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# UGANDA EUROPE BUSINESS FORUM

9-10 MARCH 2020  
SPEKE RESORT MUNYONYO  
KAMPALA · UGANDA



**FOSTERING UGANDA · EUROPE ECONOMIC ALLIANCE**  
INNOVATION, GREEN DEALS, AND INVESTMENT

**HIGHLIGHTS OF THE UGANDA EUROPE BUSINESS FORUM**

**Title**

FOSTERING UGANDA – EUROPE ECONOMIC ALLIANCE  
Innovation, Green Deals, and Investment  
HIGHLIGHTS OF THE UGANDA EUROPE BUSINESS FORUM

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## ACRONYMS

ABi	Agriculture Business Initiative
BOU	Bank of Uganda
CMA	Capital Markets Authority
CSA	Climate Smart Agriculture
CSO	Civil Society Organisations
EADB	East African Development Bank
EIB	European Investment Bank
ENABEL	Belgian Development Agency
ERA	Electricity Regulatory Authority
EU	European Union
GDP	Gross Domestic Product
GoU	Government of Uganda
IGG	Inspectorate General of Government
IMF	International Monetary Fund
IP	Industrial Park
KCCA	Kampala Capital City Authority
LPG	Liquefied Petroleum Gas
MDA(s)	Ministries, Departments and Agencies
MFI(s)	Microfinance Institution(s)
MFPEd	Ministry of Finance, Planning and Economic Development
NDP	National Development Plan
NEMA	National Environment Management Authority
NITA	National Information Technology Authority
NSSF	National Social Security Fund
PDE(s)	Procurement and Disposal Entity/Entities
PE	Private Equity
PPDA	Public Procurement and Disposal of Assets Authority
PPP(s)	Public Private Partnership(s)
PSFU	Private Sector Foundation Uganda
SME	Small and Medium Enterprise
UBA	Uganda Bankers Association
UDB	Uganda Development Bank
UEPB	Uganda Export Promotion Board
UGX	Uganda Shillings
UIA	Uganda Investment Authority
UNIDO	United Nations Industrial Development Organisation
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
VC	Venture Capital
VSLA(s)	Village Savings and Loan Association(s)

# TWEETS FROM THE UGANDA-EUROPE BUSINESS FORUM



**Most of the capital is in northern hemisphere & most of the labour is in the south hemisphere so one of them has got to move. Let's create jobs in the Southern Hemisphere by moving the capital downwards**

@patrickbitature



**Mr Patrick Bitature**  
Chairman Simba Group



**Matia Kasaija**  
Minister of Finance, Planning & Economic Development, Republic of Uganda.  
Member of Parliament Buyanja County, Kibaale District

**We thank @EUinUG for the commitment to support @GovUganda development projects. We strongly value this support and partnership and pledge to put the resources to good use for the benefit of the people of Uganda**

@MatiaK5



**Proud to join the board of the Sustainable Business for Uganda as launched before the President at the UG-Europe Business Forum**

@space\_bernard



**Bernard Wright**  
Geo int beyond GIS  
from Uganda and Ireland



# INTRODUCTION

## BACKGROUND

Uganda's economy grew by 6.1% in 2018, the highest rate in a decade, largely driven by favourable weather conditions that boosted agricultural production, government investment in infrastructure, foreign capital investment in oil and gas, and increased private sector credit. Uganda has embarked on a path towards an inclusive green economy, including through the launch in 2017 of an ambitious Uganda Green Growth Development Strategy (UGGDS) covering the 2017-2030 period. Besides, the Uganda National Strategy for Private Sector Development 2017/18-2021/22 aims at boosting investor confidence for enterprise development and industrialisation.

The European Union is one of the leading development partners for Uganda, not only contributing to Uganda's development objectives through official development assistance but also through private sector investments and through trade. In 2018 the European continent ranked only second to Africa as final destination for Uganda's merchandise exports accounting for 15.8 percent of total exports. Italy, Germany, the Netherlands, Belgium, Spain and Portugal are registered as the main consumers of Ugandan Products. In respect to imports, the European Union is a major source of manufactured products for the Uganda market - in 2018 importing goods from EU to Uganda valued at € 516 million. Furthermore, and according to the EU Investment Survey, the planned investment for the next 5 years from EU firms in Uganda stands at €646 Million.

In a bid to contribute to the improvement of the investment and business climate in Uganda, a series of Business Breakfasts was jointly organised by the EU Delegation and the Private Sector Foundation Uganda (PSFU) involving Uganda and European private sector companies. The purpose of these working breakfasts was to assess the key constraints to foment a conducive environment in Uganda for investment and business. The stakeholders prioritised: 1) availability of labour with the required skills and attitudes and the ease with which skills gaps could be filled from abroad; 2) access to finance; and 3) governance and corruption. This joint initiative also proposed a roadmap of actions that would lead to a substantially improved business environment and to the establishment of a dialogue mechanism - the SB4U Platform which was launched during this Business Forum.

There are some policy and strategy convergences between Uganda and the European Union notably in the areas of environment conservation and green growth; and support for multilateralism in trade and integration of markets. In respect to environment conservation, the Government of Uganda adopted the Uganda National Climate Change Policy in 2016 and more recently in 2018 launched its Green Growth Development Strategy that is also anchored in the National Development Plan. Concerning trade and integration of markets, Uganda like the EU is a founding member of the WTO and is also a strong member of the East African Community (EAC) and of the Common Market of Eastern and Southern Africa (COMESA).

Against this background the EU and Uganda have a mutuality of interest in promoting a favourable investment climate that can spur rapid economic development in Uganda while at the same time conserving the environment, creating sustainable jobs, and reducing poverty among the population. In line with those priorities and interests the European Union Delegation in partnership with the Private Sector Foundation Uganda and the Government of **Uganda, organised the first Uganda Europe Business Forum which took place on 9th and 10th March 2020 in Kampala, Uganda.**

## OBJECTIVES

The Uganda Europe Business Forum formed part of a joint initiative to facilitate collaboration between private and public actors and partnership between Ugandan and European companies.

The Forum marked an important milestone in the roadmap towards promoting EU-Uganda investment and trade opportunities. This highly interactive event provided information and working sessions on Uganda's business enabling environment and trade and investment opportunities, including a consideration of how European funding can be used to support EU and local businesses.

The Business Forum focused on those issues - challenges and opportunities - most relevant to the current EU-Uganda business relations and it provided an opportunity to refine commitments of actions and pledges from key stakeholders.

The Business Forum also offered businesses and entrepreneurs the opportunity to get first-hand information about the investment, trade and business opportunities available for them in Uganda so that they can look ahead and improve their investment planning in the country.

A Business Fair/Exhibition in the margins of the Forum enabled a few European and Ugandan exhibitors and organisations to showcase their businesses.

The two-day conference featured opening and closing plenary sessions, panel discussions interactive thematic sessions, exhibition spaces for public and private institutions and business to business (B2B) sessions. Speakers and panel discussants included leaders and representatives from the public and private sectors from the EU and Uganda.

## THEME

Fostering **Uganda - Europe Economic Alliance: Innovation, Green Deals, and Investment**, topics covered over the two -day period included: an overview of Uganda's vision for foreign direct investment, trade and industrialisation; new opportunities for business in Uganda; potential for green growth; private sector response to combating corruption; exporting to Europe; access to finance; taxation; corporate social responsibility; climate smart agriculture; green and connected cities; eco-tourism; green energy investments; gas usage; green finance for SMEs; digitalization and innovation; public-private partnerships; business incubators and accelerators and doing business in refugee hosting areas.

## PARTICIPATION

The two-day high-level networking event brought together **over 600 participants** including policymakers, public sector agencies, private sector trade support institutions, EU and Uganda captains of industry, delegates from EU Member States Institutions development partners and donor agencies. During selection of participants, efforts were made to include women and youth.

It was a unique platform to share experiences and explore and build sustainable business relations to promote investments in Uganda.



# SUMMARY OF THE MAIN CONCLUSIONS AND RECOMMENDATIONS

The two-day event was rich in terms of content and shared information. Major conclusions were made under each topic as well as a few recommendations on the way forward:

## THE INVESTMENT CLIMATE

### LABOUR FORCE AND SKILLS GAP:

A major identified concern is that the workers, that the Ugandan education system is putting onto the labour market, do not conform to the exact needs of the private sector. Therefore, investors often have to import expensive foreign labour with requisite skills to fill the gaps. One of the recommendations is that a competence-based curriculum should be developed jointly with the private sector.

### PRIVATE SECTOR RESPONSE TO CORRUPTION:

Public databases (NITA NEMA, UEPB, Land Registry) are not integrated, which makes it difficult to quickly link corrupt officials and illegally accumulated wealth and assets. Steps ought to be taken to remedy this by linking and integrating a number of public databases. This will make easier the processes for asset verification by the Inspectorate of Government and other investigative agencies.

Public procurement is viewed as one of the areas where corruption is rampant. Under the current procurement practices, there is too much direct interface between officials responsible for procurement and bidders which leads to undue interference in the process. Government should consider and adopt e-procurement to reduce interface between bidders and officials handling procurement.

### EXPORTING TO EUROPE:

Some companies have shown that it is possible to consistently meet the rigorous EU food safety standards. Many of them have had to invest in certification, and in organising small farmers and providing them with extension services. If Uganda is to expand exports of food items to the EU, there is a need to enhance capacity to supply products to the required SPS standards. This could result from promoting partnerships between the Government and the EU for more Ugandan companies to be enabled to comply with the high EU standards and raise export revenues.

### ACCESS TO FINANCE:

Access by enterprises to affordable financing remains a considerable challenge. There is, therefore, a need for support to banks from capital markets. Additionally, companies should be enabled to access private venture capital which does not require collateral. Proper governance in enterprises is critical to accessing such financing, including such basics as proper keeping of records. It is also important to facilitate information access by linking business owners and founders to forums and platforms that can educate them about available financing options.

### TAXATION REGIME AND INCENTIVES:

There is already ample information about Uganda's tax regime but the private sector appears to have little awareness about it; for example, on available tax incentives. Despite that, the private sector would like there to be more sector-specific tax incentives and especially directed at attracting more green economy investments, such as waste management.

## INVESTMENTS AND GREEN DEALS

### CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS AND HUMAN RIGHTS

The Forum agreed that successful business and respect for human rights are not mutually exclusive. It was also noted that Uganda was in the process of developing a National Action Plan on Business and Human Rights (NAP). Participants were encouraged to participate in the process by contributing views and implementing the NAP when adopted. A survey among Forum attendees found that 80 percent respondents concurred that respect for HR is important for the stability and growth of their businesses.

### OPPORTUNITIES AND CHALLENGES IN INVESTING GREEN

The Forum noted that businesses, especially those in the agricultural sector, are increasingly facing climate change effects. At the same time, businesses must also overcome barriers created by lack of knowledge, financing, inaccessibility of inputs and oversight of compliance skills. Nevertheless, these challenges also present opportunities, for example in provision of technologies and practices in crop and livestock production, and in conversion of by-products and waste resources – energy, feeds, manure, etc. Government was urged to promote smart agriculture; pursue opportunities for green financing; adopt a balanced regulatory and investment environment; and sensitise the public more on environment-friendly products and practices.

### CLIMATE SMART AGRICULTURE

Smart agriculture hinges on innovation, technology and judicious hand-holding and appropriate financing for small producers. For example, in the beef value-chain farmers could adopt improved breeds thereby reducing emissions from processing of feeds and from livestock itself and increasing efficiencies and traceability through greater coordination along value chain. A similar approach can apply to the aquaculture subsector.

### GREEN AND CONNECTED CITIES

Today, Kampala has a population of about 1,7 million. The population has increased over the last 60 years, with much of the infrastructure not having kept pace. It is thus necessary to adopt conducive urban development policies. Possible interventions include design of bankable projects that can be implemented under Private Public Partnerships; innovation, recycling of waste management and substitution of fossil fuel use. There is also urgent need for a political will to deal with plastics by enforcing the ban on plastics (kaveera).

### ECO-TOURISM AND NATURAL RESOURCES

Eco-tourism conserves the environment, improves the wellbeing of the local people, and boosts economic growth. The basic principle of eco-tourism in Uganda is to discourage mass tourism in order to minimise the impact on the environment. It was noted that other resources, for example oil and gas, are predatory in nature and can affect eco-tourism. There is therefore a need to promote change in consumer behaviour towards practices that contribute to environmental protection practices, for example use of water decanters instead of plastic bottles. There is also need to increase public awareness about what to demand to mitigate use of generators, fuelled transport for tourism, lighting etc. by stakeholders in the sector.

### SCALING UP GREEN ENERGY INVESTMENTS

It was generally agreed that the key concerns of businesses on progress in green energy in Uganda include access to financing as the major problem; high tariffs; rapid deforestation and depletion of biomass; and the consumer having to incur the burden of connecting to the main grid. Identified opportunities for investment exist in the transmission and distribution subsectors.



The forum also concluded that increased provision of electricity would lead to the country's realisation of rapid industrialisation. Private sector companies can consider innovation opportunities such as off-grid investments; development of mini-grids; pay as you go systems; solar roofs; productive uses of energy; and conversion of waste to energy. For these to materialise, there is need to de-risk access to finance so as to support relevant business models.

### **GAS FOR HOUSEHOLDS AND THE INDUSTRY**

There is a wrong perception that gas is more expensive and more dangerous than charcoal and firewood. It is therefore necessary to raise awareness to counter this perception. Liquid Petroleum Gas (LPG) is actually cheaper. As such, there is need for innovativeness in marketing and use of LPG in Uganda, for example by subsidising the first charge of the gas bottle.

### **GREEN FINANCE FOR SMES**

There is inadequate funding for SMEs from conventional sources including for investment in green ventures. This inadequacy points to a need for a specific window to favour access to finance to green businesses. Uganda should tap into the green climate funding by designing bankable projects. For example, the ecotourism subsector and others could tap into green financing opportunities.

## **ENABLERS FOR ECONOMIC GROWTH AND JOBS**

### **DIGITALISATION AND INNOVATION**

The Government of Uganda has reported some progress towards digitalisation and several of its services are now online: 71% of the services are offered electronically. In addition, integration of databases is on-going. Government wise, there are prospects for investment in ICT parks and innovation hubs, among others and it is essential to harmonise policies that support investment.

For its part, the private sector reports digitalisation progress via increased provision of advanced mobile money services, for example MTN's; e-wallets and e-bank accounts services. Going forward, there is a need for enhanced development of financial and technical literacy to increase coverage.

### **PRIVATE PUBLIC PARTNERSHIPS (PPP)**

PPPs are essential to accelerate large investment projects and to balance costs and risks. Uganda has the basic legal and regulatory framework for the functioning of PPPs. However, there is need to make the regulatory environment to be made more robust to enhance private sector confidence in PPPs and investment generally in the future. Concrete opportunities were identified in the areas of green cities, transport, and energy.

### **BUSINESS INCUBATORS AND ACCELERATORS**

Promotion of business incubators and accelerators is necessary for Uganda's development. In addition, there is a need to start the processes of skilling early and to provide direct support to SMEs around the country for future job creation. The focus should be on transforming leaders and entrepreneurs and on capacity building especially for the investors.

Because there seems to be a mismatch between start-up programmes and requirements in the region, it necessary to understand the local capacities and to reach out to targeted audiences. It was further recommended to integrate entrepreneurship within the education system and to support the private sector establish more incubators around the country



## INDUSTRIAL PARKS

The government of Uganda plans to establish 23 industrial and business parks with 4 specialised science & technology parks to boost innovation. Already 9 have been established in addition to 6 private ones and 1 specialising in petrochemicals.

Despite the wish to increase the number of IPs, there is a critical gap in the enabling environment, with information regarding investment in IPs, policies, and relevant tax incentives not yet synchronised.

It was recommended among other things to: adopt one regulatory framework and establish an e-government system that harmonises investment and tax incentives to ensure accuracy and validity of information

## DOING BUSINESS IN REFUGEE HOSTING AREAS

Uganda has an 'open door' refugee policy and is the 3rd largest refugee hosting country in the world, with 1.3 million refugees from the Democratic Republic of Congo (DRC) and South Sudan, scattered in 11 settlements across the country. 4% of those refugees live in the capital, Kampala.

Uganda has actively encouraged refugees to move towards gainful employment encouraging interventions with partners for: skills development; communication; and stress management. Refugees have also been linked to microfinancing opportunities and to buyers of their products.

# GREAT ACCOMPLISHMENTS

## LAUNCH OF THE SUSTAINABLE BUSINESS FOR UGANDA (SB4U) PLATFORM

At the closure of the Forum the SB4U was officially launched and its founding Board inaugurated. SB4U will serve as the forum for continuous dialogue between the Ugandan and European private sector representatives and the public sector. It will also advance and monitor the implementation of the Roadmap toward improvement of the business and investment environment in Uganda.

## SIGNING OF AGREEMENT FOR THE GREENUP PROJECT

Also as part of the closure programme, the Ugandan Minister for Finance, Planning and Economic Development Hon Matiya Kasajja, and the EU Ambassador to Uganda H.E Atillio Pacifici signed a cooperation agreement for the Inclusive Green Economy Uptake Programme (GreenUP) worth Euros 45 million.

## OFFICIAL WELCOME AND OPENING CEREMONY

Opening remarks were made by the Chairman PSFU, Dr Elly Karuhanga; the EU Ambassador to Uganda, H.E Attilio Pacifici; and the Prime Minister of the Republic of Uganda, Rt. Hon Dr Ruhakana Rugunda. Dr Karuhanga welcomed delegates to the First Uganda-Europe Business Forum, and to Uganda, “*the beautiful Pearl of Africa, blessed by Lake Victoria, and other natural endowments*”. He regretted that many delegates, mostly from areas seriously affected by the novel coronavirus - COVID-19 - could not attend but affirmed that they were in attendance through live streaming. The Chairman thanked the Prime Minister for gracing the historical conference, which in future will be held periodically.

Dr Karuhanga reminded delegates that the EU was born seventy years after the First World War so that the scourge of the war should not be repeated. Since then, the EU has remained peaceful and a great success, resulting in the building of various collaborations and partnerships such as the one that gave rise to the formation of the Uganda-Europe Business Forum. He appreciated the efforts of the EU team in Uganda led by H.E Ambassador Attilio Pacifici and other EU Member States’ ambassadors in Uganda for working with PSFU to support a sustainable future for Uganda leading to sustainable investments and trade between Uganda and the EU. He remarked that the EU remains a leading market for Uganda’s exports such as coffee and flowers, with the country’s current exports to the EU at \$500m, which it would like to increase.

Dr Karuhanga informed delegates that Uganda has immense opportunities in different sectors that require collaboration, including: in export of coffee, fish, and flowers; an open policy promoting Public Private Partnerships (PPP) and joint business ventures; and an open policy to investment, which promotes collaboration in all sectors including health and education. On that note he thanked private sector delegates from Europe for coming to Uganda to explore opportunities and foster business development in an economy that is private sector-led. He emphasised that Uganda was looking forward to reaching greater heights through partnerships and business ventures with Europe and was confident that the Forum would help to achieve this. In conclusion, Dr Karuhanga thanked the organising committee of the Uganda-Europe Business Forum for its part in making the Forum such a special event.

In his remarks, the EU Ambassador H.E Attilio Pacifici expressed his gratitude to the Minister of Trade, Industry and Cooperatives, Hon. Amelia Kyambadde for honouring the invitation and for participating in the Business Forum. H.E Pacifici apologised for not having been able to accommodate all the delegates that had wanted to attend the Forum but assured everyone that this was not going to be the last event of its kind.





He said he was impressed by the support of the Uganda private sector to the EU vision and mission. He was also impressed with the high response to the invitations, particularly through the participation of the public and private sectors, despite the challenges posed by the COVID-19. He reported that the COVID-19 pandemic had prevented many from attending and that there was limited participation from France, Italy, Germany and Spain, primarily because the EU had taken drastic measures to control the spread of the virus, including reducing frequency of travel abroad. He appreciated that the EU had been working well with the Government of Uganda on matters to do with the pandemic and thanked the Ministry of Health and the Forum organisers for enabling the Forum to take place.

The Ambassador disclosed that youth and women - with a focus on women empowerment and ending gender-based violence - are to be among the spotlight areas of future EU cooperation. He further reported that the EU and the President of Uganda had launched a spotlight initiative to reduce gender-based violence at the recent celebrations to mark International Women's Day in Mbale, Uganda on 8th March 2020. Ambassador Pacifici also highlighted the recently identified impediments to investment and business – limited skilled labour, work ethics, access to finance, and corruption as key concerns.

H.E. Pacifici said he expected that through the Sustainable Business for Uganda (SB4U) Platform (to be launched during the Forum), the EU and Uganda would continue discussing issues of importance for investment. The SB4U is to be made up of public and private sectors representatives and will be supported by the EU.

The EU Ambassador apologised on behalf of the EU Director General for International Development and Cooperation, Mr. Koen Does, who could not attend the Business Forum in person, due to restrictions over the coronavirus and COVID-19 pandemic in Asia and Europe. The Director General's remarks were however, relayed to the Forum via video.

### **Summarised Remarks from Koen Does the EU Director General for International Development Cooperation (Streaming)**

The EU Director General for International Cooperation and Development thanked the delegates for attending the first Forum of its kind in Uganda and appreciated the President of Uganda for supporting its realisation. He noted that: Businesses can generate the jobs we need to make a living.



They make the products that we care for and provide the services we cherish. They are part of the fabric of society and should also be part of the fabric of a solid partnership between the EU and Uganda.



He informed delegates that another meeting was simultaneously taking place in Brussels, where the EU Commission was presenting new ideas and proposals for a stronger partnership between the EU and East Africa, which was one of the top priorities of the new EU Economic Commission under the leadership of President Ursula Von Der Leyen. He said that building strong partnerships between EU and Africa was a priority. Consequently, during the weeks prior to the Uganda-Europe Business Forum, another delegation of 22 Commissioners from the European Union Commission, the largest number ever to travel abroad, had met with leaders at the African Union in Addis Ababa, to discuss EU ideas for a renewed, boosted partnership for Africa. He affirmed that Europeans would continue engaging with their African Partners to build on those ideas and shape a common agenda in view of the Africa Summit due to take Place in Autumn 2020. The Director General pointed out that investment, trade, and jobs on one hand, environment, climate change and renewable energy on the other hand, would be at the heart of the proposed EU-Uganda Partnership, and the Uganda green strategy was a good example. He reported that Uganda was the only dedicated spotlight country in East and Central Africa that had been selected as the first country in Africa to benefit from the Women's Economic Empowerment Programme that will focus on youth and women.



...Women and youth are critical for shaping the present and building the future.



The Prime Minister of Uganda, Rt. Hon. Dr. Ruhakana Rugunda, welcomed all the delegates to the First Uganda- Europe Business Forum, which he expected to foster partnerships between Uganda and EU businesses. In a special way he conveyed warm greetings to the EU delegates, from the Government and the People of Uganda, and welcomed them to the country.

He remarked that it was a privilege and honour to officiate at the opening of this particularly important meeting and was impressed by the enthusiasm and huge interest in the Forum as evidenced by the attendance. The Prime Minister was further impressed by the diversity and rich blend of sectors represented at the Forum to compliment the partnerships for mutual benefit to encourage trade and investment. He was convinced that there would have been even more delegates, if not for the unfortunate COVID-19 pandemic, and assured delegates that the Uganda government had taken all necessary precautions and measures to ensure safety and control of the spread of the novel coronavirus that causes COVID-19.

He acknowledged that the Forum had been organised as a joint effort between the EU and the Uganda Government represented by the Ministry of Trade Industry, and Cooperatives, and the private sector represented by the PSFU; and was being held in the context of the African European Alliance for Sustainable Investment. He saw the Forum as an opportunity for more investment, trade, and jobs, and expected it to help foster collaboration between public and private sector actors,

and between Ugandan and European companies. He appreciated that Uganda and its development partners had invested in a firm foundation for investments, industrialisation, and trade, and that there were prospects for networking at the Forum.

The Prime Minister emphasised that Uganda is particularly keen to expand export markets and that its exports have grown by 8.7% annually over the past 5 years. He assured delegates of opportunities for business and investment in Uganda pointing out enabling policies and investments GoU had put in place including: services of a one stop investment centre at the Uganda Investment Authority; a greatly improved road network and on-going work to open up more tarmac roads; continued progress on building the Uganda internal standard gauge railway; the continued establishment of industrial parks in partnership with the private sector; and a significant increase in hydropower generation.

The Prime Minister welcomed promoting technology transfer and collaboration and green energy, as some of the focus areas of the Forum. He assured delegates that the Uganda government is greatly committed to a green economy in general and pointed out that green mobility and energy present great potential for investment. He said he looked forward to partnerships emerging to take advantage of opportunities in this and other areas.

In conclusion the Prime Minister envisaged more partnerships as a result of the Forum and challenged the delegates to investigate how to harness outcomes of the business outlets. The Prime Minister looked forward to the outputs of the Forum and committed to their implementation. He recognised that launching the Sustainable Business for Uganda Platform is a welcome development that will play a strong complimentary role to the existing Presidential Investment Round Table (PIRT). Thereafter Rt. Hon. Dr. Ruhakana Rugunda the declared the Business Forum officially open.



## INTRODUCTORY SESSION

The session opened with a presentation on **the Vision for Foreign Direct Investment from Uganda's Minister of Trade, Industry and Cooperatives** which focused on Uganda's Economy, its business and investment climate, and on opportunities for trade and investment in Uganda. The Minister, Hon. Amelia Kyambadde, welcomed delegates to the Forum and applauded it as an opportunity for increasing trade and investment in Uganda as well as private sector growth. She named services such as trade, ICT, and tourism; industry including construction, manufacturing, and mining; and agriculture, as key drivers of economic growth.

She presented key data on the Ugandan economy including the structure of the economy with services contributing 43.3 % to GDP; agriculture 21.9 %, and industry 27.1 %. She noted that GDP growth was reported at 6.5 percent in 2019; and the country's per capita income was US\$ 823 in nominal terms and US\$ 2,752 by purchasing power parity in the same year. The minister reported that Uganda is a member of the WTO, the African Free Trade Area, COMESA and the East African Community as well as of the COMESA-EAC-SADC Tripartite Trade arrangement. These are attractive market opportunities for investors who chose to put their money in Uganda.

Furthermore, Minister Kyambadde reported that between 2010 and 2018 Uganda attracted 13 % of all FDI destined to the 11 Eastern African countries, indicating the country's attractiveness as an investment destination. FDI to Uganda has grown from US\$ 544 million in 2010 to US\$ 1,337 million in 2018. In terms of trade, the Uganda-EU trade relationship shows a consistent trade deficit for Uganda of US\$ 97.2 million in 2015 falling slightly to US\$94.96 million in 2019. Moreover, Uganda's exports remain mostly unprocessed agricultural raw materials simultaneously raising a challenge but also offering opportunities for value addition.

The Minister remarked that the EU is a major market for Uganda's agricultural exports although Uganda's agricultural exports were not as diversified as its imports from the EU. She said that for this to change Uganda had to diversify and add value to its export products.



**The thrust of Uganda's economy is Agro-industrialisation, and the Uganda Government remains committed to strengthening collaboration to increase trade and investment flows between Uganda and the European Union.**



Hon. Amelia Kyambadde

Regarding the performance of the industrial sector, the Minister informed delegates that manufactured exports had declined and that the Government had responded by reviewing the 2008 Industrialisation Policy in order to promote industrialisation and value addition. She outlined the measures taken to address the various issues which include: renewed emphasis on strong private public partnerships; encouraging increased investment in green deals; increasing the number of industrial parks in different parts of the country; encouraging additional investments in storage capacity especially cold storage infrastructure and improving the overall business environment and agribusiness.

The Minister pointed out that because of its political and economic stability, Uganda had the ideal business and investment climate. She then cited the factors that had created a conducive business and investment climate in Uganda: increased power generation; on-going rehabilitation of the metre-gauge railway; a plan to establish twenty-two industrial parks, with six already functional and the initiative by the private sector

to increase storage infrastructure that provided opportunity for investment in cold storage infrastructure. In addition, the Government has put in place trade facilitation measures to support the private sector including electronic cargo tracking by Uganda Revenue Authority; COMESA Yellow Card Regional Third-Party Insurance Scheme; one-stop border posts, and Border Export Zones.

She emphasised the strong political will to fight corruption that is hinged on legal and institutional measures including enforcement of the Leadership Code and the establishment of the Anti-Corruption Court, and Government's deliberate encouragement of a strong and powerful private sector. Other positive attributes included: investment in ICT infrastructure - 4G internet access; availability of training courses for vocational skills and finally the quality of life in Uganda. The Minister, however, informed delegates that Uganda still has challenges in accessing regional and international markets.

The Minister presented opportunities for trade and investments in Uganda through partnerships in the following strategic sectors: agriculture - focusing on storage, production, machinery, value addition and irrigation; green energy through waste management; services - especially transport, finance and in oil and gas; manufacturing - with focus on mineral processing; and investments in the creation of industrial parks. She also underscored the now existing opportunities to co-invest with Government through the Uganda Development Cooperation.

In his presentation on **New Opportunities in Uganda**, Mr Patrick Bitature, Chairman of the Simba Group thanked the EU Ambassador for the hard work and commitment to ensure that the Forum had taken place, and was confident that the relationship between EU and Uganda was going to rise to greater heights. He remarked that: *"Uganda has the biggest community of gorillas and there is the opportunity of meeting them in their natural habitat."*



**There are investment opportunities in agricultural production, skilling in green houses, training youth in cloud computing, tourism, and low-cost housing.**



**Mr Patrick Bitature**  
Chairman Simba Group

Mr Bitature pointed out that the world is changing all the time, which requires people in business to train their eyes to consistently look out for and seize business opportunities. He gave the example of how he met the CEO of Nokia and started out as an agent of Nokia phones until he recognised a shift in the market and seized the opportunity to start Simba Mobile, which is now operating in Uganda and the rest of East Africa. He also told the story of the 'Burning Platform' to demonstrate how a split-second decision can make one a winner or a loser. In the story people were sitting on an oilrig in the middle of the sea when it suddenly caught fire. One of the guys had to make a split-second decision whether to jump 30 meters into the dark, cold tempestuous sea or to stay seated on the burning oilrig. In a split second he decided to jump into the sea, just before the oilrig was engulfed, in flames. He was in the cold waters for forty-five minutes before being rescued. The rest who stayed on the oilrig perished. Using that analogy, he implored Uganda and the EU to seize the moment and take a chance on each other for investment. He reiterated it is critical that businesspeople seize available opportunities; and had to change their attitude, thinking and behaviour. He reminded the delegates how '911' had changed the world security industry and how the COVID-19 pandemic is changing social behaviour at the moment.



Mr Bitature noted that Uganda's population growth rate of 3.2% is its biggest challenge, and will continue to be so unless the growing numbers are turned into assets. He recommended keeping the population growth at 2.2%, which requires sensitising communities about the benefits of adopting birth control. He noted that most of the capital is in the North and most labour is to be found in the South saying, for business to thrive, capital needs to be brought down south for labour intensive investments and that Uganda is an ideal location.

Mr Bitature pointed out that the Government had provided an enabling environment for business by allowing the economy to be private sector led. He emphasised the need for the country to go green because climate change was already a catastrophe, and if Uganda worked with EU partners, it would be able to achieve sustainable development. He also recommended use of the Internet, digital processes, and a shift towards artificial intelligence which he said could be achieved through partnerships.

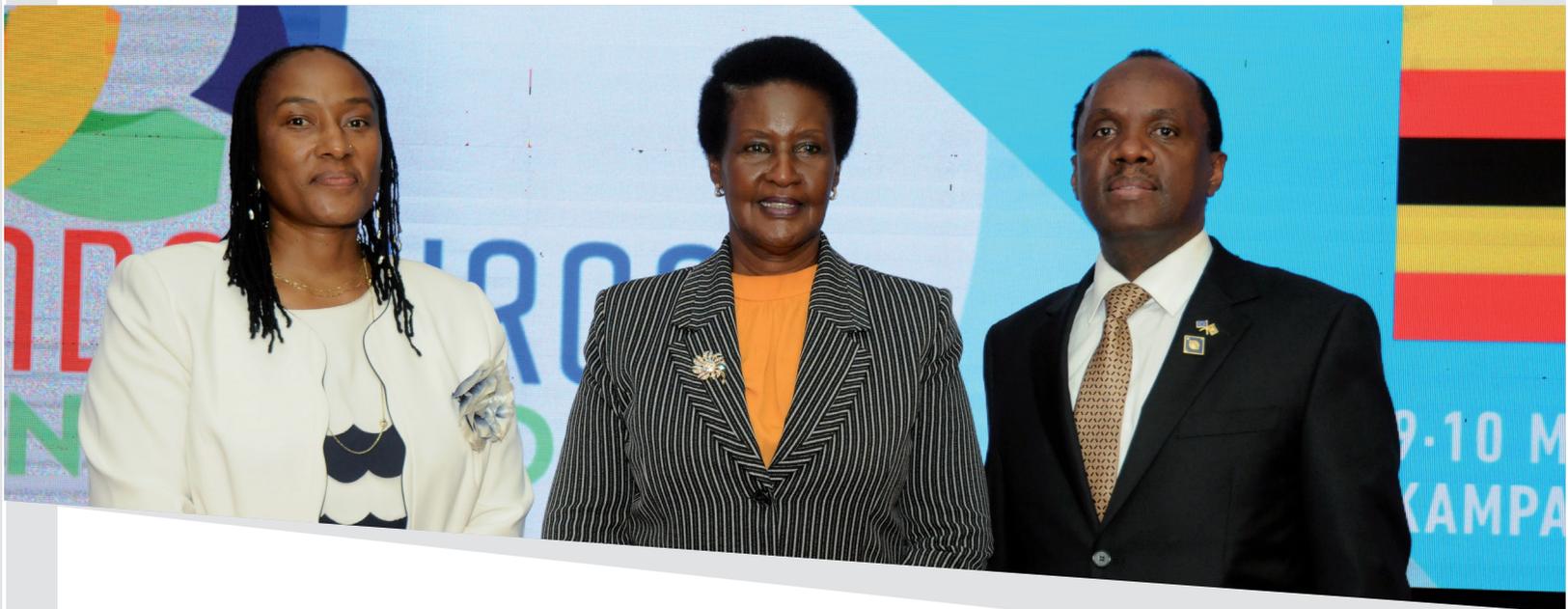
Mr Bitature had words of advice and offered private sector perspectives on a wide range of issues, sectors, and subsectors. On the health sector, he noted that while cancer was on the rise in Uganda, the country has just twenty oncologists – a ratio of 1 for every 2.2 million people. With technology, in partnership, the time it takes to do diagnostics could be reduced in consultation with doctors in the EU. On agriculture, he noted the need to consider improved productivity and production of high value crops for export saying that to effect such changes, business policy must be inclusive of women and youth empowerment and enable more of them to become economically independent, and to contribute to Uganda's economic development. And on the cost of finance, Mr Bitature noted that the prevailing interest rates for borrowing at 20% and above, were too high and not sustainable. He recommended finding alternative ways of mobilising savings so that the cost of capital could be lowered to enable investment and growth.

On low cost housing, Mr Bitature proposed that Uganda consider high-rise housing and green satellite cities; He also recommended developing most of ICT by Ugandans as a means of creating jobs for the youth. And concerning the environment, Mr Bitature pointed out that the numbers of electricity consumers are increasing, and it was time to reverse the cutting of forests for charcoal and firewood and embrace alternative sources of energy.

Mr Bitature ended his presentation with a video clip by Hans Gosling (Ted Talk): 2010 on the washing machine and the quote: *"...White goods like fridges, cookers and washing machines should no longer be considered luxury goods but rather basic necessities that reduce the time women spend on washing and cooking..."*

Ms Pamela Mbabazi, Chairperson of the National Planning Authority in her presentation on Potential for Green Growth remarked that: *"Uganda has high irrigation potential due to the availability of water bodies. The need for cultivation irrigation is still exceedingly high which provides a huge investment opportunity. Government plans to set up two irrigation systems through public private partnerships."* She noted that using the Green Growth Model which reduces the severity of climatic changes, would require certain changes such as: taking deliberate measures to make products that are environmentally friendly; adoption of production patterns that do not harm the environment; transitioning to a green economy by for example expanding into wind energy plants and green agriculture; increasing investment in cold storage using green technology mostly, and greening transport systems; enterprises identifying viable green growth business and investment areas and hotspots with potential to create direct jobs; and developing strategic partnerships with EU partners to achieve a truly green economy by 2040.





#### Potential green growth business and investment areas:

- Low cost housing;
- municipal solid-waste management and processing including construction of modern waste disposal plants and energy production from waste recycling plants;
- green renewable energy including off grid solar and wind stations;
- green agriculture including construction of warm and cold storage facilities and solar panelled irrigation systems;
- green transport including provision of parking space and utilisation of water transport on lakes.



Ms. Mbabazi

She informed delegates that there were tax exemptions as incentives for those wishing to invest in those areas. She concluded that the private sector is the engine for achieving a green economy and therefore it needs to apply its creativity to harness Uganda's green potential and take advantage of available incentives.

Concluded the introductory session, a number of various panels either under plenary or parallel sessions followed. The main issues, challenges and recommendations for this panels carried out during the forum are outlined in the following sessions, as well as few of the questions asked to the audience during the days.

# INVESTMENT CLIMATE

## UGANDA'S LABOUR FORCE AND THE SKILLS GAP

### ON-LINE QUESTION

Does Uganda's education system adequately prepare young people for employment and job creation?

### ANSWER

A majority of delegates who responded to this question online answered NO. Uganda's education system does not adequately prepare young people for employment and job creation.

### SUMMARY OF THE INTERVENTIONS

There is high unemployment among the youth. According to a report from the African Development Bank; the general youth unemployment rate in Uganda is estimated at between 62%-83%, the highest in Africa.

Although clear that technical skills are important in the labour market, soft skills (i.e. cognitive and socio-economic skills) which are equally important for private sector growth and development, were missing among the youth.

The jobs for young people in Uganda's job market are inadequate. About 400,000– 600,000 youth in Uganda enter the job market annually to compete for approximately 9,000 available jobs. This number will rise to 1 million annually by 2030.

30% of the youth that have graduated are unable to find quality and productive jobs. The situation is worse for semi-skilled and unskilled youth. Those youth that are fortunate enough to get jobs, receive low pay that is not commensurate to their qualifications.

### CHALLENGES

- There is a mismatch between the skills graduates possess and the skills required by the labour market. This is making it harder to tackle youth unemployment.
- Many graduates apply for jobs that do not exist. The schooling system needs to adapt to the new generation of youth and in turn the new generation of youth adapt to the required skills.
- Young people that are given jobs are underemployed. The work they are given has little or nothing to do with what they studied. As a result, many are demotivated and decide to upgrade to be more competitive and that is expensive for them.
- Sexual exploitation and abuse by employers exists and can impact on the ability of young people to continue employment in companies where they have had to face it.

### RECOMMENDATIONS

- 1 • The education system lacks the ability to impart adequate skills that are required in the job market. Uganda could do well to invest in skills that support employment, especially the soft skills.
- 2 • Skills training should be enshrined in the National Development Plan and made part and parcel of the education curriculum from primary, secondary, and University and all tertiary levels.
- 3 • Supporting skilling, which entails investing in soft skills, work-based learning, imparting technical skills and changing attitudes through policy reform and advocacy.

- 4 • ENABEL is using development funds to run a pilot scheme for skills development financing partnerships between training institutions and the labour market to equip youth with skills needed for employment and job creation.
- 5 • Thorough surveys on the needs of the labour markets could be carried out in the institutions of higher learning before courses are developed.
- 6 • People should differentiate between academic and professional courses.
- 7 • There is need for a competence-based curriculum.
- 8 • Attitudinal and problem-solving skills need to be addressed, including time management.
- 9 • Apprenticeships should be developed and implemented by the private sector in order to ensure that graduates are both skills ready and market ready
- 10 • Investments need to grow at a faster rate to absorb unemployed labour.
- 11 • Companies should be further involved in curriculum development and the development of practical exams.
- 12 • Private sector companies should offer placements as well as private courses and training to students in the relevant sectors.
- 13 • SMEs should contribute part payment to the financing of the Pilot Work Readiness Programme.
- 14 • The PSFU and Government should arrange a dialogue with local consultants and come up with innovations regarding trial contracts and subsidised salaries for students.
- 15 • Speed up the set-up of TVET Councils to address the challenges through various strategies including skills mapping, emphasis on soft skills and developing a competence-based curriculum for lower secondary and Primary Teacher Colleges (PTCs).

### Have you ever paid a bribe to a public sector official?

**75% of the Forum participants who participated in the survey answered yes.**



Uganda was ranked 137th out of 180 on the corruption perception index (CPI) in 2019, with 30% of its resources being siphoned off through corruption. It is also ranked high amongst countries with the most corrupt public sector by Transparency International. The World Bank Report on Corruption (2015) reported that Uganda was losing up to US\$ 1 million to corruption every year.

Government has put in place mechanisms for fighting corruption however they need to work with the Private sector. The Private Sector Foundation Uganda was ready to contribute towards formulating corruption combating tools and coordinating engagement mechanisms between the public and private sectors to address the challenge.

## SUMMARY OF THE INTERVENTIONS

Corruption hinders private sector growth, wastes time, destroys productivity, kills innovation, delays investment, impacts profitability and affects return on investment. According to the PSFU, costs attributed to corruption risk are about 30% of the project cost.

There are two sides or parties to corruption. Corrupt actors from the private sector and those from the public sector contribute equally to aiding and abetting the vice.

70% of the national budget is spent through public procurements hence the combination of high spending entities in terms of high value contracts, and big private sector players with financial muscle. This is often a recipe for corrupt tendencies in the award of contracts.

The sectors most affected are energy, roads, health, and ICT, where for example just designing an ICT project costs upward of \$15 million. Bidders want huge profits and hence the tendency to influence Government officials involved in the award of contracts.



**I have been working in the logistics sector and grappling with corruption for the last 48 years. it permeates all facets of business beyond the bidding level. For example, if a truck is held up for two days at the border such delay is likely to cost an additional US\$ 1000 or more. If the duty officer asks for US\$ 100 for its release, the inclination to pay this and save the 900 US\$ is quite high. Another example is of a public official lacking school fees for his children at the beginning of a school term. Such an official is highly likely to take a bribe if an opportunity arose.**

Private Sector participant

## CHALLENGES

- Not enough attention has been paid to fixing systems and strengthening the institutions set up to fight corruption.
- Enforcement of sanctions is weak despite a solid legal basis. Corruption is compounded by insufficient evidence to back up successful prosecution of culprits in courts of law.
- IGG is increasingly finding corrupt tendencies, which cannot be traced through the mandatory declaration of assets because some corruption rewards come in the form of intangibles such as hospitality trips, cash gifts and facilitation for greasing the system, which are not part of the declaration requirements.
- Corruption was thriving because of dysfunctional systems and lack of enforcement of sanctions for corrupt public officials and their accomplices from the private sector.

- According to the Deputy IGG, business-to-business procurements tend to have watertight systems to fight corruption internally, but they also tend to come to the public sector knowing the weaknesses which they take advantage of. Aid funding also tends to face the same vices that public funds face.
- Impossible Specifications and or Requirements in Bids. Sometimes tender documents contain requirements, which are next to impossible to deliver, and yet someone gets the contract! Such bids are prone to corruption “webs”.
- Delayed payments after contracts have been satisfactorily completed leads to corruption with public officials demanding bribes to settle payments and contractors paying bribes to speed up receipt of moneys due.
- Bureaucracy encourages corruption, robbing contractors of valuable time, leading to increased costs and wastage of public resources.

## RECOMMENDATIONS

1. Accountability institutions need to collaborate through a strengthened whistle blower process so that if for instance a public officer who is handling a bidding process is found dining with a bidder, such behaviour should be reported, and the culprits investigated.
2. The private sector should work with the Government to support progress toward e-procurement because 70% of the national budget goes to procurement of public goods.
3. Enhance data digitalisation and use of e-government to enable alignment and interface of the different business-enabling public institutions, to exchange information and weed out information asymmetry, which encourages corrupt tendencies.
4. Devise an annual rewards and recognition scheme for good practices and conduct for public and private sector institutions.
5. Government should streamline corruption reporting systems to make it easier to secure the evidence needed to combat corruption and to enable effective resource utilisation.
6. Under SDG 16.5, which speaks “to reducing corruption and bribery in all their forms”, identify where systems are failing in the fight against corruption, address the loopholes and move beyond the whistle blower policy which has proved ineffective.
7. Review policies and systems that are not adequate for combating corruption.
8. Identify the points at which the corruption start and deal with it from the source.
9. Enhance the capabilities of accountability institutions to investigate, cause arrest and prosecute cases successfully.
10. Strengthen the capacity of public institutions to recover and confiscate stolen assets.
11. Speed up the automation business-to-government procurement process which is already underway. The system will reduce the interface between bidders and the handling officials in the procurement and disposal entities (PDE’s). The e-procurement platform will help create a level playing field in this regard.
12. Accountability institutions of GoU should strengthen their working relationship with CSOs who contribute to the monitoring of government projects.
13. Set up stronger partnerships with and between the public and private sectors geared at finding solutions as opposed to apportioning blame to resolve some of these issues.
14. Finalise digitalisation and data integration to ensure closer collaboration between public institutions (URSB, NITA NEMA, UEPB, URA, PPDA, IGG, Land Registry) to discourage physical contact between public officials and the public.
15. Create a corruption reporting facility for the private sector to provide and collect credible information about corruption to engage with Government of in a public-private dialogue on the matter.



- 16 • The rehabilitation of the Land Registry should be speeded up to reduce information asymmetry and help to verify information given by bidders and public officials.
- 17 • Develop methodologies for digging a little deeper in the verification of assets declared by public officials to the IGG in order to determine hidden income streams .
- 18 • Corruption thrives where opportunities and gaps arise. There is a need therefore to strengthen the administrative processes to ensure everything is done “by the book”. For example, if the statutory limit to respond to a tender is known and is strictly followed, there should be no need for paying money to anyone.



## EXPORTING TO EUROPE

Uganda's exports to the European Union comprise mostly agricultural products, the majority being food products. Coffee, fishery products, tea and horticulture are the leading food exports and flowers, hides and skins are among the others. It is agreed that the most compelling issue about exporting to Europe is the ability by Ugandan exporters to comply with the stringent food safety specifications of the EU.

Nevertheless, thanks to strong partnerships between Ugandan and EU companies and the interventions of both the Ugandan Government with EU support, there have been some notable successes with Ugandan companies gaining a foothold in EU markets. One such company is NUCAFE (full name National Union of Coffee Agribusiness and Farm Enterprises) that, with an eye to the EU market endeavours to produce coffees that are of high quality; are responsibly grown; and ethically processed and traded. The company has invested in certification (fair trade and organic), in meticulous documentation, characterisation and profiling which have enabled it repeatedly to meet EU standards.

Another company - KK Foods Ltd - active in the horticulture sector is also testimony that stringent though EU standards are, they are attainable even for a small company. KK is among the industry leaders in the export of fresh fruits and vegetables from Uganda to Europe. KK believes that a number of factors contribute to success in the export of fruits and vegetables such as: tariff preferences offered by the EU to Least Developed Countries.

The Uganda National Bureau of Standards is the Government entity responsible for standards setting and assurance. Having noted the challenges, the UNBS faced in certifying products for export, it was decided to permit reputable private companies with testing capacities to play a part in the testing of goods destined for the EU and other destinations. One such company is Chemiphar (U) Ltd which is a Ugandan private analytical laboratory and inspection company created in 1998. Its laboratories are equipped to test water, foodstuffs, beverages, grains and pulses, seeds, cosmetics, etc. Chemiphar's international accreditations include those from European accreditation bodies: BELAC ISO/IEC 17025:2017 (Test); BELAC ISO/IEC 17020:2012 (Inspection); and ISTA (Seed Testing). Having a local company such as Chemiphar ensures quality, consumer safety and efficiency, customer satisfaction and cost savings. It also promotes access to new markets and environmental benefits and supports public policy.





## SUMMARY OF INTERVENTIONS

Uganda has to comply with a number of EU health, social and environmental standards. In the coffee sector for example, these include conforming to ISO 9001 standards as amended and meeting QMS and phytosanitary standards set by the EU from time to time

In order to keep up with the market tendency towards green products, Ugandan and European private companies should get together to invest in green energy for industries. Currently there is insufficient affordable long-term financing for such investments.

A successful strategy for entering and sustaining presence in the EU market is co-branding with the European companies in the same market.

## CHALLENGES

- There is a need for meticulous adherence to standards if exporters were to sustain a presence in the EU market.
- Farmers generally have little knowledge about EU regulations and Government is often unable to reach farms, KK Foods organises farmers and provides technical extension services.
- Conforming to the EU rules and standards requires that there is capacity for certifying conformity by Ugandan exporters.
- Other challenges include the absence of cold chains; inadequate credit finance; high freight costs; shortage of good quality packaging; and presence of counterfeit agro-inputs.

## RECOMMENDATIONS

- 1 • There is need to address issues such as developing cold chains that have an effect on maintaining/conforming to EU food standards
- 2 • Special incentives for investing in standards enhancing technologies and traceability should be considered
- 3 • Develop and promote concerted sector-wide efforts for greening the respective value chains. For example, coffee farmers and processors could come together and invest in solar energy initiatives for operations in the sector.
- 4 • Government should consider investing more in extension services to supplement what private companies are doing in order to promote improved quality production and growth in quantities produced.

## ACCESS TO FINANCE

SMEs defined as the 'missing middle' are the economic backbone of virtually every economy in the world and account for more than 50% of jobs and more than 35% of Gross Domestic Product (GDP) in many emerging markets. Despite all these benefits, SMEs remain significantly underserved by the financial institutions.

Uganda government has made several provisions to allow businesses of all sizes to tap into flexible capital over longer tenures than bank finance – and this via capital markets and PE. However, despite this, the uptake of these alternative options is negligible at best, with market capitalisation of the local counters of Uganda Stock Exchange at just 3.4% of GDP. The October 2019 rebasing of Uganda's economy increased GDP for the 2018/19 by 11.6% to UGX 122.7 trillion from the previously stated UGX 109.9 trillion, drove this metric lower from the previous estimate of 6%.

**The majority of the forum participants when asked, confirmed having been denied a loan from a bank.**

### SUMMARY OF INTERVENTIONS

Available funding mechanisms are short term, but there are opportunities in blended long-term affordable financing. Therefore, formation of partnerships with the private sector in this area should be explored and fostered.

Although the Uganda Pensions Act has a provision to invest in business, where 5% of pensions can go into private equity, current deployment is less than 1%.

Private Equity and Venture Capital investments look for the same things across the board: strong management, skilled teams, good track records, good business models, and good capitalisation prospects. Businesses want Private Equity funders to consider what they want – skills, training, and industrialisation.

The number of borrowers across the sector is about two million seeking finance mainly for real estate, trade, personal loans, agriculture, and manufacturing, however only a few can access finance. The situation is worse for most of the population operating informal enterprises.

### CHALLENGES

- High interest rates, complex requirements and over reliance on collateral constrains private sector lending.
- Factors affecting private sector lending can be internal within the banks' control while others are external. There is need therefore for a joint effort between the banks, the Central Bank and Government.
- Limited private equity and venture capital options.
- Lack of long-term finance for productive sectors.



**The cost of lending is relatively high and constraining because we are operating in an imperfect market and a highly rated risk country.**



**Wilbrod Owor**  
Executive Director,  
Uganda Bankers Association.



- Rigid forms of finance that come at a high cost and are delivered over short tenures, restrict the ability for SMEs to grow in a country where approximately 90% of jobs are generated by small enterprises.
- The absence of a single regulatory framework means dealing with a plethora of guidelines; this is exacerbated by uncertainty about where to access information on financing.
- There was limited information on sector-related financing from banks, and on business financing in Uganda, on the Internet and in public offices.
- Medium-sized businesses also have limited access to capital and to asset finance. In general, flexible capital is limited.
- SMEs have limited knowledge of how to handle complex legal contracts with local and overseas parties. This places them at risk to be defrauded and taken advantage of.

## RECOMMENDATIONS

- 1 • Banks should explore relationships with various guarantee schemes like a Bi Finance to develop a robust risk guarantee framework to allow more businesses to access credit.
- 2 • A long-term financing policy for the financial sector should be developed.
- 3 • Banks should increase financing to other sectors such as agriculture, manufacturing, and construction.
- 4 • Banks should begin funding upcountry businesses which will give an entry into the less funded sectors.
- 5 • While planning, government should develop inclusive policies that are aligned to practices at the grassroots level, and credit should be made accessible to all.
- 6 • Support the development of e-payment structures and uptake and usage of the developed structures.
- 7 • The Capital market should be restructured and aligned to the NDP and new combinations of lending systems or instruments developed by tapping into sectors such as the pension funds.
- 8 • Encourage private sector to take advantage of alternative financing options to support start-ups for example venture capital and equity. This will increase access to finance for SMEs.



**The ecosystem in its entirety, covering the regulator, investors, investees and market intermediaries needs to find consensus to push SME uptake of non-bank finance forward.**



**David Ofungi**  
CEO, Dero Capital

- 9 • Increase use of technology and digitalise banking operations.
- 10 • Use mortgage refinancing and support developers by providing a special line of credit.
- 11 • Build capacity of customers in financial literacy and business skills through technical assistance programmes.



- 12** • Mobilise cheaper deposits to lower the high interest rates and the price of loans. Alternative measures may include: partnerships to support small businesses scale up; reducing cost of finance; developing better products for the businesses financed; partnering with SMEs to equip them with the right skills through capacity building; and supporting value chains for small farmers.
- 13** • Address challenges in the housing and construction sectors to increase affordability and access.
- 14** • Promote and create awareness on utilisation of Private equity (PE). PE is considered complimentary to bank finance and is sought during situations where companies might lack collateral, because it has a more flexible tenure in comparison to banks. Early stage businesses might want to seek venture capital because PE companies prefer to deal with older businesses.
- 15** • Establish guidelines and regulations around PE and venture capital (VC).
- 16** • Develop a centralised database to increase accessibility to information about financing, capacity building and other business opportunities by companies and other business organisations and networks.
- 17** • Institute business advisory services to hire external consultants to develop legal contracts; offer financing and investment advice, including on how to use mixed financing to cover different aspects of their businesses. This will greatly improve loan servicing, and eventually increase opportunities for accessing more finances for yet bigger ventures.
- 18** • Promote the utilisation of social security fund investment allocations. There is need to tap into the National Social Security Fund to unleash available resources towards investments in business and as we tap into private equity, we need to harness local private capital as well.
- 19** • Banks can address matters relating to the cost of finance by: using technology to increase and widen financial coverage in the country as much as possible; driving cheaper capital mobilisation for lending through increased savings and deposits; managing their costs and by adopting risk-based pricing. Introducing more electronic channels will increase points of presence.
- 20** • Create awareness among borrowers on the importance of paying back borrowed funds.
- 21** • Train bank staff on the different business cycles and design suitable loans accordingly.
- 22** • Encourage banks to go into new and varied credit products in sectors and areas that were previously considered risky.
- 23** • Promote blended financing as a supplement to traditional bank financing.
- 24** • Improve risk management so that banks are less risk averse to lending and are willing to address issues of tenure of the loan products i.e. considering longer term lending.
- 25** • Less reliance on collateral for borrowers in good standing and utilisation of risk rating mechanisms. Advocate for asset financing and use of such assets as collateral.
- 26** • EU should provide more information on industrialising through green policy.
- 27** • Prepare and disseminate information on bank policies, capital markets, how to access local capital, how to borrow from the National Social Security Fund (NSSF),
- 28** • Research and share findings on why less than 1% of pension funds are deployed for investment in PE when the Pensions Act has a provision to invest 5%.

## TAXATION REGIME AS AN INCENTIVE FOR INVESTMENT

The taxation regime in Uganda for new investors has been deliberately set to favour areas that will enable the government to leverage opportunities in the priority sectors of agro-processing, tourism, petroleum and mining sectors; manufacturing and health. The criteria for tax legislation are reviewed and recommendations for new legislations are proposed each new budget year. To bolster this process the mid-term review of revenue strategy and discussions amongst key players such as the World Bank, IMF, civil society and the like recommended that a tax expenditure framework be developed as a monitoring tool.

Uganda's taxation regime is generally conducive to investment and keeps on improving. Incentives are available to new investors with a minimum US\$ 1 million investment for local investors, and a minimum US\$ 10 million for foreign investors.

### SUMMARY OF THE INTERVENTIONS

For more investors to come to Uganda a continually conducive business environment is an absolute necessity. The business environment is evolving with local production increasing.

Businesses excluded from the tax incentive regime are expected to pay all their taxes. While their counter parts enjoy incentives, the long list of taxes impacts on cash flow and may lead to failure of such businesses within the first two years of starting. The majority of these are firms started by indigenous Ugandans.

There is a lot of subjectivity and lack of transparency in tax administration. Moreover, because of widespread tax avoidance and even outright evasion, a few companies and individuals must bear the heavy tax burden. This is exacerbated by the informal nature of much of Uganda's economy.



## CHALLENGES

- Foreign investors investing in businesses providing IT services must import consultants, software, cloud computing, and data such as Gmail for business and pay 15% withholding tax, and 18% VAT but these taxes cannot be reclaimed as input tax. This has a massive impact on their businesses to the tune of about 33%, which makes them less competitive at the global level. This could be a non-starter trigger for IT businesses.
- In the agricultural sector, the lump sum threshold appears not to be aligned to the reality on the ground. Most agricultural investments are continuous, and it might be difficult for an investor to put out a capital outlay of the minimum threshold of US\$100 million upfront.
- The majority of businesses are informal and do not pay taxes

## RECOMMENDATIONS

- 1 • The government should make further use of incentives to reduce the tax burden. It was recommended that the Ugandan government ensure that tax legislation is balanced to take account revenue collection while being fair to foreign investors and not granting unbalanced tax incentives, particularly to local investors.
- 2 • The local investors' tax burden should be eased to ensure that they survive beyond two years.
- 3 • IT input taxes need further review for aspects of IT services. Government should foster and nurture continuous engagement with all stakeholders to keep the debate on incentives alive and give opportunity to private sector stakeholders to inform government about the kind of conducive incentives that can be granted to those investing in this sector.
- 4 • Government and the private sector should continue to review and monitor tax patterns and the criteria for deliberate tax incentives, discard ineffective measures, and seek to introduce new legislation that favours a fair investment environment.
- 5 • Investors need to understand tax legislation and seek to maximise on the potential benefits offered through tax incentives, for sustainability of their business. For example, in the past ten years investors in agro-processing should have benefited from tax holidays irrespective of amounts invested. This flexibility was offered to allow for continuous investment in this sector; yet it is evident that some investors focused on the \$ 100 million capital outlay, and failed to take full advantage of this benefit, thus limiting their potential benefits.
- 6 • Most of the information that is helpful to new investors can be accessed electronically and investors are urged to take advantage of this and seek assistance from URA officials for interpretation of tax legislation.
- 7 • More effort is needed to encourage and disseminate information regarding the existing incentives with respect to capital investments.

# INVESTMENT AND GREEN DEALS

## CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS AND HUMAN RIGHTS

There was a call for companies to move beyond CSR towards human rights diligence, given the economic consequences resulting from the neglect of human rights. The economic argument for respecting human rights in the workplace is that a motivated work force increases productivity, and ultimately profits, by cutting the costs linked to court cases arising from the flouting of employee rights.

### SUMMARY OF INTERVENTIONS

Human rights are a critical component for social corporate responsibility because sustainability arises out of good corporate governance. Business has taken centre stage on lives of individuals and groups; it is therefore important to understand how human rights reinforce each other and are affected by the way we do business.

There is growing international recognition that businesses have human rights responsibility beyond corporate social responsibility, and companies are now being scrutinised for good human rights practices. Human rights require due diligence and engaging a human rights approach in doing business.

### CHALLENGES

- Uganda has no national standards for human rights observance in business.
- There are no legally binding frameworks for corporate social responsibility and human rights practice in the private sector.
- There are no incentives and rewards for businesses to apply a human rights approach in their workplace.
- Respecting human rights in business is not promoted and there are no frameworks for monitoring and evaluating it in businesses, nor guidelines for businesses to mainstream human rights in their work.
- The private sector has long had the misconception that corporate social responsibility discharges the responsibility of a business towards human rights.

### RECOMMENDATIONS

- 1 • Businesses should be required to make a public commitment to observe human rights and engage a human rights approach in the way they carry out their business.
- 2 • Compliance with requirements for the observance of human rights in the workplace should be seriously considered when assessing company readiness for investment.
- 3 • The private sector should develop guidelines for building human rights obligations into the daily business of companies as a means of human rights mainstreaming.
- 4 • The private sector should execute human rights due diligence – through on-going monitoring of business activities that may negatively impact their human rights record violations that may lead to court cases with high litigation costs.
- 5 • The private sector umbrella bodies should facilitate the creation of Shared Value - ISO 26000.
- 6 • Private sector umbrella bodies should enforce adherence to corporate governance and training of board and management

- 7 • Government should support the development of a national action plan that defines Uganda's strategic direction in addressing interaction between business and respect for human rights as a first attempt to put all such matters into a single document;
- 8 • Government should ratify the UN Guiding Principles on Business and Human Rights.
- 9 • Government should institute standards for human rights observance – a National Action Plan for Business and Human Rights.
- 10 • Government should develop legally binding frameworks for CSR and human rights practice in the private sector.
- 11 • Government should create incentives and awards recognising companies that excel at observing human rights and applying the human rights approach in their workplace.
- 12 • Government and the private sector should support corporate governance.
- 13 • Government and the private sector should advance economic arguments for respecting human rights; for example, how it helps to maintain a motivated workforce.
- 14 • Government and private sector umbrella bodies should develop frameworks for monitoring and evaluating observance of human rights in business and carry out a human right due diligence.
- 15 • Government and private sector umbrella bodies should develop guidelines for businesses to mainstream human rights in their work.



## OPPORTUNITIES AND CHALLENGES IN INVESTING IN GREEN

Businesses especially those in the agricultural sector are increasingly faced with climate change effects of extreme weather conditions that include prolonged dry seasons, floods, and above normal rains. Many businesses still must overcome barriers created by lack of knowledge, financing, inaccessibility of inputs and oversight of compliance skills, and yet the future of agriculture is climate smart.

### SUMMARY OF INTERVENTIONS

Government should promote and invest in climate smart agriculture, and pursue opportunities for green financing to overcome barriers in skills, capacity, and oversight for compliance.

#### Opportunities in investing green include:

- technologies and practices in crop and livestock production;
- availability of domestic, regional and international markets for quality produce for example improved seed;
- by-products that can be turned into resources – energy, feeds, manure, etc.;
- agribusiness for inclusion of many farmers;
- storage infrastructure;



**Uganda has an electricity grid that is mostly powered by green sources, but electricity is still considered by some as expensive and access is low.**

Participant

There are a series of misconceptions about affordability of certain environment friendly products that must be cleared: it is a common belief that charcoal is cheaper than gas and less than 1% of Uganda's population use LPG. In Africa, in terms of consumption Uganda is in the low ranks. In Uganda on average one cylinder rotates twice a year. The cost of the cylinder is about UGX 150,000 and is out of reach for most Ugandans. People also think that the use of LPG is risky and dangerous. However, the capital outlay (cost of cylinder) for using gas in the homestead might seem huge but if long term return on investment analysis of cost of gas is juxtaposed against that of charcoal, LPG will be found to be much cheaper. People lack awareness that it is the cost of the cylinder that makes gas seem expensive, not the gas per se and it is safe and clean. The masses should be sensitised about cost and safety misconceptions.

The Government has certain incentives and schemes already in place or in the pipeline to promote migration from biomass to green energy including: the Renewable Energy Feeding Tariff Framework; tendering out grid connected solar; an Interconnection Code which has been developed including guidelines on how to connect onto the Ugandan grid; tax exemptions on hydro and solar equipment; the Weighing Framework for power evacuation to allocate risks where they can be better managed; and financial support by Government when entering into implementation agreements with private sector entities.

### CHALLENGES

- Businesses especially those in the agricultural sector are increasingly faced with climate change effects of extreme weather conditions such, prolonged dry seasons, as floods and above normal rains. Many still must overcome barriers created by lack of knowledge, financing, and oversight of compliance skills, and yet the future of agriculture is climate smart appropriate technology.

- Green cities rely on complex eco systems which function on efficiency, policies and reasonable projects that are regularly monitored and evaluated to assess the level of interconnectivity among all contributing aspects. Our financial markets lack the capacity to fully support and enable the development and maintenance of green cities.
- There are myths and misconceptions about affordability of certain environment friendly products, which should be clarified.

## RECOMMENDATIONS

- 1 • Government should promote and invest in climate smart agriculture and pursue opportunities for green financing to overcome barriers in skills, capacity, and oversight for compliance.
- 2 • Government should foster a regulatory and investment environment that balances the protection of ecosystems and investment in business that is consistent with income levels, good tariffs, and social inclusion.
- 3 • The masses should be sensitised and misconceptions about affordability of certain environment-friendly products should be clarified.
- 4 • Government should devise mechanisms through which it can access climate funding. One way would be to gain accreditation to funds for green projects so that through PPP it can foster green growth projects. Measures should be taken to educate the masses about the costs of entry that bring about misconceptions about actual long-term costs of climate friendly fuels. Measures should be taken to educate the masses about the costs of entry that bring about misconceptions about the actual long-term costs of climate-friendly fuels.
- 5 • Tourism in Uganda contributes 7.7% to GDP. When the tourism sector invests, Government should respond by fostering a regulatory and investment environment that balances the protection of ecosystems and investment in business that is consistent with income levels, good tariffs, and social inclusion.



## CLIMATE SMART AGRICULTURE

Climate smart agriculture can be defined as an integrated approach to managing landscapes (cropland, livestock, forests, and fisheries), that addresses the interlinked challenges of food security and climate change. Climate Smart Agriculture aims to simultaneously achieve three outcomes: increased productivity; enhanced resilience; and reduced emissions.

Fishery products are Uganda's second most important agricultural export to the EU. Fish is also important for food security and jobs. But fish unfortunately is at the receiving end of the adversities of climate change. Emerging cities around Lake Victoria throughout East Africa pose a particular challenge. Smart aquaculture preserves the water environment and leads to a better selection of breeds that mature/fatten faster. Yet aquaculture requires a very high quality of water. To maintain this, the practitioners must ensure the feeds employed balance between fattening the fish and minimising adversity to water quality. The quality of Lake Victoria water is still good according to private sector practitioners in the sector, but that should not lead to complacency. Regulation is thus necessary.

### SUMMARY OF INTERVENTIONS

Opportunities for new investors include in technologies and practices in crop and livestock production. Availability of domestic, regional and international markets for quality produce is itself an opportunity to be exploited.

By-products from agricultural production can be turned into resources; for example, energy, feeds, manure, etc.

Agribusiness provides enormous opportunities for inclusion of many farmers. And there are funding opportunities for green investments, as well as there is a favorable regulatory environment – National Climate Change policy, ASSP, UGGDS are in place.

### CHALLENGES

- Water quality, quantity and predictability are critical to agriculture.
- Deforestation for creating more pasture and supporting a growing population.
- Reducing emissions from food processing and from domestic livestock.
- Emerging cities around Lake Victoria throughout East Africa pose a challenge.

### RECOMMENDATIONS

- 1 • Continually adopt improved breeds of both livestock (that mature/fatten early) and crops (that also mature early and are more drought and pest resistant).
- 2 • Encourage the planting of forage lots for livestock.
- 3 • Enhance coordination and efficiencies in transportation, slaughterhouses and in general, all along value chains.
- 4 • Adopt more low-cost irrigation technologies.



## GREEN AND CONNECTED CITIES

A green city is a complex ecosystem; a functional, efficient, smart and eco-friendly city. Green cities function on systems and enabling policies. Uganda's Capital city, Kampala, and regional towns were planned nearly 60 years ago for a small population. Central Kampala then had a population just short of 150,000 and commerce relevant to that time. Today, Kampala City has a population of about 1,7 million. The capital has now grown organically, and its infrastructure is overwhelmed: it is 97 percent motorised and 3 percent pedestrian. Kampala City is therefore struggling under traffic congestion, pollution, reduced green areas and low capacity for waste disposal.

### SUMMARY OF INTERVENTIONS

The Uganda government says it is committed to green growth and has adopted a green growth strategy. However, it will have to turn challenges into opportunities that will benefit the country and enable transformation to green and connected cities. In collaboration with the EU, the Uganda government has plans to transform the four municipalities of Jinja, Arua, Gulu and Mbarara, which were originally planned as regional towns, into planned cities. Change is possible by taking small steps starting with changing mind-sets and behaviour and having the political will to implement policies.

City policies and regulations are out-dated and inflexible, but government is seeking to upgrade them through the Kampala climate action plan.

In Kampala, the main city, 50% of people use non-motorised transport and occupy 3% of the road space. Other percentages of road space occupation are: private cars 31%, omnibuses for public transport 30%, and boda-bodas (public motorcycle transport) 35%.

### CHALLENGES

- Green cities rely on complex eco systems which function on efficiency and effectiveness; functional systems; good policies and viable funded projects that are regularly monitored and evaluated to assess the level of interconnectivity among all contributing aspects. Uganda's financial markets lack the capacity to fully support and enable the development and maintenance of green cities.
- There is a major lack of planned cities.
- Kampala the capital has now grown organically, and its infrastructure is disorganised. It is 97% motorised and 3% pedestrian. Land acquisition costs are high, there is traffic congestion, increased pollution, no reliable public transport, and the capacity for waste disposal is low.
- Access to financing is low and logistics poses a huge challenge for new businesses.
- Investors are wary of PPP's. They are afraid that their contracts will not be honoured, and doubt there is political will to enforce bans and curb corruption.

### RECOMMENDATIONS

- 1 • It is time to promote waste management as a new area for green growth and collaboration under private public partnerships.
- 2 • Government should initiate projects that expand roads and passenger services, optimise parking space, and create bus lanes.
- 3 • GoU should also regulate heavy vehicles access to Kampala city, and mark roads to ensure safety of motorists and pedestrians.
- 4 • Using the green growth strategy, a number of green approaches can be adopted i.e. recycle waste, be innovative and energy efficient in production processing, mitigate climate change through carbon neutral and fossil fuel substitution, and have the political will to enforce the plastic bag ban.
- 5 • Design and invest in PPP bankable projects that go beyond land and infrastructure to

create a conducive policy environment through a national urban policy that promotes green growth. Examples of such projects are mass transport systems, e-mobility, e-buses, and large-scale waste processing facilities.

- 6 • Greening policies should be streamlined into development plans and take advantage of economies of scale through, for example, integration of major common services (water, electricity, telecommunications etc.) and institution of central oversight.
- 7 • Government should seek the accreditation of KCCA and UDC and give them autonomy to implement green growth strategies and seek opportunities for blended green climate financing.
- 8 • Government should earn investor confidence, enforce the pending plastics bags ban and ensure to follow through on similar actions especially those aimed at eradicating corruption and graft.



## ECO-TOURISM AND NATURAL RESOURCES

Eco-tourism conserves the environment, improves the wellbeing of the local people, and boosts economic growth. The basic principle of eco-tourism in Uganda is to discourage mass tourism, for example in the Bwindi national gorilla reserve, in order to minimise the impact on the environment. This is implemented through legislation, building awareness, and supporting local values that conserve the environment, respecting local culture and ensuring community inclusion in decision-making.

Eco-Tourism is about responsible tourism. The rising demand for eco-friendly destinations is a result of the changes in the environment. Uganda became an eco-tourism destination by default. 6.7% of employment in Uganda is in tourism, and 90% of Uganda's tourism relies on natural resources; therefore, Uganda's focus should be to ensure sustainable use of natural resources. There is also urgent need to put more public money into tourism.

### SUMMARY OF INTERVENTIONS

Government welcomes a wider discussion to feed into tourism regulations and policy in 2020. It is particularly interested in ideas on solar plants and electric powered vehicles. A ban on single use bottles at conferences and events is also being considered.

There was concern about how tourism could integrate clean energy within its value chain, how to ensure proper utilisation of the environment and involve communities.

### CHALLENGES

- A key threat to tourism is the loss of forest cover. Uganda has lost forest cover from 24% to 7% in the past 30 years. Communities can be a major threat to the environment and industry, if not fully taken account of in business planning and approach, and when developing government policies on environment utilisation and management.



**The biggest challenge is that other resources that contribute to tourism for example oil and gas, are predatory in nature.**

**Richard Kawere**  
CEO, Uganda Tourism Association

- Continuing the trend where Uganda has experienced loss of forest cover from 24% to 7% in past 30 years is a threat to tourism and needs government action.
- How to conserve the environment and protect it, while running a tourism business especially in relation to reducing emissions from diesel generators and diesel vehicle engines.
- Companies are caught between sacrificing the comfort of their customers (for example. using fridges/freezers, hot water), and being true to eco-tourism or satisfying the customer and ignoring good green practices.
- How to balance the benefits of developing the oil and gas sector in Uganda with the requirements of eco-tourism.

### RECOMMENDATIONS

- 1 • Government should ensure enforcement of existing environment protection and other policies concerning eco-tourism.
- 2 • Banks should be incentivised to finance sustainable tourism businesses.
- 3 • Government in consultation with stakeholders should review the National Environment Protection Policy and strengthen regulations and guidelines for the advancement of eco-tourism.
- 4 • Introduce environment protection and management as part of the school curriculum at all levels starting with early childhood, as a long-term strategy for influencing citizens' attitudes and behaviour towards environment protection.



- 5 • Enforce the ban of plastic bags below 30 microns from all national parks and surrounding communities.
- 6 • Start a national campaign to change consumer behaviour and increase uptake of environment protection practices, for example by insisting on using water decanters instead of single plastic bottles.
- 7 • Introduce official zoning and monitoring of tourism sites and businesses to help identify eco-friendly locations and eliminate those that are not; this would also help confirm if green financing proposals are financing truly green projects.
- 8 • Prioritise skilling youth for the tourism industry.
- 9 • Digitise, and promote digital servicing for market access and utility, broaden the deliberate priority sectors, and promote waste management as a new area for green growth and collaboration, under private-public partnerships.
- 10 • The private sector should start a campaign against plastics entering all national parks, and lobby government for greening cars in the industry (going electric) and to promote more use of bicycles in tourism.
- 11 • The private sector should find innovative ways of drastically reducing the use of generators, fuelled transport, lighting, and other eco-unfriendly practices, and ensure tourist lodges are increasingly greener without compromising on needs for refrigeration, lighting, and heating.
- 12 • Income from community tourism is helping to change community's attitude towards the environment and the value of protecting it. It is therefore paramount to also engage hotels, tour operators and other stakeholders to get them to appreciate and engage in greening the tourism sector.
- 13 • Private players also need to take up sustainable practices (recycling waste, reducing pollutants etc.). This greatly depends on consumer behaviour, which will need to change toward practices that engender environment protection



## SCALING UP GREEN ENERGY INVESTMENTS

The policy, legal and regulatory framework for green energy investment in Uganda is in place. But 49 percent of Ugandans do not have access to clean energy, and the other 51 percent who do, are mostly using clean energy for other purposes and not for cooking. The Electricity Regulatory Authority aims to establish partnerships to enable those to whom clean energy is inaccessible and those with access but not using such energy for cooking, to move from biomass use to electric power. The Government has certain incentives and schemes already in place or in the pipeline to promote migration from biomass to green energy including: for example the Renewable Energy Feeding Tariff Framework; tendering out grid connected solar; tax exemptions on hydro and solar equipment; and financial support by Government offered when entering into implementation agreements with private sector entities.

### SUMMARY OF INTERVENTIONS

While generation has made dramatic progress in the last years, there are still huge opportunities for investment in the transmission and distribution sectors. People need to get power and move from biomass use (wood and charcoal) to electricity and sustainable uses of energy. Industries and main loads need to be connected to spur economy and electric transport developed.

The private sector has been very much innovative especially in the off-grid space, pay-as-you-go systems, mini-grids, waste to energy, solar roofs and productive use of energy. The regulatory framework has followed and the investment climate for renewable energy is good. The banking sector has also adapted its financing products but still need to find de-risking and mitigation solutions to support all business models even the riskiest.

Delegates concluded that the key concerns of businesses on progress in green energy in Uganda include: access to financing as the major problem; high tariffs; rapid deforestation and depletion of biomass; and the consumer having to incur the burden of connecting to the main grid.

### RECOMMENDATIONS

- 1 • A compulsory policy to use solar in every home, school and hospital should be put in place.
- 2 • Electricity Regulatory Authority should consider subsidising to accelerate access.
- 3 • Supplying solar energy to the middle class and the wealthy is more cost effective.
- 4 • Clean energy and grid financing are the way to go.
- 5 • The private sector should be supported to implement value-chain based greening initiatives. As an example, coffee farmers and other stakeholders could come together and invest in solar energy.
- 6 • Government should put in place policy anchored incentives to encourage and facilitate change towards greener production.
- 7 • Promote long term blended financing (for example loans and grants) because greening is initially costly, takes time and must be sustained.
- 8 • Promote practical public-private collaborative efforts where both parties make a concerted effort to collectively invest in sustainable and cost-effective greening at all levels such as solar and other green growth projects.



## GAS FOR HOUSEHOLDS AND THE INDUSTRY

### SUMMARY OF INTERVENTIONS

94% of Uganda's households rely on biomass for cooking fuel. While Uganda is in the middle of a transition and shifting towards use of renewable energy, the Government is in the interim looking at promoting the use of Liquefied Petroleum Gas (LPG) because it is cleaner and environmentally friendlier than charcoal and firewood. However, consumption of LPG is still low, standing at 20,000 metric tonnes a year and an annual per capita consumption at less than 1 kg.

Uganda is aiming to raise to 1 million tonnes by 2030. According to the 2014 census only 1% of the population were using LPG but when VAT (18%) was introduced the consumption decreased further. The tax was waived for a short while and then re-introduced a year later.

Ugandans are not aware how cheap gas actually is. It is defended that the gas itself is not expensive because it was four times cheaper than charcoal and firewood.

### CHALLENGES

- There is a perception that gas is more expensive and more dangerous than charcoal and firewood, without considering the effects of the latter on the economy due to their long-term effects on the environment.
- About 45 % of the cost of acquisition of the cylinder for gas is a tax. Only 55% is the actual gas and cylinder. Therefore, the tax element and high cost of the cylinder are affecting affordability and hence a disincentive to increasing uptake.
- Another reason for low use is the existence of a thriving counterfeit market which is affecting the uptake of the LPG, and the inadequate innovation in the marketing of LPG in Uganda, is affecting its consumption.

### RECOMMENDATIONS

- 1 • Develop an intervention that will see the increase in LPG uptake by creating a disincentive to the use of alternatives, such as charcoal and firewood.
- 2 • Put in place stringent mechanisms to fight counterfeits which are affecting the uptake of LPG.
- 3 • Follow the example of some industry players and introduce 3kg cylinder to make LPG more appealing to the common citizen and to increase uptake. These same industry players have also devised a Pay as You Go Application, to ease access especially for use in upcoming high-rise buildings and estates. Tenants can pay for gas from shared cylinders with meters to establish how much each is consuming and then pay for it using the App.
- 4 • Government and the international companies need to sensitise the public about the dangers of working with makeshift counterfeit LGP dealers.
- 5 • There is a need to follow up on accidents which happen in the makeshift gas supplies so that the cause of the accidents can be ascertained and avoided, and the culprits apprehended and held liable.
- 6 • Unless the big players take ownership for weeding out the counterfeiters by creating awareness about the dangers, the counterfeiters will continue riding on the backs of the big companies.
- 7 • There is need to sensitise the Ugandans about the cost and benefit analysis of opting for gas as opposed to charcoal and wood.



## GREEN FINANCE FOR SMES

Uganda is a subscriber to the Paris Agreement that sets out a global framework to avoid dangerous climate change by limiting global warming and accelerating and intensifying the actions and investment needed for a sustainable low carbon future, however implementation requires a long-term financing strategy.

### CHALLENGES

- In Uganda 80% of the population lives in rural areas and mainly depends on subsistence agriculture. Their produce still has low added value and cannot compete on the international markets.
- Lack of perspective for business development.
- There are still few companies engaged in commercial agriculture.
- High interest rates because of the high-risk environment.
- Lack of medium- and long-term financing.

### RECOMMENDATIONS

- 1 • Strengthen delivery avenues for agriculture and business development services.
- 2 • Work with cooperatives to improve the risk environment.
- 3 • Provide business incentives that observe and embrace conservation and biodiversity.
- 4 • Support organic agriculture and environment-related businesses in all sectors.
- 5 • Provide technical assistance through capacity building particularly to make SMEs eligible for loans.
- 6 • Improve access to finance.
- 7 • Maximise enterprise outreach.



# ENABLERS FOR ECONOMIC GROWTH AND JOBS SESSION

## DIGITALISATION AND INNOVATION

### SUMMARY OF INTERVENTION

The Government of Uganda has moved towards digitalisation and several of its services are now online. For example 98% of Government offices are on e-mail and have websites; 93% engage with the public on social media; 84% of ministries, departments and agencies have dedicated IT professionals; 100% have autonomous websites; and 75% of local governments have their own websites as well. Furthermore, 96.1% of government services of MDAs have developed local area networks and institutional e-mails. Also, about 84% of staff in MDAs is on standby to ensure that e-services are functioning. The government is at 75% in providing government services electronically and at 77% in customisation of these services including delivery channels and SMS services.

Regarding visibility Uganda has in its service delivery indices and the costs for internet band width have come down. Government has built the infrastructures in partnership with smaller internet service providers such as LIPER. The latter has worked with Government to access hard to reach areas which normally are not of good business value for the big players.

With respect to cyber security, Uganda is first in the whole of Africa when it comes to cyber security and it was rated the best in 2018-2019.

Internet access is no longer a luxury for a few, and the country has moved swiftly towards getting several services online and hence saving time in the process; in all it is estimated that 2½ years of work is saved. For example, one can now obtain a passport within 24 hours and the number of days to get work permits has also been reduced to less than five.

### OPPORTUNITIES IN THE IT SECTOR:

- Setting up ICT parks and innovations (Namanve Entebbe and Nakawa).
- Innovation Centre is provided by the ICT Ministry which investors can access.
- Manufacturing is an area which is available because GoU is moving towards production of IT hardware domestically.
- GoU has simplified the provision of several services which are now on-line including e-migration, business registration, land registration and investment licenses, all of which can be accessed online. These have enhanced the ease with which EU investors can be facilitated.
- Big data analytics and data mining are attractive areas for investment.
- Other opportunities can be viewed electronically because many services are on-line.



**Dr. Annabella Habinka Ejiri**  
Board Member, National Information  
Technology Authority

## RECOMMENDATIONS

- 1 • Integration of services is key to having a single window.
- 2 • Data analysis and data mining should be enhanced and need further investments
- 3 • There is a further need to reduce the cost of doing business to encourage partnerships.
- 4 • Maximise innovation by building on what has already been achieved to create more jobs.
- 5 • Promote available financing for digitalization and up-and-coming innovators.
- 6 • Support venture capital and start-up capital facilities for innovators in digitisation

## PUBLIC - PRIVATE PARTNERSHIPS (PPPS)

PPPs or other cooperative arrangements between public and private sectors can be used to help fund and run big infrastructure projects. This means that private sector partners with government and bears significant risk and management responsibilities.

Uganda is committed to a PPP strategy in its Second National Development Plan. The PPP Policy was passed and adopted in 2010 with the PPP Act following in 2015. In order to boost productivity and increase efficiency the Government has had to engage various strategies for example, Government opened up economy initially through privatization and later recognized the need to allow the private sector to come in and take up space resulting in the enactment of the PPP law. A unit in the Ministry of Finance, Planning and Economic Development oversees implementation of PPP in the country ([www.pppunit.go.ug](http://www.pppunit.go.ug)). The unit acts as one-stop technical advisory centre for potential PPP investors.

### SUMMARY OF INTERVENTIONS

PPPs involve collaboration between the government and private sector to provide public assets or services such as better infrastructure solutions and the private sector bears significant risk and management responsibilities. PPPs result in faster project completion.

The current framework for the PPPs operation is quick and efficient and mostly focuses on large projects such as infrastructure, energy, water, ICT, tourism, oil and gas and mining.

PPPs assist in building holistic solutions to addressing issues of investment and provide opportunity for new innovations. Government has limited funds and needs investors and the private sector to address this problem.

### CHALLENGES

- Limited national resource envelope for PPPs.
- Limited private sector participation.
- High Transaction costs - Transaction Advisory services are expensive.
- Project Development Fund - the advisory services are expensive.
- Lack of innovative affordable financing - Blended finance a- green finance can be tapped into as we organize PPP.

### IDENTIFIED OPPORTUNITIES

- 1 • The Government has provided a conducive environment for private sector growth.
- 2 • PPPs assist in building holistic solutions to addressing issues of investment.
- 3 • Government has limited funds and needs investors and the Private Sector to address this problem.
- 4 • The private sector has the opportunity to address the challenge of inadequate funding through the creation of PPPs, which are highly underutilised in Africa.
- 5 • Opportunities include financing potential innovation for example in contracts for infrastructure where the risk is shared with the government and private sector.

## INCUBATORS/ACCELERATORS

It is considered that promotion of business incubators/accelerators is very relevant and necessary for Uganda's development. But there is need to start the processes of skilling early and to provide direct support to SMEs around the country for future job creation. Focus should be on transforming leaders and entrepreneurs and on capacity building (technical training) especially for the investor. The country needs to have investors and entrepreneurs working on joint ventures combining the local and external knowledge from the start. However there seems to be a mismatch between start-up programmes and what is required in the region. It is thus necessary to understand the local capacities and to reach out to targeted audiences.

### SUMMARY OF INTERVENTIONS

There are some Business Incubators/Accelerators to support upcoming entrepreneurs, especially the youth. Establishing incubators and accelerators around the country will enable growth to be spread. Pilots already exist and these can be scaled up.

Focus should be on transforming leaders and entrepreneurs and on capacity building (technical training) for the investor and buyer.

Consensus emerged that entrepreneurship is about raising tolerance for risk in innovative ideas - it is essential to put money in an innovative idea.

### CHALLENGES

- Entrepreneurship is not taught early enough in the educational curricula.
- There is a mismatch between start-up programmes and what is required in the region.
- There are not enough incubators in Uganda.
- Businesses have difficulty accessing financing and markets.

### RECOMMENDATIONS

- 1 • There is a need to integrate entrepreneurship within the education system.
- 2 • Support the private sector to establish more incubators around the country.



## INDUSTRIAL PARKS

An industrial park (also known as industrial estate, trading estate) is an area zoned and planned for the purpose of industrial development. They are serviced land spaces readied for investment injection, and benefit from agglomeration i.e. availability of skilled labour and other investment instruments, presence of repair, maintenance and service facilities.

### Priority investment areas for IPs are:

- agro-industries;
- cold storage and other logistics;
- bio products upgrading (for example heavy fuel upgraded to fertilisers);
- automotive manufacturing;
- industrial gas.

## SUMMARY OF INTERVENTIONS

The government of Uganda has plans to establish around 23 industrial and business parks country wide, with 4 specialized science & technology parks that will boost innovation. To date, 9 government-owned IPs have been established (Yamane, Luzira, Bweyogerere, Jinja, Kasese, Soroti, Mbale, Karamoja, Kashari), 6 private IPs and 1 specialized petrol chemical IP.

Government would like to continue its collaboration with the EU in promoting skills development projects that are aimed at creating sustainable technologies, to forge other partnerships in developing eco industrial parks, and to leverage EU cooperation to fast track Uganda's infrastructural and industrialisation development.

## CHALLENGES

- There is a critical gap in the enabling environment with information regarding investment in IPs, policies, and relevant tax incentives not yet synchronised. The various governmental agencies promoting IP and PPP have a tendency towards issuing conflicting information.
- To date government appears to have only gazetted IPs in dry areas and yet wet land is required for aquaculture for example, which is an area with potential for agro-processing.
- There are many counterfeit products on the Ugandan market. This poses stiff competition for the local manufacturing sector.
- It is often hard to find the right human capital because the local manpower lacks the right skillset.
- In manufacturing one qualifies for tax exemption when 80% of finished products is exported; this is an exceedingly high target mark for new investments.
- There are challenges with the implementation of East African customs Act which does not cater for unfinished product inputs in furniture processing.

## RECOMMENDATIONS

- 1 • Adopt one common government approach or framework and establish an e-government system that harmonises investment and tax incentives to ensure accuracy and validity of such information.
- 2 • There should be continuous evaluation and revision of deliberate priority areas. Tax

incentives should be aligned to the East African Customs Act, and emerging issues such as the growing middle-class capabilities and aquaculture should be catered for and given due consideration through the revision of relevant legislation.

- 3 • Industrial and business parks are one area for which government needs to create more deliberate incentives. It is important that manufacturing industries build their industries on proven and tested process. In view of this, government is advised to promote an enabling regulatory environment that is mindful of all aspects of the investment cycle.
- 4 • Prioritise incentives such as rebate programmes and special tariff regimes for local investors.
- 5 • Lower the exemption threshold for finished product exports i.e. from 80% to 50%. This could be advantageous for investors in the early stages or formative years of a manufacturing venture.
- 6 • Capital outlays for investing in this sector are quite significant and pose a barrier to many investors. As government moves ahead with its strategy of targeting EU partnerships and forming PPP it should also consider other ways of overcoming this hurdle and consider promoting investors clusters. The clusters are a good way of promoting the growth and survival of local businesses through capacity enhancement and capability enhancement.

## DOING BUSINESS IN REFUGEE HOSTING AREAS

Uganda has an 'open door' refugee policy and is the 3rd largest refugee hosting country in the world, after Lebanon and Jordan, with 1.3 million refugees from the Democratic Republic of Congo (DRC) and South Sudan, scattered in 11 settlements across the country with 4% of the refugee population in Uganda living in Kampala the capital city.

### SUMMARY OF INTERVENTION

Using the psychosocial approach under the 'ABSVR', refugees can move towards gainful employment through agribusiness skilling by learning communication, stress management and basic skills in agronomy. They are taught how to start agro-enterprises, develop business ideas, and evaluate the profitability of their enterprises. They are then linked to the Private Sector and buyers who buy their produce, in addition to Micro finance institutions like 'Rufi' that can extend credit to them, using the group approach.

The development of viable enterprises has reduced the cutting of trees, which in turn has alleviated the impact on the environment. 5,000 youth comprising of 50% from the host community and 50% from the refugee camp have become Entrepreneurs through the support of ICCO. This has enabled farmers and small businesses to grow and have best practices while peacefully co-existing with the host communities.

### CHALLENGES

- Operational costs are extremely high as they include engaging a Financial Inclusion Consultant.
- Financial concentration is in the urban settings and financial service access in the rural areas is not yet very inclusive. VSLAs are too micro and do not have enough capital.
- Market access and analysis of the market is still a challenge and there is another barrier created by camp managers administration.
- Business growth is slow in the camps mainly because of informality and there are no business-related services as most enterprises are informal. This could hamper the establishment of meaningful collaborations.

### RECOMMENDATIONS

- 1 • Carry out cross-border work with refugees from South Sudan as most conventional banks are only found in Koboko leaving the rest of West Nile with no formal financial institution.
- 2 • Encourage more banks (in addition to Centenary Bank which is already on board) and financial institutions to participate since the default rate is below the industrial benchmark.
- 3 • Consider working with refugees and host communities.
- 4 • Refugees need to understand the market and how to do business.
- 5 • There is need to engage more with the women and youth.
- 6 • There is need to understand what the market wants and then train farmers and host communities to provide what is needed. This will address sustainability.
- 7 • Enhance the use of cooperatives.
- 8 • Provide more business development services in refugee camps to assist the growth of informal businesses.
- 9 • Continue to address issues relating to high interest rates.
- 10 • Access more markets because a lot more can still be done.

## CLOSING SESSION

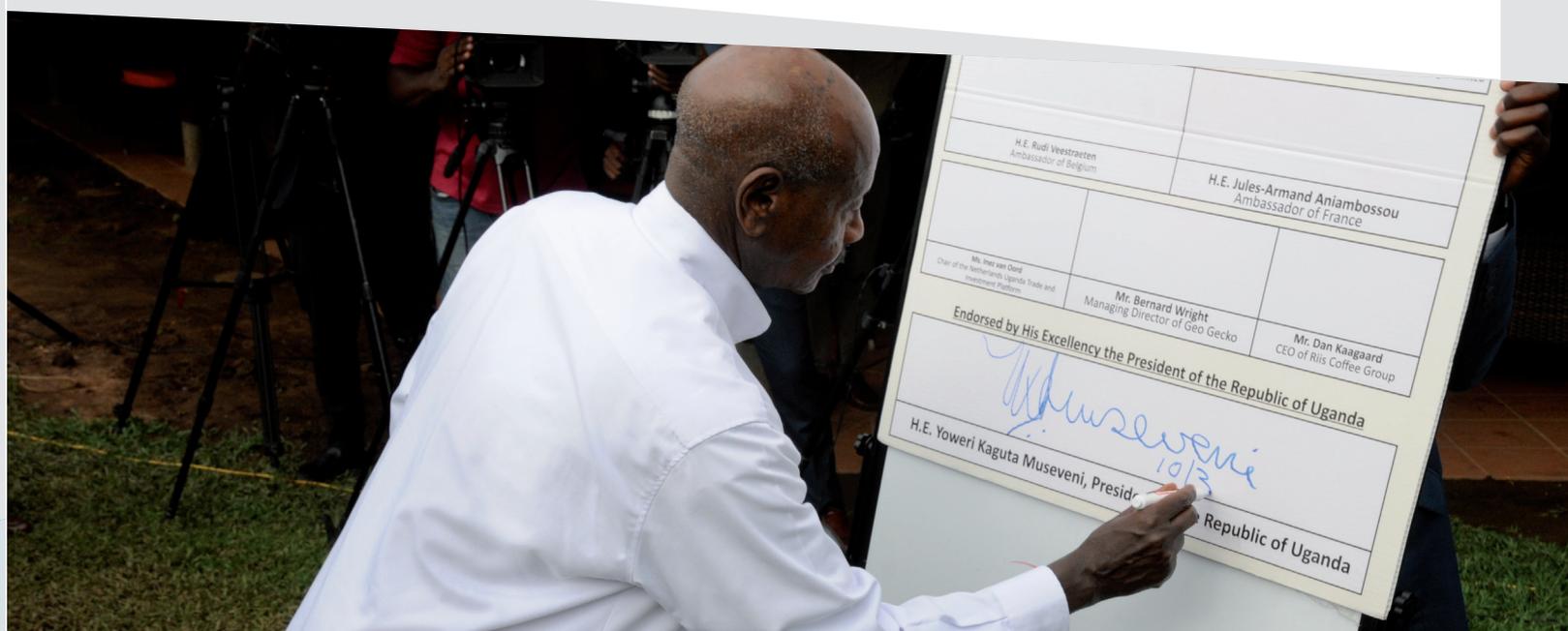
The Forum concluded with remarks from the Chairman, Private Sector Foundation Uganda, Hon. Elly Karuhanga; the EU Ambassador to Uganda, H.E. Attilio Pacifici; the Minister for Finance, Planning and Economic Development, Hon. Matia Kasaija and the President of the Republic of Uganda, H.E. Yoweri Kaguta Museveni.

Dr. Karuhanga welcomed the President and appreciated his commitment to the promotion of private sector interests. He noted that about three years earlier, the President had called on the EU to renew collaboration with the country and directly engage with the private sector. He reported that the request had been taken on board as was now being celebrated. He noted that Uganda was an exporter, no longer a warehouse and a recipient reliant solely on imports.

To the EU Ambassador, the Chairman affirmed that the private sector wanted to have a deeper friendship with the EU. He said Uganda had been leaning for too long, on the traditional arm of development cooperation, but it was now time to shift emphasis towards direct and closer working relationships between the respective private sectors to foster trade. Dr Karuhanga informed the President that delegates who included representatives from the Government of Uganda, the European Union Embassies in Uganda, the European and Uganda private sectors operating in and outside Uganda, had spent the two days of the Business Forum discussing key issues affecting the private sector with a view to finding workable solutions that could inform Government policy going forward.

Ambassador Pacifici noted that the Forum had attracted the interest of 107 European investors, some of whom were present while others followed deliberations online. He mentioned that the EU had carried out a survey and selected 107 companies, investing close to 600 million euros, and creating 32,522 jobs in: agro-processing; manufacturing; and in services. He informed delegates that over the next five years, the EU was prepared to invest 646 Million euros in Uganda to address the areas identified as being of concern to Ugandan and EU investors - skills and attitude (of the work force); access to finance; and governance and corruption.

The Ambassador further disclosed that the EU had supported and worked with the PSFU to establish a Sustainable Business Private/Public Dialogue Uganda Platform with a Board to be co-chaired by the Chairman PSFU and himself. Other board members would include the following: for the EU - the Ambassadors of Belgium and of France; for the Government - the ministers for Finance, Planning and Economic Development and for Trade, Industry and Cooperatives; for PSFU - Mr Patrick Bitature; Mr Amos Wekesa; and Ms Barbara Mulwana; and for the EU Private sector representatives – Mr. Bernard Wright; Mr Dan Kaagaard; Mr. Ines Van Oord.





The Minister of Finance, Planning and Economic Development Matia Kasaija congratulated the EU and the PSFU on this first ever Uganda European Business Forum which he said would go a long way in fostering business relations between the EU and Uganda. This confirmed the view that trade and investment are critical to the move away from poverty towards economic development. He noted that the EU was one of the major destinations for Ugandan exports and noted further that there is scope to triple that if existing bottlenecks are removed. He informed the delegates that part of the EU- GoU grant funding goes to trade and investment between the two partners and the EAC, and to value addition of export products. The EU was offering trade support; infrastructure development such as the in the Northern bypass and the Kampala-Jinja Expressway; promoting commercial aquaculture; and giving budget and other technical support. To that end Uganda expected to receive three grants in the near future: 85.9 million euros to support various projects and programmes in Uganda including Budget support amounting to 45 million Euros inclusive of the Green Environment Uptake Programme and the Sustainable Business Private - Public Dialogue Platform. He commended the EU for the support they provided towards development of the Platform.

In his closing remarks, the President expressed concern that over the past 200 years Africa had been lagging. He emphasised that his Government's establishment of a functioning state and dealing decisively with insecurity were deliberate efforts made to ensure peace and stability in order to foster a favourable environment for doing business. Therefore, over the years Government's target has been to lower cost of doing business and explore ways to expand the domestic, regional and international markets, by focusing on the following bottlenecks: governance and corruption; inadequate skills and lack of dedicated human resource development; access to finance; reducing delays by border management in the handling of goods; under developed infrastructure which raises cost of production; the fragmented African market; over-reliance on subsistence agriculture (only 32 percent of farmers engage in commercial agriculture); and anti-private sector policies.

Therefore, he said Uganda is a good investment destination because the issues relating to security had been resolved and Government was now addressing issues related to the cost of doing business. He enumerated the following, as some of the bottlenecks to successful business, identified at the Japan International Cooperation Agency Conference held in Nairobi: the cost of electricity; inadequate human resource development; out-dated private sector policies that do not promote a favourable business environment; business financing - commercial banks are not doing enough; the high cost of doing business; high population growth; and limited business experience. Uganda, he stated, had been addressing some of these bottlenecks so that the country's products can access market opportunities offered under schemes such as the EU's Everything but Arms.

Concluding, the President was pleased that the Business Forum had come at the right time and its potential for increased collaboration with Uganda's European partners could not have been timelier. The President then formally declared the Forum closed.

## LAUNCH OF THE SUSTAINABLE BUSINESS FOR UGANDA PLATFORM

The President formally launched the Sustainable Business for Uganda Platform by appending his signature on the Roll for the Platform which was followed by the signatures of the Ministers for Finance, Planning and Economic Development and for Trade, Industry and Cooperatives; the EU Ambassador; the PSFU Chairman; and of the newly appointed Board Members.

## SIGNATURE OF COOPERATION PROGRAMS AGREEMENTS FOR BETTER INVESTMENT CLIMATE

Finally, as part of the Forum closure ceremonies, the EU Ambassador and the Minister for Finance, Planning and Economic Development signed the Cooperation agreement for the Greenup programme.





This project is funded by the European Union



MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT



Business growth is our business



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# UGANDA EUROPE BUSINESS FORUM

9-10 MARCH 2020  
SPEKE RESORT MUNYONYO  
KAMPALA · UGANDA



## FOSTERING UGANDA-EUROPE ECONOMIC ALLIANCE INVESTMENTS, GREEN DEALS AND INNOVATION

## PROGRAMME

MC: Ms. Jane Kasumba, Broadcaster

### DAY ONE · 9 MARCH 2020

TIME / TOPIC	SPEAKER
08:00-09:00 REGISTRATION	
09:00-10:00	<b>OPENING SESSION</b>
<b>OPENING REMARKS</b>	<ul style="list-style-type: none"> <li>● <b>Dr. Elly Karuhanga</b>, Chairman of Private Sector Foundation Uganda</li> <li>● <b>H.E. Attilio Pacifici</b>, EU Ambassador to the Republic of Uganda</li> <li>● <b>Rt. Hon. Dr. Ruhakana Rugunda</b>, Prime Minister</li> </ul>
10:00-12:00	<b>INTRODUCTORY SESSION</b>
Vision for Foreign Direct Investment, Trade and Industrialisation	● <b>Hon. Amelia Kyambadde</b> , Minister of Trade, Industry and Cooperatives
New Opportunities in Uganda	● <b>Mr. Patrick Bitature</b> , Chairman, Simba Group
Potential for Green Growth	● <b>Ms. Pamela Mbabazi</b> , Chairperson, National Planning Authority
12:00-14:00	<b>LUNCH AND NETWORKING</b>
14:00-16:00	<b>INVESTMENT CLIMATE SESSION</b>
<b>B2B</b>	<b>PLENARY</b>
Overcoming investment hurdles and doing better business	<ul style="list-style-type: none"> <li>● <b>Ms. Christelle Jocquet</b>, Resident Representative, Enabel</li> <li>● <b>Mr. Gideon Badagawa</b>, Executive Director, PSFU</li> <li>● <b>Mr. Joseph Nkandu</b>, Executive Director, NUCAFE</li> <li>● <b>Mr. Wilbrod Owor</b>, Executive Director, Uganda Bankers Association</li> <li>● <b>Mr. David Bikhado Ofungi</b>, CEO, Dero Capital</li> <li>● <b>Mr. Anil Patel</b>, Managing Partner, Grant Thornton</li> </ul>
	<b>PARALLEL SESSIONS</b>
Uganda's labour force and the "skills gap"	<ul style="list-style-type: none"> <li>● <b>Ms. Christelle Jocquet</b>, Resident Representative, Enabel</li> <li>● <b>Commissioner</b>, Ministry of Gender, Labour &amp; Social Development</li> <li>● <b>Representative</b> of Ministry of Education and Sport</li> <li>● <b>Hon. Victoria Sekitoleko</b>, Chairperson, Agribusiness Alliance</li> </ul>
Private sector response to combating corruption	<p><b>MODERATOR:</b> Mr. Badru Ntege, Group CEO, NFT CONSULT</p> <ul style="list-style-type: none"> <li>● <b>Mr. Gideon Badagawa</b>, Executive Director, Private Sector Foundation Uganda</li> <li>● <b>Mr. George Bamugemereire</b>, Deputy Inspector General of Government, Inspectorate of Government of Uganda</li> <li>● <b>Mr. Benson Turamye</b>, Executive, Director, Public Procurement and Disposal of Public Assets Authority</li> <li>● <b>Ms Cissy Kagaba</b>, Executive Director, Anti-Corruption Coalition Uganda</li> </ul>

### Exporting to Europe

**MODERATOR:** Mr. Charles Bwogi, Communication Expert

- **Mr. Joseph Nkandu**, Executive Director, NUCAFE
- **Dr James Kanyije**, CEO, KKFOODs
- **Ms. Annick Uytterhaegen**, CEO, Chemiphar

### Access to Finance- Banking sector

**MODERATOR:** Mr. Simon Rutega, Financial Sector Consultant

- **Ms. Patricia Ojangole**, CEO, Uganda Development Bank
- **Ms. Catherine Collin**, Regional Representative for East Africa, European Investment Bank
- **Mr. Wilbrod Owor**, Executive Director, Uganda Bankers Association
- **Mr. James Onyutta**, MD, FINCA

### Access to Finance- Mid/long term capital

- **Mr. Edward Isingoma**, Partner, Pearl Capital Partners
- **Mr. David Bikhado Ofungi**, CEO, Dero Capital
- **Mr. Dickson Ssembuya**, Capital Markets Authority, Director Research and Market Development
- **Mr. Narcis Tumushabe**, CEO, FICA Seeds

### Taxation regime and incentives for new investors

**MODERATOR:** Mr. Simon Rutega, Financial Sector Consultant

- **Mr. Moses Kaggwa**, Ag. Director Economic Affairs, Ministry of Finance, Planning and Economic Development
- **Ms. Patience T. Rubagumya**, Commissioner Legal Services & Board Affairs, Uganda Revenue Authority
- **Mr. Anil Patel**, Managing Partner, Grant Thornton
- **Mr Julius Mukunda**, Executive Director, Civil Society Budget Advocacy Group

16.00-18.00

## INVESTMENTS AND GREEN DEALS SESSION

B2B

### PLENARY

### Corporate Social Responsibility and Business & Human Rights

- **Ms. Christine Kyeyune Kawooya**, CEO, Institute of Corporate Governance of Uganda
- **Ms. Mary-Goretti AKELLO**, HSE Manager, Sogea Satom
- **Ms. Salima Namusobya**, Executive Director, Initiative for Social & Economic Rights

### PLENARY

### Opportunities and challenges in investing green

- **Mr. Geoffrey Okidi**, Head of Portfolio Development, Agriculture Business Initiative
- **Ms Dagmar Zwebe**, Country Representative, Global Green Growth Institute
- **Mr. Richard Kawere**, CEO, Uganda Tourism Association
- **Eng. Ziria Tibalwa**, CEO, Electricity Regulatory Authority
- **Mr. Obi Imemba**, Managing Director, Total Uganda Ltd
- **Mr. Rainer Agster**, Director Private Sector Cooperation, Adelphi

## PARALLEL SESSIONS

### Climate smart agriculture

**MODERATOR:** Mr. Geoffrey Okidi, Head of Portfolio Development, Agriculture Business Initiative

- **Mr. Apollo Segawa**, CEO, CURAD Incubator
- **Mr. Alvin Kabwama and Dr. Drake Mubiru**, National Agriculture Research Organisation and Catalyst
- **Mr Philip Borell**, Chairperson, East Africa Fish Processors & Exporters Association
- **Mr Steve Hodges**, Chief Operating Officer, Uganda Agribusiness Alliance

### Green and Connected Cities

- **Mr. George Asiimwe**, Green City Development Specialist, Global Green Growth Institute
- **Eng. Jacob Byamukama**, Deputy Director Roads Management, Kampala Capital City Authority
- **Mr. Jean-Michel Pons**, Country CEO, Hima Cement

### Eco-tourism and natural resources

- **Mr. Richard Kawere**, CEO, Uganda Tourism Association
- **Mr. Lyazi Vivian**, Assistant Commissioner, Ministry of Tourism Wildlife and Antiquities
- **Mr. Amos Wekesa**, CEO, Great Lakes Safaris and Uganda Lodges Limited

### Scaling-up green energy investments

**MODERATOR:** Mr. Mark Hankins, Finance Catalyst, GETInvest

- **Eng. Ziria Tibalwa Waako**, CEO, Electricity Regulatory Authority
- **Mr. Ignacio Perez-Arriaga**, Visiting Professor, Massachusetts Institute of Technology
- **Mr. Peter BenHur Nyeko**, CEO, Mandulis Energy

### Gas for households and the industry

**MODERATOR:** Ms. Harriet A. Okwi, Consultant and Director, Okwi & Partners

- **Mr. Obi Imemba**, Managing Director, Total Uganda Ltd
- **Mr. John Friday**, Assistant Commissioner, Petroleum Supply, Ministry of Energy and Mineral Development
- **Mr Fred Muwema**, Director Legal and Corporate Affairs, Anti-Counterfeiting Network
- **Mr. Abraham JB Muwanguzi**, Senior Planner Technology and Industry, National Planning Authority

### Green Finance for SMEs

- **Mr. Eugene Ntananga**, Deputy Team Leader, KfW/EADB Biodiversity Investment Fund
- **Mr. Rainer Agster**, Director Private Sector Cooperation, Adelphi
- **Ms Dagmar Zwebé**, Country Representative – Uganda Programme, GGGI
- **Mr. Hatem Chakroun**, Country Director, AFD

**GALA DINNER (UPON INVITATION)**

## DAY TWO - 10 MARCH 2020

09.00-11.00

### ENABLERS FOR ECONOMIC GROWTH AND JOBS SESSION

B2B

#### PLENARY

##### Digitalization & Innovation

- **Mr. Wim Vanhelleputte**, CEO, MTN
- **Mr. Donald Waigumbulizi**, Country Manager, Ericsson
- **Dr. Annabella Habinka Ejiri**, Board Member, National Information Technology Authority

##### Public-Private Partnerships

- **Hon. Richard Kaijuka**, Vice Chairman, PPP Committee - Director Samta Mines & Minerals (U) Ltd
- **Mr. Jim Mugunga**, Director, PPP Unit, Ministry of Finance Planning & Economic Development
- **Ms. Astrid Haas**, Policy Director, International Growth Centre

#### PARALLEL SESSIONS

##### Business Incubators/Accelerators

- **Mr. Japheth Kawanguzi**, Innovation Village Team Leader
- **Inez Voord**, Design Hub Accelerator
- **Patrick Ayota**, Deputy manager Director NSSF

##### Industrial Parks

**MODERATOR:** **Ms. Harriet A. Okwi**, Consultant and Director, Okwi & Partners

- **Mr. Hamza Ggaliwango**, Director, Industrial Parks Development, UIA
- **Mr. Philip Muwanika**, Business Development Executive, UFZA
- **Dr Michael Nkambo Mugerwa**, General Manager, Uganda Refinery Holding Company - Uganda National Oil Company
- **Eng. Paul Isaac Musasizi**, CEO, Kiira Motors Corporation

##### Doing business in refuges hosting areas

- **Ms. H el ene M. Van der Roest**, Regional Manager Central Eastern and Southern Africa, ICCO,
- **Evangelia Kyriakou**, European Commission

11.00-12.30

### CLOSING SESSION

#### CONCLUSIONS

#### CLOSING REMARKS

- **Dr. Elly Karuhanga**, Chairman of Private Sector Foundation Uganda
- **H.E. Attilio Pacifici**, EU Ambassador to the Republic of Uganda
- **H.E. Yoweri Kaguta Museveni**, President of the Republic of Uganda

##### Launch of the Sustainable Business for Uganda Platform

##### Signature of Cooperation Programmes for Better Investment Climate

- **Government of Uganda**
- **European Union**
- **Private Sector Foundation Uganda**

12:30-14:30 LUNCH AND NETWORKING

14:30 VISITS TO BUSINESSES



The background of the image is a vibrant blue with a series of diagonal stripes in varying shades of blue, creating a sense of movement and depth. The stripes are oriented from the top-left towards the bottom-right.

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