 34 factories and produces over 1,000 products, far surpassing its early expectations. The park's presence has sharply increased land values in Kapeeka, from an initial projection of between UGX500,000 and

UGX2,000,000 per acre to now UGX150 million to UGX200 million per acre.

The park has also fostered remarkable economic transformation, with the once sleepy Kapeeka town now turning into a vibrant and bustling urban area, with a rapidly increasing population and economic activity. The products reflect a diversified manufacturing base for both the local market and exports, reducing imports, creating jobs, and improving infrastructure and community livelihoods.

Import substitution, job creation

The chief guest at the celebrations, Gen. Caleb Akandwanaho (aka Salim Saleh), commended the industrial park for expanding production to over 1,000

products and creating over 6,000 direct jobs and 30,000 indirect jobs. Gen. Akandwanaho called on the government to urgently improve infrastructure, especially sewerage systems, electricity affordability, and road networks to unlock the park's full potential.

He said Kapeeka Industrial Park is proof of Uganda's capacity to industrialise through local effort and strategic partnerships, adding that the model should be replicated across Uganda, particularly in regions with idle land.

He encouraged the park leadership to focus on improving the livelihoods of people in the neighbourhoods through corporate social responsibility.



The Permanent Secretary in the Ministry of Finance, Planning, and Economic Development, Dr. Ramathan Ggoobi, emphasized the park's role in advancing Uganda's industrialization, noting its transformation from farmland to a thriving manufacturing hub. Dr. Ggoobi reaffirmed the government's plans to expand industrial parks, promote local content, equip young people with relevant skills, and ensure the creation of dignified, well-paying jobs.

Tangible results

The anniversary celebrations featured the display of diverse

products, underscoring the park's growing manufacturing capability. The transformation from rural farmland into an industrial hub has brought jobs and infrastructure improvements to the community. Nationally, the park represents a major step toward industrial growth and lower import reliance.

Looking to the future

Mr. Zhang Hao, the Managing Director of Liao Shen Industrial Park and Chairman of Zhang's Group of Companies, promised to continue attracting investors to Uganda.

He reported that his group is setting up another industrial park – Liao Shen Mineral Industrial Park – in Manafwa District in eastern Uganda. This is aimed at processing and the manufacture of different mineral products.

Leaders noted that although the industrial park has made significant progress, it is yet to reach its full capacity of 80 factories.

They emphasized the need for improved infrastructure and stronger industrial policies to attract more investors. Government officials also pledged to replicate and

expand the industrial park model nationwide as part of Uganda's long-term industrialization plans.

Community support

Mr. Zhang announced that his group has set up a scholarship fund of UGX150,000,000 to help uplift the education standards of young people.

Role of UIA

The Uganda Investment Authority is implementing a project to improve infrastructure in the industrial park, as well as investor facilitation services.



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