



2021-2026 MANIFESTO

NATIONAL RESISTANCE MOVEMENT



SECURING YOUR FUTURE

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NRM

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YOUR FUTURE**

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SECURING YOUR FUTURE

FOREWORD

In January 2021, Ugandans will, once again, exercise their constitutional and democratic right to elect their representatives through a general election for the sixth successive time since 1996. After years of turmoil, this is the first time ever that Uganda has enjoyed more than three decades of an uninterrupted stable democratic process buttressed by NRM's core principles of Democracy, Patriotism, Pan-Africanism and Socio-economic transformation.

We have met most of the goals and aspirations of our people. We have made giant steps in our endeavour to improve the quality of life for all Ugandans. We have built a firm foundation to steer the economy for social transformation and economic take-off into self-sustaining growth.

Under the leadership of National Resistance Movement (NRM), our democracy has deepened and blossomed to full maturity, to the extent that anyone can now dream of leading Uganda. At every definitive stage on our long journey, the visionary leadership of NRM has always championed progressive policies and programmes to steer the country forward.

This is an epic journey to our destiny and while it might be replete with challenges, it is full of hope and promise. Through our successive visionary manifestos, we have rallied Ugandans around our strategic policies that best serve their diverse aspirations and enhance their welfare. When NRM sought, for the first time, your support and mandate to lead this country in 1996, our promise was "*Tackling the Tasks Ahead*".

Over the years, you have renewed this mandate and enabled NRM to make steady progress in taking Uganda to modernity through job creation and inclusive development. We are now ready for take-off. The theme of our manifesto this term is "**Securing Your Future**".

The drastic socio-economic transformation that has been achieved under NRM has awakened Ugandans to meaningfully participate in wealth and job-creation initiatives. More Ugandans are embracing the urgent need to integrate into the modern money economy. They are making a positive transition from poor and subsistence living to modernity.

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The wealth-creation campaigns by NRM are beginning to yield succulent fruits. A new dawn is clearly on the horizon.

Therefore, in order to accelerate Uganda's socio-economic transformation, I appeal to you for a fresh mandate for NRM to continue leading the country. NRM has an unmatched record of performance and a clear vision of securing your future.

NRM has managed to sail Uganda through the most violent and turbulent storms in our history. Through this time, NRM has been tried, tested and found worthy of continued leadership of this country. Our resolve to the call of duty remains steadfast and this is our solemn promise.

In line with our principled approach to economic development and growth, we have selected five priority areas of focus. They are: Creating Wealth and Jobs; Delivering Education and Health; Ensuring Justice and Equity; Protecting Life and Property and Achieving Economic and Political Integration.

The mantle of securing the future of Uganda is great a task for one to play bets on. It is not a gamble. It is a matter which requires life-long commitment, unending sacrifice and vast experience. NRM is the only political organisation that can be trusted with the sacred responsibility of securing Uganda's future.

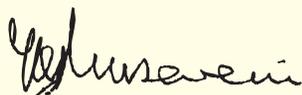
At this point, it is my great pleasure and privilege to present to the people of Uganda the NRM Manifesto, 2021-2026.

Vote NRM.

Long Live NRM.

Long Live Uganda.

For God and My Country.



Yoweri Kaguta Museveni

PRESIDENTIAL CANDIDATE 2021

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PROFILE OF THE NRM PRESIDENTIAL CANDIDATE

President Yoweri Kaguta Museveni is a man of strong convictions and rare courage. He takes risks and pursues national interests above his personal comfort and safety. He is a result-oriented leader, whose calling to politics is borne out of a deep and unwavering commitment to finding lasting solutions to the challenges of society.

He displays exceptional understanding of the historical and social challenges of African societies. This is what inspired his direct involvement in the liberation and emancipation of his countrymen and women.

Museveni has been politically active since his school days. He started waking up Banyankole from poverty as early as 1959 when he joined Mbarara High School. He strongly discouraged nomadism. Later when he joined Ntare School, he doubled as president of the debating society and scripture union. These helped perfect his convictions and shaped him for leadership.

His political awareness and ideological orientation became more focused during the three years (1967 to 1970) he spent at the University of Dar es Salaam. The university provided a very conducive atmosphere for pan-Africanism and anti-imperialism. While there, he became the president of the University Students' African Revolutionary Front (USARF), because of which he gained mentorship from President Julius Nyerere. It is while at this university that he developed far-reaching pan-Africanist and revolutionary ideas. Museveni was instrumental in forming Front for National Salvation (FRONASA), which was the core of Ugandan fighting groups that, together with the Tanzanian People's Defence Forces, ousted Idi Amin's regime in April 1979.

On 29th January 1986, Museveni became President of the Republic of Uganda after leading a protracted five-year liberation struggle. This was a people's resistance, with no external base, relying entirely on popular community support, to save their country from total collapse and abuse of the dignity of human life.

Upon coming to power, he laid a firm foundation for reconciliation and national harmony, proving that people of differing cultural, religious and political allegiances can form a broad-based government.

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Since 1986, NRM, under the leadership of President Museveni has demonstrated the revolutionary effect good leadership can have on a country. He inherited a country and an economy in ruins. The colonial enclave economy had almost disappeared by the time NRM took power. Under Museveni's leadership, NRM initiated socio-economic policies designed to combat key challenges, including insecurity of persons and their property, extra-judicial killing, and rampant shortages of essential commodities.

Uganda, under Museveni's leadership, has registered tremendous steady progress in all sectors of the economy. The size of the economy has grown close to tenfold since 1986. The GDP per capita has also increased. Ugandans today live healthier and longer lives. They are better educated. Children no longer die of preventable diseases and are attending school free of charge. Infrastructure has tremendously improved. The total tarmacked road network has increased fivefold. Electricity generation is no longer a problem. We now have enough electricity. Our challenge now is transmission, distribution and cost. Telecommunication has improved, almost every adult has a phone.

Under President Museveni's leadership, Uganda has significantly contributed to regional peace, security and stability. For instance, Uganda supported the African National Congress (ANC) of South Africa by hosting its fighters and training them for the liberation of South Africa from apartheid. Uganda also contributed to the restoration of peace in Rwanda, resettlement of refugees who had spread across East Africa and ending the genocide. Today, Uganda is a host to refugees because it is a safe country, unlike the days when her own people filled refugee camps in the region.

During his time as President, the Uganda People's Defence Force has played a vital and positive role in the Democratic Republic of Congo, South Sudan, Somalia, Sierra Leone, Liberia and Central African Republic.

President Museveni is a strong advocate of African unity and integration. He is among the African statesmen increasingly credited for championing African unity. Indeed, African diplomats fondly refer to him as "the African Bismarck". He is driven by the urgent need to permanently cure Africa's vulnerable position in the global arena of economic and political giants.



President Yoweri Museveni

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As one who dedicated his youthful years to Africa's liberation struggles against oppressive regimes, Museveni is deeply concerned that Africa is still easy prey for plunder and marginalisation, as long as the strides towards economic and political integration remain at snail's pace. This explains his passionate fight against the subsistence mindset of our communities, championing of prioritisation of infrastructural development, in addition to his efforts towards the pacification of conflict-ridden neighbours and tireless call for integration.

Museveni's transformative leadership has earned him several accolades, including:

- New York University and World Bank experts have ranked him among the most transformative leaders in the world who have presided over their countries' rapid economic growth.
- He was awarded the *Global Peace Award* from the Global Peace Foundation for his display of courage, exemplary democratic and global leadership.
- He received the *AfrikaVerein Award* for excellence in leadership from the German-Africa Business Association. Museveni was the first African president to receive this prestigious award.
- He has been awarded several honorary doctorates, including:
 - Humphrey School of Public Affairs — Minnesota, USA
 - Latin University of Theology — USA
 - University of Dar es Salaam — Tanzania
 - Makerere University and Mbarara University — Uganda.
- Museveni's most widely noted accomplishment has been his government's successful campaign against HIV/AIDS. Uganda has a unique success story in the global battle against the virus.
- On 21st January 2020, President Museveni received *The African Leadership Magazine Award*, in London, in honour of his contribution to the liberation struggles of Africa and good leadership skills.

- He has also been recently credited for championing a decisive battle against the coronavirus pandemic in Uganda by taking quick and bold measures to combat its spread. The prestigious Lancet Medical Journal credited Uganda for being among the 10 best countries in the world and the best country in Africa in responding to the COVID-19 pandemic. On account of his decisive leadership style, Uganda has been spared from the nightmare of massive deaths as a result of the coronavirus.

Museveni has successfully ensured security, democracy and delivery of social services for the betterment of Ugandans.

It is no accident, therefore, that Uganda is today enjoying peace from corner to corner of the country and with its neighbours. The country is now seen as a beacon of peace.

Museveni is happily married to Janet Kataha Museveni, with children and *bazzukulu* (grandchildren).

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INTRODUCTION

INTRODUCTION

The National Resistance Movement (NRM) party continues to enjoy massive support and endorsement from every part of Uganda. This is because it is a true pro-people party with a clear and principled agenda of ensuring the safety and prosperity of all Ugandans. Its countrywide grassroots appeal draws both young and old to advance the party's core principles of Democracy, Patriotism, Pan-Africanism and Socio-economic transformation.

The leadership of NRM has resulted into Uganda having a stable and democratic political landscape, which fosters and protects the people's fundamental right to choose their representatives in a free and fair election every five years.

In the 2016 elections, the people of Uganda chose NRM as the trusted guardian of their interests and aspirations for a better life. This was demonstrated through the overwhelming support enjoyed by NRM candidates at all electoral levels: President, Parliament and Local Government.

During the five-year (2016-2021) term, which President Museveni named "*Kisanja Hakuna Mchezo*", NRM has honoured its pledge to the people of Uganda by delivering on the promises made in 2016 to an exceptional degree, as outlined in the 2021-2026 manifesto under the theme "**Securing Your Future**".

NRM has paved a clear path for meaningful growth and development in Uganda by eliminating the obstacles of poor infrastructure, political instability, backwardness, corruption and sectarianism. As a result, there is a great surge of optimism regarding the future of Uganda.

The country is now ripe for a rich harvest due to NRM's appropriate policies and programmes. This manifesto is a comprehensive blueprint of the policies, which the

party will follow and implement over the next five years to build on the solid socio-economic foundation already established.

NRM will secure the future of all Ugandans by prioritising the following:

1. CREATING JOBS AND WEALTH

NRM is committed to translating the economic growth and development so far registered into more jobs and wealth for all Ugandans. NRM will continue to help more people to take advantage of the existing socio-economic infrastructure — roads, electricity and ICT — to create jobs and wealth. Jobs and wealth put money into people's pockets, food on the table, ensure savings for the future and investment in income-generating activities.

NRM has identified the following four sectors for jobs and wealth creation.

- a. Commercial agriculture
- b. Industrialisation
- c. Services
- d. Information and Communications Technology (ICT).

NRM will promote commercial agriculture as opposed to the unprofitable subsistence farming. Small-scale and medium-scale farmers will be helped to select enterprises with higher returns per acre annually. Through Operation Wealth Creation (OWC) and the National Agricultural Advisory Services (NAADS), NRM will continue supplying farm inputs to farmers as well as extension services in the area of modern agricultural practices.

Key sectors of Uganda's economy, especially agriculture and ICT, have endured through the COVID-19 pandemic. For example, coffee exports grew despite the pandemic, which triggered a lockdown. The April 2020 figures show growth compared to a year ago, confirming that agriculture is strong and essential.

Uganda weathered the storm because of the Government's appropriate actions, including the earlier promotion of private sector-led growth.

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NRM will continue to prioritise industrialisation and its pace doubled with initiatives to attract more investments in agro-processing to add value to primary products. In addition, the abundant deposits of different minerals will be harnessed to support mineral-led industrialisation, creating revenue and jobs.

NRM will advance the Buy Uganda Build Uganda (BUBU) policy in order to grow local manufacturing as opposed to the importation of foreign products.

The Government's capitalisation of the Uganda Development Bank (UDB) will be increased to enable entrepreneurs engaged in the service sectors, ICT, industries and commercial agriculture to access low-interest loans.

2. DELIVERING EDUCATION AND HEALTH

An educated and healthy population is key in improving people's standards of living. NRM pioneered the Education-for-All policy through the Universal Primary Education (UPE) and Universal Secondary Education (USE) programmes. As a result, there has been a rise in school enrolment at all levels of education. Attendance and completion rates have also improved significantly.

Access to education for all has helped bridge the gender gap as more females are going to school and attaining academic qualifications, enabling them to get well-paying jobs just like their male counterparts. NRM will continue to emphasise the teaching of science subjects, skills development, innovation and research. In addition, courses in institutions of higher learning will be purposely developed and aligned to meet the market demands of the private sector.

The health of Ugandans is also one of NRM's top priorities, upholding health as wealth. In order to achieve the total well-being of the nation, her citizens must be healthy.

Under NRM, Ugandans are assured of a longer lifespan because of better maternal healthcare, immunisation programmes as well as the aggressive campaigns against malaria and HIV/AIDS control campaigns. NRM will continue to invest in the health

infrastructure across the country in order to achieve the goal of a modern and resilient healthcare system, which is responsive to the needs of all people.

NRM takes credit for its effective handling of highly infectious diseases, including Ebola, Marburg and COVID-19. We will continue to emphasise prevention through mass sensitisation campaigns regarding personal hygiene and the adoption of healthy lifestyles.

Uganda, like many countries around the world, has had to respond to the onslaught of the coronavirus pandemic. The Government viewed COVID-19 as a fearless foe of human life, which needed to be confronted with proper messages and decisive action. The approach to dealing with the pandemic prioritised the protection of human life.

The Government, as a first pragmatic step, developed guidelines and standard operating procedures (SOPs) to align and standardise its response through combined systematic testing, tracing, quarantining and treating with restrictions on movement and contact — aiming at suppressing the transmission of the virus.

3. ENSURING JUSTICE AND EQUITY

NRM remains a champion for justice and equity for all Ugandans. The institutions mandated to deliver justice to Ugandans like the Uganda Police Force and the courts of law will further be strengthened.

Equal representation of all people on public decision-making bodies like the local councils, youth councils and Parliament will be maintained and ensured. The youth, elderly, women and Persons With Disabilities will continue to have a respected voice in matters of policy and resource allocation.

4. PROTECTING LIFE AND PROPERTY

NRM holds sacred the sanctity and worth of all human lives. The protection of human life and the right of individuals or groups to own property cannot be compromised. In effect, NRM will continue carrying the mantle of protecting Ugandans from any internal and external threats. We recognise security of persons and their property as an important ingredient of economic development and growth. Our resolve to continue jealously guarding the peace and stability of Uganda will remain our ultimate goal and commitment.

5. ACHIEVING ECONOMIC AND POLITICAL INTEGRATION

Uganda is an anchor state in championing economic and political integration. Therefore, NRM remains committed to the urgent need for Africa's economic and political integration.

NRM recognises the fact that Uganda's current market, estimated at 45 million people, is insufficient to guarantee the country and its people's prosperity. As industries expand to attain mass production, NRM will take advantage of Africa's market of 1.3 billion people. This is why NRM joined other African governments to sign the African Continental Free Trade Area (AfCFTA) Agreement, which removes obstacles to the movement of goods and people across Africa. NRM will also continue to advocate political integration for strategic security.

NRM is aware that economic prosperity alone is not enough. Political integration is the only safeguard against aggression from bigger powers. Therefore, NRM will continue to pursue integration for prosperity and strategic security. Its commitment to regional issues remains unchanged.

Finally, Uganda is on the right trajectory. Through our collective effort, the democracy rating is rising and maturing while people's freedoms are entrenched and safe. The social, economic and political gains are cemented and irreversible. We have a lot to be proud of and a lot to be grateful for. At this rate, Uganda is unstoppable in securing your future.

The above five areas of focus form the structure of this manifesto, each constituting a section, which is divided into chapters that show in detail what NRM has achieved and plans to achieve over the next five years.

CREATING JOBS AND WEALTH
FOR ALL UGANDANS

CREATING JOBS AND WEALTH FOR ALL UGANDANS

One of NRM's outstanding challenges is getting the economy to work more efficiently and equitably for all Ugandans. The latest *National Labour Force Survey (2016/17)* found that the majority of Ugandan youth aged 18-30 years are either unemployed or employed in the informal sector. Less than 15% had formal jobs. About 68.9% of Ugandans (that is seven in every 10) are engaged in agriculture, doing subsistence farming with hardly any surplus for the market. The few Ugandans already in the monetised economy (31%) face the high cost of doing business, which limits their effort to create wealth and more jobs for the two categories above — the youth and those in the subsistence sector.

In this section of the manifesto, NRM outlines and elaborates what it is going to do over the next five years:

(a) Skill and facilitate the youth and women across the country to create productive jobs for everyone.

(b) Scale up our efforts through Operation Wealth Creation (OWC), using the parish model, to support the 68.9% homesteads in subsistence farming to commercialise and create wealth for themselves and raise household incomes.

(c) Take advantage of opportunities created by COVID-19 to accelerate our industrialisation agenda to create more jobs and wealth.

(d) Address the bottlenecks to investment and doing business such as high cost of credit, electricity and transport to increase the competitiveness of our products, widen the country's export base and create more wealth. We also highlight our agenda on mineral-led industrialisation, economic infrastructure, oil and gas as well as science, technology and innovation to drive our job and wealth-creation agenda.

However, before we show how we are going to create jobs and wealth over the next five years, it is important to remind ourselves, first, where we have come from and where we are, such that we can see where we are going and how we shall get there.

We begin by tracing the economy from the early days of colonialism to independence. Then we show you what NRM has done to restore and accelerate the expansion of the economy following the massive destruction inflicted by the past governments. We also provide an account of the current state of the economy as well as the unfinished business. Thereafter, we elaborate how we are going to get the economy to work for everybody by attending to the four issues raised above, which are: skilling and facilitation of youth and women to create jobs; supporting the 68.9% to join the money economy; scaling up industrialisation to create more jobs and addressing bottlenecks to doing business in order to create more jobs and wealth.

1. EVOLUTION OF UGANDA'S ECONOMY

1.1. UGANDAN ECONOMY AT THE DAWN OF COLONIALISM

Before the British arrived and mapped the territory that came to be known as Uganda, there were four kingdoms (Ankole, Buganda, Bunyoro and Tooro) and communities/ chiefdoms located in Acholi, Bugisu, Bukedi, Busoga, Karamoja, Kigezi, Lango, Madi, Sebei, Teso and West Nile. With all their differences — cultural and political — these were later weaved together into the nation called Uganda.

When Uganda became a British protectorate on 18th June 1894, efforts were invested in securing Britain's economic interests — raw materials, markets and taxes. Uganda was henceforth structured to be the producer of primary products for Britain and market for its products. To achieve this, crops such as cotton, coffee, sugar, rubber and tea were introduced. [1]

In 1901 when the railway from Mombasa reached Kisumu, Uganda came into contact with the markets of the world. This was the first time the value of Uganda's agricultural products at the coast was greater than the cost of their transport. Prior to the construction

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of the railway — apart from slaves who transported themselves — the only possible export for Uganda was ivory, sold in Zanzibar at up to £1,000 a tonne.[2] This trade brought considerable new wealth to some people, but made no appreciable change in the structure of the economic system.

Later, a new economic era was inaugurated and subsisted between 1902 and 1914, marking the beginning of the development of Uganda. It is then that Uganda's economy began to take shape even though still small in size. With most of the minerals not yet discovered — except for copper in the then remotely located Rwenzori area, traces of tin on the southwestern border and ivory — the only obvious existing resources to generate revenue were hides and skins, raffia and sansevieria fibres, vine rubber, chillies and the indigenous robusta coffee. All these products made their appearance in Uganda's export statistics during the early years of the 20th century, but their total contribution to the economy was negligible.

Besides, most European explorers from Henry Morton Stanley and others who followed him had sung praises of Uganda as a rich agricultural country capable of producing a wide range of tropical and sub-tropical commodities. The 'native crops' were, however, deemed not valuable enough to be worth exporting, with the exception of simsim and groundnuts — and even these had no spectacular profit margin. Therefore, a new list of crops, to be produced with the help of Europeans and Asians, was drawn. These included tea, cocoa, sugar, vanilla, rubber (mainly grown by Mabira Forest Rubber Co.), coffee and cotton, which Sir Harry Johnston (the then commissioner of Uganda) had dismissed as being unable to compete with the established products of other countries.

Cotton was introduced to Uganda in 1902 by the Church Missionary Society (CMS), supported by the British Cotton Growing Association to supply Lancashire textile industry. The association supplied CMS with the cotton seed which was brought to Uganda at the end of 1903 and distributed to Buganda chiefs for planting and promotion. Towards the end of 1904, some 54 bales of cotton lint, valued at £236, were on their way down the railway to the Lancashire mills. [3]

The challenge, however, was the falling quality of the lint supplied, which forced the government to establish two seed farms and take over seed distribution beginning in March 1908. The growers were also compelled by law to uproot and burn all their old crops

and plant the new seed. The government also invested in cotton research by establishing a fully fledged Department of Agriculture. There was also further expansion of cotton production outside Buganda, particularly in Busoga, Lango, Teso and Bukedi. By 1910/11, cotton exports had reached 13,378 bales valued at £165,412, and by then it accounted for more than half of the total exports of the Protectorate. [4] As a result, government revenue rose to £191,000 in 1910-11, and by this time it was inching closer to financial self-sufficiency. Back then, total government expenditure was as low as £229,000.

Arabica Coffee had been introduced two years earlier (in 1900) from Malawi and Ethiopian highlands, while tea and sugar were introduced in the 1920s. In the 1920s, cotton and coffee accounted for 90% of Uganda's total exports, of which cotton alone formed 84% of the total exports.[5] There were a few upcoming agro-based industries; Uganda Sugar Factory (now SCOUL) opened in 1924 and Kakira Sugar Works which was started in 1930.[6] There was also some processing of salt extracted from Lake Katwe. The African Power & Lighting Company Limited was the first electricity supply company in the country producing electricity using thermal energy, which commenced its activities (with the installation of bulbs in Kampala) in March 1938. [7]

Therefore, at the dawn of colonialism, the economic policy in Uganda depended almost exclusively on African agriculture as the basis for economic growth. From the first years of colonial rule to the end of the World War II, Uganda's economy had been built within a loosely structured framework of an agro-based dual-economy. Although a few industries — such as iron ore mining and smelting, salt from Lake Albert and Lake Katwe, graphite, copper, chalk, crafts and barkcloth production — existed, Ugandans predominantly engaged in subsistence agriculture and livestock farming (pastoralism).

The British colonial economic policy was designed to undermine African industry and stifle private sector development in Uganda. For example, Africans were excluded from wholesale trade. According to the policy, wholesale trade licences could only be issued to traders who owned permanent buildings constructed using stone, concrete and steel. Back then, very few indigenous Ugandans owned such buildings to qualify for a trade licence. Consequently, throughout the colonial times, Africans handled less than 10% of the national trade. Subsistence agriculture remained the main economic activity for over 80% of Ugandans.

Uganda was configured as an “enclave economy” where foreigners (Europeans and Asians) established an island of modernity based on extractive secondary industries, plantation farming and commerce, surrounded by a sea of poverty, indolence, ignorance and inertia. The main objective of the British colonial policy was to generate incomes among Ugandans that could be taxed to finance the enclave, which was designed to disadvantage the natives. Ugandans were nurtured to work for subsistence and dependence on chiefs and masters. One historian remarked that in the 1950s “the people [of Uganda] did not learn to produce for sale, because they obtained everything by force of arms or as gifts from the Kabaka.”[8]

In 1906, Sir Hesketh Bell (the first Governor of the British Protectorate - Uganda) introduced a poll tax “to encourage the Africans to cultivate cotton and other cash crops.” In addition, a monthly tax was imposed on all uncultivated African land. Each region in Uganda was utilised for the type of farming thought to be climatically and geographically suited to it — peasant agriculture in Buganda and eastern, and large-scale farming by expatriates in western Uganda. Northern Uganda was considered as merely a source of migrant labour for the larger peasant estates as well as for the plantations. This system was designed merely as an expedient and least-cost method of increasing the supply of raw cotton for the British industries. It was not motivated to any significant degree by an altruistic interest in the welfare of the natives.

After the end of World War II, however, factors such as the pressures of international politics, the plight of the pound sterling, increase in Uganda's population (from 1.6 million in 1900 to 4.9 million in 1948), and the prospect of an advancement towards self-government combined to make the growth of production and wealth in Uganda a matter of urgency. In 1944, the Protectorate Government issued a report (in effect Uganda's first post-war plan) entitled *Joint Report of the Standing Finance Committee and the Development and Welfare Committee on Post-War Development*. The report concluded that even if the prevailing high prices held and yields could be improved, cotton would never make the Ugandan producer rich. [9]

Two years later, a 10-year *Development Plan for Uganda (1946-1955)* was written by E. B. Worthington, and in a foreword to it the then Governor of Uganda, Sir John Hathorn Hall, wrote: “Uganda is and must remain for the present at all events primarily a country of peasant agriculture.” The plan noted, “While maintaining steady improvements to social

services, the prime object should be a concentration on productive effort to ensure that production increases rapidly at a rate much higher than population." It proposed construction of the Owen Falls Dam to produce hydro-electric power (HEP) to power the expansion of secondary industries to process raw materials such as cotton, coffee, tobacco and tea. It also promoted the development of the tourism sector.

Major capital projects were embarked on in the 1950s, including the construction of the HEP station in Jinja; promotion of mineral exploration in Kilembe and Tororo in western and eastern Uganda respectively and the westward extension of the railway from Kampala to Kasese. Furthermore, the UDC was established in 1952 to promote manufacturing enterprises.

In 1954 a new plan — titled *A Five-Year Capital Development Plan 1955-1960* — commissioned by Governor Sir Andrew Cohen, was produced. Among other things, the plan proposed the establishment of the Uganda Electricity Board (UEB) and a Uganda Credit and Savings Bank. It also made recommendations for the improvement of agriculture, livestock and fisheries to ensure self-sufficiency in food in each district of Uganda. This plan enabled Uganda to increase development expenditure to finance infrastructure projects. For example, UEB raised loans from London and the World Bank to finance the construction of Owen Falls Dam and transmission lines.

By the late 1950s, however, in view of impending political changes, the 'affluent years' of development expenditure were coming to an end. Cuts in the capital budget were proposed, especially following a sharp drop in commodity prices (of cotton, coffee and minerals) in the mid-1950s.

On the eve of Uganda's independence, the World Bank sent a mission which proposed a shift in emphasis from infrastructure investment — which had characterised previous government spending (particularly on education, health and roads) — to the development of 'direct wealth-producing activities such as crop farming, fisheries, livestock and forest production.[10]

In its 1961 report, the World Bank proposed that "the main opportunities for economic growth in Uganda over the next five years are in agriculture". In particular, the bank encouraged the new Government to concentrate on "investing in success", by concentrating funds and other support to farmers who showed interest in and responded

to measures to increase output. The bank proposed credit and subsidies to provide capital for farmers, investment in raising and marketing of livestock, extension service activities, training and research.

The bank's team did not see great prospects for industrialisation in Uganda, citing the small size of the home market as a dominant limiting factor. At the time, there were a number of small plants engaged in the processing of the two major agricultural products (cotton and coffee), a textile factory (Nyanza Textile-Nytil) set up in 1954 to consume domestically grown cotton, a cement factory (Tororo Cement Factory), two breweries (Nile and Uganda breweries), sawmills, two sugar factories (Lugazi and Kakira), a few small soap factories, a small number of backyard furniture makers and other hand craftsmen.[11] The whole industrial package was, in effect, small and unable to deliver self-sustaining economic growth.

1.2. UGANDA'S ECONOMY AT THE SUNSET OF COLONIALISM

At independence in 1962, Uganda's total GDP was just about US\$449 million (about Ush1.65 trillion today). [12] With a population of 7.2 million, the income per capita was only US\$62 (Ush207,700 today). Exports were worth US\$108 million (Ush397 billion today), while imports were worth US\$96 million (Ush353 billion today). In short, the economy at independence was small, narrow, basic and peasant-dominated.

Uganda got independence at a time when world market conditions were unfavourable, the population was growing at a rate (2.5%) higher than growth in per capita income (1.2%) and there was obvious need to stimulate sectors of the economy to boost growth prospects. Yet the first post-independence government did not consider industrialisation a development priority. Instead, Prime Minister Apollo Obote's *First Five-Year Development Plan* (1961/62-1965/66) underlined agricultural development as its priority. Industrialisation only featured in the second five-year plan (1966/67-1970/1971).

Much of the industrial activity, however, remained in primary agro-processing. For example, in the early 1960s, Uganda had 78 coffee hullers [13], 145 cotton ginneries and only two factories engaged in higher value added activities such as cotton-spinning,

weaving and finishing.[14] Of the 1,176 factories, 254 were involved in wood processing; 360 were in food and tobacco processing, while 233 were in the metal and engineering sub-sector (dominated by motor vehicle and plant repairing, with 148 firms).

Obote's economic policy thrust was *dirigiste* (he did not believe in the private sector and, therefore, much of his policy was heavily interventionist). In the second half of the 1960s, policymakers were concerned with the low level of private sector savings and the slow rate of investment, averaging 12% and 13%, respectively.

The government blamed the business community, then mainly of Asian origin, for 'sitting on the fence', and being 'anti-Uganda' by transferring capital out of the country. So capital account controls were adopted and strengthened, and the Common Man's Charter was issued in 1969 "to enable indigenous Ugandans to have a say in the economic affairs of their country". The blueprint was put into effect on Labour Day, 1st May 1970, when Obote, who was now president, announced his government's intention to nationalise various multinational companies.

The first post-independence decade has been characterised by economic analysts as a period of trying to establish how to:

- (a) Expand investment and increase economic growth.
- (b) Incorporate peasants and the rural sector into the development process.
- (c) Redress the inequalities in incomes and opportunities.
- (d) Bridge the regional economic gaps.
- (e) Preserve political power.[15]

The World Bank had warned in 1961, "Uganda is now faced with the harsh fact that future increase in the standard of living must depend on hard work in raising output."

1.3. THE COLLAPSE OF THE ECONOMY UNDER AMIN

The economy deteriorated under the rule of Idi Amin from 1971 to 1979 and throughout the first half of the 1980s. On assuming power, Amin embarked on policies that seriously affected the economy and the wellbeing of Ugandans for decades. Initially, the British recognised and supported Amin, largely because of their own economic interests. They convinced Commonwealth members to accord Amin and Uganda recognition. Furthermore, the IMF was involved in the preparation and support of the first budget of Amin's government.

The turning point was on 4th August 1972 when Amin, under decree 17/1972, declared an economic war, revoked the residence permits of the Asians (numbering over 80,000) and gave them 90 days to leave the country.[16] He said God had told him in a dream that he should kick them out. He claimed the Asians were sabotaging the Ugandan economy and were exploiters whose objective was self-enrichment at the expense of the indigenous people. Everything that went wrong with the economy was blamed on the Asians. Actually, even today, some Ugandans silently support the criminal act — of expelling Asians — and self-interestedly think of Amin as a nationalist, despite his brutal dictatorial credentials. The decision taken by Amin to expel the Asians from Uganda was unwarranted, inhumane, extreme and non-strategic. The economic war proved too costly for Uganda. At the time of the expulsion, the Asians were engaged in commerce, agro-industry and manufacturing.

The expulsion did little to improve income distribution or the welfare of the 'common man' in Uganda. Instead, it put an end to the little economic improvements Uganda was making at the time. Skilled managers were replaced by largely unskilled people and inexperienced business class (the so-called *mafuta-mingi* [17]) leading to gross mismanagement of the economy.

The *mafuta-mingi* ran down the factories and shops that were handed to them after the expulsion of the Asians. For example, the Madhvanis (owners of Kakira Sugar Factory) left a fleet of 120 tractors in 1972, but on their return in 1983, only four were functional. Additionally, 18,000 acres out of the 21,000 acres they left behind had been reclaimed by the bush. Movable parts in the factory had also been taken away. As a result of this mismanagement, the country was hit by scarcity of essential goods and services. Sugar

production, for example, reduced by 75% to only 20,000 tonnes by 1976. [18]

The rampant shortages of goods and services led to high inflation, prompting Amin to introduce several economic distortions that further ruined the economy. One of the distortions was price control, popularly known as fixing of price. Due to shortages, prices of essential items such as sugar, paraffin, salt and soap rapidly increased, prompting Amin to fix maximum prices above which it was illegal and punishable to sell or buy. This led to the emergence of black markets (*magendo*) involving hoarding of basic groceries and other essential commodities. As a result of the loss of exports, there was an increased shortage of foreign exchange. To control the foreign exchange market, Amin fixed the rates between the shilling and foreign currencies, which led to the emergence of the black market (*Kibanda* market).

Other economic distortions of the 1970s included printing of money to finance budget deficits, causing high inflation; levying of prohibitive taxes on imports, causing smuggling, destruction of the formal private sector, undermining of investor confidence and alienation of Uganda from bilateral and multilateral economic bodies.

By the time Amin was overthrown in 1979, the Ugandan economy had reached an unprecedented state of decay. Much of the country's physical stock had been destroyed, institutions no longer functioned, debt contracts ceased to be observed, infrastructure had broken down and most of the skilled manpower as well as entrepreneurial talent had fled the country.

There were rampant shortages of essential commodities such as soap, sugar, paraffin, clothes, blankets, drugs and food. Inflation was galloping at 216% in 1979, GDP had between 1971 and 1980 fallen by 40%, while exports had declined by 60%.

Throughout Amin's misrule, Uganda's GDP growth rate was negative, except in 1972 and 1976 when the economy grew by 1% (**see Table 1**). The period between 1971 and 1980 was a political tragedy and economic disaster for Uganda.

TABLE 1 SELECTED ECONOMIC INDICATORS OF UGANDA'S ECONOMY (1971-'80)

YEAR	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980
GDP growth (%)	-0.2	1	-1	-2	-2	1	-1.6	-5.5	-11	-3.4
Investment/GDP (%)	15	11	8	11	8	6	6	8	6	6
Savings/GDP (%)	11	13	11	10	5	7	7	3	8	0
Exports/GDP (%)	19	18	16	14	8	11	8	4	3	7
Inflation (%)	4	8	24	57	20	46	89	36	216	150

Source: Bigsten and Kayizzi-Mugerwa, 1999

1.4. THE ECONOMY NRM INHERITED

When Amin left in 1979, a leadership vacuum emerged which increased the level of insecurity, weakening all attempts at economic reform and reconstruction by the three governments that ruled Uganda between 1979 and 1980.

Obote reclaimed power in 1980 and attempted a recovery programme to raise GDP growth, reduce inflation and revive production. Using the dual foreign exchange rate system, he devalued the shilling and floated it, increased agricultural produce prices and attempted to reform the monetary and fiscal policy. However, the economic reforms introduced were as short-lived as his government.

After 1983, Obote abandoned the recovery programme and engaged in expansionist fiscal and monetary policies that led to resurgence of inflation and a drastic fall in GDP growth. He printed a lot of money to finance the budget deficits, leading to hyperinflation. For example, money supply increased by 127% in 1984, accelerating inflation by 140% between January 1984 and January 1985. [19]

The Obote government also failed to keep within set expenditure limits. For example, in 1984 alone, there was a four-fold increase in public-sector wages, financed by domestic borrowing from banks and the central bank. Domestic borrowing increased by 70% in 1984.[20] Foreign exchange controls were tightened in 1985, as arms purchases competed with consumer imports.

By the time Obote was toppled by the military in July 1985, Ugandans were living agonising lives similar to — and in some parts of the country worse than — the situation they lived

in under Amin. During the brief regime of Tito Okello Lutwa in 1985, the economy slipped out of control.

Lutwa's reign saw GDP fall by 5.5% (that is, instead of growing, Uganda's GDP declined by 5.5%). The period beginning mid-1984 and January 1986 marked a steep deterioration in Uganda's economic performance. The looting and general insecurity that accompanied the fall of Obote led to shortages of consumer goods and fuel. The rural economy was devastated and the whole economy went into a free fall.

Therefore, when NRM came to power in 1986, it inherited a country and an economy in ruins. The colonial (enclave) economy had been destroyed by Amin and Obote and completely finished off during the six months of Lutwa's leadership.

Inflation had reached 240% by the time NRM took power in January 1986, while GDP growth had declined to 0.3%, itself being driven by the subsistence sector. [21] GDP per capita growth was negative. For example, in 1984 per capita income fell by -3.49% and the shrinking of incomes worsened to -6.47% in 1985. [22] Life expectancy for Ugandans had reduced to 48 years. This is the reason Ugandans should always be very careful when scrutinising the credentials of individuals popping up to lead our country.

Beginning in 1987, NRM instituted economic reforms to pull the country out of the pit past leaders had dumped it in. It began by abolishing price controls and allowing prices to be determined by supply and demand in free markets. Liberal market policies increased competition, and better prices were paid to the farmers and other producers. This is the reason Ugandans went back to their gardens and farms to produce, while others built factories to supply most of the essential goods we easily access today.

NRM also restored the value of the shilling through currency reforms at the beginning of May 1987. It re-established fiscal and monetary discipline, which enabled Uganda to achieve and maintain macroeconomic stability.

NRM also embarked on private sector-led development by founding Uganda Investment Authority (UIA) in 1991, and privatised parastatals that were performing poorly to reduce the fiscal drain on the national treasury and promoted private businesses.

The string of initiatives was buttressed by the creation of the Uganda Revenue Authority (URA) in 1991 to improve revenue collection and administration. Taxes on exports

were abolished, leading to a rapid increase in foreign exchange earnings. The foreign exchange market was liberalised to let the value of the shilling be determined largely by foreign currency inflows from exports, other sources and the demand for foreign currencies to buy imports. This eliminated the *kibanda* foreign exchange markets which were distorting foreign exchange market, making Ugandans unable to access foreign goods and industrial raw materials. The increased exports also greatly reduced shortages in foreign exchange.

By the late 1990s, the reforms had helped Uganda achieve minimum recovery. Soon, the economy moved from recovery to sustained growth. The GDP rapidly expanded from US\$3.9 billion (Ush14.4 trillion today) in 1986 to US\$34.7 billion (Ush128.5 trillion) in 2019. [23] In other words, Uganda's economy has expanded nine times since NRM took power in 1986. As a result, GDP per capita (in real terms) has increased from Ush919,100 or US\$260 in 1986 to Ush3,150,000 (equivalent to US\$891) in 2018/19.

Other key economic achievements are outlined on **Page 40**.

1.5. CURRENT STATE OF THE ECONOMY

Uganda's economy has never been larger, healthier, diverse and full of opportunities as it is today. Like human beings, an economy is born and it grows. At times it gets moody (contracts) or even sick (recession), but when it recovers, it can get happy (expansion) and at times excited (boom).

Historical facts reviewed indicate that when the Ugandan economy was born in the early 1900s, it became stunted and stayed as an enclave for a few Europeans and Asians surrounded by a sea of poor peasants. While in that state it was decimated by inept leaders.

NRM found Uganda's economy in the 'intensive care unit' (ICU), having suffered 'multiple organ failure' due to severe violent abuse by past governments. It has since 1986 been resuscitated to full recovery. In the past 25 years, NRM has facilitated the economy to emerge as one of the fastest growing in the world.

Uganda's GDP per capita growth between 1997 and 2010 was better than in any of the other sub-saharan African countries. A recent research named President Yoweri Museveni, among the top global leaders whose individual contribution has had a significant positive impact on their countries' economic growth.

Between 1986 when NRM took power and 2014 (the period studied by the researchers), Uganda's GDP grew at an annual average rate of 6.7%, while per capita income was at an annual average rate of 3.5%. The researchers ranked, President Museveni above celebrated world leaders such as Lee Kuan Yew of Singapore and Park Chung Hee of South Korea.

Before the coronavirus (COVID-19) pandemic hit Uganda in March 2020, the economy was on an impressive growth path. GDP growth was at 6.5% in FY2018/19, 0.3 percentage points higher than the growth registered in FY2017/18 (UBOS, July 2020).

Industry was the main driver of this growth, expanding at 10.8%, followed by agriculture (5%) and services (4.9%). In recent years, the following sectors have significantly impacted growth: manufacturing, private and public sector construction, agriculture, mainly food crop and livestock production; regional trade, tourism, ICT and financial services. Average commercial bank lending rate had reduced to 17.7%, while inflation was below the target rate of 5% since October 2017. Low food prices are mainly responsible for the low inflation, an indication of food sufficiency in the country.

1.6. HIGHLIGHTS OF SOME OF NRM'S ACHIEVEMENTS

Uganda is now ready for take-off after years of economic resuscitation and recovery. NRM has put the country on the path of sustained growth and socio-economic transformation.

The preparations for take-off have been driven by deliberate and well-planned efforts. NRM's goal is to transform Uganda from a peasant to a modern, industrial and prosperous society by 2040. The next section details some of the key achievements that have been registered since 1986.

1.6.1. ECONOMIC ACHIEVEMENTS

- a. Macro-economic stability, particularly price stability and low inflation in a free market economy.
- b. Real economic growth averaging 6.1% since 1986. As a result, the economy has expanded nearly nine times to Ush128.5 trillion (US\$34.7 billion) in 2019 from Ush14.4 trillion (US\$3.9 billion) in 1986.
- c. GDP per capita more than tripled, rising from Ush0.92 million (US\$260) in 1986 to Ush3.15 million (US\$891) in FY2019/20.
- d. Domestic revenue collection increased from Ush5 billion in FY1985/86 to Ush17,589 billion in FY2019/20.
- e. Total export receipts of goods and services grew more than tenfold from US\$502 million (Ush1.86 trillion) in 1986 to US\$6,659 million (Ush24.6 trillion) in 2019. Some of the leading exports in 2019 value include: gold (US\$1,257 million), coffee (US\$438 million), fish and its products (US\$227 million), oil re-exports (US\$132 million), maize (US\$94 million), tea (US\$78 million), beans (US\$68 million), tobacco (US\$67 million), cotton (US\$58 million) and others (which fetched a total of US\$1,088 million).
- f. Poverty (percentage of population below national poverty line) reduced from 56.4% in 1992 to 19.7% in 2012, although it slightly increased to 21.4% in 2016.
- g. Electricity generation capacity increased from 150MW in FY1986/87 to 1,254MW by April 2019.
- h. Industry value-addition as a percentage of GDP increased from 9.6% in 1986 to 27% in 2019.
- i. The number of factories grew from 80 in 1986 to 4,920 in January 2020.
- j. Remittances by Ugandans working abroad increased from US\$119 million (Ush440 billion) in 1999 (when tracking them began) to over US\$1.4 billion (Ush5.2 trillion) in 2019.

- k. Percentage of the population with access to electricity increased from 5.6% in 1991 to 42% in 2018.
- l. A fast-growing middle class and young entrepreneurs.

1.6.2. SOCIO-POLITICAL ACHIEVEMENTS

- a. Sustainable peace, stability and security of persons and property.
- b. Life expectancy increased by 20 years in one generation, from 43 years in 1995 to 63 in 2017.
- c. Maternal mortality ratio (per 100,000 live births) reduced from 506 in FY1986/87 to 336 in FY2016/17.
- d. Under-five mortality rate (per 1,000) reduced from 147 in FY1986/87 to 64 in FY2016/17.
- e. Average years of schooling increased from 2.5 in FY1986/87 to 6.1 in FY2016/17.
- f. The total paved roads network as a percentage of total national roads more than doubled from 8% (1,000km) in 1986 to 21.1% (5,500km) in 2019.
- g. Birth rate (per 1,000 people) reduced from 49.6 to 38 in 2018.
- h. Fertility rate (births per woman) reduced from 6.4 in 1989 to 4.3 in 2016.
- i. In-patient malaria deaths reduced from 20 per 100,000 in 2016/2017 to 9.38 per 100,000 in 2017/18 largely due to distribution of insecticide-treated nets.

As a result of these achievements, there are several areas in the country where household incomes, lifestyles and quality of life rival those of people in lower middle-income countries. These are:

- Kampala US\$3,400 (Ush12.4 million)
- Wakiso US\$2,496 (Ush9.17 million)
- Mukono US\$1,654 (Ush6.07 million)
- Mpigi US\$1,624 (Ush5.96 million)
- Mbarara US\$1,311 (Ush4.8 million)
- Jinja US\$1,199 (Ush4.4 million)
- Masaka US\$1,051 (Ush3.86 million)

NRM is going to ensure that the rest of the country joins them soon.

1.7. UNFINISHED BUSINESS

From its inception, NRM was aware that economic prosperity and stability guarantee national security and political stability. Therefore, the party is cognisant of the fact that getting the economy to benefit all Ugandans is the main unfinished business.

Economic transformation is what Uganda needs to address a host of other challenges. Therefore, over the next five years, NRM is going to concentrate its efforts and resources on addressing the following issues:

- a. The 68.9% of households still stuck in subsistence agriculture.
- b. Low productivity (yield per acre), output and quality of agricultural commodities to sustain domestic and export markets.
- c. High levels of post-harvest losses.
- d. Low household incomes and rising income inequality leading to low purchasing power.
- e. High unemployment and underemployment of the young people.
- f. High cost of credit, electricity and transport — which lowers competitiveness of Ugandan products.
- g. Low investment in scientific research and development (R&D) that is necessary in informing innovation and policy.
- h. Landownership and security, land use and land fragmentation.
- i. High levels of corruption in government and private sector.
- j. Low level of industrialisation.
- k. Low labour productivity.
- l. Limited export markets.
- m. Quality of healthcare and education services.
- n. Environmental degradation and climate change.

2. ECONOMIC STRATEGY

2.1. ECONOMIC OBJECTIVES

NRM is going to continue with its strategy of building a strong and durable economy. In line with its Ten-Point Programme, NRM government will further develop the economy with the following specific objectives:

- a. Broadening the economic base by providing and creating economic opportunities in all regions of Uganda.
- b. Creating an integrated and self-sustaining economy based on import substitution and export-oriented growth.
- c. Establishing a monetised and formalised economy: graduating households from the informal and subsistence levels into the commercial economy.
- d. Achieving the lower middle-income status.
- e. Generating productive jobs.

2.2. ECONOMIC FOCUS

During the next five years, NRM's focus will be on creating more productive jobs and wealth to ensure the prosperity of all Ugandans. Efforts will be concerted towards harnessing factors of production (**see Box 1**).

BOX 1: ADDRESSING THE MAIN FACTORS OF PRODUCTION

NRM has been working hard to improve the five factors of production (FOP) — land, labour, capital, entrepreneurship and knowledge. We have made strides in improving market as another factor that is critical in making the five FOP relevant. This box summarises what NRM has so far done on each and the way forward.

Land: Land, which includes other natural resources like minerals, water and forests, is a key factor of production, particularly for Ugandans, most of whom are still in the agrarian economy. The key challenges include illegal evictions from land, affecting occupants of *bibanja* on mailo and public land, land fragmentation and poor land use practices. All these are worsened by corruption in the land registry. To address these, we have started to issue Certificates of Occupancy for *bibanja* holders on mailo land, Certificates of Customary Ownership (CCOs), freehold titles for landowners, digitised the land registry and taken services closer to the people by opening up zonal offices. NRM has also increased the amount of money allocated to the Land Fund to acquire land for lawful and bona fide occupants to regularise their land rights using a formula of willing buyer-willing seller. NRM will also clean up the land registry and cancel multiple titles on the same land and remain with the genuine ones. Other interventions to be implemented during the 2021-26 term are included in **Section 4, Pages 259-265** of this manifesto.

Labour: To develop this critical factor of production, NRM introduced Education-for-All policy through the Universal Primary Education (UPE) and Universal Secondary Education (USE) programmes. We also bridged the gender gap, enabling more females to go to school and join the labour market. To enhance employability and labour productivity, NRM has put emphasis on teaching science subjects, skilling, innovation and research as well as investment in immunisation and health to ensure Ugandans do not die of avoidable causes. In the next term, NRM is going to put more emphasis on increasing skilling of labour through vocational and apprenticeship training. A skilling programme for youth and women has been put in place through the establishment of centres across the country to train them. Details of enhancing labour productivity are included in **Section 2.2.5, Pages 68-73** of this manifesto.

Capital: To improve availability, access and cost of capital, NRM has capitalised Uganda Development Bank (UDB), Uganda Development Corporation (UDC), Microfinance Support Centre, Emyooga, Women Entrepreneurship Fund, Youth Livelihood Fund and SACCOs. These have been and will continue to offer grants and/or loans at interest rates not exceeding 12% per year. Details are provided on **Page 110** of this manifesto.

Entrepreneurship: NRM has been at the forefront of developing the entrepreneurial capacity and talents of Ugandans, individually and collectively, to create wealth in their own self-interest but, in the process, create wealth and prosperity for all Ugandans. We initiated several funds to support entrepreneurship including, Women Entrepreneurs Fund, Innovation Fund and the Youth Venture Capital Fund, which has helped tens of thousands of youth to develop income-generating activities. NRM also privatised and liberalised the economy to create more space for the private sector. This has enabled entrepreneurially-minded people in Uganda and those from outside Uganda to take up opportunities vacated by the Government to do profitable business. This manifesto outlines a number of interventions NRM is going to implement or scale up to continue building the capacity of local entrepreneurs and FDIs.

Knowledge: Most of the richest countries in the world have developed on account of depending on what has come to be known as the knowledge economy. This is the economy built by scientists, innovators, designers and a skilled labour force. NRM is determined to build a knowledge-based economy. Our efforts are going to be invested in supporting Science, Technology, Engineering and Innovation (STEI) to build technology hubs through relevant research centres like Kiira Motors and UIRI.
See Pages 184-199 - Science, Technology, Engineering and Innovation.

Market: To increase the market for Ugandan goods and services, NRM will increase the purchasing power of Ugandans who currently are underconsuming and negotiate with East Africa and Africa at large to fully implement the common market protocols (agreements) to integrate markets for EAC, COMESA and AfCFTA. We shall also continue to work with Africa to negotiate for bigger external markets in the US, China, India, Russia and EU. We will also broaden the market for our products by deepening industrialisation beyond the production of primary industrial products like brown sugar

and liquid milk to tertiary products like industrial sugar, casein and industrial starch. Lowering costs of our products through lowering the cost of inputs such as electricity, transport, money and observance of phytosanitary requirements, will also make our products competitive on the world market. Strategies to address all these issues are well laid out in this manifesto.

NRM understands that productive employment and decent work for all, particularly young people and women, is going to be the most effective route out of poverty.

Creating more jobs and wealth increases the purchasing power of the people which is good for business. This guarantees market for companies offering services and products as many more can afford them because they have money to spend. So when more Ugandans get wealthy, it is good for everyone.

“Wealth is evidently not the good we are seeking, for it is merely useful and for the sake of something else,” Aristotle, the ancient philosopher, once said. Aware of this, NRM wants wealth creation, and maximising prosperity everywhere, that will truly lead to broad-based peace among people and the nation.

Formal well-paying employment delivers a good income, provides security and social protection for workers and their families. It also offers prospects for personal development, and guarantees equal opportunities for all and thus fosters social cohesion. Therefore, during NRM's next *kisanja* (term of office), jobs will be a central goal in each and every programme/project funded by the Government. For every shilling spent, there will be a requirement to report the number and quality of jobs created.

NRM will promote “job-rich” growth and wealth creation. This will be growth and wealth that generate more and better jobs for the benefit of all. To achieve this, NRM is going to set up new industries, while increasing the productivity of existing ones as elaborated below.

2.2.1. ACCELERATING THE INDUSTRIALISATION AGENDA

NRM is fully aware that economic betterment of the people will depend, not on the improvement of agriculture alone, but also developing other sectors of the economy. Since its inception, the party has been pursuing economic transformation of Uganda through industrial development. While in the bush (1981–1986), before taking power, NRM developed the Ten-Point Programme, which emphasised the need to build industries that use locally produced inputs.

NRM's strategy has always been four-fold:

- a. Diversification of the economy from overreliance on agriculture, especially on the CCTTs (coffee, cotton, tea and tobacco).
- b. Extensive import substitution in order to reduce the import bill, especially on basic consumer goods.
- c. Processing of raw materials to add value.
- d. Building basic industries. (see **Box 2** on Real vs Vulnerable Economy).

BOX 2: REAL VS VULNERABLE ECONOMY

NRM has been advising Ugandans to concentrate on the nine fundamental human needs of society: food, clothes, shelter, medicines, defence, physical infrastructure (electricity, roads, rail and ICT), health, education and spirituality. The demand for these needs is not ephemeral; it is durable and eternal. Below is how Uganda is performing in meeting them:

1 FOOD

According to the 2014 population and housing census, there are five million Ugandan households farming 17.2 million acres of the 40 million acres of arable land. These grow 5 million tonnes of maize; 10 million tonnes of bananas; 1.76 million metric tonnes of beans plus other plant protein-bearing crops (such as cowpeas) and 218,000 tonnes of Irish potatoes. Other food crops grown include sweet potatoes (2.5 million tonnes); cassava (4.1 million tonnes); millet (392,000 tonnes); sugarcane (6 million tonnes) that give us 500,000 metric tonnes of sugar a year; tea (60 million processed kilogrammes) and coffee, whose output has grown to 7.75 million 60kg bags.

Ugandans rear 14 million head of cattle, 14 million goats, 50 million chicken as well as one million sheep, while some 447,000 tonnes of fish are caught annually. These are 14 production lines of different foods or beverage on which NRM will concentrate its focus and maximise value to feed the country, region and international markets. Over the next five years, the following actions will be implemented:

- a) Add value to maize to produce flour, animal feeds, starch for the pharmaceutical industry on which US\$20 million is spent per year and ethanol as a source of energy.
- b) Support scientists like Mrs. Florence Muranga to add value to bananas (*matooke*). She's making high-value products such as banana flour to replace wheat for baking; starch for pharmaceutical needs and *eshaande* natural juice.
- c) Add value to cassava to make fortified cassava flour, ethanol, pharmaceutical grade starch and starch for baking bread to replace the unhealthy imported wheat that is costing over US\$300 million annually. Biodegradable packaging materials can also be made from cassava.
- d) Add value to beans to make bean cakes, baked and canned beans, noodles, instant extruded bean sauce, cooked and frozen beans.
- e) Out of Irish potatoes, we shall get chips, crisps, noodles, starch, potato flour, glue, animal feeds, ethanol and glucose.

- f)** Out of sweet potatoes, we can get starch, puree, noodles, high glucose syrup, flour bread and animal feeds.
- g)** From millet, we can get flour, animal feeds and millet hulls for the textile industry, fermented porridge (*obushera obutaire*) and alcohol.
- h)** Out of sugarcane, we can get raw sugar, refined sugar, molasses, bagasse, ethanol, gasohol (ethanol mixed with petrol), electricity by burning bagasse, gin and rum, fibre board (ceiling boards), particle board, furfural and acetic acid, manure and bagasse ash.
- i)** Apart from milk, beef and skins from cattle, we can also get powdered milk, butter, ghee, yoghurt, cheese, ice cream, sour milk, cream, caissene and lactogens, most of which we are still importing, costing the country over US\$4.6 million per year. The global market for dairy products is worth US\$718.9 billion. NRM is going to increase Uganda's share in that market by producing more milk and adding value to it.
- j)** Add value to beef, for example by making tinned and salted beef for the army and export. A kilo of beef is US\$17 in the UK and up to US\$200 in Japan, compared to US\$2 in Uganda. What is true of beef, is true of chicken, goats, sheep (mutton) and pigs (pork and sausages). The global demand for these meats is high, worth US\$945.7 billion in 2018 and has been forecast to increase to US\$1,142.9 billion by 2023. NRM is going to support investment in these supply chains to increase Uganda's share of the huge beef trade.
- k)** For coffee, under NRM guidance and funding, Uganda has managed to increase the volumes produced to 7.75 million 60kg bags from about 3 million. However, only about US\$438.5 million was earned in 2019 from 4 million 60kg bags sold mainly because coffee is sold in unprocessed form. NRM is going to invest more in value-addition, by supporting the private sector to roast, grind and package Uganda's coffee, which would easily boost earnings to US\$4 billion.
- l)** Tea growing and production will be boosted to increase earnings. Through Uganda Development Corporation (UDC), a number of tea factories have been supported to increase their processing capacity. This is in addition to providing seedlings to tea growers.

- m)** For cocoa, the global chocolate industry is worth US\$43.13 billion. But Uganda is only earning US\$77.55 million (2019) from exporting 35,318 tonnes of unprocessed cocoa beans. NRM is going to invest more in cocoa growing to fetch more foreign exchange and add value so that Uganda exports chocolate instead of cocoa beans. The construction of a chocolate factory in Bundibugyo is in advanced stages.
- n)** As far as fish is concerned, Uganda earns US\$176.5 million from processed fish from the 12 factories currently operating. If bad fishing methods are stopped, the catch could increase to 700,000 metric tonnes annually, which is higher than the present 470,000 metric tonnes. Exportable Nile Perch would be about 45,000 metric tonnes. This would rake in US\$301.6 million annually.

2 CLOTHING

Among the raw materials Uganda is endowed with is leather for making items like shoes, belts, handbags, jackets and car seats. Yet the country spends, on average, US\$328.9 million annually on these items. Besides, the global demand for leather and its products is US\$72.4 billion. Currently, Uganda produces 185,000 bales of cotton every year. Cotton plants produce fibre for cloth, cotton seeds for vegetable oil and making animal feed and linters for manufacturing gunpowder (nitro-cellulose). The global business of textiles and leather products is worth US\$1,015 billion. To tap into this big market, NRM is going to focus on supporting production of fabric to make cloth (weaving and knitting) and fibre for making packaging and toilet paper. Already, blankets and bedsheets are being made in Uganda. In the near future, the petroleum industry will provide synthetic fibre such as polyester that will be mixed with cotton to produce strong textiles. For now, Uganda imports the polyester fibres. Therefore, the contribution to clothing the human being in Uganda and abroad will be based on cotton and leather, whose raw materials are in plenty.

3 SHELTER

In the housing sector, Uganda is already producing some of the materials needed for modern houses. Cement, bricks, tiles and steel bars (*mitayimbwa*) are locally made. Cement is made from limestone available in the country with reserves

of over one billion tonnes. Tiles and bricks are being made from Uganda's clay with numerous deposits in the country. Unfortunately, for corrugated iron sheets (*mabaati*), Uganda is still using imported steel sheets that consume US\$444.6 million of the foreign exchange. By developing iron ore (*obutare*) into an indigenous steel industry, this haemorrhage will be eliminated and Uganda could export iron sheets to other African countries. The global demand for steel is US\$2.5 trillion. The only product needed to make Uganda self-reliant in materials needed for modern housing is sheet glass, which is manufactured from sand. Uganda is spending US\$27.95 million on importing glass for housing and bottling. The sheet glass is going to be produced in Uganda to save on foreign exchange and earn money from exporting it to other African countries. Uganda also has granite, over 560 million tonnes of marble exists in Rupa sub-county (Matheniko – Karamoja). Marble is used in making floors that can last forever with its demand globally at US\$52 billion (2016) and forecasts say it will grow to US\$64 billion in 2023.

4 MEDICINE, VETERINARY AND CROP DRUGS

Medicines and medical equipment currently take up US\$383 million, including veterinary drugs and equipment. Agricultural inputs — fertilisers (US\$38.9 million), insecticides, fungicides, rodenticides, herbicides and the like (US\$82.6 million) — take up to US\$121.6 million. The global demand for human medicine, veterinary drugs and vaccines for humans and livestock is US\$1.4 trillion. Africa is not partaking in this business. NRM plans to tap into this sector through funding of research and attracting investors. Already there are some pharmaceutical companies, including Cipla Quality Chemicals, which is producing ARVs that it sells to several African countries.

5 DEFENCE AND SECURITY

NRM is known for its expertise in securing Uganda and Africa. However, Africa continues to squander a lot of money on importing weapons. In FY2018/19, Africa spent US\$40.2 billion on the purchase of weapons, most of them ineffective judging by the terrorists ravaging the continent. Uganda is going to spend US\$1.8 billion in three years up to 2023 on modernising the armed forces. This haemorrhage is going to be stopped. NRM is going to ensure that arms and security equipment

such as street cameras and bombs are manufactured in Uganda. Already, Luwero Industries in Nakasongola is producing some, including Infantry Fighting Vehicles (IFV) for the army.

6 INFRASTRUCTURE

To run factories to produce various basic needs mentioned above, electricity and transport infrastructure (roads, railway lines, airports and waterways) are required. So far, the necessary roads have been built and more will be constructed and maintained. Uganda's scientists are making electric buses. NRM is going to invest Ush400 billion in building a vehicle industry.

Already, NRM government has invested heavily in electricity generation. The next phase is going to be the transmission of the electricity to industrial parks and homes. There are many investors manufacturing transformers, cables and meters to solve our energy cost problems. This shows how linkages to increased generation capacity are spurring industries, including manufacturing and supply of equipment for power transmission. Some of these will be linked to the copper mines at Kilembe to solve the problem of raw materials. Uganda is going to purify the copper into 99.9% pure cathode instead of producing blister copper (of 94%) to be used in the cable industry at Lugazi. NRM's aim is to build the heavy industry and start making turbines for power generation.

7 EDUCATION

Apart from literacy and numeracy, NRM has been investing in scientific and technical skills to run a modern economy. Already, a commendable job of building the educational infrastructure has been done. So far, there are 7,308 pre-primary schools, 36,285 primary schools (government and private), 5,553 secondary schools (government and private), 1,543 technical and tertiary schools (government and private) and 49 universities (government and private). The skeleton of this infrastructure for numeracy, literacy, skilling and intellectuality is already in existence. What is needed next is deepening the content. NRM is encouraging domestic production of scholastic materials such as books, chalk, paper, pens and pencils.

8 HEALTH

This involves aspects like immunisation, hygiene, nutrition, vector-control, treatment and maternal health. In order to do all this, NRM built 1,079 HCIIIs, 182 HCIVs, 53 district hospitals, 14 regional referral hospitals, five national referral hospitals and five super specialised hospitals. Building this capacity is both an opportunity and a challenge. Most of the medical supplies, vaccines and scholastic materials must be made in Uganda so that importing stops.

9 SPIRITUALITY, MORALITY AND HUMANISM

This comes from spirituality (the love of God) and culture, which allows oneness and peaceful co-existence (*obuntubulamu*). Both religion and culture play a crucial role here. If religious and cultural groups emphasise the double mandate of establishing “dominion over nature” and “multiplying and filling the earth”, morality will play its part. Morality plays an important role in raising economic fortunes. It increases trust among people, which reduces uncertainty and transaction costs, enhances the efficiency of exchange and encourages specialisation and investment in ideas, human and physical capital. In short, morality will enable us to develop effective, low-cost enforcement of contracts as well as strengthen social cohesion, democratic governance and honesty of public administration. If government leaders, judges and bureaucrats are corrupt, other Ugandans can more easily justify and rationalise their own dishonest behaviour.

NRM understands that when planning for these nine fundamental human needs, we should not plan for Uganda only. This is because the internal market is not enough. NRM is going to plan for the African and international markets, based on comparative advantage in a dynamic manner (after partners have fully developed their potential). Therefore, Uganda may not have to carry out each and every one of the activities above. We shall pick some and other African countries will pursue others. Then, we can trade among ourselves and with others. It will all depend on the competitiveness of the respective countries. This is why, NRM government found it wiser to base the factory for fabricating the oil pipeline in Tanga, Tanzania, as long as the steel is still coming from outside.

Industrialisation has always been one of our top priorities to transform Uganda's economy and push it into middle-income status. Over the next five years, NRM will aim at enhancing household incomes and improving the quality of life of all Ugandans by focusing on import substitution, industrialisation and export-oriented production. The target is to increase the contribution of the industrial sector to over a third of GDP, the share of Ugandans employed in industry to 26% and the manufactured exports as a percentage of total exports to 50%.

NRM plans to develop a well-serviced industrial park in each of the following towns:

- Arua
- Lira
- Gulu
- Soroti
- Moroto
- Hoima
- Buliisa
- Iganga
- Jinja
- Masaka
- Nakasongola
- Tororo
- Fort Portal
- Kasese
- Bushenyi
- Rakai
- Mbale
- Mbarara
- Kabale
- Luwero-Nakaseke
- Mubende

Others are going to be built in Nwoya, Pakwach, Oraba, Yumbe and Oyam.

So far, nine industrial parks have been established, these are:

- Kampala Industrial and Business Park (KIBP) popularly known as Namanve Industrial Park.
- Luzira Industrial and Business Park.
- Bweyogerere Industrial Estate.
- Jinja Industrial and Business Park.
- Sino-Uganda Mbale Industrial Park.
- Soroti Industrial and Business Park.
- Karamoja Industrial and Business Park.
- Kasese Industrial and Business Park.
- Mbarara Small and Medium Enterprises (SME) Park.

In total, NRM is going to build 31 industrial parks, including four regional science and technology industrial parks. In each of these industrial parks, there will be sheds to accommodate industrialists and small and medium enterprises (SMEs) that cannot afford to construct their own structures.

The private sector has taken advantage of the good policies and business environment and developed industrial parks, such as:

- Liao Shen Industrial Park in Kapeeka, Nakaseke district (the fastest growing in the East African region).
- Matugga Industrial Park.
- Lugazi Industrial Park.
- Buikwe Industrial Park.

We are going to develop industrial clusters, promote geographical concentrations of interconnected industries with their specialised suppliers, service providers and associated institutions. Industrial parks are going to be linked by complementarity and commonalities as well as shared needs for technology, infrastructure and skills. For instance, each park shall have a Job Centre (for the local population seeking jobs in the factories and where factories post jobs); Procurement Centre (where industries can post required services and goods to be supplied to them); an Industry Clinic (for matters of advocacy and policy requests from factories); a One-stop e-centre run in co-ordination with UIA (for processing licences and application for utility connections) and a Training Facility (having conference halls and meeting rooms) where industries can train their people.

Emphasis on building industrial parks will be put on reinforcing and building upon established and emerging clusters rather than creating new ones. For example, several industrial clusters have been naturally forming and evolving in the past decade along Jinja, Gulu and Hoima roads. These are being stimulated by availability of raw materials, agro-climatic conditions, proximity to the market or the return to a location of an entrepreneur with specific skills and ambitions. Others are being driven by the history of industrial location, which generated a reservoir of external economies of scale such as those in the Jinja and Kampala industrial areas. NRM is going to support these clusters with good infrastructure (electricity, access to rail transport, roads and affordable credit).

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Our journey to industrialise Uganda is now clear to all and very well planned. We started by closing the infrastructural gap to spur industrial development. We are continuing with it as we support the private sector to invest in manufacturing. NRM is now going to effectively invest in the development of industrial parks, make effective use of UDB and revise the national trade policy as well as the EAC Common External Tariff so that they support industrialisation efforts better. We are now ready for take-off.

NRM is also going to put more emphasis on promoting science education to produce the skilled labour needed for industrialisation. Already, there has been a rapid emergence of SME industries in different parts of the country. The existing companies in the manufacturing sector such as Roofings Group, Mukwano Industries, Nice House of Plastics, Steel Rolling Mills and Kalangala Palm Oil have registered tremendous growth. By January 2020, the country had over 4,920 factories.

Roofings alone now consumes 40MW of electricity and it is one of the top exporters and revenue generators. As a result of this growth, thousands of jobs have been created.

Data from UIA shows that about 50,000 industrial jobs have been created since 2008. Furthermore, we are having import substitutes in the country. For example, transformers that were previously imported are now assembled in Uganda.

NRM wants to expand the variety and sophistication of Uganda's current industries. The manufacturing sector is currently concentrated in eight groups, namely: food processing (40%); beverages and tobacco (20%); chemicals, paint, soap and foam products (10%); textiles, clothing and footwear (4%); paper products (3%); bricks and cement (8%) metals plus related products (8%); and miscellaneous products (7%).

The Economic Complexity Index (ECI) — used to analyse the level of sophistication of a country's exports — indicates that although Uganda's exports have increased in number and diversity, currently standing at 183 products, the level of sophistication of its exports is still very low. Over the next five years, NRM will develop more tertiary industries to increase the country's ECI, competitiveness and integration in global value and supply chains.

We are going to develop our local industrial design in areas of car manufacturing, furniture production, tailoring and all artisanal industries such as metal fabrication and

craft making. These industrial design hubs will be coined within the existing and new institutions to provide industrial skills that will support the existing informal and formal sector of machine, furniture and equipment production and development. This concept of industrial design hubs has worked well with Kiira Motors and we already see products such as the electric car. With this intervention, we also hope that our local artisanal industry in tailoring, manufacturing and welding will result in improved quality and competitive products to match the imported products. The industrial design hubs will also have intellectual property offices to ensure that the products and the product development processes of Ugandans are protected.

Competitiveness is no longer dependent on production factor costs (comparative advantage) only, nor on specific technological advantage, but critically more on continuous innovation capabilities. These include high level of skills, competencies and learning, efficient and affordable communications and transport infrastructure as well as a supportive and enabling infrastructure. Furthermore, it involves increased skilling of labour through tertiary education, vocational and apprenticeship training to avoid the current skill mismatches. Industrial players are going to be closely involved in the development of training curricula and practical skills training.

The Government will build the capacity of the Uganda National Bureau of Standards (UNBS) to enforce quality standards on locally produced and imported goods to completely stamp out the substandard products and counterfeits (imported and locally produced) trading freely in our markets. The standards body should also act as an advisor for the startups on how to improve standards, which must be continuously reviewed and harmonised with EAC regional standards.

In the next *kisanja*, NRM will co-ordinate efforts in industrialising Uganda by ensuring that government agencies do not duplicate roles. We shall consolidate funds meant for industrialisation investments that are scattered across Ministries, Departments, Agencies (MDAs) and utilise them better.

2.2.2. IMPORT SUBSTITUTION AND EXPORT PROMOTION

Import substitution is critical. Investors can produce locally so that the foreign exchange we have been wasting on imported goods is used to acquire capital equipment required by our fast-growing manufacturing sector.

An Import Substitution Action Plan has been completed, supported by Buy Uganda Build Uganda (BUBU) policy, Public Procurement and Disposal of Assets (PPDA) law and local content law to guide its implementation.

The President has in the past directed the implementation of the BUBU policy, which has resulted in textiles manufacturers producing uniforms for the army, police and prison forces.

A recent study found out that Uganda is losing a lot of productive capacity due to high imported content in domestically produced goods. The largest multiplier leakages were found in manufacturing, where about 38% is lost. This means for every Ush10,000, Ugandans spend on locally manufactured products, Ush3,800 is 'donated' to countries such as China, India, and Turkey where the imports come from.

The research also found that industrial production in Uganda is largely dependent on imported inputs. This has weakened Uganda's ability to create jobs for the young people since most jobs that should have been created are being externalised through the importation of raw materials and finished goods.

The COVID-19 pandemic and its associated lockdown has accentuated the role of the Government in steering the economy. NRM set out to turn the misfortunes of COVID-19 into an opportunity by converting the country's huge import bill to a boost for the domestic manufacturing capacity.

Import substitution is going to be one of the major key development strategies over the next five years.



*The Uganda Police Force Factory in Kampala.
The factory has helped eliminate the cost of importing police uniforms.*

WAY FORWARD

- a. NRM is going to stop the ongoing haemorrhage of state coffers by supporting industries that use locally sourced raw materials to produce most of the goods that we import. We shall also locally produce some of the intermediate goods we import such as plastic and paper packaging, industrial grade sugar, industrial alcohol, starch, iron and steel.
- b. Working with the private sector, NRM is going to establish and expand production lines that address basic human needs and are within existing capabilities. These include food processing, manufacture of agrochemicals, starch, pharmaceuticals (medicines), construction materials (cement, aluminium and steel), furniture and the manufacture of ceramics, kitchenware and plastic packaging.
- c. NRM is going to put more money in UDB to provide affordable and long-term capital to agriculture, agro-processing and other manufacturers. This financial year (2020/21), a total of Ush1,045 billion has been allocated through UDB to support import substitution industrialisation, agro-industrialisation (value-addition), and other

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sectors such as education, health and tourism. This is in addition to the Ush400 billion already invested in the bank to capitalise it. We are also studying the possibility of establishing a National Farmers' Bank.

- d. To ensure that development and economic opportunities are widely distributed across all geographical regions of Uganda, a "special development fund" is to be created under UDC. This will deliberately encourage location of manufacturing and other economic opportunities in each sub-region of the country, for instance Acholi, Ankole, Bukedi, Bunyoro, Busoga, Buganda, Bugisu, Sebei, Karamoja, Kigezi, Lango, Teso, Tooro/Rwenzori and West Nile. These industries will be adding value to what is locally produced in each sub-region in the same way we invested in the fruit factory in Teso, Atiak Sugar Factory in Acholi as well as tea in Kigezi and Tooro.
- e. For SMEs, starting FY2020/21, NRM government created a Ush250 billion COVID-19 Recovery Fund to support them through selected financial institutions, particularly government-owned banks and SACCOs. This is intended to support SMEs that do not fall under *Emyooga* and do not qualify for the UDB Fund.
- f. NRM, through UDC, is going to continue investing in strategic sectors, either directly or by co-investing with the private sector, like what was done with Atiak Sugar Factory, Mabale Tea, Kigezi Tea and many others. Over Ush1,800 billion will be provided over the next five years to set up industries in all regions of the country. In addition, this is expected to generate employment as follows: 82,300 direct, 80,300 indirect and over 23,000 induced jobs. In the current FY2020/21, Ush138 billion in UDC will boost strategic sectors. This money will be invested in Soroti Fruit Factory, Mpanga Tea Factory, Mutuma Commercial Agency (Cotton), Budadiri Arabic Coffee Ltd, Kika Coffee Factory, integrated lime, cement and marble plants in Moroto, Bukona Agro-processors Ltd (ethanol in Nwoya). The money will also go to veterinary medicine and vaccines at Namanve, Yumbe Mango Factory, cassava processing factories (Acholi Bur, Bargadhai, Kibuku), Gamma Irradiation Facility in Entebbe, a coffee factory in Kazo, farmer-owned sugar factory in Busoga, grain storage factories in Busoga and Bunyoro regions, potato factories in Kabale and Kisoro. In addition, the funds will be used to carry out feasibility studies in various green fields.
- g. NRM is also going to reduce the cost of electricity and make it more reliable and affordable, particularly for factories.

- h. We are also going to continue reducing the cost of transport by developing water transport and revamping the railway to ferry produce on Lake Victoria to Mombasa and Dar es Salaam ports.
- i. NRM shall also set up industries such as motor vehicle assembling plants and electronic products; manufacture of metals like simple spare parts; iron and steel; textile yarn and fabrics; paper and paper boards; sanitary fittings, plumbing and fixture fittings; beddings and petrochemicals based on our emerging oil industry and others.
- j. For the iron and steel industry in particular, through the Uganda Railways Corporation (URC), NRM is going to work with the private sector to provide a dedicated ship to transport coal from Tanzania to Uganda to support the local production of liquid steel. Incentives to reduce the cost of transportation of the iron ore from Muko and other mines for processing will also be provided. This will reduce the importation of billets. In the medium term, we will develop the natural gas pipeline from Tanzania to Uganda to support the local production of liquid steel.



Atiak Sugar Factory in Amuru district

- k. It is important to note that NRM is not going to promote import substitution at the expense of exports. We are going to invest in and support private sector industries with massive untapped export potential, particularly in agro-industry, light manufacturing and value-addition to our minerals. Emphasis will be put on growing both secondary and tertiary agro-industries, particularly for coffee, maize, animal products, beans, sugarcane, cocoa and fish. Research has shown that if we fully exploit these products alone, we will create a total of over 1.9 million jobs (44% of them being direct and the rest indirect). Onto these we shall add cassava, banana, potatoes, millet and tea to complete the 14 production lines the NRM chairman and presidential candidate has guided the country to prioritise.
- l. In his article, *Real vs Vulnerable Economy*, President Museveni effectively outlines Uganda's import substitution strategy, pointing out areas to focus on: cassava (starch, ethanol and animal feeds), banana flour and starch to replace wheat flour that consumes US\$300 million in foreign exchange annually. Others include surgical masks, scrub suits, rubber gloves, test kits and the vaccines, drugs such as hydroxy-chloroquine and industrial grade sugar (costing the country US\$40.251 million annually).
- m. NRM is going to continue building the capacity of local companies and young entrepreneurs to build consortia, special purpose vehicles (SPVs) as well as business linkages to develop SMEs. We will also encourage large companies to partner with SMEs and farmers to promote exports to regional and international markets. Individualism is the disease that is incapacitating/killing Ugandan companies.
- n. NRM will aggressively, but in a planned way, commercialise agriculture to raise productivity such that raw materials for industries are produced and supplied. We are going to strengthen the 'aggregation model' by reinstating co-operatives where they are and establishing new ones where they were missing. This will strengthen agricultural extension to ensure organised production, quality assurance, agriculture insurance, farmers' bargaining power, marketing and raise output needed for industrial development.
- o. NRM is going to support and promote ICT solutions and digitisation services for businesses to cut costs and work remotely through e-visa, e-tax, e-driving permits and other government services.
- p. We are going to support the development of local industrial packaging materials that in many cases take over 40% of the cost of pharmaceuticals and packed food products.

Capital investment incentives will be provided for the production of pharmaceutical and food-grade foils and cartons.

- q. To steer the private sector away from speculation and rent-seeking behaviour, NRM is going to develop and sustain reciprocal control mechanisms within the incentives. We are going to package all the incentive programmes with conditionality, sunset clauses, inbuilt programme reviews, monitoring, benchmarking and periodic evaluation. Non-abiding companies, especially those that abuse NRM's support will have offered subsidies cancelled and asked to refund at a commercial interest rate.
- r. We are going to continue with our policy of attracting FDIs. The new Investment Code (2019) encourages FDIs to invest in 26 priority areas/sectors as defined in the Second Schedule of the Act. The priority areas include:
- Agro-processing
 - Medical appliances
 - Household appliances
 - Furniture
 - Tourism
 - Mining
 - Ceramics
 - Oil milling
 - Transport
 - Packaging
 - Lighting
 - Pharmaceuticals
 - Chemical industries
 - Food processing
 - Building materials
 - Telecommunications
 - Logistics and warehousing
 - Information technology
 - Commercial farming
 - Steel industry
 - Real estate development
 - Textile and leather
 - Glass and plastic products
 - Construction and building
 - Paper production
 - Automobile manufacturing and assembling

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- s. To ensure effective implementation of our programmes, we will reform government bureaucracy. The days of slow implementers of our good programmes and plans are numbered. Recent research shows weak leadership in ministries and agencies, poor planning and budget indiscipline, corruption as well as weak oversight to be the top four causes of poor implementation. All these are simple human factors that should not delay our transformation. We are going to rationalise ministries and agencies and give civil servants a pay rise to improve implementation discipline. We shall also study reforms that will elicit more effort and increased productivity among both public and private workers such as piece rate (pay based on output rather than hours).
- t. In order to promote motor vehicle, tractor and other assemblers in Uganda through the BUBU policy, we will buy from them an agreed number and type of products annually.
- u. NRM is going to work with traders so as to turn them into exporters as opposed to importers by encouraging them to set up distribution units in other countries in order to export Ugandan-made goods. With their knowledge in international trade, they are best suited to promote Ugandan goods in other markets in Africa and elsewhere.

2.2.3. A CASE FOR GROWING THE LOCAL PHARMACEUTICAL INDUSTRY

In 2019, Uganda imported US\$362.7 million worth of medical supplies and pharmaceutical products. This haemorrhage must stop. Of the total drugs value that Uganda imports, 54.9% goes to mixed and unmixed drugs for general treatment and disease prevention, 16.1% is for human vaccines, 6.7% for antibiotics while 3.7% goes to penicillin-based drugs. Some of the most expensive drugs imported are biological drugs because of limited technological capacity.

In addition, Uganda is endowed with a rich biodiversity that our herbalists have historically exploited to handle our common ailments. Working with scientists, NRM will develop this potential.



*President Museveni on a tour of
Cipla Quality Chemicals Industry*

PROGRESS

Uganda needs more drugs to deal with the key killer diseases that are affecting Ugandans, namely HIV/AIDS and malaria. NRM has supported scientists, notably, those in Cipla Quality Chemical Industries Limited (CQCIL), to replace imported drugs for HIV and malaria. The support included an off-taker agreement where the Government committed to buy all ARV drugs from CQCIL. Other interventions in the sector included President Yoweri Museveni directing the Ministry of Health not to import any drug or medicine that is manufactured locally. This was followed by the Government putting a levy of 12% on the importation of drugs or medicines that are locally manufactured. As a result, the scientists have succeeded in negotiating the development of biological drugs.

As a way of promoting our traditional and complementary medicine, NRM government enacted Traditional and Complementary Medicine Act in 2019. The rich vegetation of Uganda offers various medicinal advantages as we can trace far back in history. Our ancestors had remedies for almost all diseases. NRM government is going to take big steps in promoting the research and development of safe complementary medicines to boost the health sector. This will enable the gifted natural healers to be guided, through clinical trials, to develop commercial products whose safety and efficacy meet world health standards.

The Natural Chemotherapeutic Research Institute (NCRI) was awarded a grant worth Ush2.04 billion with the immediate objective of enabling it to research and develop a remedy for COVID-19. The long-term aim, however, is to facilitate development of safe herbal drugs for treatment of various diseases. NCRI is currently laying emphasis on bee products and *Warbugia Ugandensis* (*Mukuza Nume*).

WAY FORWARD

NRM government will promote the development of the pharmaceutical industry through the following interventions:

- a. Provide incentives to promote locally manufactured drugs and medicines. For instance, NRM will sign off-taker agreements with local drug manufacturers on a specified amount of drugs for a certain period, to support the growth of the sector.
- b. Partner with the private sector in the production of human medicines, especially the lucrative biological drugs on which Uganda is spending a lot of money. For instance, the National Enterprise Corporation (NEC) is rehabilitating its pharmaceutical factory in Bugolobi, in Kampala, in partnership with Egyptians.

NEC will be capitalised to produce some of the drugs we are importing, which will make a big saving on foreign exchange.

- c. To tap into the export market, NRM will facilitate local industries in attaining good manufacturing practice (GMP) compliance, which is globally recognised.
- d. Support research by scientists to identify new drugs and capitalisation through global patenting.
- e. Enhance research and development in indigenous medicine at key research institutions to enable traditionalists upgrade their products, as well as develop appropriate and resilient drugs.
- f. Do feasibility studies on the potential industries for medical and pharmaceutical products that are not manufactured in Uganda. This will entail the establishment of joint ventures with multinational pharmaceutical companies.

2.2.4. STRENGTHENING THE PRIVATE SECTOR

Industrialisation requires a combination of good policy/plan and strong private sector. Uganda, like many other countries that started industrialising late, faces the problem of a weak private sector characterised by short-termism, business hopping, real estate speculation, rent-seeking, foreign product worship as well as the unwillingness to explore new products, technology and markets. There is a general lack of *schumpeterian* animal spirit (innovativeness courage, vigour and enthusiasm to pursue new areas of investment). Wealthy Ugandans have continued to invest in urban properties instead of building factories even when the return on investment in the non-tradable is low and high risk.

WAY FORWARD

- a. Apart from the incentives, NRM will continue offering support to the private sector. A comprehensive programme of aspiration, philosophy, mass campaign, factory projects, training, awards and institution-building to promote popular mindset change will be launched.
- b. In consultation with the private sector, the National Planning Authority (NPA) will conduct and publicise feasibility studies on strategic investment opportunities, showing the level of profitability, sustainability and other parameters so as to guide investors.
- c. To entice the private sector to embrace investment in industrial production, NRM is going to establish a programme that will target private sector development, technical and vocational education and training (TVET) reform in addition to quality assurance infrastructure reform.
- d. We are also going to use our tariff/tax regime determined together with our friends under the EAC to protect sensitive infant industries. The common external tariff (CET) on imports from countries that are not in EAC contains three bands: 0 (zero) on raw materials and capital goods, 10% on semi-processed and intermediate products and 25% on finished imports. The Government has already protected 59 sensitive products with CET above 25%, reaching 100% for some products. Some industries such as textiles will need long-term protection to attract investment and create employment for the youth.
- e. We are going to support more regional business symposiums to attract private investment to regional cities across the country.

2.2.5 INCREASE MARKET ACCESS FOR EXPORTS

With NRM's ambitious and pragmatic plans to industrialise Uganda, market has emerged as one of the leading bottlenecks facing producers. Market access challenges have historically ranged from the global unfair “rules of the game” — restrictions, standards and subsidies used by wealthy nations — down to regional and local-level factors. In the past two decades, Africa has been shifting away from its traditional trading partners, European Union (with Africa's exports going to EU reducing from an average of 40% in 2000 to 25% in 2017) and the US (from nearly 25% in 2000 to 8% in 2017), and increasing its exports to China (from 5% in 2000 to over 20% in 2017) and India (from 3% to 10%).

Like aggregate exports, Africa's manufacturing exports too have shifted away from the EU, declining from 50% in 1995 to 25% in 2015. The share of manufacturing exports going to the US has remained stable at around 10% in the past 25 years. Yet in 2001, the US government offered Africa privileged access to the US market under the Africa Growth and Opportunity Act (AGOA) as a mechanism to stimulate export growth in Africa. AGOA provides for duty-free treatment for about 6,500 goods from eligible sub-saharan African countries exported to the US.

Uganda was one of the first countries to express interest in benefiting from the provisions of AGOA when it was launched. Some of Uganda's eligible products include agricultural and forest products, textiles and apparel, footwear, minerals and metals.

However, Uganda's exports to the US under AGOA have been dropping steadily — from \$3.3m in 2010 to \$1.15m in 2014 and further \$288,000 (0.6% of total exports [\$50.8m]) in 2016.

Why are we not taking advantage of AGOA?

Some people have cited unclear guidelines by US customs. They say the paperwork is a nightmare, forcing most traders to pay the duties rather than do the paperwork. And the people in government have not been giving them enough ground support. This must change. Our apparel manufacturers and craft makers, in particular, stand to benefit a lot from AGOA because the demand for their products is high.

Apart from AGOA and the EU's Everything But Arms (EBA) — where EAC partner states receive full duty-free and quota-free access to the EU for all exports with the exception of arms — we have also negotiated a number of regional trade agreements, including the EAC Common Market Protocol, the Common Market for Eastern and Southern Africa (COMESA) Free Trade Agreement and the COMESA-EAC-SADC Tripartite Free Trade Area. The World Trade Organisation (WTO) also granted a waiver to allow preferential treatment for services and service suppliers from least developed countries (LDCs). This is why, today, Uganda has emerged as the champion of the rising share of manufacturing exports going to other SSA countries from East Africa. With the implementation of the Africa Continental Free Trade Area (AfCFTA), we are going to consolidate this position and find more markets for our products.

WAY FORWARD

- a. In line with our third principle of Pan-Africanism, NRM is going to continue working closely with our African brothers and sisters to ensure the success of the free continental market to support the prosperity of our people. With a well-functioning African free market, the issue of market will be addressed. This is well elaborated in **Achieving Economic and Political Integration - Pages 280-288**.
- b. Like in (a) above, NRM will work with the EAC sister countries to take full advantage of the customs union and remove all non-trade barriers to enhance trade in the region.
- c. The strategy used before was for the Government to negotiate trade agreements and stop there, hoping that our exporters would take advantage of this. Although to some extent this worked, the private sector has not taken full advantage of the available and emerging markets. Over the next five years, NRM is going to work directly with private sector organisations such as Uganda Manufactures Association (UMA), chamber organisations — like mines and petroleum, oil and gas, trade, investment — and the Private Sector Foundation Uganda (PSFU) to help manufacturers and other producers identify markets and look for buyers of Ugandan products, both in the regional and international markets.
- d. Following the removal or substantial reduction in tariffs and quotas, countries resorted to using Technical Barriers to Trade (TBT), Sanitary and Phytosanitary Measures (SPS)

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and other quality and product safety issues to protect their markets. NRM is going to continue investing in compliance with TBT, SPS and packaging/branding and delivery infrastructure to ensure that our products gain more access to bigger and lucrative markets in the US, EU and the UK as well as Africa and the emerging ones in the Middle East, India and China.

- e. We are also going to increase support (both financial and capacity enhancement) to our trade support agencies such as the Uganda Export Promotions Board, Uganda National Bureau of Standards and Uganda Coffee Development Authority to provide precise market information and knowledge to buyers in the target market. Our products have to be competitive in quality, availability, safety and price.
- f. Investing in railway, water and air cargo transport infrastructure in order to reduce cost and ease movement to the market.
- g. Our missions abroad will scale up commercial diplomacy to market Uganda's products, tourism and our investment potential. They will be looking at what the countries where they are based import from other markets and advise if Uganda can competitively export those products by liaising with the private sector in Uganda. The missions will also identify investors to come and invest in areas where we have already carried out feasibility studies showing the profitability of the ventures to be invested in.

2.2.6. TURNING YOUTH INTO MANUFACTURERS USING ZONAL INDUSTRIAL HUBS

Uganda has the world's second youngest population, behind Niger in West Africa. Over three quarters of Ugandans are below 30 years of age while 53% are below 15. Our population is also growing rapidly — it is projected the youth cohort could have increased by five percentage points by the end of 2020.

A larger proportion of these youth is either unemployed or underemployed, and they are understandably frustrated. Most of them lack employable skills. Uganda has three main categories of youth:

- Graduates and those holding other certificates from institutions of higher learning — these are highly unemployed.
- The uneducated — these are highly underemployed.
- Those with Business, Technical, Vocational Education and Training (BTVET) qualifications — these are largely employed.

In the past, NRM invested in the Youth Livelihood Programme to help the young people start their own businesses. About Ush160.2 billion was lent to various youth groups across the country. We are now turning to training them to gain skills that they can use to work in factories or service sectors or start their own cottage businesses.

In the past term, President Museveni piloted a skilling programme for the youth and women throughout the five divisions of Kampala. He established centres to train the youth and women that many people had dismissed as *abataasoma*, *bamisomo gyalema* (the uneducated, defeated academically).

The centres train these youth in carpentry, fabrication and welding, shoemaking, embroidery, tailoring, weaving, hairdressing, knitting, bakery, crafts and stone-cutting (for the areas with stones). In addition, we are going to introduce financial literacy for them to manage their enterprises better. The programme has so far skilled and funded 14,448 youth (12,564 girls and 1,884 boys) and 36,300 women. The training is free of charge and requires no prior education qualifications and local languages are used for instruction.

Having registered commendable success in Kampala, NRM is going to roll out the skilling project throughout the country through the establishment of the zonal industrial hubs.

Each centre will have an intake capacity of between 200 and 300 with dormitories to accommodate those coming from afar. Those living nearby will be day scholars.

This youth and women skilling programme will be implemented in conjunction with the industrial parks listed on **Page 54**. Those who want to put their skills to use, by establishing cottage industries, will be facilitated (with finances, technology, standards and quality assurance) to set up a cottage linked to the cluster implemented by the industrial park.

Those who prefer to work in the established industries or elsewhere on farms, workshops, garages or carpentries will find it easier to get jobs.

Construction of the hub is ongoing in different parts of the country, guided by the 20 zones in **Table 2**. Through these hubs, we will be able to get back our jobs that since colonial times have been lost to countries where we buy imports. Before colonialism, we had: *abakomagy* (cloth makers), *abahazi* (leather tanners), *abaremi* (shoemakers), *ababaizi* (wood workers), *abanogoozi*, *ababumbi* (ceramics — clay, people making clay products of all types), *abaheesi* (blacksmiths), *abatanagyi* (bow and arrow makers), *abariimbi* (lake experts in making rafts — *ebiba*), *abaziingyi* (makers of copper and iron bracelets). These jobs were lost upon the arrival of colonialists with their distortions and selfish agenda.

TABLE 2: ZONES FOR YOUTH SKILLING	
REGION	COMPOSITION OF REGION
1	Mengo (Gomba, Kayunga, Mpigi, Mukono, Luwero, Wakiso, Butambala, Buikwe, Nakaseke, Nakasongola, Buvuma)
2	Greater Masaka (Sembabule, Masaka, Lwengo, Kalangala, Lyantonde, Kalungu, Rakai, Kyotera, Bukomansimbi)
3	Mubende (Mubende, Kassanda, Mityana, Kyankwanzi, Kiboga)
4	Busoga (Kaliro, Iganga, Namutumba, Mayuge, Kamuli, Bugiri, Jinja, Bugweri, Namayingo, Buyende and Luuka)
5	Bukedi (Butebo, Pallisa, Busia, Butaleja, Budaka, Tororo, Kibuku)
6	Bugisu (Mbale, Manafwa, Namisindwa, Bulambuli, Sironko, Bududa)
7	Sebei (Kapchorwa, Kween, Bukwo)
8	Teso (Soroti, Bukedea, Amuria, Kumi, Ngora, Serere, Kaberamaido, Katakwi, Kapelebyong, Kalaki)
9	Karamoja (Moroto, Kotido, Amudat, Abim, Napak, Kaabong, Karenga, Nabilatuk, Nakapiripirit)
10	Lango (Lira, Oyam, Otuke, Apac, Kwania, Amolatar, Dokolo, Alebtong, Kole)
11	Acholi (Amuru, Kitgum, Gulu, Omoro, Pader, Nwoya, Agago, Lamwo)
12	Madi (Adjumani, Obongi, Moyo)
13	West Nile (Yumbe, Arua, Madi-Okollo, Koboko, Maracha, Zombo, Nebbi, Pakwach and Terego)
14	Bunyoro (Masindi, Hoima, Kikuube, Buliisa, Kibaale, Kagadi, Kakumiro, Kiryandongo)
15	Ankole (Ibanda, Rubirizi, Sheema, Ntungamo, Rwampara, Buhweju, Kiruhura, Mitooma, Kazo, Bushenyi, Isingiro, Mbarara)
16	Kigezi (Kabale, Rukungiri, Rukiga, Kisoro, Rubanda, Kanungu)
17	Tooro (Kabarole, Kitagwenda, Kyenjojo, Kamwenge, Bunyagabo, Kyegegwa)
18	Kasese
19	Bundibugyo-Ntoroko
20	Kampala

The skilling centres will be equipped with common-user machines (like carpentry machines, metal-fabricating machines, a bakery unit, weaving and knitting equipment, tailoring and shoemaking centre), which will be accessed by the skilled youth in adding value to what they do. Even those who have not trained at the centre — but are already in business and need to use the machines — will be able to use them. For instance, some youth doing stone cutting, may need access to the machines to shape their stones.

2.2.7. LEATHER TANNING FACTORY

We are building a leather tanning factory at Kawumu, Luwero district, to process leather from animal hides and skins. Progress of the factory construction is nearing completion with 75% of the work done.

The leather from this tannery will be used by the youth in industrial hubs to make shoes, belts, bags, hats, chairs and car seats. Currently, the hides are being processed up to the wet blue stage and exported. This has been bringing in very little revenue and the country is making losses since we import leather products at very high prices.

The youth who are already making different leather products mentioned above are using imported leather. They also lack machines to perfect their work. With the tannery and the skilling/industrial centres, this is going to stop.

Furthermore, with our tannery and shoemaking factories, Ugandans will start wearing leather shoes made from Uganda's animal hides and we will be able to export them as well.

Under the skilling programme, the youth will embark on meaningful cottage industries for local, regional and the African markets. This programme will be financed through the *Emyooga* fund (**See Page 110**). We will support the cottage industry to compete against imports dumped in Uganda.

2.2.8. REVENUE MOBILISATION MEASURES

When NRM took power, it launched a number of reforms to broaden the tax base and increase domestic revenue mobilisation.

As part of the reforms, the URA was established in 1991 and this saw a significant improvement in the collection of domestic revenue from Ush5 billion in FY1985/86 to Ush17,589 billion in FY2019/20. This raised the tax-GDP ratio from a dismal 5.3% in FY1985/86 to 14.4% in FY2019/20. However, despite the stupendous improvement, Uganda still lags behind in tax collection, even among her regional peers in EAC, COMESA and sub-saharan Africa. For example, the average tax-to-GDP ratio for sub-saharan Africa is 20%; Kenya's stands at around 18% while Uganda is yet to achieve 15%.

Studies have found that despite URA's innovations, a small percentage of Ugandans pay tax. A number of commodities in Uganda are undertaxed due to slackness among our tax officials and policymakers. For example, our tax effort has in the past two years improved by three percentage points.

This increase has been on account of the concerted effort of the NRM chairman to whip the policymakers and URA into wake up and enforcing a tax legal regime, which is comparable to global benchmarks. Recently, we put in place a five-year domestic revenue mobilisation strategy whose main objective is to raise the tax-to-GDP ratio to 16% by 2023.

Some studies indicate that Uganda could raise tax revenue up to 23% of GDP annually if we reduced the leakages and improved the efficiency of the revenue administration systems.

Empirical research studies indicate that there is room for Uganda to expand its tax base and raise more domestic revenue without hurting the economy. For example, one study has found the VAT compliance gap (the difference between potential VAT revenues under the current legal framework and the actual VAT revenues) at 60%, which translates into 6% of Uganda's GDP or nearly Ush2.5 trillion. This money would be enough to build a Ush18.5 billion factory in every single district of Uganda.

This manifesto has been developed without oil revenue inflows in consideration. However, when the first oil revenue expected in 2023 comes in, we shall be able to do more.

WAY FORWARD

a. URA has already started to implement the Digital Tax Stamps (DTS) to effectively collect applicable tax revenues from sectors that have been difficult to monitor — such as beverages like beer, spirits, wine, soda, mineral water and tobacco products, both locally manufactured and imported. The results of DTS are promising with an immediate boost of revenue. For example, in each of the first two months of FY2020/21, URA registered a revenue collection surplus despite the negative impact of COVID-19 on the economy.

In July 2020, URA registered a surplus of Ush179 billion in excess of its target, while in August the surplus increased to Ush354 billion. We are going to initiate and enforce more reforms to seal the revenue leakages, increase compliance and thus boost collection.

b. We have also learnt from our researchers that preferential excise rates charged on beverages and exemptions on automobiles and aviation taxes have for years been the main sources of tax leakages. We are going to study this and streamline policies in order to curb tax evasion.

c. URA will co-operate with other tax authorities (where importers buy the goods) to effectively fight against tax fraud such as underdeclaration, false declaration, tax avoidance and outright evasion. This will be achieved through information sharing between URA and tax authorities in other countries.

d. We shall continue training and skilling tax officers to match the technical requirements of the industries.

e. Our continued support to the businesspeople and investors to create more wealth and get more people out of the 68.9% in agriculture subsistence sector will definitely help improve revenue collection.

2.2.9. EXPENDITURE CONTROL MEASURES

On the side of expenditure, OWC recently helped us examine the way our civil servants were budgeting and spending resources. There was a divergence between NRM's strategic intention and the way they allocated resources in the national budget. Most of the party's good plans (like industrial parks, microfinance for the youth, scientists and innovators) are often underfunded while a huge sum of money is being spent on consumptive and unproductive expenses such as travel abroad, allowances, consultancies, workshops, welfare, as well as entertainment and hire of venues. For example, in the FY2019/20 budget, a hefty Ush3.9 trillion had been allocated towards these items. Most of this money was being spent on sustaining agencies and not production.

Upon finding out the huge allocation on non-productive items, Government earmarked it for reallocation in the recent budget review. We have also had a problem of low utilisation of funds, particularly loans in priority sectors such as roads, water and agriculture, which undermines our objective of job and wealth creation. The issues cited are slow procurement, acquisition of right of way and poor project management. We have also learnt that the budget is informing the plan instead of the other way round.

WAY FORWARD

- a) Over the next five years, '*agencification*' and '*allowancification*' of our national budget is going to stop. We are in the process of rationalising some of the money-consuming agencies to remove duplication and unnecessary expenditure.
- b) NRM is going to restructure the national budget and ensure that all consumptive items in the development budget are shifted to the non-wage budget for better monitoring and control against wastage. We have also started to implement a programme-based budget in line with the NDP III, whose alignment with the national budget allocations and other strategic priorities is no longer negotiable.
- c) We are going to renegotiate with our development partners to ensure that funds for ongoing projects that were allocated on consumptive expenditure are re-channelled to the NDP III priorities within the respective sectors.
- d) We shall not tolerate accounting officers who fail to deliver projects on time. NRM will also continue to address issues that have been impeding project implementation, particularly procurement-related constraints and land acquisition to give right of way for the construction of roads and power lines.

3. RURAL DEVELOPMENT AND TRANSFORMATION

Over 72% of Ugandans live and work in rural areas, these are largely smallholder farmers who engage in peasant farming for home consumption (*okukolera ekidda kyonka*).

The 2014 National Population and Housing Census found that 68.9% of Ugandans (that is, seven in every 10 Ugandans) engaged in subsistence farming with hardly any surplus for the market. According to the census, out of the 6.9 million homesteads in Uganda doing farming, 4.8 million produced entirely for their own consumption. For such families, any marketable surplus comes as a surprise.

Therefore, since on average every family in Uganda has five members, it follows that over 24 million people are living outside the monetised economy. For example, in Bumwena parish, Malongo sub-county in Mayuge district, out of a total of 6,894 homesteads, 6,454 (94%) were found by census enumerators as working for *ekidda kyonka*. Directly translated from Lugwere, *ekidda kyonka* means working for the stomach (in other words subsistence).

Similarly, in Labala parish, Pabo sub-county in Amuru district, 3,454 of the 3,675 homesteads in the parish were subsistence farmers. Only eight homesteads practised commercial farming.

The situation is worse in Karambi parish, Nyarubuye sub-county in Kisoro district. Out of 2,635 homesteads in the parish, 2,513 (95%) were in subsistence farming and the remaining 122 homesteads were engaging in other activities other than agriculture. None of the families were practising commercial agriculture.

The majority of Ugandans in all regions (central, eastern, northern and western Uganda) work so hard, some few even practise commercial farming, but cannot determine the return on their sweat or even investment (*ekibalo, cura* is not done).

NRM understands that transformation of the rural economy is going to be driven by demand creating supply, and not the other way round. Therefore, using the parish model, over the next five years, NRM is going to scale up its efforts to provide incentives and support to smallholder farmers to use their land more productively so as to boost household incomes, escape from poverty and set in motion the industrial revolution.

NRM is also aware that Ugandans have less options beyond farming due to low levels of development of off-farm activities. Hence most of the people work less hours a day. We have already diagnosed this and started creating off-farm opportunities as we continue to support commercialisation of agriculture that is industry and market-led.

In the following sections, we elaborate what we are going to do in order to succeed. The overall goal is to raise household incomes so as to improve the welfare of all Ugandans and boost the purchasing power needed for the growth of the domestic market.

3.1. AGRICULTURE COMMERCIALISATION AND INDUSTRIALISATION

3.1.1. AGRICULTURAL PRODUCTION AND PRODUCTIVITY

In the past term, NRM introduced OWC as a vehicle for reaching out and supporting the 68.9% in the subsistence sector. The overall intention was to improve household incomes and food security.

OWC has provided logistical support as well as offered advice in enterprise selection and mindset change. Despite a few operational challenges, it is yielding very positive results as shown below:

PROGRESS

a. Coffee

For a long time, Uganda's coffee production had stagnated at 3 million 60kg bags annually. Through OWC in 2014, we started distributing coffee seedlings to farmers in all the 112 coffee producing districts. Of these, 88 and nine grow only Robusta and Arabica, respectively. Nine have both varieties.

We distributed 702 million coffee seedlings to nearly 1.2 million households of which 61% (430 million seedlings) survived with good yields. This led to an increase in the coffee production area from 648,000 acres in 2015 to over 1,399,200 acres in 2019. Subsequently, the volume of coffee produced increased from 4.55 million 60kg bags in FY2015/16 to 7.75 million in FY2019/20 (a 70% increase).



*Bufumbo farmer
at Mt. Elgon picks
Arabica coffee*

UCDA has also put emphasis on improving the quality of coffee. Good coffee quality production begins with farmers planting best quality seedlings.

NRM is going to continue supporting UCDA to invest in quality improvement to achieve large coffee beans of screen 18 grade, which can only be achievable if farmers use the right planting materials obtained from nurseries licensed by UCDA, and pick only red ripe coffee.

Uganda's export earnings from coffee increased from US\$352 million in 2015 to US\$496 million in 2019/20, notwithstanding the drop in coffee prices on the international market to US\$1.62 per kg in 2019/20 from US\$2.06 in 2015/16.

Our goal is to increase coffee production to 20 million bags by 2025.

b. Maize

The production of maize has increased by 52% from 2.6 million metric tonnes (MT) in 2016 to 5 million MT in 2019. The volume of maize exports has also increased by 6% from 263,114MT in 2016 to 278,693 MT in 2019. In addition, the value of exports increased by 12% from US\$84.99 million in 2016 to US\$95.48 million in 2019.

c. Tea

Tea production increased by 19% from 67,000MT in the FY2015/16 to 79,466 MT in FY2018/19. In addition, the volume of exports increased by 34% from 54,898 MT worth US\$74.5 million in FY2015/16 to 73,580 MT worth US\$89 million.

Reports indicate overproduction of tea leaves in some districts against the existing processing capacities, as is the case of Kyenjojo, Kabarole, Kanungu and Buhweju. NRM government interventions, together with the farmers' own initiatives, have stimulated the establishment of more tea factories from 27 to 33, including two new ones that were set up in Kabale and Kisoro with the support of the Government.

Additionally, 15 new tea factories are being established and are at different levels of construction in the following districts: Kyenjojo (2), Buhweju (3), Kanungu (1), Bushenyi (1), Rukiga (1), Kisoro (1), Ntungamo (1), Kamwenge (1), Mbarara (1), Luwero (1), Zombo (1) and Sheema (1).

d. Cassava

The Government has provided support to both smallholders and commercial farmers through the provision of cuttings in more than 60 district local governments that prioritise cassava. A total of 752,219 bags of cassava cuttings have been distributed.

In an effort to commercialise cassava production in northern Uganda, the Government distributed an additional 110,000 bags of cuttings to farmers in the Acholi sub-region. The distribution is being implemented in collaboration with Gulu Catholic Archdiocese to address rural poverty and stimulate industrialisation in the region. The diocese is setting up a factory to process cassava into starch and other products.

e. Fruits (Citrus, Mangoes, Pineapples, Apples)

A total of 41,426,303 citrus seedlings; 28,706,281 mango seedlings; 2,439,155 apple seedlings and 36,446,670 pineapple suckers were distributed. As a result, the export volume of fruits and vegetables has increased by 20% from 57,358 MT in 2015 to 68,862 MT in 2019. The export value also increased by 13% from US\$32.1 million in 2015 to US\$36.1 million in 2019.



President Museveni on a tour of Soroti Fruit Factory in Soroti district.

f. Cocoa

A total of 21,526,743 cocoa seedlings were distributed to both smallholders and commercial farmers in the district local governments that prioritise cocoa production. As a result, cocoa export volumes increased by 19% from 29,761 MT in FY2015/16 to 35,318 MT in FY2018/19, while the value of our cocoa exports grew by 3% from US\$75 million to US\$78 million.

g. Livestock

OWC distributed:

- i. 17,151 dairy heifers for income and nutrition security to households and special interest groups (youth and women) in 115 districts.
- ii. 3,412 beef cattle, including 2,800 beef young bulls for fattening to National Enterprise Corporation (NEC), Katonga Farm for the Meat Export Support Services Project (MESSP) and 612 beef bulls to serve communities in 56 districts for improvement of beef production.

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- iii. 34,800 cattle semen (doses) and 30,186 liquid nitrogen (litres) in partnership with the National Animal Genetic Resources Centre and Data Bank (NAGRIC & DB) for upgrading existing breeds to 116 districts, including Kampala Capital City Authority (KCCA).
- iv. 13,751 pigs for income-generation activities in 60 districts, to households and special interest groups such as the youth and women.
- v. 632,497 poultry birds for household income improvement to 2,530 households in 70 districts and special interest groups such as the youth and women; and 1,768,294kg of poultry feeds (chick and duck marsh). As part of the poultry package, a startup kit was provided to each poultry beneficiary farmer for three months to support 2,530 households in 70 districts and special interest groups such as youth and women.
- vi. 7,405,117 fingerlings for tilapia, catfish and mirror carp as well as 352,773kg of fish feed for income and nutritional security to households.
- vii. 120 artificial insemination kits in 116 districts, including KCCA for breed improvement.

h. Sugarcane production

A total of 13,841 acres of sugarcane have been planted for over 3,000 outgrower households (the majority of whom are women in co-operatives) in Atiak, Amuru district. An additional 41,000 acres are being planted in Lamwo district. This will not only support Atiak Sugar Factory, but also improve household incomes.

Furthermore, in order to improve Uganda's sugarcane production, NRM government will give farmers quality fertilisers. It will further support the establishment of the National Sugar Research Centre to improve sugarcane varieties for high yields.

i. Rice Production

Rice is increasingly becoming important to Ugandan households, both as a cash crop and staple food, especially in Bukedi, Busoga, Teso, Acholi and other sub-regions.

Despite a potential yield of 8MT/ha, large-scale farmers are getting at most 2.5MT/ha for upland and 3.6MT/ha for lowland varieties, while medium-scale farmers get an average yield of 1.6MT/ha for upland and 2.4MT/ha for lowland rice. Small-scale farmers get only

1.2 MT/ha for upland and 1.5MT/ha for the lowland variety.

Uganda has a deficit of 200,000MT of rice that we are importing.

NRM is going to set up nucleus farms and support outgrowers to produce and meet the country's demand for rice. However, we shall not allow farmers to use wetlands to grow rice. They should either use irrigation or grow upland rice.

j. Cotton

Only five crops (coffee, maize, beans, tea and tobacco) beat cotton in export earnings. The crop supports close to 3 million people along the entire value chain. Yet most of the cotton (about 90%) is exported as lint in bale form with limited processing into yarn, fabrics and garments. Uganda has a comparative advantage in cotton production and our cotton lint is of excellent quality. However, research shows that cotton production is more profitable when grown on a large scale — not less than 5ha (12 acres) of land, according to FAO. Intensively-mechanised farming systems with larger farm sizes, as opposed to manual smallholder farms, are more profitable. This is true for many other major field crops such as maize, soybean and tobacco.

NRM is going to build a competitive and sustainable cotton, textiles and apparel industry for value-addition, job-creation and export growth. We are going to support large-scale cotton production in areas with relatively larger pieces of arable land.

k. Horticulture

Horticultural crops constitute a significant portion of the total agricultural produce in Uganda. Investment costs in horticulture tend to be low, returns per unit area are usually very high and the time for return on investment is long. The horticulture sub-sector is, therefore, strategically important for the 68.9% of our population that is not in the money economy.

Uganda's horticulture sub-sector is generally characterised by low yields and quality, high post-harvest losses and unorganised value chain actors. However, domestic, regional and international markets for horticultural produce have huge supply deficits. Uganda particularly has significant competitive advantage neighbours in the region in terms of climate, abundant water resources, fertile soils and central location. We need to transform

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Uganda's horticulture sub-sector into a commercial, highly competitive, modern, inclusive, resilient and sustainable sub-sector over the next five years. Four horticultural crop categories: fruits (mango, citrus, passion fruit and avocado), vegetables (tomato and onion), spices (vanilla and capsicums) and ornamental plants (roses, a range of cuttings and summer flowers) will be prioritised.

We will revamp the horticulture sub-sector through the deployment of a commodity value chain approach and simultaneously target production, post-harvest handling, marketing and utilisation/consumption nodes. Efficient co-ordination and a favourable environment will be given particular attention since the development of the sub-sector gravitates around it. Specific challenges that will be addressed over the next five years include:

- i) High incidence of pests and diseases.
- ii) Poor crop management practices.
- iii) Limited access to high quality inputs.
- iv) Limited access to land for production.
- v) Inadequate processing and handling capacity.
- vi) Limited access to domestic, regional and international markets.
- vii) Price volatility.
- viii) Failure to adhere to horticultural standards.
- ix) Limited product diversification.
- x) Lack of capital.
- xi) Poor co-ordination and policy implementation.

A centralised horticulture programme for co-ordination will be established at the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and facilitated to exploit the potential of the sub-sector. Other relevant ministries: National Agricultural Research Organisation (NARO), NAADS/OWC, local governments, civil society, development partners, academia and the private sector will be encouraged to work closely with the horticulture programme at MAAIF. The Uganda Horticulture Society will also be formed to regulate professional conduct within the sub-sector. A total of Ush979.7 billion will be invested in the sub-sector over a period of five years. This investment will help us achieve the following:

- i) Increased horticultural production and productivity.
- ii) Improved post-harvest handling, processing and value-addition.
- iii) Increased market access and competitiveness of horticultural products in domestic and international markets sector development.
- iv) Increased resource mobilisation and access to finance for horticulture.
- v) Strengthened institutional capacities for improved service delivery.

In order to ensure yearlong supply of horticultural produce, farmers in selected irrigation schemes will be encouraged to engage in market-led horticulture.

3.1.2. POST-HARVEST HANDLING AND STORAGE

Efforts to boost production have caused a temporary 'good problem'. The country is now overflowing with agricultural produce that needs proper post-harvest management, value-addition and markets.

Through OWC, Uganda has now moved from being a country of deficit into one of surplus agricultural commodities. This has led to low prices paid to our farmers and outright waste due to inadequate technologies for proper post-harvest management and value-addition.

This, however, does not mean that we have been asleep. In the following sections, we provide an account of the progress made in the areas of post-harvest management and value-addition, as well as a summary of what we are going to focus on over the next five years.

PROGRESS

a. Community Grain Stores

NRM constructed farmer-based community grain stores across the country to support farmers' access to markets through collective marketing. We entered into a partnership with the World Food Programme (WFP) in 2016 to jointly address identified gaps in food storage capacity, post-harvest losses eradication, value-addition and collective marketing systems. The partnership also provides for improving access to agro-inputs in selected parts of the country.

Furthermore, under the partnership 12 community grain stores in 11 districts — Napak, Adjumani, Kiryandongo, Masindi, Hoima, Kyenjonjo, Mubende, Kakumiro, Kiboga, Nakaseke and Kyegegwa — have been constructed.

b. Milk Coolers and Matching Generators

NRM government has distributed 121 sets of milk coolers and matching generators to dairy farmers' organisations in various districts across all the milk sheds in the country. The districts include Kiboga, Kyankwanzi, Pallisa, Apac, Gulu, Bugiri, Kibuku, Kamuli, Luwero, Nakaseke, Sembabule, Lyantonde, Isingiro and Kiruhura.

c. Milling Equipment

We distributed 58 maize and five rice-milling machines to farmers' groups in some districts.

d. Fish Hatcheries

The Government has established three fish hatcheries — Nalugugu Fish Hatchery, one in Sironko district and Anyara Fish Hatchery. Our scientists are also continuously doing research to boost fish farming at research centres such as Mukono ZARDI.

WAY FORWARD

NRM is committed to addressing food and nutrition insecurity as well as increasing national income through strategies to reduce post-harvest losses.

High food losses result from poor post-harvest handling practices like poor drying and high moisture content at storage time. Losses also result from inadequate and inappropriate storage facilities, limited value-addition, filth and contamination, poor marketing systems,

damage by insects, rodents and other pests as well as infestation by micro-organisms, especially fungi that produce mycotoxins such as aflatoxins. This exacerbates hunger situations, poverty and food insecurity.

In order to sell our goods on the domestic, regional and international markets, the quality of our products must meet the required standard. The grade of our grain and coffee, for instance, is undermined by poor post-harvest handling methods such as drying the grain, cob and coffee on bare ground.

Annually, post-harvest losses stand at 2.8m MT of maize, 214,000MT of millet, and 230,000MT of rice. For horticulture produce, the losses are even higher.

During the next five years, we are going to do the following:

- a. Through the parish-based production co-operatives, we will educate farmers on the right post-harvest handling practices.
- b. Acquire appropriate technology for post-harvest handling of fish, beef, dairy and horticulture products.
- c. Finalise and implement the fisheries and aquaculture law including, regulation, guidelines and statutory instruments to streamline the fish maw value chain. We will also promote the sustainability of Nile Perch (stocking, research to domesticate it, promote cage farming for fish stocking). Further, we will undertake socio-economic impact, sustainability and feasibility studies to guide investments in fish maw value chain.
- d. Ensure regulatory authorities perform their role. UNBS, UCDA, Dairy Development Association (DDA) and Cotton Development Organisation (CDO), should enforce adherence to quality standards by the private sector players. For instance, UCDA should ensure buyers/traders buy good grades of coffee to enforce discipline. As farmers fail to sell low grade coffee due to poor post-harvest handling, they will self-regulate and improve post-harvest handling. This should also be applied to all grain handlers.
- e. Acquire appropriate technology and physical infrastructure for post-harvest handling of cereals and grains.
- f. Construct community grain stores in Busoga and Bukedi sub-regions.

3.1.3. AGRO-PROCESSING

PROGRESS

a. Establishment of Agro-industrial and Business Parks

During the last term, NRM government started an initiative called Agro-Industrialisation for Local Economic Development (AGRI-LED) to promote agro-industrialisation in regions that were not attractive to the private sector without mitigation of risks by the State.

The AGRI-LED strategic interventions are being piloted in the Rwenzori sub-region and some of the ongoing undertakings include the establishment of Kasese and Kabarole industrial and business parks.

In the Kasese Industrial Park, progress has been registered in the opening of roads, construction of a piped water network and 33KV high-voltage power line.

In Kabarole Industrial & Business Park, the development of the master plan for the establishment of the park is ongoing. Infrastructure works will commence once the plan is in place.

b. Fruit-processing facilities

The intervention of distributing fruit seedlings in different parts of the country has stimulated the establishment of agro-based factories in different production areas. These factories will guarantee market for our fruit farmers' produce and stimulate production.

Furthermore, they will create jobs for the youth. For instance, Soroti Fruit Factory was commissioned in 2019 and is producing Teju, a high quality brand of juice. It buys fruits worth Ush15 billion from Teso farmers. The Government has also set up the following factories, some of which have been completed and are awaiting commissioning while others are under construction:

- i. Yumbe Mango Juice Manufacturing Plant (40 MT per day).
- ii. Kayunga Pineapple Juice Manufacturers (8 to 11 MT/day).
- iii. Kapeeka Multi-Fruit Manufacturing Plant (3MT/hour).
- iv. Floky Wineries in Bunyangabo for grapes (2,000 litres/day).
- v. Nyakihanga Fruit Processing factory in Itojo has been completed.

WAY FORWARD

- a. Through our research institutions (such as UIRI, NARO and universities), we will scale up applied research for the development of value-added products from local raw materials.
- b. Under the Agri-LED programme being piloted in the Rwenzori sub-region, we are going to set up regional agro-industrial parks and the science-led Regional Farm Service Centres (RFSCs) in 22 agro-ecological zones across the country. These are intended to complement the efforts of regional agro-industrial parks that will constitute agro-processing and manufacturing plants by supplying farmers with quality inputs and technologies to produce raw materials.

A RFSC is a one-stop shop and centre of excellence that provides all the essential science-led farm inputs including: certified seed, agrochemicals, fertilisers, farm machinery, extension services, agriculture credit services, agriculture insurance services, disease control services, expertise and guidance regarding inputs provided to enhance farmers' knowledge and skills in farm management. It will be linked to the regional agro-industrial hubs that will be developed under the same programme.

- c. On demand by farmer groups, factories — such as fruit factories in Arua and Mpigi, potato processing in Kabale, dairy processing factory in Fort Portal — were set up but are either not operating at all or are operating below capacity. Through UDC we will invest in operationalisation of these factories.
- d. Establish new and expand existing agro-industries for processing of selected agricultural commodities for import substitution and export promotion as follows:

a. Value-Addition to Cassava

Through UDC we are going to support the following cassava-based manufacturing factories:

- Acholi Bur Catholic Archdiocese, in Pader district to add value to cassava in northern Uganda.
- Bukona Agro-Processors in Nwoya district to convert cassava into ethanol.
- Bagadia Cassava Factory in Lira to add value to the crop.

b. Value-Addition to Fruits

Through UDC we are going to support fruit-processing factories in Nwoya district, Greater Masaka, Luwero, and Rwenzori sub-regions. Planning is underway and civil works will start soon.

We will also invest in additional equipment for these fruit-processing facilities: Kapeeka fruit processing facility (2 MT/hr) and Kayunga pineapple processing facility (600kg/hr).

c. Value-Addition to Cocoa

NRM is going to support the establishment of the first ever state-of-the-art chocolate factory in Bundibugyo to add value to cocoa in the Rwenzori sub-region. The factory will also produce other products such as cocoa butter and powder.

d. Value-Addition to Sugarcane

Through UDC, we have supported the construction of Atiak Sugar Factory in Amuru district, which has already started producing sugar. It crushes 2,000 tonnes of sugarcane per day with an output of 180 tonnes of sugar a day.

UDC is also going to work with Busoga Sugarcane Growers Association to set up a sugar factory in the Busoga sub-region using the Atiak model. In addition, we are going to set up sugarcane value-addition incubation centres in each district of Busoga sub-region.

Further, NRM government will support strategic private industries to develop back-end sugar refineries that will start to address the local demand for refined sugar.

In order to complete the value chain for sugarcane (and cassava), the consumption of bioethanol and the reduction in petroleum imports, NRM will implement the introduction of a 10% bioethanol blending (E10) policy within the first year of the next term in an effort to support domestic production and consumption of bioethanol.

e. Strengthening Dairy Value Chains

We are going to continue supporting dairy farmers with inputs. This support will include:

- (i) Provision of in-calf heifers to smallholder farmers.
- (ii) Building local capacity in conserved feed production.

- (iii) Developing capacity for pasture and rangeland improvement in the national milk sheds.
 - (iv) Supporting access to artificial insemination services.
 - (v) Providing drugs.
 - (vi) Providing milk collection and bulk cooling facilities to farmers' groups to enhance milk storage and subsequent value-addition and marketing.
- In order to address the issue of small profit margins in the livestock due to high cost of feeds, we are going to provide free pasture seed to farmers. Additionally, livestock farmers will be given feeds processing and conservation equipment as well as other technologies.
 - We will continue to extend support to science-led development of the dairy value chain through farmer/producer-centred processing intervention.
 - NRM is going to establish four mini-dairy processing facilities (5,000-10,000 litres/hr) across the four regions of Uganda. These facilities will be able to process dairy products such as pasteurised milk, yoghurt, ice cream and other related products.

f. Grain Milling

NRM is going to establish a large-scale grain milling facility in Kyenjojo. Progressively, we will also establish similar facilities in Bugiri, Sironko, Kapchorwa and Pallisa.

g. Coffee Processing

NRM government is supporting coffee processing in Bugisu and Buganda, namely Budadiri Arabic Coffee Ltd, Kika Coffee Factory and Coffee Factory in Kazo. In particular, we are going to support the setting up of a soluble coffee plant.



President Museveni inspecting some of the grain milling equipment made by Katwe-based Musa Body Machinery in Kampala

3.1.4. SECOND PHASE OF OWC

NRM is committed to increasing the commercialisation and competitiveness of agriculture to increase the export value of our strategic commodities, farmer productivity, productive jobs in agro-industry and ensure that all Ugandans are food secure.

We are going to support the agricultural sector by investing proportionately in the sector from research to markets. As indicated earlier, we have an elaborate plan to support post-harvest handling and value-addition.

During the 2021-2026 term, OWC is going to transition into the second phase where support to the 68.9% homesteads in the subsistence economy is going to be extended using the parish model (**See Page 104** — How the model will work).

The OWC, a programme through which different government MDAs are mobilised, is going to use a value chain and multi-sectoral approach to ensure each of the 68.9% of homesteads are reached and mobilised through:

- Correct enterprise selection and mindset change.
- Timely and quality logistical support.
- Proper market infrastructure and information.

In the second phase, OWC will spearhead the co-ordination of government MDAs to build regional agricultural processing and marketing hubs for the 14 production lines in the real economy as President Museveni guided the country to prioritise.

(See Box 2 on Page 47).

The 14 production lines are: maize, cassava, banana, beans, Irish potatoes, sweet potatoes, millet, sugarcane, cattle (beef and dairy), cattle, coffee, tea, cocoa and fish.

As indicated above, we are going to start this financial year (2020/21) to process: cassava in the north; meat in Nakasongola and Nshara; grain in Busoga; dairy in Mbarara; potatoes in Kigezi; coffee in Bugisu and Buganda; and fruits in northern, central and eastern Uganda.

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The organised farmers are going to be supported more systematically using the nine agro-ecological zones to supply quality inputs to the factories.

During FY2020/21, OWC through various agencies including NAADS, UCDA, NAGRIC, CDO, DDA, NARO, UDC and Microfinance Support Centre (MSC), is going to provide the following logistical support to farmers still in subsistence:

- Seed and vegetative materials for food security (maize- 2,246 MT, beans- 583 MT, sorghum – 300MT, cassava cuttings — 250,000 bags, sweet potato vines — 25,500 bags, Irish potato seeds - 4,808 bags).
- Strategic planting materials to scale up production for processing in selected clusters (Tea – 22,158,614 seedlings, citrus fruits – 1,540,560 seedlings, mangoes – 2,217,481 seedlings, pineapples – 4,190,000 suckers, cashew nuts – 333,333 seedlings and apples – 111,111 seedlings).
- Livestock/stocking materials (1,782 heifers, 8,186 pigs, poultry birds - 29,950 broilers, 6,000 layers plus 59,950 kroilers and fish – 3,960,400 fingerlings).
- Provision of hand hoes (2.5 million hand hoes). So far, we have given out 1.2 million hoes through NAADS, and we are going to increase the number to 2.5 million.
- Improve productivity of coffee to increase production from the current 7.7 million 60kg bags to 20 million. Apart from coffee seedlings, UCDA and OWC will invest more in good agricultural practices, including use of fertilisers and irrigation to increase yields from the current 0.79kg to 1.5kg per tree. We will also invest in technologies such as wet processing to increase incomes per acre.
- Accelerate disease control measures in livestock sector to meet international standards.
- Increased access to agricultural finance and insurance services.
- Build a quality assurance system from the farm through the entire value chain.

To mitigate against operational challenges faced by OWC during its first phase, we are going to use the parish model and scale up the e-voucher system to distribute inputs. This will be implemented in a phased approach, starting with farmer registration, selection,

enrolment and training of the various e-voucher beneficiaries (farming households) and implementers (including input dealers/distributors, and mobile telephone networks).

Furthermore, as indicated above we are going to setup and equip farm service centres — a one-stop shop for quality agriculture inputs and information — for bulk input procurement, storage and distribution.

The farm service centre concept has successfully been piloted at Kapeeka in Nakaseke district. We are now going to invest more in the pilot and establish Regional Farm Service Centres (RFSC) starting with Rwenzori sub-region and northern Uganda.

All these interventions will increase the total export value of processed agricultural commodities such as coffee, tea, fish, dairy, meat and maize from US\$1 billion to US\$4 billion. They will also reduce the total value of imported food — cereals, vegetable fats plus oils and industrial grade sugar, which together cost the country over US\$930 million a year.

In addition, the interventions will also increase the number of jobs created in agro-industry along the various value chains by 500,000 each year over the next five years. Most importantly, NRM is going to reduce the proportion of households in subsistence agriculture from 68.9% to 55%, and thus increase household incomes and food security.

NRM is also aware that apart from production inputs, technologies and value-addition equipment, the rural economy needs other factors of production to be strengthened and its challenges addressed. Key among the issues we are going to address, in a much more decisive way, include: landownership and security, land use and land fragmentation, agricultural mechanisation, water for production and irrigation infrastructure and addressing regional imbalance in economic transformation. The subsequent sections provide the details on how these will be addressed.

3.1.5. AGRICULTURAL MECHANISATION

As part of the broader agriculture mechanisation programme, the Government has distributed 320 tractors and matching implements to farmers' groups in 123 district local governments to scale up farm production for the commercialisation of agriculture.

The Government has set up a bush clearing unit under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) to be accessed by farmers on reasonable terms.

Furthermore, the Ministry of Water and Environment (MOWE) has units for hire by the private sector to construct private valley dams/tanks. These efforts will be strengthened to enable those who can afford to hire equipment to easily do so. Incentives to private sector players investing in agricultural equipment for hire will be considered.

Furthermore, working with the private sector, we will support a tractor assembly plant to avail affordable and user-friendly tractors for the farmers using the parish model.

3.2. WATER FOR PRODUCTION AND IRRIGATION

PROGRESS

Overall, irrigation use covers 19,138ha against its potential estimated at 3.03 million ha. The current cumulative storage for water for production is 41.124 million cubic metres. In line with the above, the following are the achievements:

a. The Government has distributed 45 solar water-pumping systems in the 29 districts of:

1.	Amuria	11.	Kayunga	21.	Mbarara
2.	Buikwe	12.	Kiboga	22.	Mpigi
3.	Bukedea	13.	Kibuku	23.	Mubende
4.	Buvuma	14.	Kiruhura	24.	Mukono
5.	Hoima	15.	Kiryandongo	25.	Ntungamo
6.	Kabale	16.	Kitgum	26.	Rubirizi
7.	Kaberamaido	17.	Koboko	27.	Soroti
8.	Kamuli	18.	Kumi	28.	Wakiso
9.	Kamwenge	19.	Luwero	29.	Yumbe
10.	Katakwi	20.	Masindi		

The increased access to water for agricultural production by our farmers has resulted in high yields in the irrigated areas.



Kyamate small-scale irrigation scheme in Ntungamo district



A farmer in his cotton plantation at Kyondo in Nyamwamba division, Kasese Municipality

- b. An additional 617 acres of the country's irrigation potential was covered by completing the construction of 70 small-scale irrigation systems in the following districts:

1	Abim	25.	Kisoro
2.	Adjumani	26.	Kyankwanzi
3.	Alebong	27.	Kyegegwa
4.	Amuria	28.	Lira
5.	Arua	29.	Lyantonde
6.	Bugiri	30.	Manafwa
7.	Bukedea	31.	Masaka
8.	Bushenyi	32.	Mayuge
9.	Butambala	33.	Mbarara
10.	Dokolo	34.	Mityana
11.	Gomba	35.	Mukono
12.	Gulu	36.	Napak
13.	Iganga	37.	Ngora
14.	Isingiro	38.	Ntungamo
15.	Kaabong	39.	Nwoya

16.	Kabarole	40.	Omoro
17.	Kagadi	41.	Oyam
18.	Kalungu	42.	Pakwach
19.	Kamuli	43.	Pallisa
20.	Kamwenge	44.	Rukiga
21.	Kasanda	45.	Soroti
22.	Katakwi	46.	Tororo
23.	Kiboga	47.	Wakiso
24.	Kibuku	48.	Zombo

c. Construction of six medium-scale irrigation schemes is ongoing as follows:

TABLE 4: MEDIUM-SCALE IRRIGATION SCHEMES			
SCHEME		LOCATION	STATUS
1.	Rwengaaju	Kabarole district	70% complete
2.	Tochi (500ha)	Oyam district	86% complete
3.	Mubuku-II (480ha)	Kasese district	63% complete
4.	Doho-II (1,178ha)	Butaleja district	80.5% complete
5.	Ngenge (880ha)	Kween district	87.5% complete
6.	Wadelai (1,000ha)	Pakwach district	53% complete
These will increase to 3,976ha under irrigation.			

d. Construction of another 70 small-scale irrigation schemes is ongoing in the following districts:

TABLE 5: SMALL-SCALE IRRIGATION SYSTEMS					
1.	Agago (2)	14.	Buvuma (1)	27.	Kibaale (1)
2.	Alebtong (1)	15.	Gulu (3)	28.	Koboko (2)
3.	Amolatar (1)	16.	Hoima (1)	29.	Kole (3)
4.	Amuria (1)	17.	Ibanda (1)	30.	Kumi (1)
5.	Apac (2)	18.	Isingiro (1)	31.	Kwania (2)
6.	Arua (2)	19.	Kaabong (1)	32.	Kyankwanzi (1)
7.	Budaka (1)	20.	Kaberamaido (1)	33.	Kyenjojo (1)
8.	Buhweju (1)	21.	Kalangala (1)	34.	Lira (2)
9.	Bukedea (1)	22.	Kanungu (1)	35.	Lwengo (1)
10.	Bukwo (1)	23.	Kapchworra (3)	36.	Lyantonde (1)
11.	Busia (1)	24.	Kapelebyong (1)	37.	Maracha (1)
12.	Butambala (1)	25.	Kassanda (2)	38.	Mbale (2)
13.	Butebo (1)	26.	Kayunga (1)	39.	Moyo (1)
				40.	Mpigi (1)
				41.	Nakaseke (1)
				42.	Napak (1)
				43.	Nebbi (1)
				44.	Ntungamo (1)
				45.	Omoro (4)
				46.	Oyam (1)
				47.	Pader (3)
				48.	Rakai (1)
				49.	Rukungiri (2)
				50.	Serere (1)
				51.	Soroti (1)
				52.	Yumbe (1)

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- e. Completed reconstruction of Mabira dam in Mbarara district with a total storage capacity of 1,443,959 cubic metres.
- f. Water supply was extended to the following industrial parks; Bweyogerere Industrial and Business Park, Luzira Industrial and Business Park, Kasese Industrial and Business Park and Soroti Industrial and Business Park.

WAY FORWARD

- a. NRM is going to establish new bulk water systems for multipurpose use for dams, water abstraction, transmission and distribution to industrial zones and other points of use across the country. New storage facilities are going to be constructed in the following areas:
 - i. Kyenshama Dam in Mbarara and Kiruhura districts.
 - ii. Geregere Dam in Agago district.
 - iii. Kyahi Dam in Gomba district.
 - iv. Lemsui Dam in Nakapiripirit and Amudat districts.
 - v. Nakonyeni Dam in Moroto district.
 - vi. Nangolo-apolon Dam in Kotido district.
 - vii. Ojama Dam in Serere district.
 - viii. Construction of nine communal valley tanks in Kotido, Moroto, Amudat and Nakapiripirit districts.
- b. NRM is going to construct 500 private valley tanks and 120 communal valley tanks for livestock watering in the cattle corridor districts with affirmative action offered to particular areas.
- c. In addition, we are going to establish new small, medium and large-scale irrigation schemes to exploit the existing potential for sustainable agricultural production and productivity. NRM is going to construct more irrigation schemes as follows:
 - i. Kabuyanda in Isingiro district.
 - ii. Matanda in Kanungu district.
 - iii. Amagoro and Angololo in Tororo district.

- iv. Namatala in Mbale.
 - v. Budaka and Butaleja districts.
 - vi. Namalu in Nakapiripirit district.
 - vii. Unyama in Gulu and Amuru districts.
 - viii. Sipi in Bulambuli district.
 - ix. Acomai in Bekedea district.
 - x. Atar in Bulambuli and Kween districts.
 - xi. Enengo in Rukungiri and Kanungu districts.
 - xii. Imvempi in Arua district.
 - xiii. Purongo in Amuru district.
 - xiv. Lopei in Napak district.
 - xv. Palyec in Nwoya district.
- d. We will also support the creation of water for production storage capacity by private farmers. Furthermore, we will work with local stakeholders and leaders to design an amicable solution for the Balusambu water dam on River Manafwa.
- e. We shall also extend water supply to the following industrial parks:
- i. Kashari Agricultural Park in Mbarara.
 - ii. Mbale Industrial and Business Park.
 - iii. Kapeeka Industrial and Business Park.
 - iv. Karamoja Industrial and Business Park.
 - v. Jinja Industrial and Business Park.

3.2.1. WATER RESEARCH AND INNOVATIONS

NRM is going to continue to protect and manage the quantity and quality of water resources to ensure maximum benefits for production and guarantee access to water resources and security for all sectors of the economy.

The country is faced with the challenge presented by climatic change, which has caused floods, droughts and landslides in various parts of the country. Not only have these caused death and displaced people in some areas but also resulted in the destruction of infrastructure like hydropower dams, roads, bridges, manufacturing industries, schools and agricultural fields. Therefore, sound catchment management practices in mitigating drought and flood risks are critical in reducing the average cost of maintenance and the likely rebuilding of lost infrastructure, settlements and people's livelihoods. In particular, NRM is going to:

- a. Ensure safety of the HEP dams from all possible dangers like flooding, moving islands and weeds.
- b. Maintenance of water bodies, including dredging/desilting, cleaning and management of water weeds.
- c. Develop water source protection plans and implement investment and management measures upstream of the water sources to ensure their sustainability and protection of people's livelihoods and property.
- d. Integrated flood and drought protection and weather forecasting centre.
- e. Digitise real-time data and information technology for timely water information services to enhance infrastructure resilience in water resources development.
- f. Develop water demand management and water use efficiency tools and improve water security.
- g. Strengthen co-ordination and co-operation on national and trans-boundary water management projects and programmes.
- h. Demarcate and stabilise boundaries and buffer zones of water bodies, including popularising the new boundaries to neighbouring communities.

- i. Manage the surrounding landscapes and buffer zones to reduce erosion and flow of sediments into water bodies.
- j. Prioritise catchment protection activities upstream of the water retention structures to ensure their sustainability.
- k. Develop legal and institutional frameworks for basins and sub-basin co-operation and conflict resolution in the management and development of the shared water resource.
- l. Promote tools that prevent and minimise pollution.

3.3. THE PARISH MODEL: WHAT AND HOW IT IS GOING TO WORK

In order to transform the 68.9% of Ugandans in subsistence farming, NRM will adopt a science-led parish model to reach homesteads that are still in the moneyless economy.

3.3.1. WHAT IS NEW?

The parish is going to be the vehicle for data gathering, area-based enterprise selection and development, co-operatives and financial services development, community mobilisation and mindset change. Furthermore, it will be the centre for multi-stakeholder/sectoral co-ordination, and providing feedback on Government services.

For instance, the multiplication and distribution of inputs is going to be guided by science and markets at parish level to address the perennial challenges of input distribution such as poor quality seedlings and breeds, untimely delivery and the high failure rate. Furthermore, it will tackle misuse of drugs and agro-chemicals, poor agronomic and husbandry practices.

In addition, the parish model will help NRM deal with high post-harvest losses, poor planning, bulking and marketing of produce, low commodity prices (exploitation of farmers by middlemen) and inability to track progress, identify gaps and timely mitigation measures.

3.3.2. HOW WILL IT WORK?

The parish chief is going to be the co-ordinator of all Government efforts at the parish and report to the sub-county chief.

NRM's focus will be on the household, which will be supported scientifically, right from soil testing to provision of inputs, extension services, mechanisation, post-harvest management and marketing.

There will be different channels of reaching a household, depending on the circumstances in the regions. In all regions, a Parish Development Committee (PDC) will be formed, comprising both state and non-state actors. It will also consist of the LCI chairperson, LCII chairperson, area co-operative society, elders, religious and ccultural leaders, chaired by the parish chief.

The parish chief will also mobilise and bring together the leadership of all groups/societies to form a Parish Co-operative Association (PCA). They will be ex-officio members on the PCAs in their areas in addition to being signatories to the PCA accounts since the funds are coming from the Government.

In addition to identifying individual participating PCAs, parish chiefs will co-ordinate training and supervise them for successful implementation of interventions and ensuring regular reporting.

Through this approach, NRM will consolidate the scattered Government services to focus on the following:

a. Stimulation of production and productivity: Building on the achievements under OWC, NRM will address production and productivity constraints beginning with effective logistics management, dissemination of research findings on soil testing, high-yielding varieties and pest control.

NRM will ensure that all households actively participate in the monetised economy by engaging in high-value enterprises. If, for instance, a parish has 1,000 households and 200 of these have already benefited from OWC, the target will be to reach the rest in

a phased manner. Each household will ultimately receive agricultural inputs. This effort will be science-led and well-co-ordinated, learning from experience to achieve better results.

b. Financial Services: NRM will support a SACCO in each of the 10,046 parishes in Uganda, putting emphasis on the rural areas engaged in agriculture. Members can borrow from the parish SACCO to support their productive and income-generating activities. The SACCO can also act as an agent of various banks under the agency banking policy, thus deepening of financial services.

A sub-county SACCO will co-ordinate all parish SACCOs in the sub-county and be the intermediaries of all Government programmes that require financial support. NRM will also support agricultural financing by working closely with the private sector to create a more inclusive agricultural finance system at parish level.

Over the next five years, NRM is going to incentivise private sector financial service providers to support the established Government channels to provide low-cost financing for the agro-industrialisation drive. The urban areas are already being supported under *Emyooga* (**See Page 110**).

c. Produce and Marketing Co-operatives: NRM will work with all relevant stakeholders to revive the over 35 traditional co-operatives and fully support them to re-establish full operations.

NRM will also encourage and support the setting up of new co-operatives. From “Kinakulya Growers” of 1913 and “Buganda Growers Association” (1920), to several co-operative unions which were formed in the early 1950s, an average Ugandan farmer was organised under co-operatives. They accessed good quality inputs, received good prices, saved and accessed low-cost credit, built decent houses and owned assets. However, beginning in the late 1960s, the co-operatives started a journey to self-destruction when they exhibited severe mismanagement and corruption. The managers massively cheated their financially ignorant members, a majority of whom had never stepped into a classroom. This created the classic principal-agent problem, where the educated managers (the agents) took advantage of the members’ illiteracy and inability to monitor them to embezzle funds and asset-strip at will.

The political conflicts and wars of the 1970s and 1980s, as well as the liberalisation policies of the 1990s are often blamed on NRM, but it found the co-operatives on their sickbeds. However, now that NRM has educated Ugandans and literacy levels are as high as 76%, we are going to revive co-operatives and support the creation of new ones where they did not exist.

d. Agricultural Extension Services: NRM's policy is to have extension service officers, namely; agricultural officer, veterinary officer and a fisheries officer (where it applies) at every sub-county.

So far, 4,063 extension service officers have been recruited. We will continue recruiting to ensure that every sub-county has them. The parish chief will ensure that extension services effectively serve all farmers in the parish.

In carrying out their duties, the extension service officers should identify one farmer in a village and invite others to teach them from one farm. The officers will have to account to the sub-county chief and the chief administrative officer on such activities held every quarter.

e. Access to Fertilisers: Fertiliser usage in Uganda is very low and almost negligible. This affects yields and results in low incomes. For example, growing maize without fertilisers yields about one tonne per acre, while with application of fertilisers, it goes up to five tonnes per acre. Farmers will be encouraged to use fertilisers so as to improve the yield and, hence, their incomes. NRM will help sort out the challenges faced by the fertiliser factory in Tororo so that it can start production.

The Government will use the input-voucher system to help farmers get fertilisers.

f. Water Services: Out of 68,731 villages in Uganda, 48,338 villages have at least one clean water source, which represents 70% access to water. Out of 20,393 unserved villages, 9,217 are in the rural areas.

Under the water sector, NRM plans to have a water source in every village in a cost-effective way. Instead of hiring the private sector to drill boreholes — like we did with roads when we purchased road equipment from Japan — we will buy drilling rigs so that the Government does the work. This will reduce costs significantly.

The parish chief will be following up with the district water engineer on the programme of providing clean water to unserved villages. The chief will also follow up on the repair of water sources in the parish. This same water can be used to irrigate crops.

g. Promotion of agro-based cottage industries: Small-scale agro-based cottage industries are projected to be the engines of growth and job creation. To this end, NRM is going to invest in these industries to uplift local communities across the country.

Key areas of investment include grain processing for food and animal feeds production, coffee hullers, honey harvesting and processing, oil seed processing, ghee and butter processing in addition to agro-waste harnessing and conversion.

The agro-based cottage industry interventions will be carried out in 20 sub-zones across the country, in close collaboration with the Youth and Women Skilling Programme elaborated in **Section 2.2.6 - Page 70**.

h. Other services: Other parish model services include community libraries, adult learning classes, sports and fitness, performing arts, home management skilling and others.

3.3.3. THE FOUR ACRE APPROACH UNDER THE PARISH MODEL

NRM recommends 14 production lines for high returns per acre, annually. These are: one acre for clonal coffee; one acre for fruits (mangoes, oranges and pineapples); one acre for food crops for the family (cassava, bananas, upland rice or irrigation rice, Irish potatoes, sorghum or millet); one acre for pasture for dairy cattle (eight of them); poultry for eggs in the backyard (*ekanyima*); piggery; and fish farming along the edges of the wetlands (not in the centre).

For example, coffee, on one acre, can earn Ush18 million, fruits Ush12 million and milk Ush8 million. With poultry and piggery, the sky is the limit, as long as you buy them food — you can keep a large number in the backyard. With the four fish ponds at Kawumu, on half an acre, the earning is Ush64 million per year. This is the first rescue plan for the concerned families, but also for the country, especially those who still have four acres of land.

3.3.4. THOSE WITH LESS THAN FOUR ACRES

The second way is for those families that don't have the four acres. Some have as low as a quarter of an acre. What do they do? NRM recommends the following farming activities: poultry, piggery, onions, tomatoes, mushrooms, zero-grazing dairy cattle, apples and grapes.

However, these families will have to depend on buying food for the livestock (poultry, horticulture, dairy cattle and pigs) and for themselves because they don't have enough land. Again, where all this is provided, there is no more land fragmentation or fragmentation of property. This is the recommended "rescue" plan number two for the families that have less than the four acres. They can still be prosperous, provided they know how to handle the "disability" of the land.

3.3.5. THOSE WITH MORE THAN FOUR ACRES

The third way is to guide households with six acres and more. They should first apply the four-acre approach, then borrow ideas from the second way, putting the 'disabled' land to use.

If the four acres have been put to use, then the rest can be used to grow low-value crops of one's choice say sugarcane, cotton, tobacco and maize. Therefore, the CDO, tobacco groups, the grain council, beef farmers, through the parish chief should enumerate homesteads with six acres and above and enter into agreements with them to produce those crops for the country. This is in addition to the high-value activities that they are free to engage in.

Fortunately, the medium and large-scale farmers have got more flexibility. NRM will not let this opportunity slip away. That is why land fragmentation must be decampaigned.

3.3.6. LARGE-SCALE LANDOWNERS

The fourth way is that of the plantation owners. These have a lot of land and use it, usually, for an industrial mono-crop such as sugarcane, tea and palm oil. The Government will assist these groups.

NRM assisted plantation owners, including Atiak Sugar Factory and the tea factories in Ankole and Kigezi areas and will continue helping more over the next five years. Through UDB, we will also support the cassava growers in northern Uganda to produce cassava commercially so as to support the starch industry and process other by-products from it.

Therefore, four ways out of the seven of creating wealth and jobs are in agriculture. All the above four categories — the four-acre model, those with less than four acres, those with slightly more than four acres and large scale farmers — will be supported by NRM government because they are central in the development of Uganda.

3.4. FUNDING OPTIONS FOR RURAL TRANSFORMATION

Money is no longer our problem. The problem is poor prioritisation, co-ordination, supervision and corruption. This is going to stop.

Resources under OWC programmes, Emyooga Funds, Women Entrepreneurs Fund, Youth Livelihood Fund, Microfinance Support Centre and Innovation Fund are sufficient to cause the transformation NRM is looking for. These funds have existed all this time and some have caused a notable impact.

For example, the Youth Livelihood Programme has disbursed Ush160.2 billion in the last four years. This has benefited 20,159 youth projects, creating about 200,000 direct and 500,000 indirect jobs. Under the Youth Venture Capital Fund which is operated through Centenary Bank, a total of Ush138 billion has been accessed by 32,748 youth entrepreneurs, which is 11% since 2011. NRM has also supported various *Jua Kali* groups across the country.

Under the Women Entrepreneurship Fund, a total of Ush106.3 billion has been disbursed in the last four years, benefiting 10,922 women groups with a total of 135,873 women. NRM government continues to support the elderly through the Social Assistance Grant for Empowerment (SAGE) and Persons With Disabilities (PWDs). These programmes will continue and expand for more to benefit from them.

For the bigger players and innovators, NRM government has committed money through UDB, which gives loans for agriculture, manufacturing and tourism at a 12% interest rate. In the next term of office, NRM is going to create three more funds to boost the wealth and job-creation campaign.

3.4.1. FINANCIAL SUPPORT TO THE INFORMAL SECTOR - EMYOOGA

NRM set up the *Emyooga* Fund. *Emyooga* is derived from a local dialect (Runyankole) to refer to specialised skill enterprises/groups. We are going to use it to support 18 specialised enterprises namely: bodabodas, women entrepreneurs, carpenters, salon operators, taxi operators, restaurant owners, welders, market vendors, youth leaders, PWDs, produce dealers, mechanics, tailors, journalists, performing artistes, veterans, fishermen and elected leaders.

The *Emyooga* Fund is to be administered by the Microfinance Support Centre (MSC) so as to reach all small businesses.

Each of the above groups will form a SACCO, which should be joined by all willing persons. The SACCOs will be organised at constituency level with operations at parish level through established parish associations of 7-30 members. All economically active Ugandans aged 18 years and above will benefit from this initiative. Except for Kampala and Wakiso, each of the elected leaders' *myooga* at constituency level shall receive Ush50 million, while the other 17 will receive Ush30 million each. In total, each constituency will receive Ush560 million, while Kampala and Wakiso get Ush50 billion.

However, members under the youth category should not exceed 35 years of age. To be a member of *Omwooga*, one must be engaged in one of the 18 enterprises targeted by this programme.

For the FY2020/21, NRM government has budgeted Ush210 billion for the *Emyooga* Fund. We will increase the funding in the subsequent years and ensure that all SACCOs benefit.

3.4.2. SUPPORT TO ELECTED LEADERS

Under *Emyooga*, NRM has catered for elected leaders, including LCI committee members, councillors at different levels, chairpersons and executive committee members at all levels in every district. These leaders get low or no pay yet they sacrifice their time to work for the betterment of Uganda. They don't receive Government funds for fear that they could selfishly use them. The solution, therefore, is to create a separate SACCOs fund for elected leaders — past and present. Once a leader, always a leader.

4. INFRASTRUCTURAL DEVELOPMENT

4.1. INTRODUCTION

When NRM took over power, amidst a multitude of problems that Uganda faced, inadequate infrastructure was particularly serious. The country faced huge infrastructural gaps ranging from rampant electricity outages (load shedding), roads with potholes as well as few, expensive and unreliable telephone services. After securing the country and working on a minimum economic recovery programme, NRM embarked on a development agenda, starting with closing the infrastructure gap in order to provide a foundation for development-oriented investment.

Infrastructure plays an important role in economic growth, leading to the improvement of people's standard of living. Productivity in virtually every sector of the economy is affected by the quality and performance of the country's infrastructure, making it critical in competitiveness and ability to harness national, regional and global potential.

4.2. ENERGY INFRASTRUCTURE

NRM inherited a country with hydro-electricity generation capacity of 150 megawatts (MW) in FY1986/87 and only 60MW was being generated. This low electricity generation affected development and in particular industrialisation.

In 2005, a decision was taken to invest in power generation so as to stem low supply. By the end of 2020, hydropower generation will stand at 1,868MW with the commissioning of Karuma (600MW).

NRM has also promoted other sources of energy including solar, geothermal, nuclear, thermal and bagasse energy.

We are currently faced with a 'good problem' — surplus electricity. Total demand including exports was 680MW in June 2020, providing a surplus of close to 1,160MW. However, this surplus will be no more with increased industrialisation, improved transmission, reduced costs, and efficiency in distribution. We are now dealing with the challenges of industrialisation, transmission, distribution and cost.

Table 6 below shows the current energy consumption in Uganda. It is clear from the table that NRM is a visionary political party. When we took a decision to build a number of dams to generate electricity, some people argued that we were wasting resources by over-investing in energy generation when current demand was very low. But NRM knew that to transform the country, we needed electricity and even more to power our development agenda.

As observed in the table, 37 (extra-large) factories consume more electricity than domestic users in the country, totalling 1.5 million households. Therefore, when we open all factories that we have attracted and develop more, the current power generated will be fully consumed. With increased consumption of power, there will be a reduction in the cost of electricity.

TABLE 6: ENERGY CONSUMPTION PER CUSTOMER CATEGORY				
CATEGORY		CONSUMPTION (GWH)	PERCENTAGE %	2019 CONSUMPTION NUMBERS
1.	Domestic	698	21.6	1,455,153
2.	Commercial	367	11.4	120,467
3.	Medium Industrial	507	15.7	2,859
4.	Large Industrial	891	27.6	559
5.	Extra-Large Industrial	763	23.6	37
6.	Streetlights	1.3	0.04	248
TOTAL		3,227	99.94	1,579,322

Source. Ministry of Energy and Mineral Development

4.2.1. PROGRESS

a. Power generation

As pointed out above, hydropower generation will soon stand at 1,868MW with the commissioning of Karuma. Construction of Isimba Dam (183MW) and Ayago II Dam (42MW) was completed. Karuma Dam (600MW) works were at 98% by July 2020, while the construction of substations and transmission lines is at 80%.

The following small dams were commissioned;

DAM		MEGAWATTS
1.	Kikagati	14
2.	Kyambura	7.6
3.	Lubilia	5.4
4.	Muvumbe	6.5
5.	Ndugutu	5.9
6.	Nkusi	9.6
7.	Nyamagasani I	15
8.	Nyamwamba	9.2
9.	Rwimi	5.54
10.	Sindila	5.24
11.	Situ II	16.5
12.	Situ I	5
13.	Tororo Solar	10
14.	Waki	4.8
TOTAL		120.28

The following small dams are under construction;

DAM		MEGA WATTS
1.	Achwa I (41MW)	41
2.	Bukinda (6.5MW)	6.5
3.	Busitema University Solar Power (4MW)	4
4.	Kakaka (4.6MW)	4.6
5.	Muyembe (6.9MW)	6.9
6.	Muzizi (44MW)	44
7.	Nyagak III (5.5MW)	5.5
8.	Nyamagasani II (6MW)	6
TOTAL		118.5

b. Rural electrification

Access to electricity is at the heart of socio-economic development. It impacts on a wide range of development indicators, including health, education, food security, gender equality, livelihoods and poverty reduction.

Whoever grew up in a village remembers a life without electricity. Some villages are now connected to the national grid and have steady supply of power. More villages are to be connected over the next five years.

There was a time of intermittent power cuts or load shedding. People had become used to that and it became a way of life. Today, any slight failure in power supply upsets everyone and is considered a big issue. This confirms that there is a steady supply of electricity, which people are now used to. NRM knows that providing electricity to all Ugandans is about serving humanity.

Without electricity, the provision of modern public health services becomes a daunting task. With lights at night, all children can study under similar conditions. Many now have TVs, not only for entertainment, but also for learning more about the rest of the world. With electricity, the use of electrical appliances such as fridges is on the rise. Furthermore,

appliances like fridges, salon equipment and cookers are being used by many Ugandans to generate incomes, which explains the need for a steady supply of electricity.

Electrifying districts

By 1986, only 20 (about half) out of 39 district headquarters were connected to the national grid. Today, only four (Kaabong, Karenga, Kotido and Buvuma) out of 135 districts are not yet connected.

Work on taking power to Kaabong and Kotido is ongoing and will be completed by December 2020. The Government is also going to look for approximately Ush45 billion required to supply both Buvuma and Sigulu islands with electricity.

To increase rural electrification, NRM has constructed over 14,820km of Medium Voltage (MV) power lines and approximately 10,000km of Low Voltage (LV) power distribution lines. This has translated into the connecting of over 1,000,000 consumers onto the national grid.

According to the Uganda Bureau of Statistics Baseline Survey of 2019, access to electricity has improved from 20% (on grid) in 2015/16 (it was 7% in 1986) to 51% (on and off grid) in 2019/20. The 51% comprises 24% access to the national grid and 27% access through off-grid (through mini-grids, solar home systems and others).

In addition, about 6,000km of MV power lines and 5,000km of LV power lines are under implementation with 1,500km of MV power lines and 2,000km of LV power lines under procurement.

Electrifying sub-counties

In October 2019, NRM commenced on the Project for Bridging the Demand Supply Balance Gap Through the Accelerated Rural Electrification Programme that is supplying electricity to sub-county headquarters.

Under the project, over 4,000km of MV networks and over 6,000km of LV networks shall be constructed to provide electricity to 620 unserved sub-county headquarters countrywide. These include 558 sub-county headquarters, 52 town councils and 10 division headquarters.



President Museveni commissioning a rural electrification project in Kashari, Mbarara district.

Construction started in October 2019 in 20 districts: Kumi, Kapchorwa, Namutumba, Isingiro, Kassanda, Kyegegwa, Kibaale, Omoro, Otuke, Madi-okolo, Arua, Adjumani, Kiboga, Kanungu, Bundibugyo, Agago, Buyende, Bukedea, Kole and Apac.

Easing connecting power to homes

In order to increase the consumption of electricity, NRM is making connections to homes easier and affordable. Under this policy which started in 2018, the Government subsidises the cost of electricity connection materials, enabling citizens who are ready for electricity consumption to benefit. Over 300,000 household connections are targeted annually.

c. Grid intensification

Alongside these grid extension projects, the Government is also implementing grid intensification and densification projects aimed at connecting areas with suppressed demand within the existing national grid footprint. These projects target the connection of underserved load centres and centres within a 2km footprint of the existing grid. This will be through transformer injections, expansion of the LV reticulation network and short expansions of the medium voltage network, mainly targeting highly populated areas such as municipalities, divisions and busy trading centres countrywide.

NRM is also facilitating the evacuation of power from various small hydropower plants countrywide through the get-fit programme. Over 70% of these projects have been completed, with the remaining currently under construction and shall be due for completion by the end of 2020.

d. Transmission and connections

The following transmission projects were completed:

- i. Kawanda-Masaka T-Line 220kV, 137km line.
- ii. Kawanda and Masaka substations.
- iii. Nkenda-Fort Portal 220kV line.
- iv. Fort Portal-Hoima line and associated substations.
- v. Isimba- Bujagali Interconnection project 132kV, 41km line.
- vi. Bujagali-Tororo 220kV, 127km.
- vii. Mbarara – Mirama 220kV, 66km line.
- viii. Mbarara-Nkenda 132kV, 160km line.
- ix. 132kV Kawanda-Kapeeka, 54km transmission line and 20MVA substation at Kapeeka.
- x. Tororo – Opuyo – Lira 132kV, 260km transmission line.
- xi. Iganga 2x40MVA substation, Mukono 3x60MVA substation.
- xii. 132kV Iganga T-off, 10km transmission line.
- xiii. 132kV Mukono T-off, 5km transmission line.
- xiv. Additional transformation capacity on grid installed at Kawanda substation (40MVA), Kampala North (40MVA) and Lira (40MVA).
- xv. Queensway substation, construction of substations and transmission lines to four Industrial Parks is as follows: Iganga and Mukono substations were completed; Luzira

substation is at 98%; Mukono Industrial Park, 132kV transmission line (5km) and Iganga industrial park, 132kV double circuit transmission line (12km) completed.



Isimba Hydropower Project located on the border of Kayunga and Kamuli districts

As of June 2020, the following transmission projects were at various stages of implementation:

- i. Karuma-Kawanda 400kV 254km, Karuma-Lira 132kV 75km, and Karuma-Olwiyo 400kV 60km lines plus associated substations. Construction ongoing at 96% completion; and projected completion in November 2020.
- ii. Karuma 400/132kV Substation is at 58%.
- iii. Kawanda 400/220kV substation is at 60%.
- iv. Lira Substation is at 50%.
- v. Bujagali Substation is at 82%.
- vi. Tororo Substation is at 87%.
- vii. Mbarara Substation is at 98%.
- viii. 132kV Mirama-Kabale transmission line, 80km — Procurement of contractor was completed. Works will be completed within two years.
- ix. Mirama Substation at 75%.
- x. Mutundwe-Entebbe 132kV, 24km — Construction work commenced. To be completed by December 2020.
- xi. Opuyo substations upgrade — Construction work ongoing.
- xii. 132kV Opuyo-Moroto transmission line, 168km and associated substations at Moroto and Opuyo — Work has started. To be completed by December 2020.
- xiii. 132kV Lira-Gulu-Nebbi-Arua transmission line, 293km and associated substations - Procurement of contractor was completed. Works will be completed within two years, by mid-2022.
- xiv. 400kV Masaka-Mbarara transmission line, 135km — Procurement of contractor is ongoing.
- xv. Gulu – Agago 132kV overhead transmission line and associated 132/33kV substations project — Procurement of contractor is at final stages. The works will be completed within two years of commencement.
- xvi. 132 kV Mbale-Bulambuli transmission line — technical feasibility studies were completed.

4.2.2 WAY FORWARD

a. NRM is determined to reduce the cost of power, particularly for manufacturers to 5 cents of US\$ (Ush185) per unit from the present 8.7 cents of US\$ (Ush321). It used to be 10 cents US\$ (Ush370). By solving the mistake of the expensive financing of the Bujagali Hydropower Project, we shall attain the 5 cents target for manufacturing. The power of Kiira and Nalubaale is at 1.1 cents US\$ per unit. The power of Isimba is at 4.16 cents US\$ per unit. The one of Karuma will be at 4.97 cents US\$ per unit. Furthermore, as we get rid of the deem power problem as more industries come on line, the cost of power will reduce substantially.

b. Increase access and utilisation of electricity by:

- i. Continuing with the programme of electrifying sub-counties. Construction of power lines to 71 districts headquarters and potential growth centres (welding, carpentry, milk coolers and milling) will commence in December 2020 while construction in the remaining districts will start in 2021. When these connections are completed in 2023, all the sub-counties will have electricity. This is a real milestone in the history of Uganda happening under NRM leadership. As indicated above, we had to start with increasing power generation.
- ii. Expanding the transmission network to key growth economic zones (industrial and science parks, mining areas and free zones).
- iii. Continuing with the programme of free connections to households.

c. Expanding and rehabilitating the distribution network including rural and hard-to-reach areas (grid expansion and densification, last-mile connections, evacuation of small generation plants and quality of supply projects).

d. Reducing the share of charcoal and firewood (biomass energy) used for cooking from 85% to 50%.

To achieve this, NRM will:

- i. Promote the uptake of alternative and efficient cooking technologies, including rural areas (electric cooking, domestic and institutional biogas and liquefied petroleum

gas (LPG). Studies show it is cheaper to cook using electricity and LPG than charcoal and firewood (biomass), especially in urban centres. We will remove taxes on electric and LPG cookers and related infrastructure. Furthermore, we will develop LPG infrastructure countrywide to make it more accessible and affordable. We will also deal with mindset change.

- ii. Promote use of biogas where it is viable, for domestic lighting, cooking, manure and fertiliser use.
- e. Increase grid reliability to ensure that the power delivered to the consumers is within accepted standards and in the desired amount. We are going to deal with the problem of power outages, especially when it rains, through continuous investment in infrastructure.
- f. Complete ongoing transmission projects in **Section 4.2.1** above.
- g. Increase transmission capacity from 2,354km to 4,354km of high-transmission lines.
- h. Establish charging infrastructure for electric vehicles.
- i. Connect West Nile to the national grid.

Implementation of the Government's long-term solution of connecting the West Nile sub-region to the national grid is ongoing. Procurement of the contractors to undertake construction works for the 132kV Lira–Gulu–Nebbi–Arua transmission line and associated substations was concluded in March 2020. The project sites were handed over to the contractors in August 2020. Construction is expected to be completed by the end of 2022. The line will not only connect West Nile to the national grid, but also provide power supply reliably to northern Uganda as follows:

- Construction of 301km of 132kV Lira–Gulu–Nebbi–Arua transmission line. The line will have capacity to supply not less than 200MW.
- A switchyard at Kole to enable the line connect to the national grid.
- A substation in Gulu with the capacity to supply 80MVA.
- A substation in Nebbi with the capacity to supply 40MVA.

- A substation in Arua with the capacity to supply 80MVA.
- 33kV short power lines connecting substations to the existing distribution network.

Construction of the 400kV Karuma–Olwiyo transmission line with a substation at Olwiyo nearing completion. This line is being constructed under the Karuma Hydropower Project. It should be noted that the 132kV Lira–Gulu–Nebbi–Arua transmission line will connect to Olwiyo substation and, therefore, West Nile (Nebbi and Arua substations) will have a second option of getting power from Karuma through Olwiyo substation.

4.3. RAILWAY TRANSPORT

Uganda is linked to the sea through two routes, — Mombasa and Dar es Salaam — known as the Northern and Central corridors, respectively.

In 1922, Lord Lugard stated:

“The development of the African continent is impossible without the railway, and any built reasonably cheaply through a populous country is bound to be remunerative.”

Most studies suggest that there was a direct causal relationship between the building of the Uganda Railway and the development of a commercial economy. And that the key to Uganda's material advancement was the arrival of the Uganda Railway at Kisumu (then called Port Florence) in January 1902. The line served the steamers of 150–525 tonne capacity brought into operation between 1903 and 1907, which sailed to Entebbe, Jinja, Munyonyo and Port Bell in 1913.



An artistic impression of Gulu Railway Hub



President Museveni (right) talks to one of the technocrats during the ground-breaking ceremony for rehabilitation of Tororo-Gulu Railway line in Gulu district in October 2020

The opening of the railway led to substantial export trade rising from £29,450 in 1902 to £178,608 in 1907 and £607,253 in 1913. There was similar increase in the value of imports, the figures for the same years being £75,038, £371,568 and £940,160, respectively.

Until 1902, any imports or exports had to be carried by porters over 600 miles, and the costs exceeded £300 per tonne.

NRM is continuing with the rehabilitation of the railway line including Tororo-Gulu link (375km), Gulu-Pakwach (134km), Kampala-Kasese (333km) and Jinja-Mbulamuti-Busembatia (146km).

Efforts to redevelop inland water transport on Lake Victoria to complement railway transport are underway. Procurement of rolling stock (locomotives and wagons), rehabilitation of ferries (MV Pamba, MV Mwanga and MV Mivule) and the remodelling of Port Bell and Jinja Pier as well as rehabilitation of access rails have started. The ports of Majanji (Busia), Lambu (Masaka) and Kibanga (Mukono) are also going to be redeveloped.

NRM still plans to develop the Standard Gauge Railway (SGR) under the auspices of the Northern Corridor Integration Projects (NCIP) Protocol. SGR is a top priority project for NRM. The network is being developed as a seamless regional railway project with the NCIP partner states of Kenya, Rwanda and South Sudan. It will stretch from Mombasa through Nairobi to Kampala, Kigali and Juba.

In addition, outside the NCIP arrangement, the SGR network will also connect to the Tanzania SGR through the planned Bukasa port on Lake Victoria and to DR Congo through Vurra (northwestern Uganda) and Mpondwe border (southwestern Uganda).

The SGR is part of NRM's export-oriented strategy targeting 95% cargo and 5% passenger services. Implementation of the SGR is underway and a number of opportunities are anticipated, including:

- Local content worth at least US\$700 million, all cement to be locally produced.
- 90% of reinforcement bars to be locally produced.
- Earth materials to be locally sourced.
- Labour to be acquired at a ratio of 9 Ugandans: 1 foreigner.
- Fuel and lubricants to be sourced locally.

NATIONAL RESISTANCE MOVEMENT

Other opportunities include training, financial, insurance, communication, legal and security services. Equipment hire and leasing, tourism and hospitality as well as medical and health services will be available.

We are going to construct the SGR in a phased manner starting with Malaba-Kampala route (273km), then Tororo-Gulu-Nimule/Gulu-Pakwach-Vurra (751km) and finally Kampala-Bihanga/Mirama Hills/Bihanga-Kasese-Mpondwe (662km). In total, the SGR will cover 1,724km.

4.3.1. PROGRESS

a. Rehabilitation of the Metre Gauge Railway (MGR) line.

This is what has been done:

- i. Revived the southern route i.e. rehabilitated Port Bell-Kampala route (9km) and resumed operations of MV Kaawa, connecting the Lake Victoria ports of Port Bell, Jinja, Mwanza (Tanzania) and Kisumu (Kenya).
- ii. Carried out spot improvement on the Kampala–Malaba route (Kampala-Namanve, stabilising; Nagongera – repairs on curves).
- iii. Rehabilitation works on Tororo-Gulu railway line (375km) — Contract signed; Compensation/Resettlement Action Plan implementation commenced and rehabilitation works in progress.

b. Railway Passenger Services.

This is intended to improve traffic flow in Greater Kampala Metropolitan Area (GKMA). Commenced passenger services and average ridership is 40,000 passengers per month. There are plans to expand and improve the service across Greater Kampala, thus Kampala-Nalukolongo-Bujuuko, Kampala-Port Bell and Kampala-Namanve passenger service.

c. Construction of Gulu Logistics Hub — To serve northern Uganda, South Sudan and eastern DRC. Construction of Gulu Inland Container Depot (ICD) commenced on 21st February 2020.

d. Progress on preparation works for SGR.

The following has been achieved:

- i. An Engineering Procurement Construction (EPC)/Turnkey Contract for the eastern and northern routes was signed. The scope of work was increased to include Bukasa Port Spur, length of 4.5km; and fencing of the entire corridor and station areas.
- ii. Financing negotiations are ongoing.
- iii. The entire Right-of-Way (RoW) has been surveyed and assessment has been completed for 97% of the entire route.
- iv. Compensation of Project Affected Persons (PAPs) is ongoing in five out of 11 districts, traversed by the Malaba-Kampala SGR eastern route.

The total land compensation cost estimate in 2016 was Ush534.2 billion for 9,372 PAPs. So far 3,629 PAPs out of 9,372 have been paid. The total land paid for is 1,120 acres (equivalent of 120km) out of 2,993 acres. The acquired land was cleared, demarcated and is being protected from encroachers.

4.3.2. WAY FORWARD

a. Rehabilitate the Metre Gauge Railway (MGR)

NRM will:

- i. Rehabilitate the current MGR line from Gulu to Pakwach and the Busoga loop (Jinja, Mbulamuti and Busembatia). This together with the development of the Bukasa Inland Port (with Jinja, Port Bell and Bukakata as feeder ports) will facilitate connections across Lake Victoria to Kisumu onward to Mombasa and to Mwanza onward to Dar es- salaam. This will increase access and reduce the travel time to Mombasa and Dar es Salaam as well as increase volume of cargo to and from these two ports. This will also reduce the overreliance on the Northern Corridor (that links the East African economic centres to the world through Mombasa Port) as its major trade route.
- ii. Repair and secure the MGR line from Kampala to Malaba to improve line stability, reduce transit times, reduce accidents and deliver more cargo.
- iii. Repair locomotives, wagons to improve haulage capacity; volumes carried, transit time, and reduce accidents and deliver more cargo.

NATIONAL RESISTANCE MOVEMENT

- iv. Rehabilitation of fuel tanks in Kampala and Tororo to provide additional storage capacity for fuel imports from Kisumu-Port Bell-Jinja.
- v. Hire of reach stackers to handle the loading and offloading of containers in Kampala, Mukono, Tororo and Malaba.
- vi. Connect the railway line to industrial hubs.

b. Implement the SGR project

- i. Concluding financing agreements for the SGR.
- ii. Finalising land acquisition for Right-of-Way (RoW) by compensating the remaining PAPs.
- iii. Ensuring national/local content mainstreaming in line with agreed upon contractual arrangements. For instance, a reservation of up to 40% (US\$907.6 million) of the contract value to be implemented under local content and 90% of the workers during construction being Ugandan nationals. All the cement will be locally sourced and significant amounts of steel will be procured from Uganda.
- iv. Human Resource Capacity Development. This will provide a new generation of workforce with the requisite technical expertise to run the SGR.
- v. Connecting electricity to traction substations: UETCL will supply electricity to the SGR thus increasing the local content value of the project.
- vi. Establishing industrial parks, inland container depots along the Malaba-Kampala route.
- vii. Developing Majanji Port as a second gateway to the eastern and northern parts of Uganda as well as South Sudan and the northern part of DR Congo.
- viii. Developing Rubongi Roads and Railway Polytechnic. As part of the project, a railway and roads polytechnic will be built in Rubongi — Tororo district to the benefit of Uganda and the region.

c. Greater Kampala Metropolitan Area Light Rail Train System (GKMA LRT)

Develop the GKMA LRT system to serve the areas of Kampala, Wakiso, Mpigi and Mukono.

4.4. WATER TRANSPORT

Water transport is the cheapest and the oldest mode of transport. NRM has a plan to improve and expand existing marine infrastructure to reduce the cost of transportation and increase Uganda's connectivity to the region and accelerate regional trade. Efforts to redevelop inland water transport on Lake Victoria to complement the railway are underway. Below is the progress made and what NRM is going to work on over the next five years:

- a. Modernisation of Port Bell and Jinja Pier. Engineering designs for both ports were completed.
- b. Improvement of navigation safety and security on water. Provide high-speed security boats for policing and emergency response.
- c. Repairs to MV Kaawa to enable her return in business and facilitate the newly-agreed triangular operations through Kisumu-Port Bell-Mwanza-Kisumu.
- d. Rehabilitation of MV Pamba.
- e. Procurement of the following ferries was completed: a second ferry on Lake Bisina, a second ferry on Sigulu Islands, a ferry on Wanseko-Panyimur crossing and a second ferry on Namasale-Zengebe crossing on Lake Kyoga.
- f. A ferry for Bukungu-Kagwara-Kaberamaido is under tendering while the one on Lake Bunyonyi is under design.

4.5. AIR TRANSPORT

NRM recently revived the national airline, which our neo-liberalists had mistakenly appraised on commercial terms. Its main contribution is enhancement of competitiveness, by reducing the cost of air transport and easing connectivity since Uganda is a landlocked country.

Uganda Airlines will also support the harnessing of opportunities such as tourism and agriculture (horticulture, floriculture, fish and our nascent oil and gas). Therefore, the airline was revived primarily as infrastructure, as opposed to commercial business. We revived it to reap from the economic multipliers and indirect dividends it will create.

Cognisant of this, the Government has also embarked on developing alternative airports in addition to upgrading Entebbe International Airport.

4.5.1. PROGRESS

- a. Upgrade of Entebbe International Airport. It is soon going to be a world-class airport. So far 70.21% of the upgrading work is complete.
- b. Development of Hoima International Airport. Construction of phase one of the airport commenced and was ahead of schedule; 40% complete by March 2020. Phase one is expected to be completed at the end of 2020. The rest of the works will be completed in 2023. However, the works were halted due to the COVID-19 pandemic.
- c. Uganda Airlines was revived and commenced flights. We procured four CRJ900 Bombardier aircraft. Two Airbus aircraft (A330) are expected to be delivered by December 2020. We have since launched commercial operations commercial operations, which started in August 2019. Eight regional offices were established (Mogadishu, Juba, Nairobi, Dar es Salaam, Bujumbura, Kilimanjaro, Mombasa and Zanzibar). Unfortunately, the airline's operations were suspended due to the COVID-19 lockdown. But even then, it enabled the return of all Ugandans who were stranded abroad.

Operations resumed after the easing of the lockdown and the reopening of Entebbe International Airport in October 2020.

- d. We have upgraded Arua Airfield from an aerodrome to a category 4C airport. Phase one included construction of a new runway, taxiways and apron; new cargo centre, new terminal complex, control tower, fire station and administration block.

Construction of the apron and associated taxiways:

Phase one has been completed, phase two work is ongoing and 96% of it is complete. Perimeter fencing of Arua Airfield — work is ongoing and 56% complete. Progress is expected to be swift after resolving land compensation issues.

- e. Improved and upgraded aviation services offered by Uganda Civil Aviation Authority (UCAA), as follows:
 - i. Increased the departure immigration counters from six to 11 and arrival immigration counters from 14 to 20 booths to reduce long queues at Entebbe International Airport.
 - ii. Installed a modern Terminal Operations Control Centre at the airport and a training facility at the UCAA head office.
 - iii. Upgraded the Air Traffic Control Radar and Airspace Management System, giving it an extended lifespan of 10 more years.
 - iv. Completed the Air Traffic Services Message Handling System at Entebbe International Airport, Arua Airfield and five aerodromes (small airstrips): Kasese, Kisoro, Mbarara, Soroti and Gulu.
 - vi. Commenced construction of the Security Search Park at the Entebbe International Airport and works are ongoing (overall 80% work complete).
 - v. Re-designed Entebbe International Airport instrument flight procedures to meet the new ICAO requirement.



*Uganda Airline A330 airbus
will be delivered by the end of 2020*



The new wing of the Entebbe Airport



4.5.2. WAY FORWARD

- a. Complete the construction of Hoima International Airport in 2023: Construction of phase I commenced and is 40% complete.
- b. Two Uganda Airlines A330 airbus will be delivered: the first by the end of 2020 and another in 2021.
- c. Purchase cargo planes for Uganda Airlines as a way of supporting export of agricultural produce.
- d. Complete the development and upgrade of Arua Airfield into an airport of category 4C.
- e. As we have done for Arua Airfield, we will continue to develop and upgrade Gulu and Kasese airfields into category 4C airports.

4.6. ROAD INFRASTRUCTURE

When NRM took power in 1986, inadequate transport infrastructure was one of Uganda's biggest problems. Over the years, we have improved it to increase prosperity among the people of Uganda.

Historical experience provides proof that if you construct a road or railway through a cultivable area, you automatically stimulate economic development. Most importantly, the past few years have taught us that transport infrastructure and related services will be developed sustainably only if we approach them in an integrated manner.

NRM, therefore, is committed to developing all modes of transport, including road, railway, water and air to reduce the cost of both passenger and cargo transport.

Over the next five years, as a package of measures to reduce the cost of transport, we are going to concentrate on five areas. First, reducing freight transportation costs from Mombasa Port and other ports to Kampala and other parts of the country. Second, reduce average travel time within Kampala City and the surrounding areas. Third, we are going to continue with the effort of opening up all parts of Uganda and connect them to the paved national road network. Fourth, using a science-led approach, we will reduce the unit cost of building transport infrastructure. Lastly, maintaining transport infrastructure (particularly the tarmacking of roads) to increase the average lifespan of roads from 15 to 20 years and more.

4.6.1. PROGRESS ON NATIONAL ROADS

Uganda has a total road network of about 159,366km comprising 20,854km (13%) national roads; 38,603km (24%) district roads; 19,959km (13%) urban roads and 79,947km (50%) community access roads.

The national roads link border posts, airports and ports to each other as well as to the capital city. District roads link district headquarters to the national road network and sub-county administrative centres. Urban roads are within the boundaries of urban areas, while community access roads are those within villages that link communities and provide access to administrative, social and economic services.

NATIONAL RESISTANCE MOVEMENT

The road network of our country has tremendously expanded and improved. At independence in 1962, Uganda had only 844km of tarmac roads. Although the post-independence Uganda People's Congress (UPC) government extended tarmac roads to new towns such as Mbarara-Kabale, Mbarara-Fort Portal, and Kampala-Gulu-Lira, the road network had collapsed by the time NRM took power in 1986. At the time, there were only about 1,000km of paved roads, most of which were in poor condition.

By the end of 2019, NRM had tarmacked a total of 5,500km of national roads and rehabilitated the old 1,000km. By the end of 2020, we shall have added another 500km, thus making a total 6,000km of tarmacked national roads. Our long-term target — enshrined in *Uganda Vision 2040* — is to achieve an average of paved road density of 100km per 1,000sq.km by the year 2040.

The stock of the paved road network continues to increase, a result of the well thought out decision to prioritise road construction. During the past term 2016-2021, we allocated over Ush22,935 billion to infrastructure development — roads and bridges (8% more than the planned allocation). Overall, the works and transport sector has received, on average, 17% of the national budget during the last five years.

Although in the past we have focused more on expansion of the national paved road network to cover the huge infrastructure gap, over the next five years we are going to balance construction with maintenance of existing and newly paved roads. We are going to operate the Uganda Road Fund (URF) as a "Second Generation Fund" (2G Road Fund) to finance routine and periodic maintenance of our roads. The URF will get revenues from road user charges, including fuel levy, licence fees and other road-related charges as listed under 21 of the URF Act. This will enable us reduce the replacement costs of roads in future. URF will develop a comprehensive multi-year road rehabilitation and road maintenance plan to guide resource allocation in line with best practice.

We are also going to support competent local contractors to actively participate in road construction and maintenance, in line with the local content policy. The road construction/maintenance equipment we bought from Japan is being used to maintain the existing roads in good condition and to open up roads connecting new districts. The big national and inter-district roads have already connected many of the sub-counties and town councils in Uganda.

COMPLETED ROADS

The following roads, as promised in the 2016-2021 manifesto, have been completed.

NO.	ROAD	DISTANCE (km)
1.	Atiak-Nimule	35.0
2.	Ishaka-Kagamba	35.4
3.	Ntungamo-Mirama Hills	37.0
4.	Moroto-Nakapiripirit	114.0
5.	Kampala-Entebbe Expressway/Munyonyo	51.0
6.	Mpigi-Kanoni	65.0
7.	Mukono-Kyetume-Katosi/Nyenga	74.0
8.	Mbarara Bypass	14.5
9.	Kazo-Ibanda-Kamwenge	75.0
10.	Kamwenge-Fort Portal	65.0
11.	Iganga-Kaliro	32.0
12.	Soroti-Katakwi-Moroto	150.0
13.	Lumino-Musita-Busia-Majanji	104.0
14.	Kashenyi-Mitooma	11.0
15.	Kitanda-Bigasa-Gomba-Sembabule	110.0
16.	Acholi Bur-Kitgum-Musingo	86.4
17.	Gulu-Acholi Bur	70.3
18.	Nyakabande-Mutolere	5.0
19.	Nyakabande-Muganzi	7.0
20.	Rushere-Nshwerenkye	11.0
21.	Vurra-Oraba	9.4
TOTAL		1,162.0

The total distance of the above completed new roads is 1,162km, bringing the total kilometres of tarmacked roads to 5,500km, having been 1,000km in 1986.

ROADS THAT HAVE BEEN REHABILITATED

The following old roads, covering a total of 449.2km, have been rehabilitated or reconstructed.

TABLE 10: ROADS THAT HAVE BEEN REHABILITATED		
NO.	ROAD	DISTANCE (km)
1.	Kafu-Kiryandongo-Kamdini	43.0
2.	Kyenjojo-Fort Portal	50.0
3.	Nansana-Busunju	47.0
4.	Mbale-Sironko-Kapchorwa and Mbale town roads	66.2
5.	Katunguru-Kasese	40.0
6.	Lira-Corner Kamdini	49.0
7.	Mukono-Kayunga-Njeru	94.0
8.	Katunguru-Hima-Fort Portal	60.0
TOTAL		449.2

ROADS THAT ARE BEING CONSTRUCTED

TABLE 11: NEW ROADS UNDER CONSTRUCTION		
NO.	ROAD	DISTANCE (km)
1.	Tirinyi-Pallisa-Kumi, Kumi-Mukongoro-Pallisa	111.0
2.	Kigumba-Bulima	69.0
3.	Bulima-Hoima-Kabwoya	66.0
4.	Kyenjojo-Kabwoya	100.0
5.	Mubende-Kakumiro-Kagadi	107.0
6.	Kapchorwa-Suam	77.0
7.	Rukungiri-Kihihi-Ishasha-Kanungu	79.0
8.	Muyembe-Nakapiripirit	92.0
9.	Kampala Northern By-Pass	18.0
10.	Masaka-Bukakata	43.0
11.	Mbale-Bubulo-Lwakhakha	45.0
12.	Kitala-Gerenge	10.0
13.	Busega-Mpigi Expressway	24.0
14.	Masindi-Park Junction, Tangi Junction- Para-Buliisa	159.0
15.	Hoima-Butiaba-Wanseko	111.0
16.	Buhimba-Nalweyo-Bulamagi-Igayaza-Kakumiro	93.0
17.	Masindi-Biiso, Hohwa-Nyairongo-Kyarusheesa-Butole & Kabale-Kiziranfumbi	106.0
18.	Atiak-Adjumani-Umi	65.0
TOTAL		1,375.0

NEW ROADS UNDER PROCUREMENT

Construction of the following roads is at various stages of procurement. Funds have already been committed.

TABLE 12: NEW ROADS UNDER PROCUREMENT		
NO.	ROAD	DISTANCE (KM)
1.	Seeta-Kyaliwajjala-Matugga-Wakiso-Buloba-Nsangi	32.0
2.	Najanankumbi-Busabala	11.0
3.	Kibuye-Busega	10.0
4.	Luwero-Butalangu	29.6
5.	Butalangu-Kapeeka-Kituma	60.0
6.	Rwenkunya-Apac	91.0
7.	Apac-Lira-Puranga	100.0
8.	Lusalira-Nkonge-Lumegere-Sembabule	97.0
9.	Karugutu-Ntoroko	50.3
10.	Kabwoya-Buhuuka	43.0
11.	Kabale-L Bunyonyi-Kabehe	15.1
12.	Kisoro-Mgahinga National Park headquarters	14.0
13.	Kisoro-Nkuringo-Rubugiri-Muko	72.0
14.	Laropi-Moyo-Afoji	37.3
15.	Koboko-Yumbe-Moyo	105.0
16.	Namagumba-Budadiri-Nalugugu	33.0
17.	Tororo-Busia	25.0
18.	Katuna - Muko - Kamuganguzi	104
TOTAL		929.3

4.6.2. WAY FORWARD

- a. Integrate infrastructure development system where road construction puts into consideration run-off rain water harvesting and other utility ducts.
- b. Continue with the construction of the ongoing road projects. Furthermore, those under procurement will start as soon as procurement is completed. The above projects (ongoing and those under procurement) will be completed around 2022.

c. Embark on the construction of new road projects in 2023 (**Table 13 below**).

d. Continue with the maintenance of existing roads.

TABLE 13: NEW ROAD PROJECTS (TO START IN 2023)		
	PROJECT NAME	DISTANCE (KM)
1	Kisubi-Nakawuka-Natete/Nakawuka-Kasanje-Mpigi/Nakawuka-Mawugulu-Nanziga-Maya/Kasanje-Buwaya	71.0
2	Luku-Kalangala-Mulabana	66.0
3	Misindye-Kabimbiri -Zirobwe-Wobulenzi-Kapeeka	138.0
4	Lugazi-Buikwe-Kiyindi	28.0
5	Kayunga-Busana-River Nile-Kamuli	34.0
6	Kayunga-Bbaale-Galiraya	89.0
7	Puranga-Acholi Bur	62.0
8	Pajule-Pader district headquarters	18.0
9	Kitgum-Orom-Karenga	116.0
10	Karenga-Bira (Kaabong-Sudan Border)	42.0
11	Atiak-Kitgum	108.0
12	Katine-Ochero	70.0
13	Dokolo-Ochero-Namasale	88.0
14	Kotido-Kaabong	64.0
15	Moroto-Kotido	100.0
16	Moroto-Lokitanyala	28.0
17	Kotido-Abim-Aloi-Lira	187.0
18	Manibe-Yumbe	77.0
19	Nambole-Namilyango-Seeta-Mukono (14km)	14.0
20	Kanyantorogo-Butogota-Bohoma	31.4
21	Nkenda-Bugoye-Ibanda/Nyankalingijjo	10.3
22	Mubuku-Maliba-Nyakalingijjo	15.3
23	Ishasha-Katunguru	87.0
24	Rwimi-Dura-Kamwenge-Kazo	140.0
25	Ntusi-Lyantonde-Rakai	105.0
26	Jinja-Mbulamuti-Kamuli	65.0
27	Kamuli-Bukungu	64.0
28	Soroti-Serere-Pingire-Mugarama	64.0
29	Kumi-Ngora-Brooks Corner-Serere-Kagwara	102.0
30	Bubulo-Bududa Circular Road	28.0
31	Mbale-Nkokonjeru	21.0
32	Bwizibwera-Nyakambu-Nsiika-Nyakashala-Nyakabirizi — with a spur to Kabwohe and Kyambura	92.2
33	Kanoni-Mityana	37.0
34	Myanzi-Kasanda-Byukwiya-Kiboga	65.0
35	Iganga-Bulopa/Luuka-Kamuli	57.2
36	Nabumali-Butaleja-Namutumba	90.0
37	Busolwe-Nagogera-Tororo	44.0

38	Kanungu-Rugyeyo-Nyakisenyi road	70.0
39	Fort Portal-Kijura-Kyarusozi-Katooke	83.8
40	Kashwa-Kashongi-Ruhumba road	33.0
41	Mayuge-Mbaale-Nakivumbi-Bugiri-Namayingo-Lugala	90.0
42	Namutumba-Bulange-Nabukalu-Bugiri-Muterere-Nankoma	60.0
TOTAL		2,921.2

Roads to be constructed when funds are available are attached in the Annex (Page 291).

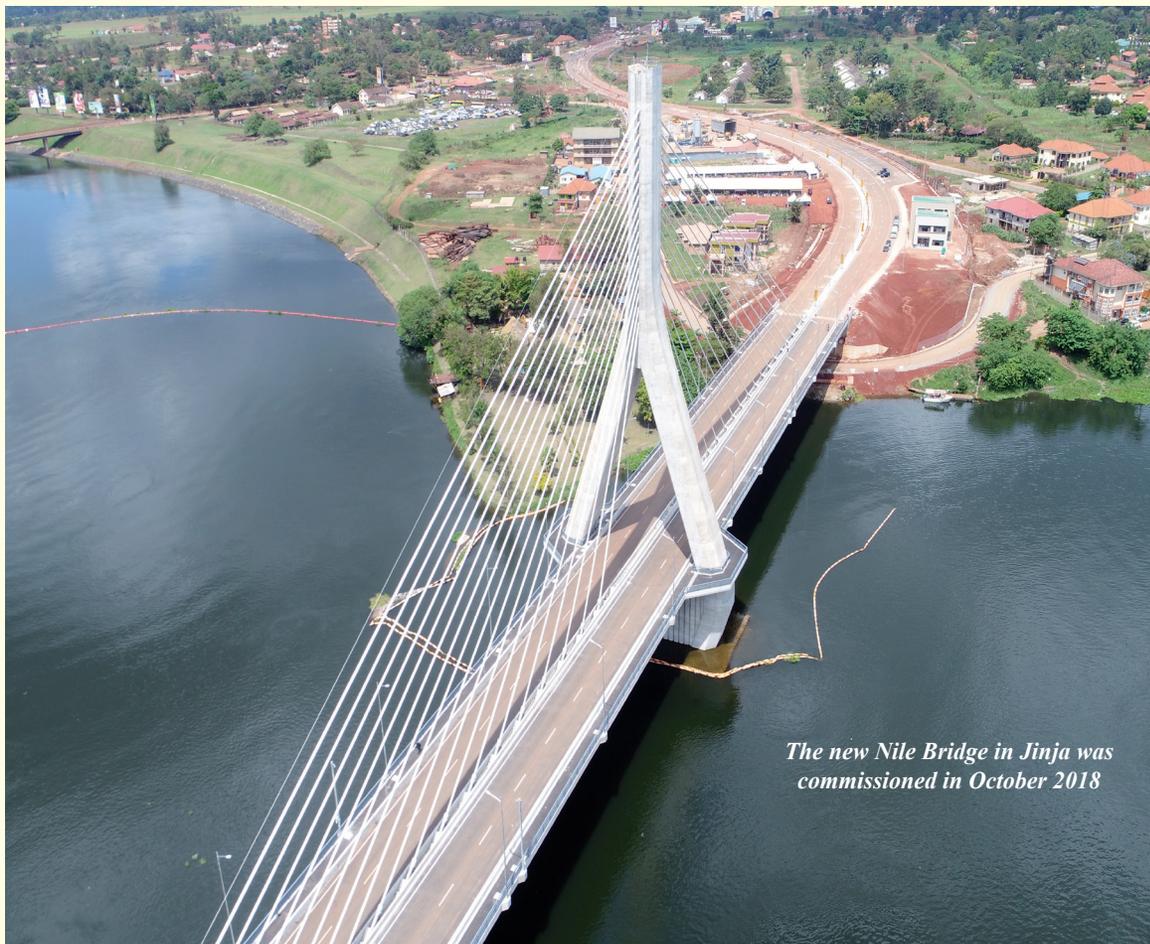
4.6.3. PROGRESS

TABLE 14: PROGRESS ON BRIDGES			
PROJECT NAME		KM	STATUS
1	Lot 1: Design and Build of 3 Strategic Bridges: Sironko Bridge On Mbale-Sironko Road; Chololo On Chosan-Amudat Road; Kibimba On Kampala-Uganda/Kenya Border (Malaba) Road	3	In Progress
2	Lot 3: Design and Build of 3 Strategic Bridges in Arua district; Alla (Anzuiu), Gazi (Rhino Camp) And Aca (Rhino Camp)	3	In Progress
3	Construction of Strategic Bridges on the National Road Network: Lot 2: Design and Build of 2 Strategic Bridges-; Jure Bridge on Atiak-Adjumani-Moyo- Yumbe-Manibe Road & Amou Bridge on Laropi-Palorinya-Obongi Road, in (Moyo DLG).	2	In Progress
4	Construction of Lugogo Swamp Crossing	1	Under Procurement
5	Design and Build of 66 Bridges (Phase 2) on the National Road Network- Lot 1: Design and Build of five Selected bridges in Kabarole district; Dunga, Mahoma, Mpanga, Nabuswa (Nyabuswa) and Perepa bridges along Bukuku - Rubona Road	5	Procurement Initiated
6	Design and Build of 66 Bridges (Phase 2) on the National Road Network- Lot 2: Design & Build of 6 Bridges: Nabukhaya, Nambola, Nametsimeri, Sahana, Khamitsaru and Rubongi	6	Procurement Initiated
7	Lot 4- Design and Build of 6 Strategic Bridges in Western Uganda; Maziba on Kigata-Kabunyonyi-Nyakigugwe Road, Kiruruma on Katojo-Kihihi Road, Rwembyo and Kajwenge Bridges on Kinyamaseke-Kisinga-Kyarumba-Kibirizi Road, and Kamirwa, Nyakambu on Kabwohe-Bwizibwera Road	6	Procurement Initiated
8	Lot 5 - Design and Build of 4 Strategic Bridges in Eastern Uganda; Malaba 2, Malaba 3, Okane and Halukada on Tororo - Busia Road	4	Procurement Initiated
9	Lot 6 - Design and Build of 3 Strategic Bridges in West Nile Sub Region; Kochi on Keri-Midigo-Kerwa Road, Osu on Arua-Biliafe-Otrevu Road and Odrua on Arua-Vurra-Custom-Paidha Goli – Road	3	Procurement Initiated
10	Lion's Bridge	1	Design
11	Alito	1	Design

4.6.4. WAY FORWARD

The following bridges will be constructed:

TABLE 15: BRIDGES TO BE BUILT	
NO.	BRIDGE
1	Karuma Bridge & Access Roads
2	Laropi/Umi Bridge
3	New Pakwach Bridge and Access Roads
4	New Katunguru Bridge and Access Roads
5	Masindi Port Bridge and Access Roads
6	New Sezibwa Bridge
7	Semiliki bridge
8	Nakiwogo Bridge



The new Nile Bridge in Jinja was commissioned in October 2018

4.6.5. PROGRESS ON KAMPALA CAPITAL CITY AUTHORITY ROADS MANAGEMENT

The total road infrastructure network within the administrative boundaries of Kampala City comprises 2,110km of which to date 616km is paved (29%) and 1,494km (71%) unpaved. Since 2011, KCCA has reconstructed, upgraded to bitumen standard and maintained a number of roads using funding from the Government of Uganda and development partners like the World Bank.

A total of 98 roads measuring 137km have been reconstructed or upgraded to bitumen standard. During the reconstruction and upgrading, emphasis was placed on having segregated walkways on each road for pedestrians on all the roads to promote non-motorised means of transport. The drainages on all the urban roads being constructed are covered and under the walkways to enhance safety of pedestrians.

SOLVING THE PROBLEM OF TRAFFIC AND CONGESTION

In recent years, however, the increase in traffic volume on the account of rapid rise in population and economic growth has resulted in huge traffic congestion on major roads and junctions within and around Kampala City.

At peak hours (every morning from 6:30am to 10:00am, and in the evening from 4:30pm to 9:00pm) all roads leading to and from Kampala City have traffic jam. Motor vehicles, taxis, motorcycles (bodabodas) and pedestrians are jostling for mobility space.

Recent estimates show that a staggering 24,000 person-hours are lost every day by people trapped in traffic jams. The average travel time in Greater Kampala Metropolitan Area (GKMA) is four minutes per kilometre compared to 2.5 minutes per kilometre in other cities and one minute per kilometre on district and national roads. This is partly due to the poor infrastructure in Kampala which has raised the cost of doing business in the city. It is also impacting on the well-being of Kampala residents, and hence the attractiveness of the city to investors.

There is need to overhaul most of the roads in the city since they are beyond repair and maintenance. We are going to step up road construction around and across the city, by

NATIONAL RESISTANCE MOVEMENT

putting emphasis on the paving of access roads built off the main roads to encourage the development of manufacturing clusters.

NRM will ensure that planners and budget allocators adhere to allocative efficiency so that vehicle concentration informs funding since roads tend to be more burdened where the number of vehicles is high.

OUR STRATEGY TO DEAL WITH TRAFFIC AND CONGESTION

KCCA has undertaken feasibility studies for a light rail system (trams), cable cars, flyovers, development of pedestrian, bike and bus lanes and a rapid bus transit system as potential solutions to congestion and poor connectivity.

NRM is going to step up the implementation of these innovations and studies. We have started implementing the GKMA Development Strategy (2018). Towards this, in FY2020/21, we have allocated Ush44.4 billion to procure buses to ease GKMA transport. We shall continue budgeting for public buses in Kampala until when we have enough fleet.

We are also going to increase the budget for roads and other infrastructure projects within the GKMA to improve connectivity and overall urban development.

We need to accommodate the increasing number of vehicles plying the roads annually, particularly to segregate traffic, enhance safety and reduce journey times. The urban population is increasing at 5.43% per year and is expected to grow from six million people in 2013 to over 20 million people in 2040.

In addition, we are going to adopt a holistic road development model that integrates components such as marketplaces for local produce, schools, health facilities and streetlights. There must be linkages between the road and other economic activities fully catered for in the road design.

The ongoing road works

The following roads are under construction:

- a. Lot 1: Upgrading to paved of 5.52km, reconstruction and creating dual-carriage roads measuring 4.25km, including signalisation of 10 junctions in Nakawa and Central divisions.
- b. Lot 2: Upgrading to paved standard of Kabuusū–Bunamwaya-Lweza Road (8.06km)
- c. Lot 3: Recycling and overlay of Lukuli Road (7.71km), including signalisation of Lukuli/ Namasoole/Kayembe junction.

The Government acquired new robust road equipment (motor graders, compactors, excavators, wheel loaders, dumpers and a 10,000 litre water bowser), some of which has been procured by KCCA and the majority provided by Ministry of Works and Transport (MoWT) using a loan from Japan. The equipment replaced the aging problematic fleet and will be used to carry out more road works in-house starting FY2021/22.

4.6.6. WAY FORWARD

The following will be expanded to four-lane roads so as to decongest the city.

TABLE 16: ROADS FOR CAPACITY IMPROVEMENT		
NO.	PROJECT NAME	DISTANCE (KM)
1	Zana-Kajjansi	5
2	Kampala-Mukono	14
3	Bwaise-Kawempe-Matugga	13
TOTAL		32

REHABILITATION OF KAMPALA CITY ROADS

Through KCCA, rehabilitate existing paved roads (90km) and construct four steel bridges, three for pedestrians and one key bridge for vehicles has been prepared with support from DFID, UK. Funding to an estimate of US\$100 million for the implementation phase is expected from UK Export Finance (85%) and from Government of Uganda (15% of KCCA's annual budget). The roads and bridges in this project are listed in **Table 17**.

TABLE 17: ROADS FOR UPGRADE AND/OR REHABILITATION						
ROAD NAME		LENGTH (KM)	SCOPE OF WORK	DIVISION	FROM	TO
1	Balintuma Road	1.60	Rehabilitate	Lubaga	Sentema Road	Hoima Road
2	Bandali Rise	0.70	Rehabilitate	Nakawa	Luthuli Avenue	Luthuli Rise
3	Binayomba Road	0.45	Upgrade	Nakawa	Namuwongo Road	Luthuli Avenue
4	Bombo Road 1	1.20	Rehabilitate	Central	Wandegeya Junction	Kyagwe Road
5	Bombo Road 2	1.10	Rehabilitate	Kawempe	Wandegeya Junction	Kubbiri Roundabout
6	Bombo Road 3	1.20	Rehabilitate	Kawempe	Kubbiri Roundabout	Northern Bypass
7	Bukoto Street	1.00	Rehabilitate	Central	Sturrock Road	Lugogo Bypass
8	Chorley Crescent	1.70	Rehabilitate	Nakawa	Portbell Road	Commercial Road
9	Clement Hill Road	0.50	Rehabilitate	Central	Shimoni Road	Nile Avenue
10	Commercial Road	1.40	Rehabilitate	Nakawa	Stretcher Road	Ntinda Road
11	Factory Close Roads	3.95	Upgrade	Nakawa	Stretcher Road	Kyambogo Road
12	Faraday Road	0.30	Upgrade	Nakawa	Princess Anne Drive	Luthuli Rise
13	Gabunga Road 1	2.60	Upgrade	Lubaga	Suuna Road 1	Entebbe Road (Namasuba)
14	George Street	0.70	Rehabilitate	Central	Kyagwe Road	Square 1
15	Ginnery Road	0.10	Rehabilitate	Central	Rashid Khamis Road	Gaddafi Road
16	Haji Musa Kasule Road	0.50	Rehabilitate	Central	Wandegeya Junction	Mulago Roundabout
17	Jinja Road	0.75	Rehabilitate	Central	King George VI Way	Kitgum Junction
18	Kagera Road	0.30	Rehabilitate	Central	Shimoni Road	Sezibwa Road
19	Kalema Road	2.00	Upgrade	Lubaga	Albert Cook Road	Sembera Road
20	Kanjokya Street	0.80	Rehabilitate	Nakawa	Bukoto Street	Prince Charles Drive
21	Kanyike Road	0.30	Upgrade	Makindye	Mbogo/Kibuli Road	Zzimwe Road

ROAD NAME	LENGTH (KM)	SCOPE OF WORK	DIVISION	FROM	TO	
22	Kampala Road	3.10	Rehabilitate	Central	King George VI Way	Wandegeya Junction
23	Katalima Road	1.80	Rehabilitate	Nakawa	Jinja Road	Ntinda 2 Road
24	Katonga Road	0.20	Rehabilitate	Central	Shimoni Road	Sezibwa Road
25	Kawaala Road	1.50	Rehabilitate	Lubaga	Hoima Road	Norther Bypass Bridge
26	Kinawataka Road	1.80	Rehabilitate	Nakawa	Robert Mugabe Road	Kireka Road
27	Kira Road 1	2.50	Rehabilitate	Central	Mulago Roundabout	Kira Road Police
28	Kirombe Road	1.50	Rehabilitate	Nakawa	Chorley Crescent	Butabika Hospital
29	Kizanyiro Road	1.30	Upgrade	Kawempe	Gayaza Road	Waligo Road
30	Kome Crescent	0.60	Upgrade	Nakawa	Kabalega Crescent	Portbell Road
31	Lower Kololo Terrace	1.10	Rehabilitate	Central	Wampewo Avenue	John Babiha Avenue
32	Lubiri Ring Road	3.50	Rehabilitate	Lubaga	Kabaka Anjagala Road	Kabaka Anjagala Road
33	Lugogo Bypass	2.40	Rehabilitate	Central	Kira Road Police	Jinja Road
34	Luthuli Avenue	1.50	Rehabilitate	Nakawa	Spring Road	Bazarabusa Road
35	Luthuli Rise	0.80	Rehabilitate	Nakawa	Spring Road	Bazarabusa Road
36	Mabua Road	0.60	Rehabilitate	Central	Upper Kololo Terrace	John Babiha Avenue
37	Mackinnon Road	0.70	Rehabilitate	Central	Kintu Road	Kafu Road
38	Main Access Road	0.20	Rehabilitate	Makindye	Namuwongo Road	Seventh Street
39	Makamba Road	2.00	Rehabilitate	Lubaga	Wakaliga Road	Mugema Road
40	Makerere Primary School Road	0.80	Upgrade	Kawempe	Sir Apollo Kaggwa Road	Bombo Road
41	Mapeera Road	1.60	Upgrade	Lubaga	Nabulagala Road	Makamba Road
42	Martin Road	0.70	Rehabilitate	Central	Namirembe Road	Gaddafi Road
43	Matia Mulumba Road	0.50	Rehabilitate	Central	Namirembe Road	Gaddafi Road
44	Mawanda Road	1.90	Rehabilitate	Kawempe	Gayaza Road	Tufnell Drive
45	Mpererwe Kiti Road	9.90	Upgrade	Kawempe	Mpererwe	Kiti
46	Musajja Alumbwa Road	1.00	Rehabilitate	Lubaga	Lubaga Road	Lubiri Ring Road
47	Mutungo Ring Road	1.80	Rehabilitate	Nakawa	Church Road	Mutungo Tankhill Road
48	Mwanga II Road	1.10	Rehabilitate	Central	Namirembe Road	Lubiri Ring Road
49	Namuwongo Road	2.00	Rehabilitate	Makindye	Eight Street	Bukasa Road

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ROAD NAME	LENGTH (KM)	SCOPE OF WORK	DIVISION	FROM	TO
50 Nasser Road	0.70	Rehabilitate	Central	Entebbe Road	Station Approach
51 Nsalo Road 2	0.20	Rehabilitate	Lubaga	Hoima Road	Sir Apollo Kaggwa Road
52 Old Kampala Road	0.50	Rehabilitate	Central	Namirembe Road	Namirembe Road
53 Old Kira Road	1.10	Rehabilitate	Central	Kamwokya Market	Kira Road
54 Old Kira Road (Kabira to Ntinda)	2.20	Rehabilitate	Nakawa	Kira Road	Kira Road
55 Press House Road	0.40	Rehabilitate	Makindye	Mukwano Road	Prince Badru Kakungulu Road
56 Prince Charles Drive	2.60	Rehabilitate	Central	Upper Kololo Terrace	Lugogo Bypass
57 Rashid Khamis Road 1	0.60	Rehabilitate	Central	Gaddafi Road	Nsalo Road
58 Roscoe Road	0.40	Rehabilitate	Central	Impala Avenue	Lugogo Bypass
59 Rubaga Road	2.20	Rehabilitate	Lubaga	Namirembe Road	Stensera Road
60 Said Barre Avenue	0.30	Rehabilitate	Central	Jinja Road	Crested Towers Roundabout
61 Sezibwa Road	0.80	Rehabilitate	Central	Sezibwa Road Roundabout	Kintu Road
62 Shimoni Road	0.40	Rehabilitate	Central	Kintu Road	Yusuf Lule Road
63 Sir Apollo Kaggwa Road 1	2.20	Rehabilitate	Kawempe	Makerere Hill Road	Northern Bypass
64 St. Peter's Kanyanya Road	1.10	Upgrade	Kawempe	Gayaza Road	Waligo Road
65 Ternan Avenue	0.50	Rehabilitate	Central	Sezibwa Road	Sheraton Roundabout
66 Upper Naguru East Road	0.90	Rehabilitate	Nakawa	Naguru East Road	Kira Road
67 Wampewo Avenue	0.90	Rehabilitate	Central	Wampewo Roundabout	Upper Kololo Terrace
68 Windsor Loop Road	0.20	Rehabilitate	Central	Kira Road	John Babiiha Avenue
69 Yusuf Lule Road	2.50	Rehabilitate	Central	Jinja Road	Mulago Roundabout
70 Zzimwe Road	0.70	Upgrade	Makindye	Tank Hill Junction	Kanyike Road
70 ROADS IN TOTAL	92.95KM IN TOTAL				

KAMPALA CITY ANNUITY ROADS AND BRIDGES PROJECT

	JUNCTION	NUMBER OF SPANS	NUMBER OF BRIDGES	OVERALL LENGTH (M)	BRIDGE TYPE	ROADWAY
1	Rosebury	12	1	2X560	Atlas Flyover	2X7.35m
2	UMI	2	1	39	Atlas Pedestrian	2.5m walkway
3	Kawempe Hospital	1	1	15	Atlas Pedestrian	2.5m walkway
4	Queensway	2	1	32	Atlas Pedestrian	2.5m walkway

WAKISO ROADS

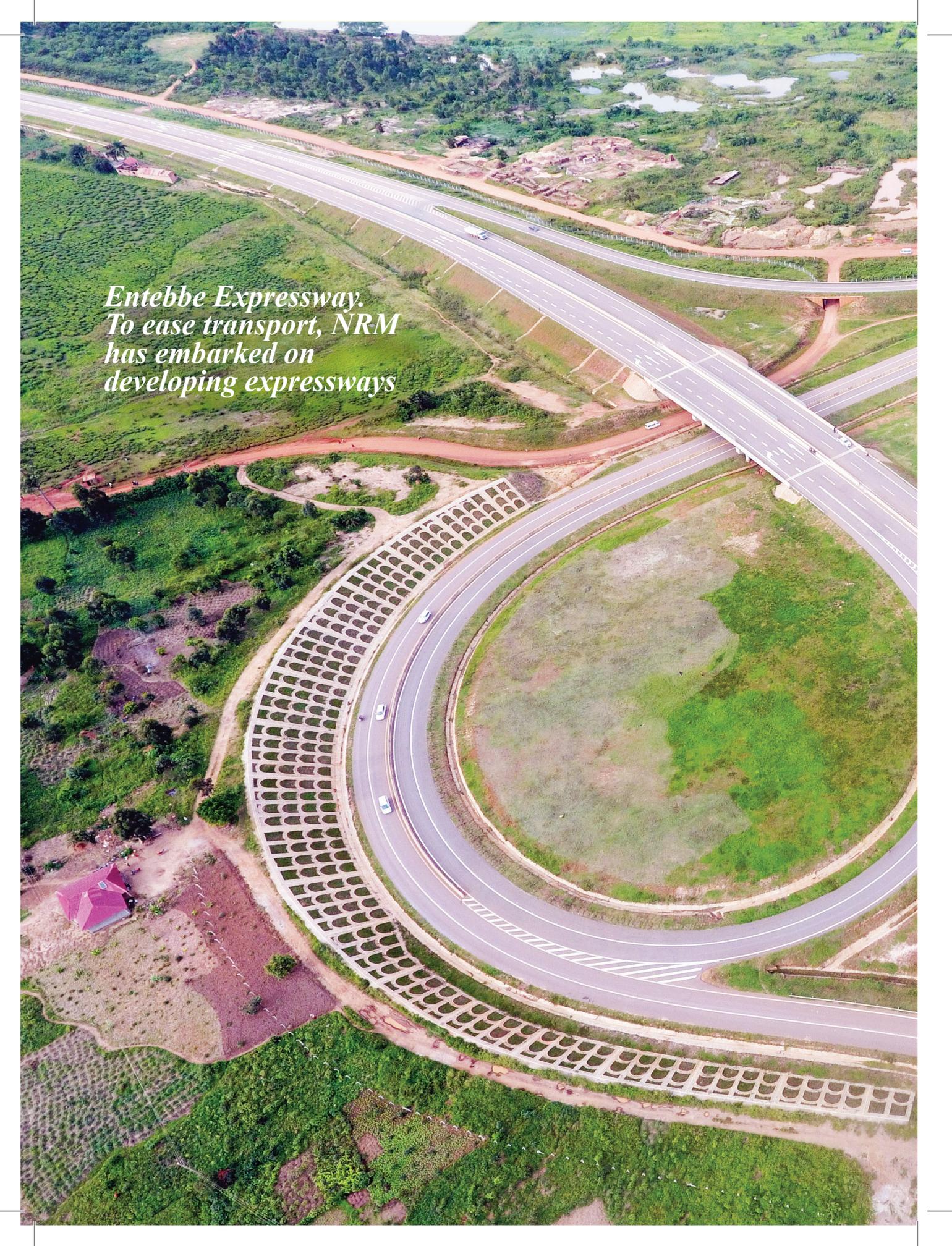
The following roads in Wakiso will be tarmacked.

NO	ROADS	DISTANCE KM
1	Kiwatule – Najjeera – Kira – Bulindo - Nakwero	8
2	Sonde-Buwava-Kiwologoma in Kira Municipality	6
3	Jokas-UCC-Namumila in Kira Municipality	4.5
4	Bukasa Port Terminal in Kira Municipality	
5	Namasuba-Kikajjo-Masajja-Busabala in Makindye Sebagabo	5
6	Maganjo-Kisimula-Katooke in Nansana and Nabweru Division	4.6
7	Kagoma-Nabuuma in Nansana & Nabweru	6.7
8	Kajjansi – Lutembe - Namulanda	8.7
9	Namugongo - Nsasa - Bulindo	5.2

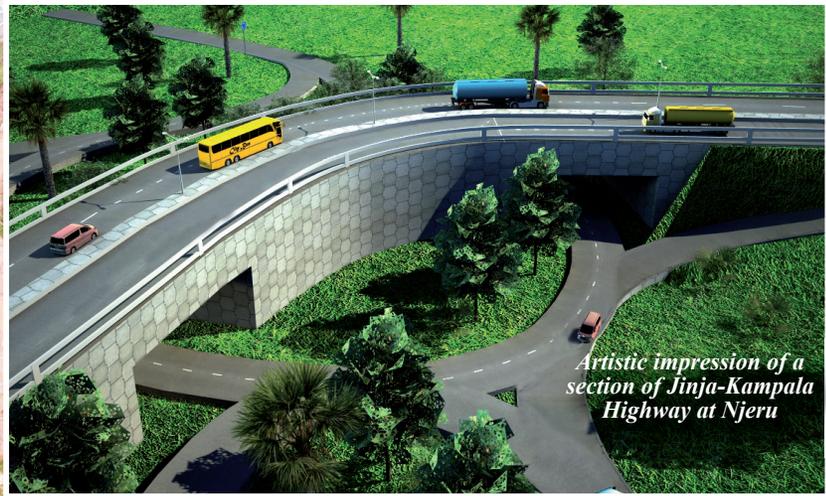
EXPRESSWAYS

To ease transport flow in GKMA, the Government has embarked on developing expressways. Towards this, Kampala-Entebbe Expressway was completed in 2018 and the Kampala-Northern Bypass capacity improvement is expected to be completed in 2021. Over the next five years the following expressways will be constructed.

NO	EXPRESSWAY	STATUS
1	Busega-Mpigi	Work commenced in 2019
2	Kampala Flyover Project	Construction work ongoing
3	Kibuye-Busega	Construction work ongoing
4	Kampala-Jinja	Under procurement
5	Kampala Southern Bypass	Works to commence in 2022
6	Kampala-Bombo	Design completed
7	Nakasero-Northern Bypass	Design completed
8	Kampala Outer Beltway/Ring Road	Design completed
9	Kampala-Busunju-Hoima	Design ongoing



*Entebbe Expressway.
To ease transport, NRM
has embarked on
developing expressways*



Artistic impression of a section of Jinja-Kampala Highway at Njeru





Aerial view of Kampala city in 1995



Kampala city view today from Kololo Airstrip



A section of Kampala city in 2002



4.6.7. MARKETS, DRAINAGE, STREETLIGHTING AND OTHER INFRASTRUCTURE DEVELOPMENT

4.6.8. PROGRESS

Transport and Traffic Management

Several existing signal junctions have been reconfigured and new ones signalised since 2011. Three junctions: Nateete, Nakawa and Wandegeya were reconfigured using funds from the Uganda Road Fund. Four junctions: Jinja Road – Lugogo Bypass, – Upper Kololo, Lugogo Bypass – Naguru Road and Upper Kololo – Wampewo have recently been signalised with funding from the Government of Japan through Japan International Co-operation Agency (JICA).

Junctions on Makerere Hill, Yusuf Lule Road (Fairway Hotel), Kira Road and Bwaise-Mambule on Bombo Road have been signalised using World Bank funding. Works on the signalisation of three more junctions on Hoima Road (Bakuli-Nakulabye) have just been completed.

The above sum up to 18 signalised junctions that have been completed and are functioning.

Drainage Improvement Projects in Kampala City

Ongoing projects

- a. Update and construction of selected community drainage priorities in Kampala Capital City: Lubaga and Central divisions: Lot-4: [Kitamanyangamba and Nabulagala drainage channels (1,568m)] is nearing completion.
- b. Design update and construction of selected community drainage priorities in Kampala Capital City: Nakawa division: Lot -5: [Savannah Commodities-Bugolobi-UBC Link (1,541m)] is also nearing completion.

- c. Contract for construction and completion of selected drainage systems in Kampala Capital City [(A) St. Denis (610m), Kabaluka (202m) and Nakinyuguzi (498m) in Makindye division; and (B) Nabunya (386m), Kimera (210m), and Kabawo (200m). Sebanja (185m) in Lubaga division.

Completed projects

Construction of 17 channels totaling 6.975km in Lubuga I (350m), Lubuga II (620m), Kanakulya (434m), Mugerwa (417m), Ganafa (327m), St. Benedict & Kabungu Close (469m), Kibuye-Police-Hollywood (450m) in Makindye division, Nte Yaffa (269m), Chwa II 'Nakulabye' (235m), Chwa II 'Namungoona' (299m), Kiwunya roadside RHS and LHS (790m), Kiwunya-Nasma (300m) in Lubaga division, Kawempe-Ttula I (882m), Kawempe-Ttula II (509m), Kaddugala (409m) in Kawempe division and Kanywankoko Phase I -215m (ongoing) in Nakawa division.

Under design and construction of selected drainage

Eight channels totalling 3.571 km are being constructed as follows:

- St. Denis (900m)
- Nalweyiso (204m)
- Kabaluka (202m)
- Nakinyuguzi (818m) in Makindye division
- Nabunya (482m)
- Kimera (330m)
- Kabaawo (315m)
- Ssebanja (285m) in Lubaga division.

Construction of seven channels totalling 2.610km has been done. These are; Yelemia-Kazo Angola (234m), Lutunda (560m), Ssekenge (525m), Mathel (200m), Bajjabaseka drain & crossing (470m), Gabunga-Kazo Angola (440m) and Nsamba-Kazo Angola (181m); all located in Kawempe division and Kawooya Phase I (216m), which has safeguarded homes from collapsing and reduced flooding incidences while filled-up deep gorges have reduced breeding grounds for waterborne diseases and death traps for pedestrians.

In addition, 4.226km of community drainages located in Nakawa were designed and the tender documents completed. Construction has started. Construction of Nabisalu channel (0.440km) and Scout Lane (0.577km) in Makindye division totalling to 0.997km was completed, which has improved on the cleanliness of the channel and reduced flooding.

Completed construction of Kakajjo channel (0.293km) in Central division and Kasokoso (0.299km) in Nakawa division totalling to 0.592km, which has improved on the cleanliness of the channel. It has also reduced flooding incidences and averted safety risks from the deep gorges that formed because of erosion at the time when the channels were earth.

A total of 0.3km network of sewer line (315mm OD steel ductile sewer pipes) at a depth of 5-7 metres was laid with provision of ducts and manhole chambers along Kafumbe Mukasa road in Kisenyi, including the road reinstatement works on the surface.

STREETLIGHTING IN KAMPALA CITY

Installed 442 low-energy consumption electric lights to improve the lighting on the pedestrian walkways and roads as an addition to the existing 1,742 solar streetlights. This brings the total number of both solar and hydroelectric-powered streetlights to 5,383.

Phase two of the Uganda Support to Municipal Infrastructure Development (USMID) project started in April 2019 to enhance the institutional performance of local governments to improve urban service delivery. Total funding is US\$360 million of which US\$335 million is credit and US\$25 million a grant.

4.6.9. PROGRESS ON REGIONAL CITIES AND MUNICIPAL ROADS

In a bid to improve the road network in the newly created cities and municipalities, the Government developed USMID programme costing US\$150 million. The programme's objective is to enhance the institutional performance of the 14 cities/municipalities to improve urban service delivery.

The municipalities that benefited under the USMID programme and have since been elevated to city status include Arua, Fort Portal, Gulu, Jinja, Masaka, Mbarara, Mbale, Hoima, Lira and Soroti. Other municipalities that benefited include Entebbe, Kabale, Moroto and Tororo. The programme became effective on 4th September 2013 and ended on 31st December 2018.

TABLE 21: CITY/MUNICIPALITY ROADS

NO.	MUNICIPALITY	PROJECT NAME
1	Arua	Rehabilitation of Enyau Road and Idi Amin Road: Total 1.68km
		Reconstruction of Lemerijoa Road: Total 0.875km
		Construction of Arua Taxi Park
		Rehabilitation of School Road and Adroa Road: Total 2.28km.
2	Entebbe	Church Road, Nyondo Road, Basude Rise, Fulu Road: Total: 2.193km:
		Rehabilitation of Gabunga Road, Lutwama Road, Muwawula Road, Serumaga Road: Total: 1.0km:
		Construction of Kitoro Taxi Park and Lockups
3	Fort Portal	Rehabilitation of Nyakana Road, Kagote Road: Total 0.613km.
		Construction of Mugunu Lorry Park
		Rehabilitation of Rukiidi III Street(0.225km), Kaboyo Road (0.257km), Solar Streetlighting
4	Gulu	Rehabilitation and upgrading of Ring Road, Labour Line Road, Acholi Lane Road, Alokolum Road and Cemetery Road: Total 3.637km.
		Rehabilitation and upgrading of Kabalega Road, Adonga Road, Crane Avenue, Philip Turner Road, Odur Min Odyek Road, Commercial Road, School Road, Salvatore Olwochi Road, Oponya Walter Road and Muroini Road (10 No.) : Total 4.046km.
		Rehabilitation of Sir Samuel Baker Road (1.28km), Laroo Road (1.96km), Tank Road (0.34km), Brother Reuben Road (0.64km), Hussein Michel Road (0.54km), Dr Onekalit Road (0.27km), Lumumba Road (0.26km), Nyerere Road (0.88km), Odida Road (0.25km), Timothy Okwera (0.42km), Lasto Okech (0.50km), Golf Course Road (0.45km), Peter Paul Opok (0.86km): Total 8.86km.
5	Hoima	Rehabilitation of Rukurato Road, Main Street, Old Tooro Road, Coronation Road, Persy Road, Government Road, Kabalega Road: Total 2.732km.
		Rehabilitation of Wright Road (0.37km), Bujumbura Road (0.264km), Kwebiha Road (0.286km), Bunyoro – kitara Road (0.554km), Republic Road (0.286km), Total: 1.76km. Beautification of Boma Ground
6	Jinja	Rehabilitation of Nalufenya-Clive Road West: Total 2.22km.
		Rehabilitation of Main Street (1.55km), Eng. Zikusoka Road (0.8km) Total 2.35km.
7	Lira	Rehabilitation of Aduku Road, Oyite Ojok Road, Imat Maria Road, Maruzi Road, Awange Mola Road, Ambobhai Road: Total 2.285km.
		Rehabilitation of Oyam Road, Rwot Aler Road, Aroma Lane: Total 0.990km.
		Rehabilitation of Kwania Road (1.005km), Soroti Road (0.533km), Obote Road (1.389km) Total: 2.927km. Beautification of the Coronation Park

8	Masaka	Rehabilitation of Yellow knife Road and Kabula Street Drainage: Total 1.559km.
		Rehabilitation of Budu Str (645m dual); Edward Avenue (630m dual); Jathabai str (320m) and Sese street drainage (275m) (4 No.): Total 1. 870km.
		Rehabilitation of Alex Sebowa (0.98km), Katwe Road (1.1km): Total 2.08km.
9	Mbale	Rehabilitation of Republic Street, Pallisa Road, Mugisu Hill, Nabuyonga Rise: Total 3.142km.
		Rehabilitation of Naboa Road (0.66km), Cathedral Avenue (0.835km): Total 1.495km.
10	Mbarara	Rehabilitation of Akiki-Nyabongo Road, McAllister Road, Constantino Lobo Road and Buremba Road. Total 3.43km.
		Rehabilitation of Bukuncu Road (0.43km), Bishop Willis Street (0.628km), Mbaguta Road (0.71km): Total 1.768km.
11	Moroto	Construction of Moroto Municipal Council bus terminal and parking yard. Phase 1 completed, phase 2 ongoing.
12	Soroti	Rehabilitation of Cemetery Road, Central Avenue, Alanyu Road, Liverpool Road, Serere Road: Total 2.862km.
		Rehabilitation of Edyegu road (0.9km), Haridas Road(0.842km), School Road (0.862km): Total 2.604km.
13	Tororo	Rehabilitation of Kashmir Road, Tagore West, Bazaar Street, Obuya Lane, Park Lane and Tagore East: Total 1.503km.
		Rehabilitation of Oguti B Road (0.792km), Market Street (0.417km), Mvule Road (0.164km): Total 1.373km. Reconstruction of Taxi Park.
14	Kabale	Rehabilitation of Nkunda Rd, Keita Rd, Nyerere Rd, Nyerere Av., Kigongi Rd. Total 2.439km.

4.6.10. WAY FORWARD

We are going to continue improving roads and infrastructure in cities and municipalities of: Arua, Gulu, Lira, Soroti, Moroto, Mbale, Tororo, Jinja, Entebbe, Masaka, Mbarara, Kabale, Fort Portal and Hoima. We are also working on roads in the following new municipalities: Kitgum, Kasese, Kamuli, Mubende, Ntungamo, Busia, Apac and Lugazi.

In addition, NRM is going to improve roads in local governments hosting refugees, namely: Adjumani, Moyo, Yumbe, Arua, Isingiro and Kiryandongo.

These infrastructure improvements will include:

- a. Urban roads and associated links.
- b. Urban transportation terminals, for instance bus, lorry parks and associated market stalls for vendors.
- c. Urban solid and liquid waste management systems.
- d. Drainage and storm water management systems.
- e. Urban local economic infrastructure. For example markets, slaughter houses, servicing land for industrial and commercial uses, cottage industries and tourism sites.
- f. Urban beautification such as leisure/public parks, playgrounds, urban greening and landscaping.
- g. Infrastructure in local governments hosting refugees including small bridges, culverts, roads in order to address bottlenecks in road use such as swampy areas, infrastructure promoting sports, art and culture.

4.6.11. PROGRESS ON DISTRICT, URBAN AND COMMUNITY ACCESS ROADS (DUCAR)

The District, Urban and Community Access Roads (DUCAR) constitute over 87% of the total road network in Uganda. In the past 5 years, the Government has placed special emphasis on the rehabilitation and maintenance of district, urban and community access roads.

The 1,151 pieces of road construction equipment bought from Japan are being used to maintain the existing roads and opening up those connecting new districts. The equipment includes motor graders, wheel loaders, excavators, bulldozers, wheeled backhoe loaders, vibro rollers, pneumatic rollers, pedestrian rollers, low-bed tractors, water bowsers, self-loading trucks, mobile workshops and bitumen distributors. Each

district was given a road unit consisting of a motor grader, wheel loader, two dump trucks and a water bowser.

As a result, 5,000km of district roads, 232km of urban roads and 8,000km of community access roads were rehabilitated. The Government has further spent Ush930 billion on maintenance of the DUCAR network in the past five years. This has resulted in the improvement of the road network.

NRM has a plan of improving 1,525km of community access roads per year to foster Local Economic Development (LED). We are also going to increase budget allocations for local governments to invest more in the maintenance of DUCARs.

4.6.12. WAY FORWARD

Over the next five years, NRM is going to rehabilitate 5,000km of district roads, 340km of urban roads and 8,000km of community access roads. We are also going to maintain the DUCAR network to ensure that they are kept in a fair-to-good condition. This will see the percentage of the DUCAR network in fair to good condition increase from 60% in 2021 to 80% in 2026. This will involve the following:

- a. Investing in innovative technologies (such as “pro-base” sealing technology) for road construction and maintenance and one of such technologies is the Low Cost Sealing Technology. This involves tarmacking of roads using locally available materials and the use of small local contractors. The targets for this technology include swampy areas, steep slopes, poor foundation soils and rock outcrops. Using this technology, we will tarmack 250km of low-volume roads countrywide to remove bottlenecks on the DUCAR network.
- b. NRM is going to further identify 120 critical road crossings and construct steel bridges for improvement of rural accessibility on the DUCAR network.
- c. The Government is going to construct and rehabilitate the following bridges and swamp crossings on the DUCAR network:

TABLE 22: BRIDGES AND SWAMP CROSSINGS ON THE DUCAR NETWORK TO BE CONSTRUCTED/REHABILITATED

S/N	BRIDGE/SWAMP CROSSING	DISTRICT	S/N	BRIDGE/SWAMP CROSSING	DISTRICT
1	Aeles	Pallisa/Ngora	28	Nsango	Bugiri
2	Kyabahanga	Rukungiri	29	Tanda	Bugiri
3	Burambira	Rukungiri	30	Humira	Ntoroko
4	Karujumba	Kasese	31	Amodo	Dokolo
5	Kyabayenze	Kasese	32	Saaka	Kaliro
6	Bugibuni Bundasa	Sironko	33	Ssezibwa	Kayunga
7	Komorotot	Bukedea	34	Ongino- Tisai	Kumi
8	Airogo	Bukedea	35	Adelei	Kumi
9	Aakol	Bukedea	36	Nakadidir - Lukolwe	Mukono
10	Ayumo	Alebtong	37	Rwamaabale	Kyankwanzi
11	Bukwali	Kabarole	38	Mburabuzo	Kyankwanzi
12	Kanyeyite	Mbarara	39	Kitooke	Kyankwanzi
13	Katete	Mbarara	40	Kikasa	Lyantonde
14	Kibira	Nebbi	41	Mutti- Gwa Kirevu	Bukoman- simbi
15	Nyahuka-Mirambi	Bundibugyo	42	Alipa	Kaberaimaido
16	Semliki	Bundibugyo	43	Abalang	Kaberaimaido and Dokolo
17	Achuna	Soroti	44	Getom	Katakwi and Amuria
18	Kanyamateke	Kisoro	45	Kafu	Masindi
19	Adyeri	Nwoya	46	Rego	Dokolo
20	Kwapa	Tororo	47	Bulagaye-Buhopa	Namayingo
21	Kagera	Tororo	48	Kyoonyo	Buhweju
22	Funguwe- Muwafu	Tororo	49	Alito, Agong and Achinga	Kapelebyong
23	KodoKolene	Budaka	50	Nakibungulya	Kamuli
24	Bubwaya	Manafwa	51	Rushango	Kazo
25	Tongoi	Manafwa			
26	Bukwaya –Mangasa	Manafwa			
27	Bunyitsa	Bulambuli			

- d. We shall procure additional road construction equipment for the benefit of 13 districts which were created between 2018 and 2019. The districts include Nabilatuk, Bugweri, Kassanda, Kwania, Kapelebyong, Kikuube, Obongi, Kazo, Rwampara, Kitagwenda, Madi-Okollo, Karenga and Lusot. Each district will get a road unit consisting of a motor grader, wheel loader, two dump trucks and a water bowser by 2022.
- e. For all districts where we procured equipment, we are going to provide additional resources for fuel to operate the equipment to murrum and compact the roads.

- f. We are going to refurbish 645 units of serviceable equipment imported from China in 2012 and redistribute it among municipal councils and new cities by 2022.
- g. Further, we are going to procure equipment for tarmacking roads for allocation to five big municipal councils.

4.6.13. DEVELOPMENT OF MARKETS

NRM is committed to improving structures and working conditions in markets. Under this policy, we redeveloped the following markets: Gulu, Jinja, Mbale, Wandegaya (Kampala), Hoima, Nyendo (Masaka) and Mpanga (Fort Portal). Redevelopment of the following markets is ongoing: Arua, Kitgum, Soroti, Moroto, Busia, Tororo, Lugazi, Kitooro (Entebbe), Masaka, Mbarara, Kabale and Kasese. When completed, priority will be given to vendors who had stalls in the old markets.

In Kampala, Kasubi Market was completed and commissioned. Busega and Kitintale markets will be ready by December 2020.

In regard to border markets, NRM adopted a Border Market Programme (later renamed the Border Export Zone Programme) to position Uganda's exports in the region, especially in the COVID-19 era. This will enable Uganda to maximise the benefits of regional integration, such as her membership in the COMESA FTA, the EAC Customs Union, Tripartite FTA and the African Continental FTA. For this to happen, there will be need, among others, to: increase and improve trade infrastructure and capacity building of the cross-border traders, and improve compliance with standards and marketing quality of products through the use of improved and organised infrastructure. The storage and warehousing infrastructure established in the BEZs will facilitate and ease movement of goods across the borders.

Towards this, NRM has developed master plans, architectural designs, and other project readiness documents for Katuna, Lwakhakha, Busia, Oraba and Kikagate border areas. In August 2020 construction begun for Katuna, Busia, Lwakhakha and Oraba borders. Over the next five years, we are going to develop the following border markets: Katuna, Lwakhakha, Busia, Oraba, Kikagate, Mpondwe (Kasese district), Bunagana (Kisoro district) and Nyanuka/Busonga Ramya (Bundibugyo district).

Over the next five years, NRM will build markets in the municipalities that don't have modern markets.

4.6.14. URBAN HOUSING

One of NRM's successes is seen in the high urbanisation growth rate currently at 5.8% annually, compared to the global average of 1.8%. As such, the number of urban areas in Uganda has expanded beyond their original spatial plans. Consequently, affordable and planned housing is lagging behind. About 60% of the population in urban areas reside in unplanned and informal settlements and slums. These informal settlements are characterised by substandard housing, overcrowding and limited access to essential public services such as clean and safe water, sanitation, healthcare and education, among others. These informal settlements are attributable to low levels of household incomes, complicated land tenure systems, high cost of building materials and technology and other related basic infrastructure issues.

NRM is committed to solving these housing challenges. Therefore, to address the bottlenecks to affordable decent housing in Uganda, NRM is going to:

- a. Enhance wealth and job creation programs to sustainably raise citizens' income levels to enable them to afford decent housing.
- b. Provide essential public services, including clean water, sanitation, healthcare and education to informal settlements in Kampala's slum areas. These services will also be provided to informal settlements in other cities and municipalities.
- c. Reduce the cost of building materials by using our minerals such as limestone and iron ore to develop integrated industries for building materials (cement and steel products).
- d. Recapitalise National Housing and Construction Corporation to build low-cost housing for public servants and other deserving citizens.
- e. Recapitalise Housing Finance Bank to enable it to expand and provide affordable mortgage finance.
- f. Build houses for health workers and teachers.
- g. For all industrial parks, there is a plan to provide and build affordable housing for workers and likely urbanisation.

4.7. INFORMATION AND COMMUNICATIONS TECHNOLOGY

NRM inherited a country where telephones were for the rich and services unreliable, yet they existed elsewhere in world. There was only one inefficient telephone company owned by the Government. In 2006, NRM recognised and pledged to prioritise and promote the use of Information and Communications Technology (ICT) as a tool and enabler of socio-economic transformation and development.

ICT is essential in improving national productivity because it has potential to make Government and business enterprises more efficient, effective and globally competitive. Ugandans are now spoilt for choice on which telephone or internet provider to choose. There are four telephone service providers and more than six internet providers.

Almost all Ugandan households have a mobile phone. Subscriptions have increased from 20.5 million in 2015 to 23.2 million in 2017 resulting in a teledensity of 66.9%. The number of internet users also increased from 6.2 million in 2015 to 9.8 million in 2017. This translated into an internet penetration rate of 25%.

The importance of ICT has been amplified under COVID-19 driven lockdowns. During the period ICT was employed to deliver education, health, trade in market places and financial services.

NRM will use ICT for e-education, e-security, e-governance, e-health, e-extension to deliver Government services better. Ugandan youth will be supported to innovate to improve ICT services across the country.

4.7.1. PROGRESS

- a. The National Backbone Infrastructure (NBI) has been extended to 483 Government sites and target user groups. Out of these 420 are using services over the NBI; the services include internet bandwidth, Integrated Financial Management Systems (IFMS), Data Centre, leased lines and dark fibre.
- b. NBI extended to 49 districts out of 125, namely: Kampala, Mukono, Buikwe, Jinja, Iganga, Bugiri, Busia, Tororo, Mbale, Bukedea, Kumi, Soroti, Kaberamaido, Dokolo, Lira, Kole, Oyam, Gulu, Amuru, Kiryandongo, Masindi, Nakasongola, Luwero, Wakiso, Hoima, Kagadi, Kyenjojo, Kabarole, Kasese, Rubirizi, Bushenyi, Sheema, Mbarara, Ntungamo, Kabale, Lyantonde, Lwengo, Masaka, Rakai, Mpigi, Pakwach, Nebbi, Arua, Adjumani, Moyo, Koboko, Moroto, Katakwi and Kiryandongo. Furthermore, border posts of Mpondwe, Vurra, Oraba, Elegu/Nimule, Busia and Malaba have been connected to the NBI.
- c. The price of internet for MDAs and LGs has significantly dropped, from an average cost of 1 Mbps/month for US\$300 in 2015 to US\$70 in 2018, as a result of completion of alternative routes to the sea cables through Mutukula and Katuna. The commercial Internet Service Providers (ISPs) have accordingly slashed their prices for 1 Mbps/month from an average of US\$515 in 2015, down to US\$237 in 2018.
- d. ICT innovations have been streamlined by developing guidelines under URSB to ensure that innovators are rewarded for their creations and their intellectual property rights are protected.
- e. We have so far given Ush1.6 billion to support eight ICT Innovation Hubs located in Kampala and other regions (Mbarara University, Muni University in Arua, Makerere University, Innovation Village — Ntinda, Soroti University and Makerere University Business School). These hubs provide free work spaces (including laptops and internet) for the youth to develop their innovations. More hubs will be built in other regions.
- f. Furthermore, we are providing subsidised internet bandwidth to five Business Processing Outsourcing (BPO) innovation companies: Cameo Tech, Techno Brain, Munu Tech, BDE Consults and Cayman Consults.

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- g. The National ICT Innovation and Incubation Hub at Nakawa that is currently under construction with support from UPDF Engineering Brigade will mentor and coach SMEs.
- h. NITA-U is in the process of establishing the ICT Park on 17 acres in Entebbe, donated by the President of Uganda.
- i. A BPO centre was developed at Statistics House in Kampala and is being run by a private sector company to offer call services. Furthermore, Government is offering incentives to BPOs.
- j. Priority e-services have been identified, developed and are being rolled out in Government MDAs as follows;
 - i. e-voucher, e-visa, Academic Information Management System (AIMS), e-tax, e-logrev, Prosecution Case Management Information System (PROCAMIS) and Online Wealth Declaration.
 - ii. E-Payment Gateway for managing electronic collection and disbursement of Government funds.
 - iii. Authentication gateway for secure access to e- Government services.
 - iv. SMS Gateway and mobile gateway implemented for simplified notification services and mobile accessibility for e-services
 - v. E-government procurement transparency within the procurement processes across Government.
 - vi. The sector has conducted awareness drives such as the e-government Expo and Excellence awards to build capacity and ensure uptake of e-services. Awareness has been conducted in the areas of Cyber Laws, Information Security and e-Government services.
- k. The Government, through partnership with SIMI Mobile, established the first Mobile Phone and Computer manufacturing and assembling plant in November 2019 at the KIBP, Namanve.
- l. Orion TV that we used to import are now being produced domestically.

- m. NRM has established over 1,040 school ICT laboratories intended to provide digital literacy skills to the communities and schools. An additional 47 labs are to be launched.

4.7.2. WAY FORWARD

a. Increase ICT network coverage and penetration

- i. Extend the broadband infrastructure coverage countrywide and implement last-mile connectivity (taking internet services to the entire country) to all key service delivery units such as schools, hospitals, police, tourism sites, districts to the NBI conducted. Take advantage of existing infrastructure by Government and private sector players to reach the last-mile connectivity.
- ii. Provide communal broadband. For instance, transform all postal centres and community information centres into e-services delivery channels.
- iii. Expand the Digital Terrestrial Television and Radio Broadcasting network countrywide using both satellite and terrestrial signals to ensure that it is accessible by all.

b. Promote the utilisation of ICT

- i. Digitise service delivery processes across all MDAs and LGs through adoption of new ways of delivering services, re-engineering their business processes by ensuring that they are simplified, streamlined, optimised and develop e-solutions such as e-health, e-education, e-extension and e-tax services.
- ii. Develop a framework for standardisation and interoperability of digital services to ensure seamless exchange of information between systems to avoid duplicate data collection, eliminate obsolete databases and reduce operating costs. For example, the national ID data should be connected with the SIM card, passport, driving permit, property (such as land and vehicles) and registration databases.
- iii. Develop and roll out the national post and addressing system countrywide. These networks facilitate e-commerce, reinforce national security, ease the provision of aid and emergency services and facilitate the planning and implementation of public policies and services.

c. Enhance digital skills and innovation

- i. Conduct digital literacy training for SMEs and awareness campaigns of ICT for different communities across the country.
- ii. Support SMEs digitisation programme to enable them participate in e-commerce to make them resilient in post-COVID-19 era.
- iii. Stimulate digital innovations across the whole economy and build a critical mass of talent to develop applications and services that can be consumed locally and even exported regionally and internationally.
- iv. Establish regional innovation and incubation centres, ICT centres of excellence and vocational institutions.
- v. Strengthen the National ICT Initiatives Support Programme (NIISP) to support and mentor innovators across the country in development and commercialisation of ICT products.
- vi. Establish a reservation scheme for procurement of local ICT products by the Government and compel all MDAs to procure locally developed solutions.

5. OIL AND GAS

5.1. INTRODUCTION

NRM is committed to ensuring Uganda's oil and gas is fully exploited and developed. This is why we have not hurriedly exploited them but instead taken cautious steps to move steadily and do the right thing.

Deliberate steps have been taken to develop upstream value chain activities first before we embark on production. The sector has transitioned from exploration and appraisal to development and preparation for production of oil. The necessary policy, legal, regulatory and institutional framework are in place as well as the necessary infrastructure, to support the oil and gas activities.

In particular, Government in 2018 approved the Local Content Policy for the oil and gas sector. The policy aims at increasing participation of Ugandans and provides principles for capacity building for national enterprises, skills development as well as establishment of a Local Content Development Fund to support national enterprises and promote national participation in the industry.

In addition, the Directorate of Petroleum in the Ministry of Energy and Mineral Development, Petroleum Authority of Uganda (PAU) and the Uganda National Oil Company (UNOC) were operationalised to promote, license, regulate the petroleum industry and manage the business/commercial interests.

The policy, licensing and regulatory interventions have fostered effective and sustainable management of the oil and gas sector. For instance, in 2016, Uganda completed the first competitive licensing round resulting in the issuance of three exploration licences to Oranto Petroleum of Nigeria and Armour Energy Ltd of Australia in 2017. Nine production licences over 14 field discoveries were issued to Total E&P, Tullow Uganda Operations Pty Ltd and CNOOC Uganda Ltd. This was a milestone in the development phase of the petroleum value chain, and is being implemented under two separate projects — the Tilenga in Buliisa and Nwoya districts and Kingfisher in Hoima and Kikuube districts.

5.2. PROGRESS

a. Refinery Development

- i. Lead Investor for Refinery Development: Government on 10th April 2018 signed the Project Framework Agreement (PFA) with the Albertine Graben Refinery Consortium (AGRC) as the potential investor who will design, build, finance and operate the refinery. The consortium consists of Yaatra Africa LLC, Lion Works Group, Nuovo Pignone International SRL (a Baker Hughes company), General Electric and Saipem SPA.
- ii. Pre-FID (Final Investment Decisions) activities for the Refinery Project: The Front-End Engineering and Design (FEED) study continued in Milan, Italy and is currently estimated to be 75% complete.

The Environmental Social Impact Assessment (ESIA) commenced in March 2020. The study will last 18 months.

- iii. Land Acquisition for Refinery Development: Resettlement of Project Affected Persons (PAPs) has progressed well, schools, houses and health centres have been constructed and are in use. Relocation of graves to pave way for construction of Kabaale International Airport was undertaken. Construction of the Anglican Church in Wambabya, Buseruka and Catholic Church in Nyakasinini, Buseruka was completed and handed over in November 2019. The police post in Kyakaboga, Buseruka is 85% complete. All PAPs who signed for compensation (which is about 99.3%), have been compensated. Discussions are ongoing with part of the remaining 0.7% of the affected persons who have showed up. Marking of Refinery land boundary was completed.

b. Pipeline Development

- i. The land acquisition process is ongoing for the refined products pipeline from Hoima to Namwabula, Mpigi. Compensation and resettlement of PAPs will commence once the valuation reports which have been submitted to the Chief Government Valuer have been approved.
- ii. East Africa Crude Oil Pipeline (EACOP): The Host Government Agreement (HGA) was successfully concluded and signed in September 2020. This was a critical milestone on the path to the FID for the upstream and EACOP projects. The Transportation and

Tariff Agreement and Shareholder Agreement are being negotiated with the plan to conclude them before the end of 2020. The target is to have all the key agreements executed by the end of 2020 in time for FID. The land acquisition process for the EACOP corridor from Hoima to Mutukula is ongoing. The Resettlement Action Plan (RAP) study has been finalised and the valuation reports approved by the Chief Government Valuer. Preparations are underway to commence cash compensation and relocation of the affected persons.

c. Kabaale Petro-based Industrial Park (KIP)

UNOC is in the process of identifying strategic partners for the development and management of KIP. The procurement of advisory services to support the process of identification of a strategic partner is ongoing.

The Expression of Interests (EOIs) for design consultants for the park access and arterial roads, water reticulation network, wastewater treatment and installation of electrical power lines in the park was published. The construction of arterial roads is intended to be implemented in a phased manner. Furthermore, the EOI for the design of a high security dual fence around the park is under evaluation.

d. Kampala Storage Terminal (KST)

UNOC is in the process of identifying a strategic partner for the development and management of KST to be located in Namwabula, Mpigi.

e. Capacity building in the oil and gas sector

NRM's policy has been the development of requisite capacity and skills to ensure that Uganda's interests are maximised. Towards this, Government officers continue to undertake both long and short-term training in specialised areas of refinery design and operations, petroleum geosciences and petroleum economics either abroad or in the country.





*Aerial view of an oil
exploration site in
Bullisa district*

f. Natural gas pipeline

In NRM's spirit of regional co-operation we are working with the Government of Tanzania to develop a natural gas pipeline to Uganda to mainly support the iron and steel industry; to this effect a memorandum of understanding was signed in 2018. A joint technical committee comprising representatives of the two states has held discussions to agree on the modalities for undertaking a joint feasibility study.

5.3. WAY FORWARD

a. Increase efficiency in extraction of oil and gas resources.

- i. Expedite the ongoing review of the National Oil and Gas Policy, 2008.
- ii. Promote the country's petroleum potential and conclude the second licensing round.
- iii. Continue geological and geophysical surveys in frontier basins and unexplored part of the Albertine to prepare the basins for licensing and establishment of additional reserves for the sustainability of the industry.
- iv. Undertake basin analysis and resource assessment for the establishment of both conventional and unconventional resources in the country.
- v. Continue the development of standards, codes and guidelines for upstream petroleum.
- vi. Support the implementation of the local content policy.
- vii. Upgrade the existing geochemistry laboratories.

b. Produce refined oil and oil byproducts for the local and export markets.

- i. Conclude the Front-End Engineering Design (FEED) and Environmental Social Impact Assessment (ESIA) for refinery development.
- ii. Implementation of RAP for refinery through construction of remaining social infrastructure.
- iii. Supervise Engineering Procurement and Construction Management (EPCM) for the EACOP project.

- iv. Supervise the implementation of the RAP for the EACOP Project.
- v. Undertake the feasibility study for the Natural Gas Pipeline Project from Tanzania to Uganda.
- vi. Continue the implementation of RAP for the products pipeline corridor from the refinery at Kabaale to the storage terminal in Namwabula, Mpigi district.
- vii. Undertake the development of the required regulations (tariff, metering, decommissioning) — sector governance.
- viii. Secure funding for UNOC's equity investment in oil and gas projects (Refinery, EACOP, KST).
- ix. Secure funding for common infrastructure development for Kabaale Industrial Park (KIP).
- x. Identify strategic partners for the development and management of KIP and Kampala Storage Terminal (KST).
- xi. Undertake ESIA for KIP.

c. Increase efficiency in utilisation, transportation, storage, handling and security of stock of petroleum.

- i. Invest in LPG infrastructure, including production of affordable standardised (universal) LPG storage units (cylinders), and establishing new LPG centres in hard-to-reach areas.
- ii. Promote alternative routes among them is lake transport of refined petroleum products.
- iii. Restocking and facilities' upgrade of the Jinja Storage Tanks (JST) to enhance security of supply and continue bulk trading in petroleum products.

6. MINERAL-LED INDUSTRIALISATION

NRM is committed to ensuring that Uganda's mineral wealth, using a science-led approach, is fully exploited to develop an integrated industrialisation agenda.

Using import substitution and export promotion strategies, NRM's policy is to industrialise using Uganda's mineral resources. This is why, amidst criticisms, we banned the export of raw/unprocessed minerals. Our policy is to use our scientists to develop integrated industries around every single mineral found in Uganda.

In addition to oil and gas deposits, Uganda has vast potential of metallic mineral deposits, including gold, iron ore, zinc, niobium-tantalum (or columbite-tantalite), tin (cassiterite), copper-cobalt, lead, beryllium, wolfram, bismuth bismutite, chromium, lithium and titanium.

Non-metallic minerals include bentonite, diatomite, kaolin, limestone, marble, vermiculite, gypsum, phosphates, feldspar, aggregate, crushed and dimension stone, glass sands, sand, clays and salt.

Results from mineral exploration have revealed the potential for uranium, platinum group minerals, nickel, diamonds and rare earth elements.

In particular, discoveries which require promotion and development include iron ore reserves, which stand at about 350 million tonnes of confirmed reserve with a resource base of over 1 billion tonnes inferred; over 1 billion tonnes of marble in Karamoja; 12 million ounces of gold at Wagagai in Busia; 1.7 billion tonnes of graphite in Orom in Kitgum; 300 million tonnes of estimated reserves of rare earth elements and an additional 700 million tonnes of indicated reserves in Makuutu – Buwaaya in Iganga district plus an estimated 3 billion tonnes of kaolin and bentonite in Kaiso Tonya.

Some of the minerals available in Uganda are yet to be quantified.

To develop Uganda's mineral potential for the industrialisation agenda, NRM is going to use a two-pronged approach.

First, work towards the development of complete science-led industrial value chains of five priority minerals namely: iron ore, gold, copper/cobalt, phosphates and building minerals (marble, silica sand and limestone).

Second, continue to support the science-led development initiatives for other minerals.

From the first approach, we hope to develop the iron and steel value chain that can contribute to the metal fabrication industry of many youth-led enterprises. Cobalt will contribute to the development of local batteries that can be used in electric cars manufactured by Kiira Motors.

In addition to the construction industry, NRM plans to explore the use of silica sand for other secondary and tertiary uses such as glass manufacture and quartz extraction for the manufacture of semiconductor.

Scientists need to be supported to develop these complex but very useful technologies to support the ICT industry.

6.1 PROGRESS

a. The geological and mineral potential of the country has been ascertained. NRM has conducted mineral exploration in various parts of the country to establish the potential, as follows:

- i. A total of 118 million tonnes (MT) of iron ore was identified in Rutenga, (30 MT) in Kabale (73 MT) and Muko (15 MT), bringing the total iron ore in southwestern Uganda to 318 MT. The iron ore in Kabale and Muko is mapped to be associated with gold, nickel, zinc, tin, titanium and wolfram.
- ii. New discoveries of iron ore deposits have been evaluated in; Kanungu, Buhara (Kabale district) and Mayuge district, with a total reserve of over 200 million tonnes.
- iii. Five minerals were evaluated for development: gold, zinc, copper and nickel in Zeu, Adjumani, uranium in Katara, Buhweju district and wolfram in Kirwa.

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- iv. Extensive sand deposits in Lake Victoria. Estimated reserves of 34,093,084 tonnes (34 MT) covering an area of 9km² at an average thickness of 1.5m.
 - v. Established and confirmed uranium of: 48.2 ppm in Nkandwa, Kiboga district; 904 ppm in Katara, Buhweju district and 450.6 ppm associated with chromium, copper, lead, wolfram, tin and zinc in Kyambogo, Sembabule district.
- b.** NRM has also attracted private sector to conduct mineral exploration in various parts of the country as follows:
- i. Wagagai Mining (U) Limited has established gold deposits in Busia district.
 - ii. Simba Mines Ltd is developing an underground gold mine in Ibanda district.
 - iii. Consolidated African Mineral Resources Ltd has discovered huge deposits of graphite in Kitgum district.
 - iv. Sipa Exploration (U) Ltd that has identified a copper-cobalt-nickel anomaly in Kitgum district.
- c.** NRM is setting up a modern mineral laboratory in Entebbe. Currently, 70% of the work is done. The lab is substantially equipped and has trained personnel, and we have now embarked on securing ISO accreditation.
- d.** In line with the policy to improve the management and administration of the mining sector, the following have been achieved:
- i. The licensing for mineral resources has been streamlined and is now fully online.
 - ii. Artisanal and small-scale miners have been registered, trained and legalised in Mubende, Kassanda, Busia, Moroto, Ntungamo and Buhweju.
 - iii. A new policy, legal and regulatory framework is being promulgated to further unlock the sector's GDP contribution.
- e.** In line with the policy objective of value-addition on minerals, investors have been attracted as follows:

- i. Gold: A private company (African Gold Refinery) set up refinery in Entebbe near the Entebbe International Airport. Gold can now be refined and packaged into pure gold bars in Uganda. Two other refineries, Bullion and Simba Gold, have also been set up. This is partly the reason gold exports have increased tremendously from US\$3.25 million in 2013 to US\$1,258 million in 2019, according to a Bank of Uganda report, 2020.
- ii. Marble Mining and Processing Project in Moroto district: Sunbelt Mining acquired mining lease, ML1954 granted on 30th May 2019 to mine and process marble, granite and sandstone resources. The lease covering an area of 331.8462ha (3.318sq.km) is located at Rupa, 17km north of Moroto town on topographic map sheet 27/3. The marble reserve is 562,356,000 tonnes determined through detailed exploration including drilling and is mined using an open pit mining method. The total investment cost is US\$350 million and estimated operational cost of US\$8 million annually. The planned annual production is set at 4.6 tonnes annually giving a life span of 122 years of the mine. The gross revenue of US\$30 million per year is expected. Currently the company is mining and stockpiling marble blocks at Rupa. The processing plant will be established at Matheniko, Rupa in Moroto away from the mining area to manufacture tiles and slabs from the marble blocks mined.
- iii. Sukulu Phosphate and Steel Project: M/S Guangzhou Dongsong Energy Group Co. Ltd is developing the phosphates, steel, glass, cement and brick products. The project was launched on 12th October 2018 commenced trial production of bio-organic fertiliser. It also started production of building materials.



President Museveni commissions Sunbelt Marble Factory at Nanyidik Village in Rupa sub-county, Moroto district.

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- iv. Tin: A private company (African Panthers Ltd) is setting up a plant in Kikagati, Isingiro district with daily capacity 960 tonnes of feed per day, resulting in an expected production of 150 tonnes of processed tin concentrate per month.
- v. Goodwill Ceramics Ltd manufactures tiles from clay, kaolin and feldspar at a factory located in Kapeeka, Nakaseke district, about 30km north of Kampala using locally sourced materials. This investment has had a tremendous impact on Uganda's construction industry since it has reduced prices of tiles by over half, making them affordable for many Ugandans. Furthermore, it has saved Uganda US\$30 million in tile imports per year. Besides, there is a market for Goodwill tiles in East Africa.
- vi. Four cement factories are now operating in the country, generating competition that has stabilised prices. These are:
 - Hima Cement in Kasese and Tororo
 - Tororo Cement in Tororo
 - Simba Cement in Tororo
 - Kampala Cement in Mukono
- vii. Namekara Mining Co. Ltd (NMCL) is mining vermiculite in Busumbu, Manafwa district. The mine produces 30,000 tpa of high-grade vermiculite.
- viii. A new investor is being sourced to take over Kilembe Mines and revamp it to its former glory.

6.2. WAY FORWARD

Over the next five years we are going to use a two-pronged approach. First, minerals whose quantities and values are known — and where studies and work towards their development have already commenced — will be fully developed using a science-led approach and an integrated industry will be built around them.

In particular, the iron ore industry will be prioritised and developed along the entire value chain.

Second, more studies are going to be undertaken to ascertain the quantity and quality of the minerals for development.

In particular;

- a.** We are going to increase value-addition in iron ore, gold, copper, phosphates, and develop minerals (marble, silica sand, aggregate, and limestone) as follows:
 - i. Conduct bankable feasibility studies for strategic high-value minerals, namely iron ore, gold, rare earth elements, uranium and tin, tungsten and tantalite (3Ts), to attract investment.
 - ii. In the short term, working with the private sector, Uganda Railways Corporation (URC) will provide a dedicated ship to transport coal from Tanzania to Uganda to support local production of liquid steel. Other incentives to reduce transportation of the iron ore from Muko and other mines to factory for processing and reduce importation of billets will also be provided.
 - iii. In the medium term, develop the natural gas pipeline from Tanzania to Uganda to support local production of liquid steel.
 - iv. Explore the mineral potential in Busoga sub-region, especially in regards to rare earth elements.
 - v. Put in place mineral analytical infrastructure for two additional mineral commodities and two mineral beneficiation techniques.

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- vi. Construct the eastern regional mineral beneficiation centre.
 - vii. Develop small-scale gold miners in Busia, Bugiri and Bugweri districts for extraction and marketing purification.
 - viii. Establish and operate a mineral certification system in Entebbe to increase mineral trade and global competitiveness. Three; Tin, Tungsten and Tantalite (3T) mines certified.
 - ix. Mapping, registration and organisation of artisanal and small-scale miners countrywide. The target is to zone areas for their operations and ensure that 40 location licences are issued to them, establish and gazette mineral buying centres.
 - x. Rehabilitation of areas impacted by mining activities in Kilembe Mines.
 - xi. Maintain functional and unencumbered income-generating Kilembe Mines Limited (KML) assets.
 - xii. Use the iron and steel industry to support the knowledge-based technology hubs through relevant research centres like Kiira Motors.
- b.** Explore and quantify priority mineral resources across the country, as follows:
- i. Undertake geological studies and mineral exploration on strategic minerals. Four strategic minerals will be evaluated and classified for public and private investment.
 - ii. Carry out aerial geophysical survey of Karamoja to complete geophysical map national coverage.
 - iii. Continue to support research towards the development of alternative affordable fertilisers to replace the imported fertilisers.
 - iv. Support research geared towards the synthesis of mineral-based raw materials for local industries.
 - v. Strengthen and expand seismological networks and monitor other geo-hazards and design the infrasound network infrastructure in Uganda. At least one seismological network developed per year and infrasound network infrastructure installed.

At least one seismological network developed per year and infrasound network infrastructure installed. Detailed surface studies of Ihimbo and Kanangorok geothermal prospects will be carried out. And we will maintain the Mining Cadastre and Registry System as well as Geology and Mineral Information System.

- vi. Promote and market the country's mineral and geothermal potential for investment. Package mineral and geothermal potential information for local, regional and international fora.
 - vii. Site, design and prepare tender documents for drilling three deep exploration and injection two wells at either Kibiro in Buliisa district or Panyimur in Pakwach district.
 - viii. Feasibility studies for geothermal direct use at Buranga in Bundibugyo district and Panyimur.
 - ix. Drill 10 geothermal gradient wells at Buranga and Katwe in Bundibugyo and Kasese districts respectively.
- c.** Strengthen the legal and regulatory framework as well as the human and institutional capacity.
- i. Complete the review of the legal and regulatory framework for the effective governance of the mineral sub-sector
 - ii. Continue inspecting and monitoring exploration and mining activities.

7. SCIENCE, TECHNOLOGY ENGINEERING AND INNOVATION

7.1. INTRODUCTION

NRM is intent on using Science, Technology, Engineering and Innovation (STEI) to transform the fortunes of the people of Uganda. Science deals with seeking to understand the laws that govern observed natural phenomena. Technology is the sum of techniques, skills, methods, and processes used in the production of goods or services or in the accomplishment of objectives. Engineering deals with the application of science to create systems and convert natural resources for the benefit of mankind. Innovation is the process of translating an idea or invention into a good or service that creates value for customers or society.

The four (science, technology, engineering and innovation) are key drivers of socio-economic development, by virtue of their capacity to improve productivity, enhance private sector competitiveness, promote accelerated growth and create jobs. Further, they are universally recognised as fundamental ingredients for poverty eradication, wealth creation and sustainable development. The large disparities in income and social development between developed and developing countries are rooted in the considerable differences in their use of technology, and the resulting gaps in their productivity. Societies that have embraced and harnessed STEI have developed faster. Conversely, those that have lagged behind in the STEI area now find themselves in danger of being increasingly dependent on other economies and unable to handle the vagaries of nature (e.g. outbreaks of disease, drought, floods, hunger and global warming). They also face the prospect of being conquered by others, enslaved or, even, being exterminated — as happened with the American Indians and the Australian Aborigines. Africa was colonised, at least in part, not because it lacked kings, priests and musicians, but because the continent lagged behind in STEI. Centuries later, most of Africa continues to lag behind in STEI advancement. Meanwhile, the rest of the world is positioning itself for the Fourth Industrial Revolution (also known as Industry 4.0 or 4IR). The 4IR will be characterised by technology breakthroughs in fields of artificial intelligence,

robotics, the Internet of Things (IoT), virtual reality, autonomous vehicles, 3D printing, block chain technology, nanotechnology, biotechnology, materials science, energy storage, and quantum computing.

NRM is determined to ensure that Uganda catches up and is not left behind as was the case with the previous industrial revolutions. To achieve this, we are going to focus on leveraging STEI and creating an enabling environment for innovators. We are going to deal with the challenges encumbering STEI development. The key challenges have been weak technology-related infrastructure, lack of stakeholder and institutional synergy crippling bureaucracy in Government, human capital challenges, poor absorption of research outputs, and inadequate protection of intellectual property rights. In spite of these challenges though, we have registered good progress and continue to work towards strengthening the STEI ecosystem and building resilient STEI infrastructure.



President Yoweri Museveni (wearing hat) on a guided tour of the Industrial Skills Training and Production Centre in Namanve Industrial Park

7.2. PROGRESS

a. Creation of Ministry and Sector of Science, Technology and Innovation

Cognisant of the importance of STEI, NRM created a dedicated Ministry of Science, Technology and Innovation (MoSTI) in 2016 and accorded STI sector status in 2017. The affiliated agencies under the MoSTI are Uganda Industrial Research Institute (UIRI), Uganda National Council for Science and Technology (UNCST), Banana Industrial Research and Development Centre (BIRDC) and Kiira Motors Corporation (KMC). The core mandate of MoSTI is to provide policy guidance and co-ordination in matters of scientific research and development, as well as define the national science, technology and innovation ecosystem. Efforts to this end include alignment of STEI to areas of competitive advantage and national needs as Uganda strives to move up the value chain from labour intensive to knowledge-led (smart) production systems.

b. Establishment of the Machining, Manufacturing and Industrial Skills Development Centre (MMISDC) at Namanve

Through the Uganda Industrial Research Institute (UIRI), NRM has established a US\$30 million Machining, Manufacturing and Industrial Skills Development Centre (MMISDC) in the Kampala Industrial Business Park (KIBP), Namanve. The facility was commissioned by His Excellency the President on 15th January 2020. NRM has so far availed Ush10 billion to facilitate initial the stages of operationalising the facility, which aims to address appropriate technology and human capital gaps by introducing modern methods and practices for machining and manufacturing, as well as providing a much needed platform for industrial apprenticeship. The MMISDC will address specialised skills development in areas that include but are not limited to; mechatronics, computerised numerical control precision machining, programmable logic control, advanced welding and non-destructing testing, and material testing. The facility will also facilitate the manufacture of machine parts and spares, progressing to implements and sub-assemblies, and eventually machines. The goal of these operations is to generate revenue on the road to MMISDC becoming self-sustaining.



The Kayoola Bus is specifically designed for urban transport



President Museveni commissioning the NYOKA Conversion Project at the Manufacturing and Assembling Plant for armoured vehicles at the Mayuge-based Magamaga Barracks

c. Value-Addition and Import Substitution in the Nascent Automotive Industry

NRM, in recognition of the economic transformative opportunity in the domestic and regional automotive industry value chain pledged Ush143.7 billion to establish Kiira Motors Corporation and construct Phase I of the Kiira Vehicle Plant, in the Jinja Industrial and Business Park. The Kiira Vehicle Plant Phase I is designed for production of up to 22 vehicles (buses and trucks) a day (5,000 vehicles annually). With Ush58 billion so far released, construction of the Kiira Vehicle Plant, which is undertaken by the UPDF through National Enterprise Corporation, was at 60% of completion in September 2020. This investment is expected to create over 14,000 jobs and catalyse investment by small and medium enterprises in the manufacture of vehicle parts, components and autonomy systems (brake pads, seats, bolts and nuts, bumpers, vehicle electronics, navigation system, digital mobility solutions such as ticketing and cashless payments management, among others). It is also projected to increase demand for the utilisation of Uganda's natural resources such as steel from iron ore deposits; plastics from oil and gas, lithium ion batteries from graphite, lithium and cobalt deposits, vehicle upholstery and interior padding from cotton and leather, glass from silica and sand among others.

Through technology transfer from China and utilisation of production facilities at the Luwero Industries in Nakasongola, the Kayoola Electric Vehicle System (EVS), a premium zero-emissions city bus with a range of 300km was developed and two units built and deployed on the road for market validation.

The Kayoola EVS seeks to improve public transport, operational and fuel efficiency within our cities coupled with enhanced environmental stewardship. It costs Ush32,000 per 100km to operate the Kayoola EVS as compared to the Diesel Bus equivalent at Ush167,000 for the same distance. The Kayoola EVS parts such as bamboo floor, interior parts made of plastics and aluminium; and steel superstructure and body panels will ultimately be manufactured in Uganda. This provides an unprecedented opportunity for investment in the automotive industry, an industry of industries to deepen value-addition engendering supply chain localisation and import substitution.

NRM government secured a World Manufacturers' Identifier for vehicles from the International Society of Automotive Engineers (SAE). This implies that vehicles assembled in Uganda can now be uniquely identified in the international market, paving way for export of vehicles made in Uganda.

d. Revitalisation of silk production in Uganda

Silk is one of the most expensive textile fibres known to man, with a unit price roughly 20 times that of raw cotton. Comparative studies on income generation for the farmer rank sericulture (the rearing of silk worms for silk production) higher than both of Uganda's main crops (coffee and cotton) in income generation for a given acreage. While most crops are grown and harvested once a year, a farmer can harvest silk four to eight times in the same period. Globally, the demand for silk far outstrips its production. The same holds true for Uganda. Silk production is done on just 15,000 acres compared to 500,000 for coffee and 200,000 for cotton. Sericulture is labour-intensive, which means it can employ more of the jobless youth. It can also be a very good vehicle for rural development and general improvement of the standards of living at the village level. Conservative estimates show Uganda has the capacity to produce 20,000 tonnes of silk annually (worth Ush344 trillion) since Ugandan soils are favourable for mulberry tree growing. Silk moths lay their eggs on mulberry tree leaves, while silkworms feed on the leaves to produce silk cocoons, from which silk is produced.

Eventually this effort will relieve Uganda from spending billions on importation of silk fabrics (for making *gomesi*, *kanzus*, *mshana*, *myenda* and *hijabs*), on top of earning the country much-needed foreign exchange through exports. For this reason, NRM government has intensified efforts to revitalise silk production. Uganda started research on silk as early as 1920 establishing 22 sericulture centres between 1994 and 1999, but it staggered along. This was blamed on lack of technology for value-addition, which forced farmers to sell cocoons at low prices until they gave up. NRM is fixing these challenges and has built capacity for sericulture for 1,203 farmers and 33 extension officers through training in best practices for mulberry cultivation and silkworm management. NRM government has also supported the establishment of Mulberry Plantations/Gardens for silk cocoon production in the districts of Sheema, Mbarara, Mubende, Bulambuli, Iganga, Kamuli, Buikwe, Kayunga, Luwero, Mukono, Busia, Wakiso, Pallisa, Zombo, Kiruhura, Nwoya and Bukedea. Production of silk yarn and silk fibre is being piloted in Sheema district, with plans to roll it out to other parts of the country. Construction of the facility in Sheema has been completed and equipment is being procured.

e. Establishment of the Research and Innovation Fund

The Research and Innovation Fund was established to encourage innovation and enhance operationalisation of innovations that had been lying dormant. A total of Ush40 billion has so far been allocated over three years to fund innovations under STEI sector. Under the research and innovation fund, a number of innovations were supported some of which include:

- i) Luwoko (Phytolacca Dodecandra) products
These control a number of tropical parasitical diseases, including bilharzia in humans as well as foot-and-mouth disease in animals.

- ii. Low-cost solar irrigation pumps
Agricultural production and productivity in Uganda have overtime been affected by unreliable rainfall seasons and extended dry spells due to climate change variability, resulting in poor quality and reduced yields since many farmers solely rely on rain-fed agriculture. One of the solutions to this problem is irrigation. Uganda has an abundance of both surface and underground water sources that can be exploited for irrigation. However, limited awareness, availability and the high cost of irrigation infrastructure have constrained exploitation. It is in this regard that NRM government has supported the development of a low-cost solar water pump to support affordable irrigation among smallholder farmers of up to 5ha of land. Both submersible and surface water pumps of up to 50 m heads with a flow capacity of up to 5 m³/ hour have been developed. Production is expected to start in 2021. With this innovation, 200 model farmers in Eastern, Northern, Western and Central Uganda have so far been reached, with expansion efforts underway.

- iii. ICT Innovations
Under ICT, Government availed Ush15 billion that went towards supporting ICT innovations under the National ICT Initiatives Support Programme. Uganda has been a net importer of ICT systems and solutions. If we support our local ICT talent we can leverage our ICT investments. The money was given as direct financial support for innovations that were ready to go to the market. Some of the innovations that were supported include: an Integrated information system locally designed and customised for computerisation of student information, financial and other institutional functions;

a non-invasive solution that tests for kidney functionality; a mobile-based application, which facilitates communication between blood donors and blood donation centres so that the appropriate donor can be reached just in time; a mobile application which, translates sign language into speech; an application, which supports the acquisition of localised solar power; and software designed to deliver extension services to farmers.

f. Support for Applied Research and Development

NRM government continues to support scientists who are involved in research aimed at finding solutions to societal challenges. Our scientists at UIRI have made good strides in this regard. They have, among other achievements, pioneered the local production of biomedical devices that are easy to use and affordable. Noteworthy is the Electronically Controlled Gravity Feed (ECGF) infusion set, a medical device designed to automatically and accurately administer intravenous (IV) fluids to patients. Erroneous infusion delivery rates can have adverse effects or even cause death. The technology which has already been clinically tested and internationally patented will contribute towards saving lives in the region and beyond. Our scientists at UIRI have also developed modern process and product prototypes of UNBS-compliant quality disposable sanitary pads from local raw materials, including cotton and banana fibre. This is a step in the right direction towards sustainable local industrial production of sanitary pads. Many girls and women in Uganda lack access to options for managing menstruation. This causes embarrassment, shame and deflated self-worth, leading many girls to abandon school, work and productive life for about 72 days a year, perpetuating the economic gender divide. Local production of sanitary pads will thus contribute towards keeping girls in school as well as empowering women to engage actively in all income-generating activities throughout the year.

g. Makerere University Research and Innovations Fund (Mak-RIF)

Makerere University received special funding from Government, earmarked to support high-impact research and innovations that address national development priorities. The Research and Innovation Fund (RIF) illustrates the increasing importance that NRM government attaches to research and innovation as drivers of development and national transformation. The objective of the fund is to increase the local generation of translatable research and scalable innovations that address key gaps in the pursuit

of Uganda's development agenda. The fund is, therefore, aimed at complementing available research funding to address unfunded priorities critical to accelerating development across different sectors of the economy in Uganda. Over the concluded financial year (2019/20), Makerere University received a total of Ush30 billion under the RIF. In the current Financial Year (2020/2021), an additional Ush30 billion has been allocated. A total of 447 projects have already been funded in response to national development needs.

h. Banana Industrial Development and Value-Addition

NRM has established the Banana Industrial Research and Development Centre (BIRDC) to succeed the Presidential Initiative for Banana Industrial Development (PIBID) as the focal entity for valorisation of bananas in Uganda. BIRDC has been well equipped and boasts of a processing plant for large-scale production of banana flour, built around a three-step process for banana value-addition. The first stage involves drying of green bananas into dried banana chips; the second involves processing of banana chips into banana flour and the third is where the banana flour is used to produce a variety of consumer products (baked goods, industrial biscuits, porridge). BIRDC also conducts research and development related to banana production and value-addition. In addition to BIRDC, Government, through the research and innovation fund has supported the commercial production of fresh vacuum sealed *matooke* and banana juice (*eshande*) from bananas. Banana juice is a traditional product of Uganda, mainly processed in homesteads of smallholder banana growers, often under very basic conditions. The juice is characterised by a short shelf-life and poor product presentation (usually sold in recycled jerricans). Because of this, the market for banana juice has been small and artisanal processing of banana for juice has to a large extent been replaced by the more profitable, unlicensed processing for “*Waragi*” a high-alcohol-content gin, with long shelf life and larger demand. This has contributed to the rampant abuse of alcohol that's prevalent in many of our communities. Commercialisation of banana juice is thus a good strategy for reduction of alcohol production and consumption in local communities. This innovation has also broadened the market for banana juice, both local and international.

i. The National Science, Technology, Engineering and Skills Enhancement

NRM government through UNCST is establishing the National Science, Technology and Engineering Innovation Centre (NSTEIC) at Rwebitete in Kiruhura district in an effort to build

the skill base of Ugandans as well as bridge the gap between skill-set of our youth and the labour market. The centre will offer training in nine technology majors of metallurgy (welding & fabrication), industrial/mechanical technology, automotive technology, civil construction technology, electropneumatics, agricultural mechanisation, leather products processing technology, and textile design. The expected outcomes of this effort are job creation, increased participation of Ugandans in national infrastructure development projects; emergence of technology-oriented business start-ups.

j. Establishment of the National Space Programme

NRM, through MoSTI, has started the National Space Programme to expedite the development of the aerospace industry and space science programmes in a well-co-ordinated and harmonised manner. World over, the application of Space Science and Technology (SST) promotes sustainable development in virtually all sectors of the economy. Since the late 1950s when the first human-made satellites were launched into space, countries continue to rely on SST for various scientific and technological applications such as communication services; meteorological observations; precision weather forecasting; natural resources monitoring; telemedicine; tele-education; disaster warning; search and rescue operations; remote sensing and scientific studies of space (astronomy) and space weather; security and defence. Uganda is positioning itself through this programme to also tap into these benefits.

k. STI COVID-19 Response

In response to the COVID-19 pandemic, Government has so far committed Ush31.032 billion to support scientists in the local development of COVID-19 vaccines, drugs and diagnostics, including purchase of state-of-the art scientific and laboratory equipment to aid the scientists in this task. In addition to this effort, UIRI repurposed its textile research and production unit for the manufacture of three-layer cloth face masks as a COVID-19 intervention. The high quality, reusable masks, which are UNBS certified, were supplied to the Ministry of Health as part of Government's pledge to the people of Uganda.

l. Protection of Intellectual Property rights

Intellectual Property (IP) refers to creations of the mind. The improvement in the quality of human life and man's transition from a primitive existence to modernity are attributed to discoveries in medicine, engineering and architecture. It is through the creations of the

human mind that we have been able to tame nature throughout the four and a half million years of man's existence on earth. Therefore, it is crucial that innovations are protected and innovators rewarded for their creations. Intellectual Property rights grant the owner of the work exclusive rights to exploit and benefit from his/her creation. Globally, nations with valuable economies have their innovation eco-systems built around efficient intellectual property systems. NRM government is committed to do the same for Uganda and has made progress in this regard. Through the Uganda Registration Services Bureau (URSB), we have launched the National Intellectual Property Policy as a step towards giving innovators full protection for their creations. We have also created a department under MoSTI dedicated to innovation and intellectual property management as a deliberate effort towards cultivating a national IP ecosystem and promoting creativity.

m. Agricultural Research and Development

Through the National Agricultural Research Organisation (NARO), NRM government has in the past two terms developed and disseminated over 800 Technologies, Innovations and Management Practices (TIMPs), which have increased agricultural productivity and production, with a resultant growth of the sector by 3.8%. These TIMPs have tremendously contributed to appropriate use of natural resources, improvement of food and nutrition security and increase in household incomes. Some of the success stories of agricultural research and development are:

- i. Coffee development — NARO developed and promoted 10 coffee wilt disease-resistant varieties with an established yield of 3.9 tonne/ha compared to the disease-susceptible varieties that yielded on average 1.5 tonne/ha. NARO also developed superior and climate-smart agronomic practices that have increased coffee yields by 30% and reduced disease and pest incidence from 50% in 2004 to less than 10% by 2017, saving the country a loss of Ush0.624 trillion annually. Over 160 nursery enterprises got engaged in production and distribution of the improved coffee seedlings, thereby increasing employment of women and youth across the country.
- ii. Bio-fortification to address micronutrient deficiencies — NARO has developed zinc and iron-rich bean varieties, Vitamin-A enriched sweet potatoes and Vitamin-A enriched bananas (yet to be released) through bio-fortification. These are curbing micronutrient deficiency disorders particularly in women and children. NARO has also developed seven bio-fortified (high concentration of iron and zinc) bean varieties that yield more than

2 tonne/ha compared to traditional varieties that yield 1-1.5 tonne/ha. The improved varieties of beans cumulatively made Uganda rank second, after Tanzania, in bean production.

- iii. Improved rice varieties — NARO has released seven superior high-yielding rice varieties, two of which are hybrid and five are inbred varieties, with yield potential ranging from 4.9-6.5 tonne/ha and 4.5-5.0 tonne/ha respectively. These varieties, in addition to higher yields, are resistant to common rice diseases, mature within a shorter time (95-135 days) and have desirable aroma, texture and other cooking attributes.
- iv. Improved maize variety — NARO developed and released for commercial production 10 stress-resilient hybrid maize varieties in the last five years responding to climate change and other production constraints. These released varieties yield 7-9 tonne/ha compared to old farmer-recycled varieties that yield less than 3 tonne/ha. In addition, NARO developed and promoted an improved version of Uganda's most popular maize variety (OPV Longe 5D) which has a high protein content, good agronomic qualities, disease resistance and good market potential. Other specialty varieties were also released for various attributes: 3 disease resistant varieties for the management of striga and two highland-adapted disease-resistant and early maturing varieties with a high yield of up to 10-12 tonne/ha. This investment in breeding and development of new maize varieties has revolutionised the country's seed industry.
- v. Technology for the fish industry development — NARO spearheaded adoption of cage and pond fish farming technologies and improved the growth rate of Nile tilapia through genetic improvement from 0.52g/day to 2.47g/day and promoted large scale application of best management practices. In addition, NARO produced 377,930 fast growing fish fingerings (Nile tilapia and mirror carp) and supplied to 314 fish farmers in 43 districts of Uganda to support pond and cage fish farming this effort also supported the existing 60 fish hatcheries in Uganda. NARO efforts contributed to increased annual farmed fish production.
- vi. Biological control of invasive water weeds — Since Kariba weed's invasion of Ugandan water bodies, on average it had covered 90% of the water surface of the Kyoga-Nile, Lake Albert, Lake Kwana, Lake Nakwa and Kibimba Dam by 2017. This invasion severely reduced water quality for both human and livestock use and increased incidence of water borne diseases by 77%. The floating weed also greatly hampered water transport,

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and caused an estimated annual fish revenue loss of Ush20.5 million per fisher man per year. The weed also blocks hydro-electricity power turbines, which increases the cost of electricity generation. In 2017, NARO deployed biological control technologies (cyrtobagous salvinia weevils) on the affected water bodies. The weevils have cleared about 71% on average Kariba weed (Lake Kwanja 100%, Lake Nakwa 80%, lake Kyoga 25% and Kibimba dam 80%) leading to restoration of fishing business, water transport and access to clean water.

- vii. Improved cassava variety — NARO scientists developed and disseminated six high-yielding varieties that are resistant to two major diseases — cassava mosaic virus disease and cassava brown streak virus diseases — which had almost wiped out cassava and devastated communities that depend on it for food and income. The new varieties continue to restore cassava as a food, cash and industrial raw material crop. NARO has embarked on promoting planting cassava by machines (using cassava planters) and also harvesting by machine (using up-rooter). Through this mechanisation cassava plant population increased by 35%, translating into yield increase by a similar margin. This will increase cassava production and productivity and hence meet the demand of the emerging cassava-based factories in the country.
- viii. Management of banana bacterial wilt and improving banana productivity — Through NARO, the incidence of banana bacterial wilt has significantly reduced. NARO further promoted improved pilot agronomic practices in the banana-growing regions, which increased banana productivity by reaching up to 51,000 banana farmers in three pilot counties of Nakaseke-Luwero, Rwimi- Fort Portal and Birere-Isingiro.
- ix. Improved Dairy and Beef Productivity — NARO developed and promoted improved pastures that are high yielding, nutritious and drought tolerant. This improved milk production of local breeds from 2.6 to 6.7 litres/day/animal, and reduced the time taken to attain market weight of 400kg from five to three years. NARO has also introduced Viking Jersey, a cattle-breed that is resilient to climate change conditions, with high production capacity of about 20-25 litres per day. NARO scientists are going to promote the Jersey through in-vitro fertilisation technologies where 1,000 embryos per animal annually shall be harvested and implanted into surrogate mothers.
- x. Vaccine Research and Development — NARO has developed four anti-tick vaccines with a mean cross-protective efficacy of 75%, which is higher than that of the only available

commercial anti-tick vaccine whose efficacy is 50%. These vaccines present an exciting possibility for sustainable control and management of tick burdens in Uganda's livestock sector.

7.3. WAY FORWARD

Over the next five years, we will focus on creating an enabling environment for STEI and strengthening our STEI capacity. We will achieve this through the following ways:

- a. Adoption of a multi-sectoral approach to STEI development. For implementation of STEI projects, there will be deliberate collaboration among the relevant Government agencies, stakeholder groups and sectors. If UDC, for example, is setting up a factory for the commercialisation of an agro-innovation, they must work with UIRI which will give direction on suitable industrial varieties, product attributes, process parameters and technology requirements. They must work with NARO so that the desired variety and quality are promoted among farmers. They must work with the farmers so that they are on board with the project. They must work with UEPB on how to tap into the export market for the manufactured product. This will deal with the issue of poor institutional synergies and working in silos.
- b. We are going to increase our funding to research institutions for acquisition of state-of-the-art technologies necessary to support research and production activities. Once this is done, our scientists will be better positioned to serve more people, and to conduct applied research for turnkey solutions to some of our challenges. For example, once funding is availed, our scientists at UIRI will undertake industrial research for mineral beneficiation. Uganda has large deposits of industrial minerals which can be processed into mineral-based products such as ceramic ware, fertiliser, dustless chalk, ornaments, building materials, and industrial ingredients. UIRI's scientists will engage in advanced applied mineral research for the development of value-addition to products and commercially viable processes. This will go a long way in enabling Uganda to valorise and optimally utilise her mineral endowments.
- c. Establishment of Technology Business Incubators (TBIs). TBIs are a type of business incubator focused on supporting start-ups which use modern technologies to create/produce their innovations. A business incubator offers a unique and highly flexible

combination of physical and technological infrastructure, business development processes and expertise, designed to nurture and grow new and small businesses by supporting them through early stages of development and change. These facilities will enhance the capacity of Ugandan entrepreneurs to participate in science and technology enterprises. The TBIs will also serve to support skilling of young technicians and engineers; retooling of unemployed graduates and supporting them to establish start-up businesses for manufacturing of local products. The TBIs will be established in different parts of the country.

- d. NRM government will operationalise the Kiira Vehicle Plant and set up an automotive industrial and technology park to support a wide range of related investments such as manufacture of auto parts, vehicle testing and automotive technology innovation enterprises. Government will stimulate the local commercial production of vehicles by providing an off-take market for the vehicles it has been importing. KMC, in collaboration with Victoria Motors Ltd, will utilise the vehicle plant for assembly of the Mitsubishi Pickup and later the Plug-in Hybrid Electric Vehicle Outlander. This effort also presents an export opportunity within the region given the requirement for similar vehicles, particularly pickups. In addition to this, Government will provide the initial market for the locally assembled buses as part of its effort to improve public transport and decongest cities, and in line with BUBU policy. The Kampala metropolitan bus transit system alone requires over 7,000 buses with a replacement cycle of eight years. This presents a great opportunity for our automotive industry.
- e. Through the Research and Innovation Fund and *Emyooga*, we are going to provide flexible financing arrangements to encourage innovative private firms to undertake risks in developing new products, processes, and services. We have also launched the Security Interest in Movable Property Registry System (SIMPO), an initiative designed through URSB and backed by the Security Interest in Movable Property Act of 2019 to facilitate access to affordable credit using movable assets such as intellectual property, farm produce, livestock, inventory, vehicles, equipment, and account receivables as collateral. In trying to access loans and other credit facilities, financial institutions often require immovable assets like land and buildings, as collateral, leaving out those who own equally valuable movable assets. SIMPO is a web-based registry which, contains registered security interests in movable assets. Registration is done by authorised creditors like banks, microfinance institutions, SACCOs and

moneylenders, or their representatives, and the information entered is available to the general public for searches using the prescribed criteria.

- f. Better pay for scientists. NRM has been a strong advocate for better pay for scientists. We will strengthen efforts to ensure that scientists in Uganda are paid salaries comparable to those in developed countries. This will motivate them to serve better and will contribute towards controlling brain drain, which has been contributing to the human capital challenges. Highly skilled scientists have been emigrating in search of higher salaries and better standards of living in other countries. This brain-drain reduces the stock of experts and induces occupational distortions.
- g. We are going support individuals that have viable innovative ideas through dedicated innovation desks that will be set at MoSTI and UIRI. Through this, individuals will be directly assisted to transform their ideas into marketable products, or linked to other entities with capacity to do the same. This intervention will also contribute towards bridging the gap between research and the private sector with respect to commercialisation of innovations and research outputs.
- h. We are going to create a supportive regulatory environment for STEI. We will align UNBS, UCC, URSB and other regulators better to encourage innovation and healthy competition.
- i. Support for R&D human capital development. We are going to continue investing in education and skills development. Good secondary and tertiary education is necessary to help absorb global knowledge and move the value chain to more productive technologies, as China has done. Well-trained scientists and engineers are the major input for more sophisticated R&D activities. We will maintain our strategy of investing in tertiary education, with preference given to sciences, in pursuit of growing innovative power. India succeeded in ICT-enabled exports because it has a critical mass of educated and trained engineers. We have picked lessons from their experience.

8. TOURISM

8.1. INTRODUCTION

Over the years, NRM government has increasingly paid attention to the role of tourism in the economic growth of Uganda. Besides the direct benefits, tourism has proved to be an invaluable unifying force, bringing together people of different nationalities, religions, regions and professions for the tourism experience.

The improvement of connectivity through development of tourism roads, the revival of the national carrier, conservation of our heritage as well as the promotion and showcasing of the potential have been identified as a priority. As a result, Uganda's tourism has become a powerful national socio-economic sector with its total contribution to GDP reaching Ush8.36 trillion and tourism foreign exchange earnings expanding from US\$834 million in 2012 to US\$1.6 billion in 2018, thus greatly supporting Uganda's balance of payments position.

Tourism has greatly contributed to inclusive growth and development of Uganda by bringing numerous economic value and benefits, including the employment of more than 650,000 people and helping in building the country's brand value, image and identity.

The sector's wider multiplier effect has developed not only primary industries but also secondary in agriculture, construction, manufacturing, transport and services.

Therefore, NRM government is going to continue with the commitment to expand the benefits from tourism to trickle down to household level so as to consolidate the success in providing employment, and diversified livelihood opportunities.

8.2. PROGRESS

- a. Uganda has been effectively promoted in the tourist source markets of United Kingdom, Ireland, Canada, USA, Switzerland, Austria, Germany, China, Japan and the Gulf States. NRM government deliberately increased the tourism marketing and promotion budget of Uganda Tourism Board from Ush11 billion in FY2015/16 to Ush25 billion in FY2019/20.
- b. Resulting from the increased tourism marketing efforts, infrastructure improvements as well as conservation of Uganda's heritage, visits to Uganda's national parks has increased from 196,768 in FY2014/15 to 332,197 tourists in 2018/19. The direct financial benefit is revenue generation increasing from Ush42 billion in FY2014/15 to Ush124 billion in FY2018/19.
- c. Additionally, the tourism foreign exchange earnings have expanded from US\$834 million in 2012 to US\$1.6 billion in FY2018/19, making tourism the highest foreign exchange earner.
- d. In an effort to ensure availability of adequately skilled Ugandans to work in tourism sector, the Uganda Hotel and Tourism Training Institute (UHTTI) in Jinja was upgraded. So far, a 3-star application/training hotel has been constructed and the Government reviewed and improved the national tourism and hospitality curriculum to improve the quality and competitiveness of labour force in Uganda's hospitality industry. Once the second phase of upgrade is completed, it will become a centre of excellence for tourism training.
- e. The national airline was revived to increase direct connectivity of the country to the major existing and upcoming markets of tourists to Uganda. The development and expansion of Entebbe International Airport is being fast-tracked to expand it into a regional hub.
- f. During last term (2016-2021), NRM government focused on recovery of wildlife populations and development. This was done through controlling poaching and illegal wildlife trade, management of invasive species, conservation education and awareness as well as human wildlife conflicts mitigation through:

NATIONAL RESISTANCE MOVEMENT

- i. Electric fencing of 39.5km of Queen Elizabeth National Park conservation area boundary.
 - ii. A total 210km of elephant trenches excavated along protected area boundary and construction of crocodile exclusion enclosures (cages) in various spots to mitigate crocodile attacks.
 - iii. Establishment of other protected area barriers like the installation of 1,679 beehives/apiary, tea and chilli growing at protected area boundaries to act as barriers to stop animals invading community settlements.
 - iv. Continuous community awareness, training, sensitisation and revenue sharing from the proceeds.
- g. Because of these deliberate conservation efforts, significant progress has been registered on this front. For example, the elephant population has increased from only 2,000 in 1983 to the current 6,000; mountain gorillas in Bwindi alone have increased from 298 in 1993 to over 459 by 2018 (50 groups out of 91 global groups) while buffaloes have increased from 25,000 in 1982 to 37,054.
- h. Given its significance, we embarked on the development of the Uganda Martyrs' trail starting with infrastructure development at Namugongo Martyrs' shrines as well as the Martyrs' trails from Mackay in Entebbe and Munyonyo to Namugongo. This is now included in itineraries related to faith-based tourism experiences in Uganda.
- i. In 2016, we committed to developing new tourism products as part of the tourism diversification drive. National parks have been improved by animal translocations and habituation of more gorilla groups as well as development of infrastructure such as 1,165km of trail network and 90 bridges. Other products of focus have been the Uganda Wildlife Education Centre (UWEC), cultural, sports, and marine and agro-tourism products.
- j. NRM government mobilised citizens to explore their country through programmes such as Tulambule (let's explore) focused on encouraging Ugandans to visit and experience the beauty of Uganda.

8.3. WAY FORWARD

NRM will continue to prioritise the development of the tourism sector, aiming at increasing annual foreign exchange receipts to US\$2.5 billion in 2024/25, creating additional 500,000 jobs along the value chain and continuously increasing the competitiveness of Uganda's tourism.

Focus will be on the following:

- a. Provide support to the sector to fast-track its recovery from the impacts of COVID-19 as well as adapt resilience measures for the sector's growth and sustainability.
- b. Implement a national tourism marketing strategy- domestic and international- as well as building a positive and competitive image by rolling out the Pearl of Africa brand in Africa and 12 overseas markets.
- c. Increase the stock and quality of tourism infrastructure by upgrading 1,000km of national tourism roads, complete development of Hoima International Airport and expansion of Entebbe International Airport as well as construction and rehabilitation of marine routes including 20 piers on Lake Victoria. Upgrading domestic airports such as Arua, Gulu and Kasese will improve internal connectivity for tourists.
- d. Enhance regulation, co-ordination and management of the tourism sector to facilitate the development of accommodation and conference facilities of all types and sizes as well as leisure attractions and facilities (including, restaurants, bars and cafes). In addition, the establishment of international hotel chains as well as support the private sector to provide low-cost accommodation facilities in protected areas and tourism zones to increase the stock of tourist accommodation rooms by 15,000.
- e. Working with the private sector, support tourism enterprises to promote investment in the sector, inclusive community participation and attract successful 5 international brands in the tourism value chain.
- f. Build a Mahatma Gandhi International Convention Centre in Entebbe to boost the capacity of the country to host larger international conferences and events.

NATIONAL RESISTANCE MOVEMENT

- g. Promote conservation of natural and cultural heritage through upgrade of key wildlife reserves like Katonga, Pian Upe and Semliki. Conserve natural central forest reserves like Echuya, Budongo, Bugoma, Kalinzu and Maramagambo and create new national parks and wildlife reserves for tourism. Establish 10 valley dams in water stressed conservation areas; electric fencing 500km of the identified parts of protected area boundary to mitigate human wildlife conflicts; as well as sustainable management and maintenance of 22 wildlife protected areas.
- h. Modernise UWEC to undertake conservation awareness and education around protected areas and increase UWEC visits to 460,000 in FY2024/25 from 365,715 visitors in FY2018/19. Regional UWEC satellite centre to be established in all major tourism development areas starting with Mbale.
- i. Conserve and develop Uganda's cultural heritage through expansion and modernisation of the National Museum. Establishment of two regional museums and maintaining the integrity of 100 cultural heritage sites through boundary protection and land titling as well as nomination of three sites to the UNESCO World Heritage List.
- j. Develop and enhance the capacity of labour force along the tourism value chain through undertaking on-job training for 20,000 workers as well as apprenticeship for 1,000 Ugandans.
- k. Upgrade and transform the Uganda Wildlife Research Training Institute (UWRTI) and Uganda Hotel and Tourism Training Institute (UHTTI) into centres of excellence for wildlife and tourism training and research.
- l. Promote, improve, develop and diversify tourist attractions sites and products including:
 - i. Equator Point at Kayabwe in Mpigi district.
 - ii. Education and health.
 - iii. Road along the Equator.
 - iv. Kagulu Hill and Bishop James Hannington sites in Busoga sub-region.
 - v. Kitagata, Sempaya, Panyimur, Kibiro, Rwagimba, Amoropii, Ihimba and Amuru hot springs.

- vi. Mt. Elgon tourism circuit.
- vii. The Source of the Nile will be developed into an iconic tourist resort area.
- viii. Nyero rocks.
- ix. Eclipse site.
- x. Fort Patiko.
- xi. GKMA tourism circuit (bus tour, cultural palaces, Kabaka's Lake, Kasubi tombs, Makerere University).
- xii. Stopover recreation facilities every 100km.
- xiii. The Martyrs' trail.
- xiv. Profile Ugandan culinary tourism.
- xv. Water-based (marine) tourism.
- xvi. Mountaineering - cable cars and hiking facilities.
- xvii. St. Gonzaga Gonza in Mbulamuti, Kamuli.
- xviii. St. Matia Mulumba Kyebando in Kamuli.

DELIVERING EDUCATION,
HEALTH AND WATER

DELIVERING EDUCATION, HEALTH AND WATER

NRM has over the years prioritised education, healthcare, water, sanitation and hygiene. This is because a well-educated, skilled and healthy population is essential in facilitating socio-economic transformation and personal wellbeing.

In this section of the manifesto, we describe the status and progress made as well as what we intend to address over the next five years in regard to each of the five ingredients of human capital development.

1. EDUCATION, SKILLS AND SPORTS

Education is a fundamental right. NRM knows that education presents the most reliable opportunity for equality in society. Apart from equipping the citizenry with skills required for productive and decent employment, education enables people to live longer, happier and affluent lives.

Before NRM took power in 1986, education was a privilege for a few, which explains why opportunities were concentrated in a few families and areas of the country. At independence in 1962, for example, there were 28 Government-aided secondary schools with a total enrolment of 1,991 students. The post-independence Governments added a few secondary schools and by 1970, the secondary schools had increased to 73 with a total enrolment of 29,540 students. This informed NRM to focus, first, on access to education by taking schools near the people. Thereafter, we introduced Universal Primary Education (UPE) in 1997, Universal Secondary Education (USE) for O'level in 2007, Universal Post-O'level Education and Training (UPOLET) as well as Universal A'level in 2012. This was to ensure that all the children access and attend school free of charge.

Parents are only required to provide stationery, meals and uniforms for the learners, as Government pays teachers and provides an annual grant to schools to cater for every child's tuition and operational costs.

We have since made tremendous progress.

After achieving universal access to education, we are going to focus on the quality of education. We shall ensure that children complete at least 11 years of school (P1-S4) and acquire skills required for the job market.

1.1. PROGRESS

Because of UPE, which started in 1997, and USE in 2007, the literacy rate has improved from 43% to 76%. Enrolment in primary and secondary schools is now at 10.7 million pupils and 2 million students respectively.

Today, many who benefited from UPE have graduated from university and other tertiary institutions. While some of them are unemployed, through our policies and strategies such as the industrialisation agenda, import substitution, zonal industrial hubs and *Emyooga*, these graduates will soon get jobs.

Therefore, we will continue working to grow the number of graduates at all levels. While there are currently 10.7 million children in primary schools (seven years of study), only 2 million are enrolled in secondary schools (six years of study), almost the same length as primary education. This has mainly been attributed to the re-introduction of school charges in Government-aided schools, causing children whose parents cannot afford to drop out. The lack of school feeding has also compounded the problem. We are going to sort this.

The Ministry of Local Government should get to every village assembly in all the 68,000 villages of Uganda to pass a resolution on this.

One of the excuses of school charges has been the recruitment of additional teachers above those on the payroll, hence PTAs asking parents to contribute to their salaries. To address this, we will recruit more teachers.

EDUCATION INFRASTRUCTURE

NRM's policy on education is to have one primary school per parish, a secondary school per sub-county and a technical school per district. The Government has continued to invest heavily in the education sector since the late 1990s when UPE was launched. Currently, 90% of all parishes have a primary school, 80% of which are Government-aided.

About 90% of all sub-counties have a secondary school, 67% of which are Government-aided. All the regions of the country have a public university.

More classrooms, schools and universities have been built, and many old schools and university infrastructure have been refurbished.

During the past five years, NRM government has expanded classroom infrastructure in 138 primary schools and grants channelled to 23 primary schools in parishes that did not have a primary school. In addition, 21 boarding primary schools have been constructed in Karamoja.

In the same period, we have completed 12 secondary schools whose construction was in progress by 2016 and built 117 seed secondary schools.

Furthermore, we took over 182 community secondary schools in sub-counties without Government secondary schools. In total, 299 sub-counties that did not have secondary schools now have. As such, more Ugandans are being educated at all levels than ever before in the country's history.

ENROLMENT

NRM inherited a Uganda with low enrolment in education. Over the years, enrolment has grown across all education levels as summarised in the table below. This has resulted in increased literacy rate from 70.2% in 2012 to 76% in 2018.

LEVEL	2016/17	2019/20	PERCENTAGE
EARLY CHILDHOOD EDUCATION	477,087 Male: 236,248 Female: 240,839	2,029,451 Male: 1,008,500 Female: 1,020,951	325%
PRIMARY	8,264,317 Male: 4,122,663 Female: 4,141,654	10,766,994 Male: 5,345,245 Female: 5,421,749	30%
SECONDARY	1,452,287 Male: 762,987 Female: 689,300	1,992,315 Male: 1,004,524 Female: 987,791	36%
POST-PRIMARY INSTITUTIONS	126,878 Male: 68,250 Female: 58,628	129,599 Male: 70,248 Female: 59,351	2%
<i>Source: Education fact sheet MoES</i>			

Since 2014, NRM has supported students to access higher education through the student loan scheme, as shown in the table below:

ACADEMIC YEAR	2014	2015	2016	2017	2018	2019	TOTAL
MALE	935	863	922	1,060	2,174	1,245	7,199
FEMALE	266	410	403	388	769	606	2,842
TOTAL	1,201	1,273	1,325	1,448	2,943	1,851	10,041

SKILLS DEVELOPMENT

As indicated above, we introduced free universal primary and secondary education, which enabled all children to go to school. Now that we have achieved this, the conversation has shifted from lack of education to inadequate practical skills and perceived mismatch between the skills acquired in formal education and the jobs available.

NRM's policy is to attract learners into Business, Technical and Vocational Education Training (BTVET) and reskill artisans already in the job market.

Presently, about 55% of the districts have a technical and vocational institution, although they are grossly underutilised. This is due to parents' attitudes undermining blue-collar (apron) jobs, compounded by restrictive admission entry requirements.

NRM is going to deal with this underutilisation caused by entry requirements and high tuition fees by exploring the option of admitting willing learners regardless of previous qualifications and waiving of tuition for certificate BTVET courses.

We have already started reskilling through the State House programme of skilling the girl child, regardless of previous qualification. So far, about 40,000 girls around Kampala Capital City have been trained in various skills.

Six BTVET institutes are being upgraded to become centres of excellence, which will offer internationally recognised certificates. They are:

- (a) Uganda Technical College (UTC) Kichwamba for construction industry.
- (b) Uganda Petroleum Institute Kigumba (UPIK) for oil and gas industry.
- (c) UTC Elgon for building technology.
- (d) Bukalasa Agricultural College for crop and animal husbandry.
- (e) UTC Bushenyi for food processing and food manufacturing industry.
- (f) UTC road, drainage and bridges construction. These will supervise and develop respective vocational training institutions (VTIs) that handle lower levels of training as shown in **Table 25** next page:

**TABLE 25: VOCATIONAL TRAINING INSTITUTIONS
TO BE DEVELOPED**

S/N	CENTRE OF EXCELLENCE	AREA OF FOCUS	VTIS ATTACHED
1.	UTC Bushenyi	Manufacturing programmes	Nyamitanga Technical Institute, Karera Technical Institute and Lake Katwe Technical Institute.
2.	UTC Lira	Road construction	Kalongo Technical Institute, Kitgum Technical Institute and Ora Technical Institute.
3.	UTC Elgon	Building technology	Kaliro, Butaleja and Kasodo technical institutes.
4.	Bukalasa Agricultural College	Agricultural programmes	Ssesse Farm Institute, Rwentanga Farm Institute and Kaberamaido Technical Institute.
5.	Uganda Petroleum Institute - Kigumba	Oil and gas programmes	No VTIs attached because the designs of the two centres of excellence, which handle highly specialised oil and gas programmes, did not provide for them. The oil and gas programmes demand very high standards, which cannot be met by any VTI. The programmes for these two institutions are internationally accredited.
6.	UTC-Kichwamba		

SALARY ENHANCEMENT

NRM has progressively increased teachers' pay along the different education levels (primary to university). A starting salary for a primary school teacher is Ush499,684, a secondary school arts teacher at the level of an education officer gets Ush960,228 while a science one takes home science Ush1,102,361. Salaries for lecturers at public universities are shown in the table below:

TABLE 26: SALARIES TO BE ENHANCED			
EMPLOYEE CATEGORY		SALARY SCALE	MONTHLY PAY (SH)
A. VICE CHANCELLOR AND DEPUTY VICE CHANCELLOR			
1	Vice Chancellor	M1	20,000,000
2	Deputy Vice Chancellor	M2	17,400,000
B. TEACHING SCIENCE			
1	Professor	M3	15,600,000
2	Associate Professor	M4	14,800,000
3	Senior Lecturer	M5	9,004,203
4	Lecturer	M61	8,174,143
5	Assistant Lecturer	M62	6,687,323
6	Teaching Assistant	M7	5,718,179
C. TEACHING NON-SCIENCE			
1	Professor	M3	15,600,000
2	Associate Professor	M4	14,800,000
3	Senior Lecturer	M5	8,296,772
4	Lecturer	M61	7,609,299
5	Assistant lecturer	M62	5,974,643
6	Teaching Assistant	M7	4,705,540
D. NON-TEACHING SCIENTISTS			
1	M3	M3	10,664,807
2	M4	M4	10,008,039
3	M5	M5	9,004,203
4	M61	M61	8,174,143
5	M62	M62	6,687,323
6	M7	M7	5,718,179
E. NON-TEACHING NON-SCIENTISTS			
1	M3	M3	8,818,971
2	M4	M4	8,491,050
3	M5	M5	7,750,371
4	M61	M61	7,108,173
5	M62	M62	5,581,170
6	M7	M7	4,395,647

QUALITY OF EDUCATION

Primary education is a decentralised service under both the sub-county and district local governments. If the political leaders at the sub-county and district levels play their role, the performance of schools in their areas will improve. The resident district commissioners (RDC), chief administrative officers (CAO), sub-county and parish chiefs should contribute to the supervision of schools.

NRM government will continue implementing measures aimed at improving the quality of education and addressing the factors causing pupils/students to drop out of school. Specifically, besides the continued provision of adequate inputs, the Government will focus on school-level support supervision, active parental participation, timetable execution and granting autonomy to schools to make quick decisions and in turn hold them accountable for results.

As NRM continues to improve family incomes through a number of actions and programmes, parents/guardians' capacity to provide for their children in schools will improve and they will play their role.

SPORTS AND TALENT MANAGEMENT

The value of sports — including wellness of people and income generation — cannot be overemphasised. NRM government has embarked on establishment of good sports facilities as a strategy to promote sports.

Key among these is the construction of the National High Altitude Training Centre in Kapchorwa. This project is now 86% complete and the facilities include a jogging track, artificial turf, 6-lane running track, one hostel block, site roads and parking space. Furthermore, Nakivubo Stadium is undergoing reconstruction under a public-private partnership (PPP) arrangement estimated at US\$50 million.

Overall, over the next five years, our focus will be on improving our world sports ranking in niche sports like football, netball and athletics. This will be done through the development and implementation of a framework for institutionalising talent identification and nurturing, establishment of regional sports-focused schools and academies, renovation and construction of appropriate standardised recreation and sports infrastructure.

We will also support the development and implementation of professional sports club structures to promote formal sports participation. Furthermore, we will support football intermediaries in Uganda to promote the development of talented young footballers to participate in leading leagues and tournaments at regional and international level.

1.2. WAY FORWARD

NRM will continue increasing access to education, improving its quality and producing graduates who meet the job market demands.

EARLY CHILDHOOD EDUCATION

NRM will improve Early Childhood Development (ECD) through institutionalising training for ECD caregivers at public PTCs and enforcing regulatory and quality assurance system of ECD standards.

PRIMARY EDUCATION

- a. Provision of instructional materials — Continue to increase the budget allocation to textbooks and scholastic materials to reach a ratio of 5:1.
- b. Increase community participation in the affairs of schools in their respective areas and report problems like teacher absenteeism and cases of sending away children — for not paying contributions agreed upon by the Parents' and Teachers' Associations (PTAs) — to resident district commissioners (RDCs). The UPE policy guidelines only exempt urban schools, which are allowed to charge not more than Ush10,400 as maintenance costs.
- c. Education standards — We are going to roll out the Integrated Inspection ICT biometric system in all public schools, which will enable access to real-time data for quick decision-making. The system will be rolled out in all public primary schools in phases as detailed below:
 - o Year 1 – 3,300 schools
 - o Year 2 – 4,500 schools
 - o Year 3 – 2,384 schools

- d. We will continue progressively enhancing salaries and improving other living conditions, particularly staff accommodation for teachers as the economy improves.
- e. Continue improving the quality of education by strengthening supervision.
- f. We are going to introduce the school feeding programme. We are studying the implementation mechanism. Apart from improving nutrition and health of our children, this programme also has the potential to spur demand and create a market for our agricultural produce.

SECONDARY EDUCATION

- a. Construction of new secondary schools. We are going to construct 258 secondary schools in sub-counties without a public secondary school. These new ones will have 400-seater multipurpose halls, staff houses for six teachers, including the head teacher, an ICT laboratory, a library, six classrooms and science labs.
- b. Provision of instructional materials — We are going to improve the teacher/scholastic material ratio in order to improve the quality of secondary education. NRM will provide textbooks to both public and private secondary schools aiming at reaching a teacher to book ratio of 1:3 for the lower secondary curriculum.
- c. We shall complete the ongoing construction projects mentioned above.
- d. We are going to progressively rehabilitate the traditionally historical schools.
- e. We are going to operationalise new government and grant-aided schools by recruiting secondary school teachers and providing science equipment (science kits, reagents and ICT equipment).
- f. Promote e-learning and computer literacy — This will enhance learning outcomes and make education more resilient and mitigate classroom interruptions such as COVID-19 lockdowns.

BUSINESS, TECHNICAL AND VOCATIONAL EDUCATION TRAINING (BTVET)

- a. We are going to deal with underutilisation of BTVETs through relaxing entry requirements so that willing learners, regardless of previous qualifications, are eligible for admission. The language of instruction will be tailored to learners' proficiency to give a chance to youth who are willing to acquire skills and certificates.
- b. Establish Nwoya Agro-processing Technical Institute and upgrade the six BTVET institutions to centres of excellence.
- c. Complete the construction of facilities in 21 BTVET Institutions, as follows:
 - Arua School of Comprehensive Nursing and Midwifery, Arua district.
 - Uganda Co-operative College, Tororo.
 - Mulago School of Nursing and Midwifery, Kampala.
 - Bamunanika Technical Institute, Luwero.
 - Epel Memorial Technical Institute, Katakwi.
 - Kiruhura Technical Institute.
 - Bukooli Technical School, Bugiri.
 - Moyo Technical Institute, Moyo.
 - Dokolo Technical Institute, Dokolo.
 - Katakwi Technical School.
 - Wera Technical School, Amuria.
 - Bbowa Community Polytechnic.
 - Iyolwa Technical School, Tororo.
 - Buseesa Technical School.
 - Birembo War Memorial Technical Institute, Kikuube.
 - Maumbe-Muhkwana Memorial Technical Institute, Mbale.
 - St. James Mbigiti Memorial Technical Institute, Mayuge.
 - Apac Technical School.
 - Nagwere Technical School.
 - Acaba Technical School.
 - Kyarubingo Technical School.



A tailoring class at Rukungiri Technical School. Many have graduated and are now gainfully employed.

HIGHER EDUCATION

- a. We are going to provide more scholarships and support students enrolling for science, technology and engineering courses and other courses that are marketable in the current local job market.
- b. We will continue with the student loan scheme for those not directly sponsored by the Government, but these are to be aligned with the scarce skills in the country.
- c. We are going to set up a constituent college of Gulu University in Karamoja.
- d. We are going to revamp two new regional universities. These are Busoga University and Mountains of the Moon University, which the Government took over.
- e. We are going to prioritise research and innovation funding to universities.

PHYSICAL EDUCATION, SPORTS AND TALENT DEVELOPMENT

- a. NRM is going to support construction of sports facilities similar to the high-altitude athletics training centre in Teryet, Kapchorwa that is under construction.
- b. We are going to design and implement a programme aimed at promoting and protecting creative arts and culture industries (such as music, dance and drama) for income generation. Set up facilities for young people to produce music and movies free of charge. One example is the recording studio in Kampala. Others will be set up in other cities across the country. We are going to enforce the copyright protection law.
- c. We are going to establish regional sports-focused schools/sports academies to support early talent identification and development, and the training of requisite human resources for the sports sub-sector.
- d. We are going to support public private partnerships for funding of sports and recreation.
- e. We are going to maintain the existing facilities and construct appropriate standard recreation and sports infrastructure at national, regional, local government and school level in line with the country's niche sports like football, netball, athletics and boxing.

SPECIAL NEEDS EDUCATION

We shall progressively revamp two regional institutions for PWDs — Mbale Senior Secondary School and Wakiso Senior Secondary School.

2. HEALTH

2.1 INTRODUCTION

In preparation for independence, the colonial Government created the Ministry of Health (MoH) in 1961 out of the colonial department of the Ministry of Social Services. At the time, Uganda had 27 hospitals and 1,288 staff for a population of 7 million.

After independence, another 22 new rural hospitals were built throughout Uganda, bringing the total number of hospitals to 49. Today, Uganda has 168 hospitals.

The post-independence health system was designed around provision of curative care with a doctor as the kingpin. With the economic decline and bad governance that followed during the Idi Amin era, the health system deteriorated and health facilities faced staff and drug shortages. By the 1980s and early 1990s, Uganda had one of the worst healthcare systems in the world. Almost all major health indicators such as average life expectancy, under-five mortality rate, infant mortality and maternal mortality ratio were not good.

For example, maternal mortality ratio, measured by the number of deaths per 100,000 pregnant mothers was as high as 687 in 1986. We have since saved the lives of 351 mothers per 100,000 who were dying before NRM came to power. Maternal mortality is now 336/100,000 live births.

In 1986, life expectancy was 48 years compared to 63.3 today (2020). Immunisation coverage among children against killer diseases such as measles stood at just 27%.

When NRM took power, it drew an elaborate ten-year plan to rehabilitate the health infrastructure. Donors had advised the Government that no major rehabilitation of the health infrastructure be carried out. Our friends from the West who are less familiar with our realities conditioned their help—when we needed it most — to user-fees claiming “the poor are willing to pay for health services”. Due to the financial and budgetary hardships at the time, we embraced these “reforms” despite the clear indication that

the health system model proposed was inappropriate. When the economy recovered and we were able to finance our budget, we reclaimed our plan.

NRM launched the Uganda National Expanded Programme on Immunisation (UNEPI).

Other programmes include the Maternal and Child Health and Family Planning and the AIDS control, decentralisation of the health sector in 1997 and abolition of cost sharing in accessing health services by the *wanaichi*.

Following these reforms, healthcare in Uganda became more accessible and affordable. Ugandans became healthier and living longer lives, leading to the rapid population growth we have now.

We are now remaining with six key related issues to deal with in our healthcare system:

- a) Improving the quality of healthcare — In the past, we focused more on increasing geographical access to health services. As a result, a recent national household survey by UBOS (2016/17) shows about eight in every 10 Ugandans said it is now easy for them to find the services they need at a health facility. The only concerns raised were limited range of services, understaffing, long distance to a health facility and services being expensive in private hospitals. Now that we have achieved a lot in availing health services, over the next five years we are going to focus more on efficiency gains and quality of healthcare provided. Research has shown us that the quality of care is a major determinant of healthcare-seeking behaviour among the service users.
- b) More functionality of health facilities by having necessary equipment and personnel to operate them. NRM's policy on health relies, first, on primary healthcare and, secondly, curative.

In primary healthcare, we emphasise the following: immunisation; screening; maintaining and improving reproductive, maternal, neonatal, child and adolescent health services. Other areas of focus are mental health, nutrition, hygiene, safe water, using treated mosquito nets, sensitisation of the population on prevention of communicable diseases such as HIV, Ebola and COVID-19.

- c) We are going to wipe out the rampant corruption in the health system, particularly theft of drugs and absenteeism of personnel. Absenteeism is estimated to result in a loss of about Ush26 billion per year. We have dealt with procurement-related corruption and direct drug theft at national level. However, the problem still exists at health facility level. We are going to deal with this, as indicated in **Section 2 - Page 221-230**.
- d) Dealing with increased substance abuse, mainly narcotic drug (such as opium, *mairungi*, and *marijuana*) and harmful use of alcohol which is affecting the health and productivity of Ugandans. The UBOS survey (2016/17) found that alcohol consumption and abuse of drugs had increased.
- e) Dealing with non-communicable diseases, particularly diabetes, high blood pressure, heart disease and cancer, which are on the rise. While acute, infectious, communicable diseases still account for the largest disease burden (75%) — with malaria, acute respiratory infections, and HIV/AIDS among the top 10 causes of illness and death — the burden of NCDs is markedly increasing, posing a threat of double epidemics of communicable and non-communicable diseases.

The burden of NCDs on an already strained health system is beginning to show. The cost of managing NCDs is significantly higher than that of infectious diseases and at times with sub-optimal outcomes leading to a regression in the quality of life of the affected individuals.

- f) Dealing with preventable health burdens such as teenage pregnancy, road accidents and obesity. For instance, teenage pregnancy is a big problem at 24% and accounts for 18% of the deliveries in the country. Of the 336 maternal deaths per 100,000 live births, 40 are a result of child pregnancies. These young girls are dying, yet they should be in school. This must stop. This is mainly a societal problem, which should be done away with. Why should the LCs let children get married off at a young age? If the parents wrongly encourage such marriages, the LCs should report them to the authorities.

2.2. PROGRESS

IMMUNISATION

Uganda is endemic for infectious but preventable diseases such as polio, leprosy, tetanus, diphtheria, whooping cough, severe diarrhoea due to rotavirus, severe infections of pneumonia due to H. influenza and pneumococcal bacteria, measles and rubella. These diseases were the main causes of preventable ill health and death, especially among children. Until 1987, there was no viable programme against these killer diseases.

Interventions against the occurrence of preventable diseases was the work of NGOs and humanitarian partners who would respond to outbreaks with specific antigens. This ad hoc approach to immunisation could only achieve immunisation coverage of 9% in 1980, with attendant continuous occurrence of diseases years on end.

The immunisation programme (UNEPI) was launched in 1987 to prevent the six childhood killer diseases. At that time, the average immunisation coverage was a paltry 34% and deficient of consistence and national outlook.

Today, over 90% of Ugandan children are vaccinated, not only against the six, but 13 diseases. It is not surprising that to date, of every 1,000 children born alive, 957 will reach 1 year (only 43 may die) and at least 944 will reach five years of age (only 56 dies). These figures show a big reduction in mortality rates from 1988 where of every 1,000 babies born alive, only 902 would reach one year (98 would die), and only 823 would reach five years of age (177 would die).

These achievements reflect deliberate efforts by NRM to improve health and build the health system. UNEPI was revitalised at the advent of decentralisation of government in 1997. From 2000, the health services were decentralised to the districts and health sub-districts. The health infrastructure was expanded to every administrative level through HCIVs, HCIIIs, HCIIIs and involvement of the *wanainchi* through local councils, village health committees and health unit management committees.

The programme has grown stronger; we have good vaccine stocks for our target of two million 2,000,000 children annually. We have invested heavily in cold chain (refrigeration capacity) countrywide and trained health workers in safe vaccine handling. Our programmes are not only oriented against preventable diseases, but we are on course to eradicate and eliminate a number of diseases in line with the global vaccine action plan. Uganda eliminated all strains of indigenous wild polio virus in 1997. The elimination of measles, rubella, maternal and neonatal tetanus as well as yellow fever is also in range.

HEALTH INDICATORS

Significant improvements have been registered in the health sector.

Between FY2012/13 and FY2016/17, infant mortality went down from 54 per 1,000 live births to 43 per 1,000, maternal mortality ratio decreased from 438 per 100,000 live births to 336 per 100,000, and life expectancy has increased from 54.5 to 63.3 years having come from 48 years in 1986. This is a result of investments in the health sector over the last 10 years.

During this period, the number of health facilities significantly increased particularly at the lower local government level in line with the preventive approach to healthcare in Uganda.

TABLE 27: KEY HEALTH INDICATORS

NO.	INDICATOR PER ANNUM	2016 UDHS
1	Maternal mortality ratio	336/100,000
2	Infant mortality rate	43/1,000
3	Neonatal mortality Rate	27/1,000
4	Under five mortality rate	64/1,000
5	Total fertility rate	5.4
6	Adolescent pregnancy rate	24%
7	Children below 5 years who are stunted	29%
8	ART coverage	86%
9	Measles coverage under 1 year	88%
10	DPT3 coverage	96%
11	Malaria cases per 1,000 persons per year	14
12	Population living within 5km of a health facility	86%
13	No of doctors per 10,000 people	1.7
14	No of nurses and midwives per 10,000 people	12.4

HEALTH INFRASTRUCTURE

On the curative side, NRM's policy is to have health services easily accessible by the population. In this regard, our focus is to have:

- a. A Health Centre III (HCIII) with a maternity ward and a laboratory in every sub-county or town council or division in municipalities.
- b. A Health Centre IV (HCIV) in a constituency with a theatre with 2 resident doctors, in addition to a maternity ward and a laboratory as in the Health Centre III.
- c. A general hospital serves a catchment population of 500,000, a regional referral hospital serves a region and a national referral hospital serves the entire nation. These provide tertiary and specialised care.

The health infrastructure network currently consists of 6,937 health facilities of which 3,133 (45.16%) are Government-owned, 2,976 (42%) are private for profit, and remainder are private not-for profit.

Uganda now has five national referral hospitals, 14 regional referral hospitals, 137 general hospitals (a total of 156 hospitals compared to 49 in 1986), 226 HCIVs, 1,755 HCIIIs, 3,178 HCIs and 1,601 clinics.

Now 86% of Ugandans live within 5km of a health facility. Mulago and Butabika hospitals are steadily becoming national referral hospitals that handle mainly cases referred to them by the regional referral hospitals, as it should be. With this development, these two national referral hospitals will now begin focusing on provision of specialised medical care, saving the country the much-needed foreign exchange for other development priorities.

Construction of Health Centre IIIs

As indicated above, our goal is to ensure that every sub-county, town council and municipal division has a Health Centre III. In this regard, the following has been achieved:

- a. 124 Health Centre IIs were upgraded to HCIIIs in FY2018/19.
- b. 62 Health Centre IIs were upgraded in FY2019/20.
- c. 64 Health Centre IIs are being upgraded in different sub-counties, town councils and municipal divisions.
- d. Another 81 Health Centre IIs will be upgraded in FY2021/22 and FY2022/23.

Health Centre IVs

The following 10 HCIIIs were upgraded to HCIVs beginning FY2019/20;

- a. Karita in Amudat.
- b. Nabiganda in Butaleja.
- c. Nyamirami in Kasese.
- d. Toroma in Katakwi.
- e. Maracha in Maracha.

NATIONAL RESISTANCE MOVEMENT

- f. Rwebisengo in Ntoroko.
- g. Rukungiri in Rukungiri.
- h. Kajjansi in Wakiso.
- i. Warr in Zombo.
- j. Kawala in KCCA.

Renovation and expansion of the following 25 Health Centre IVs was completed in 2017. The works included construction of 10 theatres, 16 maternity wards and water supply, including a 40,000-litre reservoir for each unit.

The Health Centre IVs are: Aboke, Aduku, Atiak, Budaka, Budondo, Bugono, Buvuma, Buyinja, Bwijanga, Kabuyanda, Kassanda, Kibuku, Kiganda, Kikamulo, Kitwe, Kiyunga, Kyantungo, Mwera, Mwizi, Nankoma, Ngoma, Ntenjeru-Kojja, Obongi, Padibe, Pakwach and Rubare.

Hospitals

The following has been achieved:

- a. Construction and equipment of Mulago 450-bed Specialised Women and Neonatal Hospital was completed and commissioned in October 2018.
- b. Construction of Kawempe and Kiruddu hospitals completed in 2018 and have been designated as national referral hospitals to decongest Mulago National Referral Hospital.
- c. The rehabilitation and equipping of Lower Mulago Hospital is ongoing and the current progress of work is at 98% including additional works considered to enhance service delivery and upgrading to a super-specialised hospital.
- d. Rehabilitation and equipping of Kawolo Hospital was completed and is due for commissioning.
- e. Renovation and expansion of Kayunga and Yumbe general hospitals was completed. The two hospitals will be fully equipped by December 2020.
- f. Construction of regional hospital in Entebbe for paediatric surgery was completed and is ready for commissioning. The hospital will provide services to the nation and the region.



Arua Regional Referral Hospital

- g. Works started on the renovation and expansion of Lira, Arua and Gulu regional referral hospitals.
- h. The following new hospitals have been established by upgrading Health Centre IVs: Amuria, Kaberamaido, Koboko, Rukunyu (Kamwenge), Kasana (Luwero) and Mukono.
- i. In partnership with international partners, NRM government has embarked on the construction of a state-of-the-art International Specialised Hospital (ISHU) at Lubowa in Wakiso. Construction commenced on 10th June 2019 and is expected to be completed by June, 2021. ISHU is a specialised referral, tertiary treatment, research, and teaching hospital, which will provide treatment to patients who have been travelling out of the country to seek specialised medical care. In 2017, it was estimated that Ugandans spent an estimated US\$186 million on medical treatment abroad. This hospital will also act as an 'export' by treating patients from the region, hence promoting medical tourism.

Construction of Houses for Health Workers in Hard-to-Reach Areas

Starting with Karamoja sub-region, construction of 69 housing units for health workers is at various stages of completion. This is in Kaabong, Kotido, Abim, Napak, Moroto, Amudat and Nakapiriprit. Other hard-to-reach areas will be considered.

OXYGEN PLANTS

Oxygen plants with adequate capacity to supply lower level facilities were installed in 13 regional referral hospitals: Naguru in Kampala, Arua, Gulu, Hoima, Soroti, Lira, Moroto, Mbale, Mubende, Kabale, Jinja, Fort Portal and Masaka. This has reduced pressure on national referral hospitals.

An additional two oxygen plants have been procured and installed at Mulago National Referral Hospital and Entebbe Regional Referral Hospital to increase capacity during the COVID-19 response.

2.3. WAY FORWARD

HEALTH INFRASTRUCTURE

- a. Renovate or construct theaters and wards in 37 HCIVs without functional theatres.
- b. Construct at least 500 staff houses for health workers at HCIIIs and HCIVs.
- c. Construct and equip five regional equipment maintenance workshops.
- d. Increase access to specialised healthcare services by construction, rehabilitation and equipping of hospitals and super specialised/centres of excellence in line with the National Health Policy. These will include:
 - i. Upgrading the physical and technological infrastructure at the Uganda Heart Institute.
 - ii. Construction of regional cancer centres in Arua, Gulu, Jinja and Mbarara.



The New Mulago Specialised Women and Neonatal Hospital in Kampala



President Museveni speaks to a new mother while inspecting the facilities of the new Mulago Specialised Women and Neonatal Hospital in Kampala



Dr. Byarugaba Batera, the executive director of Mulago Hospital Kampala, hands over certificates of recovery to a representative of the Covid-19 patients

- iii. Construction of the Orthopaedic and Traumatology Institute at Mulago.
- iv. Completion of Lubowa International Specialised Hospital.
- v. Renovation and expansion of Soroti Regional Referral Hospital.
- vi. Upgrading of Kayunga and Yumbe General Hospitals to regional referral status.
- vii. Expansion and upgrading of Kapchorwa General Hospital to a regional referral hospital.
- viii. Upgrading of Gulu, Mbale and Mbarara regional referral hospitals to national referral status in a phased manner.
- ix. Equipping of six regional referral hospitals: Gulu, Mbale, Hoima, Bombo, Kawolo and Moroto with CT scans and equipping Mbale, Gulu and Mbarara with MRIs.
- x. Completion of Bukwo and Buwenge general hospitals.

- xi. Construction of a general hospital each in Wakiso district and Lubaga division, Kampala.
- xii. Renovation and equipping of 15 general hospitals—Abim, Apac, Atutur, Bugiri, Bundibugyo, Busolwe, Gombe, Kagadi, Kambuga, Kitagata, Kitgum, Kyenjojo, Lyantonde, Pallisa and Masindi.
- xiii. Upgrading of Kisenyi, Kotido and Kyegegwa HCIVs to general hospitals.
- xiv. Upgrading of Kira, Nabweru, Bweyogerere, Goma, Kawaala, Kiswa, Namuwongo, Komamboga and Kisugu HCIIIs to HCIVs to cater for the high population in Metropolitan Kampala; and Koome HCIII for the island population.
- xv. Increase access to primary healthcare services by completing the upgrading and equipping of the remaining 41 HCIIIs of the 331 HCIIIs earmarked for upgrade to HCIIIs.
- xvi. Construct and equip 236 HCIIIs in sub-counties without any health facility.

EXPAND THE NATIONAL MEDICAL STORES (NMS)

Completion and commissioning state-of-the-art NMS warehouse at Kajjansi, in Wakiso district. This is ongoing and was 87% complete in March 2020. All equipment is on site awaiting installation. This will increase the pallet positions from the current 8,000 at Entebbe warehouse to 30,000. It is costing Ush70 billion co-funded by Government, Global Fund and GAVI.

NATIONAL DRUG AUTHORITY (NDA) FAKE DRUGS REGULATION

Through the NDA, we have instituted controls at all levels of the medicine supply chain to ensure that only good and cost-effective medicines are on the market.

Human Resource for Health

- a. Over the next five years, NRM is going to focus on enrolling and facilitating critical specialists and supportive staff needed to improve the functionality of our health system. These include: physiotherapists, ICU nurses, anaesthetists and

technologists. In addition, we are going to fill the staffing gap at local government level (primary healthcare) with anaesthetic officers, dispensers and pharmacy staff. For the newly renovated and equipped Mulago National Referral Hospital, we will recruit staff required to run the hospital and remunerate them adequately in accordance with their qualifications. The same will apply to the regional referral hospitals.

- b. Provide scholarships for training specialised and super specialised cadres for Mulago and regional hospitals.
- c. In the past, one of the challenges in the health sector was the welfare of the health workers. Progressively, under our policy of paying scientists better, we have increased the salaries of health workers. Since the economy is on course to transform and generate more revenue, we will continue to enhance health workers' salaries and other benefits.
- d. Improve primary healthcare services. The local governments will be facilitated to recruit skilled health workers to achieve at least 85% of the current staffing levels. Priority will be accorded to critical personnel like district health teams, doctors, anaesthetists, theatre staff and pharmacy staff.

Availability of medical and health supplies

NRM will deal with the problem of stealing drugs through better supervision at sub-county level and scaling up of the electronic Logistics Management Information System.

Digitising the Logistics Management Information System will improve accountability because it will offer a seamless connection between NMS and health facilities.

In addition, it will afford more visibility of the quantification, ordering, delivery and utilisation of Essential Medicines and Health Supplies (EMHS) in the public sector. It will be easier to conduct regular multi-stakeholder supervision, inspection and auditing of medicines. We will increase community awareness on embossment of Government medicines to check theft of medicines and discourage pilferage. We are also going to provide a toll-free line for reporting drug theft. This will provide anonymity for whistle blowers.

Health Information Management

NRM recognises the potential of information and communications technology (ICT) in transforming healthcare delivery by enabling information access and supporting healthcare operations management and decision-making.

Application of ICT in the healthcare system will also drive health workforce productivity. We are going to implement the e-health Policy and Strategy to guide the use of ICT in supporting health sector transformation. In addition, we are going to establish and scale up a national Electronic Medical Record System (EMRS) in all public and private hospitals, HCIVs and high-volume HCIIIs with access to the internet.

In particular, we are going to stop drug theft, absenteeism and extortion in all government health facilities. To address these vices, we are going to roll out an Integrated Hospital Information Management System (IHIMS) developed by a Ugandan team led by Dr. Silver Kiyimba to revolutionise the health service delivery. This system has already been installed and is working well in some hospitals like Naguru, Mbarara, Moroto, Mbale and Mityana. This system is helping us solve the above mentioned corruption-related problems and improve health service delivery. First, it will provide paperless patient care and management of records, which will not only save government Ush9 billion spent annually on health-related stationery, but will also provide mobile patient information accessible by the entire health system. Second, it will improve medical supplies management and efficient delivery to patients. NRM is going to eliminate the leakages in medical supplies and theft of drugs by tracking medical supplies from NMS to the patient. Third, the system will track attendance of medical personnel and quality of services provided by recording real time attendance, patients attended to and medical service rendered.

Disease Prevention and Management

NRM government will ensure that all strategies under the health sector are geared towards improving population health, safety and management. We will focus on reduction of the burden of preventable diseases and conditions including malnutrition; maternal, neonatal and under-five deaths as well as sexual and reproductive health services. The health system and its support mechanisms will be strengthened, specifically:

NATIONAL RESISTANCE MOVEMENT

- a. Health education to avoid preventable diseases through sensitisation on immunisation, sanitation and hygiene, good nutrition, exercising, road safety, responsible use of medical drugs. Sex education will continue to be promoted to deal with teenage pregnancy.
- b. Prevention and control of NCDs.
 - i. Scale up services for screening of cancers of the cervix, breast and prostate at the earliest opportunity at both private and public health centres.
 - ii. Through public health education encourage those above 40 years to regularly screen for NCDs like diabetes and heart disease.
 - iii. Immunisation of young girls against cancer of the cervix.
 - iv. Expand treatment centres for NCDs like cancer and heart conditions at regional hospitals.
 - v. Revive physical exercise days in schools, institutions, workplaces and nationally (considers national fitness days).
 - vi. Create public recreation (fitness and health) areas, particularly in urban areas.
 - vii. Through public health education, advise the population on nutrition.
- c. Prevention and control of communicable diseases (CDs)
 - i. HIV/AIDS. NRM is going to:
 - Support evidence-based interventions to ensure that all Ugandans access comprehensive HIV/AIDS care services.
 - Review and implement policies and strategies for comprehensive HIV prevention, care and treatment.
 - ii. Tuberculosis (TB).
 - iii. Acute respiratory tract infections.
 - iv. Leprosy
 - v. Malaria — We will ensure that the population is protected against malaria through appropriate vector control and chemo-prevention measures. This will include:
 - Carrying out mass intermittent preventive treatment for malaria countrywide during the National Malaria Days twice a year.
 - Regions with a high malaria burden and high transmission rate will be targeted for indoor residual spraying at least once a year.
 - Larviciding for urban cities and the cattle corridor.

- Promote use of insecticide paints through private sector initiatives.
 - Countrywide distribution of long-lasting insecticide-treated nets to achieve universal coverage.
- d. Emerging diseases and outbreaks
- i. Strengthen the integrated disease surveillance and response system to ensure early detection and control of the outbreaks and pandemics like COVID-19.
 - Establish permanent Port Health Services at 24 points of entry (2 high-volume, 11 medium and 11 low-volume).
- e. Reduce maternal, neonatal and infant mortality as follows:
- i. NRM government will ensure that every sub-county has a functional Health Centre III with qualified staff and a well-equipped maternity ward. Increase access to family planning services, antenatal care, basic obstetric care services and postnatal care services.
 - ii. Reduce the high maternal deaths due to haemorrhage and other causes like ruptured uterus. NRM government will install blood fridges to store blood in 89 Health Centre IVs, thus increasing services provided at this level. It is estimated that currently 8,400 mothers are being referred to regional referral hospitals because the HCIVs lack the capacity to perform obstetric care due to the lack of blood supplies. Installation of these blood fridges will allow these patients to receive on site care saving lives, reducing unnecessary referrals, saving time and effort of specialised medical staff at the regional hospitals, and reducing transportation costs.
 - iii. NRM government is going to fully operationalise theatres at HCIVs to provide surgical care. In doing so, we will have an additional 50 medical officers, 89 anesthetic officers, 124 anaesthetic assistants and 51 theatre assistants. It is worth noting that Government has already trained these professional staff under Uganda Reproductive Maternal and Child Health Improvement Project and bonded them for recruitment in the public service.
 - iv. Blood banks will be established in Arua, Moroto and Masaka regional referral hospitals to increase the availability of safe blood at the Health Centre IVs and hospitals. This is expected to cost Ush15 billion. The country currently has only five blood banks: Nakasero in Kampala, Gulu, Fort Portal, Mbale and Mbarara and six blood collection and distribution centres in Soroti, Jinja, Hoima, Rukungiri, Kabale and Lira. The blood collection centres are linked to respective blood banks in those regions.

NATIONAL RESISTANCE MOVEMENT

- v. Establish a co-ordinated ambulance system with 14 medical call and dispatch centres with one ambulance command centre per region. Currently, there are 181 ambulances against the need of 340, hence a deficit of 149. Each ambulance costs about Ush280 million.
- vi. Equip and functionalise the neonatal intensive care units (NICUs) in all 15 regional referral hospitals, 54 general hospitals and 222 high dependency units in the Health Centre IVs. This can reduce perinatal mortality in the country by 50%.
- vii. Reduce the reproductive services burden by increasing reproductive education to prevent teenage pregnancies as per the Sexual and Reproductive Health and Rights Policy, as well as promote the multi-sectoral approach to empower girls.
- f. Scale up immunisation efforts by conducting routine immunisation services provided at all health facilities and outreaches conducted in all districts.
- g. Improve the functionality of the health system to deliver quality and affordable preventive, promotive, curative and palliative services.
- h. Improve healthcare waste management. The Ministry of Health is going to establish regional healthcare waste management centres.

Support Research and Development

- a. Develop the Uganda Virus Research Institute (UVRI) into a world-class centre of excellence in health research.
- b. Support development of innovations such as incubators for locally developed medical technology.
- c. Support research and commercialisation of traditional complementary medicine.
- d. Support linkages between academia, research and practice.

Oxygen Plants

Scale up oxygen supply to lower health units.

Dealing with Counterfeit Medicines

Controls exist at all levels of the medicine supply chain to ensure that only good and cost-effective medicines are on the market. We are going to eradicate counterfeits.

3. WATER, SANITATION AND HYGIENE

Water, sanitation and hygiene are essential for life and health, and are a fundamental human right for every child and adult. Easy access to clean water sources liberates households as it frees up time to do other productive work.

Uganda is exceptionally endowed with water resources, covering 43,938sq.km (18%) of its 241,038sq.km total land area. It is NRM's duty to exploit this endowment for the wellbeing of all Ugandans.

Therefore, NRM is committed to extending clean and safe water to every LC1/village, ultimately providing water to every household. NRM's priority is to increase safe water supply coverage and equity in the entire country.

In 1986, only 10% (1 in 10) of the population in the rural areas had access to clean safe water. We have since increased access in rural areas (a radius of 1km) to 70% (7 in 10) and urban coverage to 80% (8 in 10).

Out of 68,731 villages in Uganda, 48,338 villages have access to clean water. NRM is going to continue focusing on construction of a safe clean water source in every village for the remaining unserved villages while at the same time implementing other planned interventions to increase safe water coverage in the country.

3.1. PROGRESS

Piped water main network system increased to 1,200 in urban areas and over 2,000 gravitational flow systems by 2019, up from 37 and over 42 respectively in 1986.

In the last four years, over 720,000 new customers, including industrial/institutional/commercial customer base were connected to the water supply network and the following are some of the projects to increase access to clean water:

- a. New large gravity flow schemes were completed in: Namrwodho – Phase II (Nebbi), Lirima – Phase II (Manafwa), Bukwo – Phase II (Bukwo), Bududa-Phase II (Bududa), Bukedea (Sironko, Kween, Kapchorwa, Bulambuli) and Ntoroko (Ntoroko).

- b. Construction work is ongoing on the following gravity flow schemes:
- i. Kyanvuma, Lambala in Iganga district; Buseta, Kasasira, Kameke-, in Pallisa district; Kapala and Kidetok in Serere district.
 - ii. Lirima – Phase II (Manafwa) at 84%: Bukedea (Sironko, Kween, Kapchorwa, Bulambuli) at 90%, Ntoroko (Ntoroko) at 98% and Orom (Kitgum) at 17%.
- c. Completed construction of piped water systems in 26 towns in Bugongi (Sheema), Bukakata (Masaka), Bukwo, Buliisa, Dokolo, Kagoma (Jinja), Kaliro, Kalongo (Agago), Ocapa and Kyere (Serere), Luuka, Midigo (Yumbe), Ntungamo, Kyalubungu (Isingiro), Nyeihanga (Mbarara), Okoro (Arua), Ovujo (Maracha), Pajule (Pader), Sanga (Kiruhura), Kasagama, Kinuuka (Lyantonde), Namagera (Jinja), Nyahuka (Bundibugyo), Iziru (Jinja), Busede-Bugobya (Jinja) and Kapelebyong.
- d. Ongoing construction of 11 piped water supply systems, namely Kagadi, Nazigo, Kassanda, Bulegeni, Kacheri-Lokona, Ofua, Bugobya, Bulambuli, Namayingo and Olilim while 13 towns have been designed to completion and five towns are still under design. Nyakashaka is under procurement and three towns — Mukura, Baale, and Wobulenzi not yet designed.
- e. The following piped water supply systems to small towns were constructed: Amudat, Kumi-Nyero-Ngora, Namwendwa, Pabbo, Buyende, Pacego, Palisa, Rukungiri Municipality, Namagera, Namukora, Nyeihanga, Kambuga, Namwendwa, Namwiwa and Bulopa. Another three - Lwemiyaga, Kiwoko and Binyinyi — designs were completed and construction is ongoing.

3.2. WAY FORWARD

Rural Water Supply and Sanitation

- a. Complete construction work on the following gravity flow schemes:
- i. Kyanvuma, Lambala (Iganga), Buseta, Kasasira, Kameke (Pallisa) and Kapala, Kidetok (Serere).
 - ii. Lirima – Phase II (Manafwa): Bukedea (Sironko, Kween, Kapchorwa, Bulambuli), Ntoroko (Ntoroko) and Orom (Kitgum).

- b. Construct and extend piped water supply (taps), deep boreholes, shallow wells, protected springs to all unserved villages. Specifically, we are going to:
 - i. Construct new large gravity flow schemes in: Siabona Phase 1 (Bugiri–Namayingo); Nyamugasani Phase I (Kasese); Bitsya (Buhweju), Bwambara - Bugangari (Rukungiri); Ngoma – Wakyato (Nakaseke); Ogili (Agago) and Potika (Lamwo).
 - ii. Complete and expand, under a phased approach, five water systems in Nyabuhikye and Kikyenyekye (Ibanda), Shuuku and Masyoro (Sheema), Bukedea Phase II (Sironko, Kween, Kapchorwa, Bulambuli), Kabuyanda water supply (Isingiro), Rwebisengo – Kanaara Phase II (Ntoroko), Orom Phase II (Kitgum/Agago/Pader) water systems.
 - iii. Drill 5,000 environmentally-friendly and sustainable hand-powered boreholes countrywide, taking into account earth crust drainage informed by science.
 - iv. Install 2,060 environmentally friendly and sustainable solar powered boreholes to increase safe water coverage in the least served villages.
 - v. Rehabilitate old rural piped water supply schemes.
 - vi. Establish a supply chain for spare parts and outlets for borehole infrastructure to ensure regular maintenance of boreholes under supervision of the parish chief as described in the parish model.
- c. We will carry out science-driven geological surveys to map underground water sources.
- d. Promote rainwater harvesting by reducing the cost of acquiring necessary equipment such as water tanks. This water will be used for household consumption and irrigation purposes.
- e. Prioritise construction of bulk water supply systems in water-stressed areas. Specifically, we are going to:
 - i. Develop large diameter wells in water stressed parts of the country covering Karamoja region, the low-lying, dry expanses of Isingiro, Ntungamo, Kiruhura, Yumbe, Zombo, Koboko, Moyo, Kiboga, Kyankwanzi, Nakaseke, Nakasongola, Rakai, Buyende and Kaliro districts.
 - ii. Bulk transfer of pumped water to water-stressed areas in Isingiro, Kiruhura/Kazo, West Nile, Kyoga basin, Nkanka (Kisoro) and Muko (Rubanda).

NATIONAL RESISTANCE MOVEMENT

- f. Promote appropriate sanitation and hygiene technologies such as bio-digestors across the country, taking into consideration vulnerable persons and those living in areas within difficult soil formations as well as transient and fishing communities.
- g. Invest in the construction of sanitation facilities on highways, institutions (including schools and health centres) and public places.
- h. Support continuous Community-Led Total Sanitation (CLTS) for improved sanitation and hygiene to prevent diseases.
- i. Improve functionality, sustainability and resilience of water supply systems in rural areas to provide safe water all-year-round and reduce the number of people unable to access safe water.

Small Towns Water Supply and Sanitation

NRM is going to increase overall access to safe and affordable water supply in urban areas, currently standing at 78% with an ultimate aim of 100% coverage. The key interventions will include the following:

- a. Invest in construction of piped water supply in small towns and growth centres. In particular, we shall provide safe, reliable water supplies and improved sanitation facilities to all districts and sub-county headquarters.
- b. Construct improved public sanitation facilities in public places and selected institutions, including cluster faecal sludge management facilities in small towns and rural growth centres.

The measures above will be implemented in small towns in the following areas: Busia, Butaleja, Busolwe, Budaka, Kadama, Tirinyi, Kibuku, Kyegegwa, Mpara, Ruyonza, Namasale, Kaliro, Namungalwe, Kanoni, Ngando, Bulo, Nsabwe, Ngomanene, Kiriri, Bukandula, Rugaga, Kabulasoke, Butiti, Kifampa, Kisozi, Kajumiro, Maddu, Rakai, Nsaro, Rumbugu, Birabago, Buyamba, Rwanda-Kooki, Dwaniro, Byakabanda, Kamukala, Kibbale, Bugadde, Kityerera, Busakira, Kuluuba, Kayunga, Busaana, Kamuli, Buikwe, Dokolo, Kapchorwa, Bundibugyo, Kyenjojo, Katooke, Nakasongola, Namayumba-Busunju, Kangulumira-Nazigo, Kabimbiri-Kasawo, Igayaza-Kikwaya, Kassanda, Lwengo, Bugadde-Idudi, Serere area, Soroti-Amuria-Orungo Corner,

Ngenge-Chapskunya-Kiriki, Bugweri and Bwondah, Yumbe, Nwoya, Lamwo, Zombo, Amuru, Alebtong, Kole, Omoro, Maracha, Nyamarebe-Rushango-Buremba, Burungi-Engari-Nkungu-Rwemikona, Rubanda, Rukiga, Karenga, Kapedo, Abim, Nyakwai, Alerek, Karita, Kalapata, Kaabong, Kawalakol, Nabilatuk, Namalu, Napak, Kangole, Kakingol, Nadiket, Moroto, Kotido, Nakapelimoru, Kathile and Loregai.

Large Towns Water Supply and Sewerage

NRM government strategy is to ensure universal access to safe water supply, which entail:

- (a) Improving urban water supply and sewerage coverage.
- (b) All cities, towns, trading centres, wards, cells and zones to get clean safe water (at least one source per village).
- (c) Water and sewerage services for the planned industrial parks. The specific interventions under National Water and Sewerage Corporation (NWSC) will include:
 - i. Completion of Kampala Water Lake Victoria Water and Sanitation Project (KW LVWATSAN), which involves:
 - Construction of the Katosi Drinking Water Treatment Plant with capacity to produce 160 million litres per day and Katosi-Kampala transmission mains.
 - Restructuring of the network in project areas of Kampala Metropolitan.
 - Extension of water supply and sanitation services in informal settlements with installation of 2,600 communal stand pipes.
 - ii. Development of water and sanitation infrastructure for Mbarara, Masaka and Isingiro (southwestern cluster project).
 - iii. Construction and rehabilitation of water supply and sanitation infrastructure in Mbale City and the six rural growth centres of Busolwe, Butaleja, Kadama, Budaka, Kibuku and Tirinyi.
 - iv. Construction of Karuma water works, Gulu-Karuma transmission mains, supplying water from Karuma through Kamdini, Minakulu, Bobi-Palenga and Koro Abili.

NATIONAL RESISTANCE MOVEMENT

- v. Improve and upgrade water supply and sanitation in; Adjumani urban area, including support to refugees and refugee hosting communities, Kapeeka in Nakaseke, Sembabule and Wakiso.
- vi. Expansion and development of sewage treatment system in Gaba and Mukono sub-catchments in the Kampala Metropolitan.
- vii. Work on water and sanitation projects in Hoima, Masindi, Kasese, Fort Portal, Lira, Jinja/Njeru, Lugazi and Tororo.

ENSURING JUSTICE
AND EQUITY

ENSURING JUSTICE AND EQUITY

NRM is a political party whose foundation is built on justice, equity and fairness. In this section of the manifesto, we show the progress made as well as what we are going to do in the coming five years to strengthen our achievements in law and order, public sector management and fight against corruption, affirmative action as well as land fragmentation.

1. LAW AND ORDER

1.1. INTRODUCTION

Few people need reminders of Uganda's dark past in which rogue state operatives systematically undermined the supremacy of the law. The justice system suffered from poorly resourced institutions, competing for resources and operating in silos. The laws were selectively applied where it served to benefit those with political power and economic muscle.

The 1967 Constitution lacked consensus and legitimacy, which rendered its ownership by the people virtually impossible. People's participation in its making was omitted as the Parliament whose electoral mandate had expired turned itself into a Constituent Assembly that debated and promulgated the Constitution.

Given the political atmosphere at the time — the abrogation of the 1962 Constitution, removal of President Sir Edward Mutesa and storming of his Lubiri (Palace) by Government soldiers — the enjoyment of human rights and civil liberties by all citizens was impossible. Abuses like property grabbing, arbitrary arrests and detentions, extra-judicial killing and state-sponsored domestic terrorism were the hallmark of the times.

In 1995, NRM ensured the promulgation of a new consensus Constitution and empowered it through the strengthening of impartial legal systems and enabling frameworks that protected the human rights and civil liberties of all citizens. The Constitution was dully debated and passed by an elected Constituent Assembly, confirming people's participation.

The Constitution created key agencies fundamental to the achievement of a robust legal and justice framework, including the Uganda Human Rights Commission and the Law Reform Commission. In addition, it also provides a broad and comprehensive Bill of Rights, which forms basis for the pursuit of justice for all.

NRM's pro-people governance approach has deepened its commitment to grassroots systems founded on justice and peace that universally recognise, respect and protect individual's human rights and civil liberties.

1.2. PROGRESS

a. Uganda now has an independent judiciary that decides various disputes basing on the principle that no one is above the law, not even those in the Government.

b. NRM government has passed several enabling legislations and policies aimed at creating a just and fair society focused on enabling Ugandans as individuals and as a nation to live in harmony.

c. Trust of the people in Justice Law and Order (JLO) institutions has improved and now stands at 59%. The index of judicial independence is at 3.42 in 2018, from 3.41 in 2017 on a scale of 1-6. The Uganda Human Rights Commission (UHRC) maintained an 'A' status in the ranking.

d. The case backlog has reduced from 21% in 2017 to 18% in 2018/19 despite the 13% growth in case registration. Over 56,000 backlogged cases were disposed of. The growth in backlog has, therefore, been addressed. However, what is needed now is to enhance sector efforts to dispose of the existing caseload.

As a result of the increased case disposal, there has been a reduction in pre-trial detainees from 51.4% to 46.5% in 2019 and for the first time convicts outnumber prisoners on remand.

e. Automation of case management systems increased to 39.02% in 2019 from 12% in 2017.

1.3. WAY FORWARD

NRM shall continue to entrench the rule of law and ensure stability and security for all Ugandans. Other key undertakings will be:

- a. Learning from COVID-19, exploit processes for remote online adjudication of cases.
- b. Instil zero tolerance to corruption in the judicial system by introducing systems and periodic performance monitoring of judicial officers.
- c. Under the reform of business processes, develop sector-wide integration for information sharing starting with critical institutions such as National Identification and Registration Authority (NIRA) and the frontline JLOS service institutions.
- d. Complete automation of the processes for issuing work permits, visas, special passes and student passes as well as upgrade to a full border management system.
- e. Roll out the Computerised Prosecution Case Management System (PROCAMIS) to an additional 20 stations.
- f. Under transitional justice, the National Transitional Justice Policy (NTJP) was considered and approved and the implementation plan is being finalised. This

provides the framework for complete rehabilitation and reconciliation of post-conflict communities creating greater peace and stability that is conducive for economic growth.

- g. In addition to the transitional justice programme, the Government is working towards creating linkages between the formal and informal justice mechanisms. The informal justice systems are widely respected and provide much needed support and relief to the formal justice system by handling family and customary disputes as provided for by the law.
- h. Implementation of newly enacted commercial laws remains a key priority. Therefore, we have drafted and gazetted implementing regulations for 90% of the enacted commercial laws and the process to cover all is ongoing.
- i. Criminal cases of a commercial nature should be handled by commercial court as a way of reducing cost of doing business by fast tracking commercial legal processes.
- j. To improve access to justice, we are going to recruit more judicial officers and other human resources in the judiciary.

2. PUBLIC SECTOR MANAGEMENT AND FIGHTING CORRUPTION

2.1. REFORMING THE PUBLIC SECTOR FOR SERVICE DELIVERY

INTRODUCTION

NRM government acknowledges the role of the state in guiding and facilitating development through increasing the effectiveness and efficiency of the public sector in response to the needs of the citizens and the private sector. It also understands that the efficiency of civil servants in delivering their mandate to the people successfully needs urgent strengthening.

Duplication of interventions and unco-ordinated efforts and low accountability among civil servants are some of the issues that must be tackled.

The causal issues range from poor accountability systems and undue focus on processes rather than results, inefficient Government systems and processes, ineffective and inadequate communication and feedback mechanisms. These need to be addressed to realise a prosperous nation.

PROGRESS

As a key milestone in addressing Government's inefficiency, NRM government introduced the Public Finance Management Act (PFMA) 2015. Through this Act, budgeting for results has significantly improved with the introduction of Performance Based Budgeting. Nevertheless, budget alignment with plans requires strengthening. Expenditure that is more stringent has been realised in many local governments and MDAs.

WAY FORWARD

NRM government will promote the holistic approach to solving people's challenges through the programme-based approach where Government stakeholders are brought together under a programme to realise a given outcome. This will increase co-ordination and break the silo approach that has currently suffocated results. Furthermore, it will enhance Government synergies and remove duplications to the realisation of results. In other words, our new measure of performance is not the procured goods (hospitals, roads, schools), but the improved livelihoods that we realise through these procured goods.

NRM is going to:

- a. Restructure and strengthen the Government's systems to synergise efforts, remove duplications and align under a programme approach.
- b. Improve monitoring and evaluation of Government performance through standard and auxiliary units such as Office of the Prime Minister, Auditor General and APEX platform.
- c. Further strengthen the national statistical system that reaches for accurate and informative data presentation to aid planning and inform results.
- d. Undertake real-time monitoring of project and budget spending across all MDAs.
- e. Upgrade public sector training to improve relevance and impact.

2.2. FIGHTING CORRUPTION

In order to fight corruption, NRM created institutions and passed requisite laws.

The institutions are:

- a. The office of the Inspectorate of Government (IGG) whose objective is to hold public officers accountable.
- b. Office of the Auditor General and Directorate of Public Prosecutions (DPP) that existed but lacked the independence to investigate corruption cases.

Before 1986, the Office of the Auditor General was a small department under the Ministry of Finance. The Auditor General could easily be transferred within the civil service. Similarly, the DPP was a department within the Ministry of Justice. Like the Auditor General, the DPP could easily be transferred within the civil service. As a result of this weak foundation, they could not freely investigate their bosses and prosecute them.

NRM, with determination to fight corruption gave these offices both independence and security of tenure. The IGG, Auditor General and the DPP who are instrumental in the fight against corruption are appointed by the President with the approval of Parliament. With security of tenure, they cannot be easily removed from office and they cannot be directed by any authority.

Both the IGG and Auditor General report to Parliament, a departure from the past when the latter was reporting to the Executive. Parliament through the public accounts committee, which is chaired by the opposition holds the Executive accountable, which is the effective and reliable check. This is deliberate and involves opposition in the fight against corruption. NRM has also passed many laws aimed at fighting graft.

We have eliminated overt corruption like stealing property at road blocks, extra-judicial killing and poaching in national parks.

However, covert corruption has become a big problem in Uganda, which we are determined to defeat. Covert corruption can be broadly classified into two categories: corruption of need and corruption of greed. Corruption of need is fuelled by the struggle to meet basic needs. This will be tackled and defeated differently from that of greed which persists despite the good pay that officials earn. Corruption of need can be traced to the historical injustices in the public pay structure that has wide disparities. Some public servants earn more than enough to meet their basic needs, while others in the lower rank are barely getting by.

To defeat the corruption of need, NRM will carry out a pay reform and continue with salary enhancements to remove injustices and address the compression ratio in salary scales. This will enable the salary of lower-level cadres to meet their basic needs. We are already progressively dealing with this, starting with teachers, soldiers and medical officers.

We are going to defeat corruption of greed by strengthening the investigative and prosecution machinery so that corruption cases are thoroughly probed, tried and put before court for adjudication.

In December 2018, President Yoweri Museveni launched the State House Anti-Corruption Unit to supplement efforts of the various anti-corruption agencies. This unit has a 24-hour rapid response line to receive and respond to corruption-related complaints from the public.

By November 2019, 60,000 complaints had been received. Of these, 8,000 were concluded, 4,000 are still under investigation while 35,000 were referred to line Government departments.

A total of 111 have been charged in court with 79 public officials interdicted.

Through ICT, NRM will minimise human-to-human contact in the delivery of services. This has already started in the issuance of passports and driving licences, thereby eliminating bribery. This will be rolled out in the provision of other services and earn confidence in NRM's delivery of services.

Furthermore, NRM will also introduce timelines during certain services are delivered. For instance, when one applies for a land title, it should be clearly stated when the applicant will receive it. This will apply to issuance of all Government licences. The current state of affairs where one waits indefinitely for a Government service creates opportunities for errant officials to ask for bribes.

We will also close the gaps within the procurement law. For instance, why do we award tenders that are over and above the recommendations of Government consultants who are hired to advise on what is to be done and the cost? The current law also allows the contractor — while on site — to vary the cost up to 15% of the original contract. This is many times abused. We should sort this out.

NRM will use technology to track the attendance of teachers, health workers and the distribution of medicines and drugs in Government health units in order to curb absenteeism and theft.

NATIONAL RESISTANCE MOVEMENT

NRM introduced *barazas* (district and sub-county accountability foras) to increase participation of the citizens in ensuring service delivery and accountability. The *barazas* empower communities with information about public service delivery programmes in their localities.

Some 155 *barazas* were conducted in districts and sub-counties by March 2020. Through the parish model, the *barazas* will be continued to enhance accountability.

Corruption will be further fought by improvement in supervision of Government officials using both administrative and political methods including elected councils and Parliament. For instance, the issue of the stealing of drugs from health centres will be fought administratively. There is a Gombolola Internal Security Officer commonly known as (GISO) in every sub-county who will be required to fight this. There is also the sub-county chief and the CAO at the district. These can use the administrative machinery to fight corruption in the delivery of services. They can investigate and take administrative action including sacking a civil servant through the District Service Commission. At the political level, the councillors both at sub-county and district can expose corrupt civil servants in their areas of jurisdiction. For instance, the sub-county or the district council can address the problems of theft of drugs in their sub-county as well as tackling the problem of poor service delivery in education, water and feeder roads.

3. AFFIRMATIVE ACTION

3.1. AFFIRMATIVE ACTION FOR WAR-RAVAGED AREAS

Some of the areas still showing high poverty levels are those ravaged by war. NRM under point number six of the Ten-Point Programme promised “restoration and improvement of social services and rehabilitation of the war-ravaged areas”. We have had affirmative action in the Luwero Triangle, Rwenzori and northern Uganda including Teso and Karamoja sub-regions and some districts in Bukedi sub-region. These areas suffered socio-economic losses, breakdown in infrastructure during the wars resulting in the rise in poverty.

In addition to war-ravaged areas, Busoga and Bunyoro also have high poverty levels. Consequently, we added Bunyoro sub-region to the areas in need of affirmative action. NRM has over the years rehabilitated the social infrastructure in these areas. What is remaining is to invest in improving livelihoods of the people to reduce poverty levels.

PROGRESS

Over the years, working with development partners, NRM has cumulatively implemented the following programmes in northern Uganda region.

The Northern Uganda Reconstruction Project (NURP) in 1992-97, Peace Recovery and Development Plan (PRDP), which started in 2007, Northern Uganda Social Action Fund (NUSAF) which started in 2003 and Karamoja Integrated Development Programme (KIDP). In total, Ush3.8 trillion has been spent on resettlement, infrastructure, education, water, health, roads and administrative units. As a result, the poverty figures of 2016/17 (UNHS) show that poverty levels in northern Uganda were at 35.7%, having dropped from 43.8% in 2012/13 and 73.5% in 1992. Furthermore, the Rwenzori-Agri-LED programme was launched in FY2018/19 to support livelihood in the Rwenzori sub-region.

WAY FORWARD

The socio-economic infrastructure (schools, markets, health centres, roads) that were destroyed by war in northern Uganda have been rehabilitated and new ones built. What remains to be done is raising income levels in northern Uganda, Bukedi, Busoga, Teso and Karamoja sub-regions through affirmative action.

In order to ameliorate poverty in northern Uganda, having restored the socio-economic infrastructure, our focus under PRDP4 will be on improving household incomes. We will promote growing of crops, which have a value chain from production to processing and marketing. This is what Government has already done with the setting up of Atiak Sugar Factory, where Government supported about 7,000 households in Amuru and Lamwo districts to plant sugarcane, which will be sold to the factory.

Through OWC support and other programmes, people will be empowered to produce for a factory. We have already invested and continue to invest in the road infrastructure to promote development in northern Uganda, Teso and Karamoja sub-regions.

We are going to compensate war-affected households in Teso, Lango, Acholi and West Nile veterans for their lost cattle. For this we have provided Ush30 billion this financial year.

3.2. SPECIAL INTEREST GROUPS

NRM recognises previously marginalised social groups, seeks to uplift them and address their issues. This is why we started Youth Councils, Women Councils, Elderly Councils and Persons With Disabilities (PWDs) Councils from the village to national level.

To uplift these previously marginalised social groups and address their issues, we started youth councils, women councils, elderly councils and PWD councils from the village to the national level.

This affirmative action was deliberate to ensure that these social groups are represented at all centres of decision-making. Socio-economically, NRM continues to implement programmes like free education, skilling, immunisation and provision of water to benefit mainly the youth and women.

NRM introduced the youth livelihood and women entrepreneurship programmes to help the youth and women respectively to engage in income-generating activities.

YOUTH

As already pointed out under **Section 2.2.6, Page 71** of this manifesto, in the last four years, Ush160.2 billion has been spent under the Youth Livelihood Programme, which has benefitted 20,159 youth-led projects.

WOMEN

Under the Women Entrepreneurship Fund, Ush106 billion has been spent.

ELDERLY

NRM has rolled out Social Assistance Grant for the Elderly (SAGE) to assist them earn a monthly income for a living. Under NAADS, we are going to provide families of the elderly with agricultural inputs and technologies to support their livelihood. Under *Emyooga* programme, we will support SACCOs for the elderly. All these interventions will be implemented per homestead under the parish model.

PERSONS WITH DISABILITIES

NRM recognises that disability is not inability. PWDs are also represented in sub-county councils, district councils and Parliament. NRM has also ensured that the fundamental right to quality education is availed to PWDs at all levels.

WAY FORWARD

- a. NRM will continue with the representation of the formerly marginalised groups in decision-making at different levels.
- b. With improvement in the economy, we will increase the budget for the youth, women, PWD and elderly councils.
- c. We have introduced *Emyooga* and industrial hubs for the youth and all different groups, including women. The OWC programmes will also cover

NATIONAL RESISTANCE MOVEMENT

youth, women, elderly and PWDs.

- d. Continue with SAGE that benefits the elderly and consider lowering the age of beneficiaries from 80 years. With time, the age will be lowered.
- e. Fund the operations of the youth, women, PWDs and the elderly council.
- f. Give support to vulnerable PWDs to enable them lead a dignified basic life. The support will target persons with multiple disabilities, children and women.
- g. Strengthen juvenile justice system.
- h. Continue with the Youth Livelihood Programme Phase 2.

4. DEALING WITH LAND ISSUES: OWNERSHIP, ACCESS, USE, SECURITY AND FRAGMENTATION

INTRODUCTION

NRM recognises that land is the biggest factor of production for most Ugandans and as such must have significant securities and guarantees for use, access and ownership.

Where farmers do not have vested interest, there is no incentive for them to adopt modern technology in farming, use fertilisers to boost productivity or protect the environment.

In addition, farmers cannot use land as collateral to access finance. Therefore, NRM believes in promoting good land governance through the protection of land rights. This will be a safeguard against unlawful land evictions and promote sustainable good land use practices.

Land issues in Uganda, especially in Buganda can be traced to the Buganda Agreement of 1900 that was signed between the leaders of Buganda and the colonial government. Before this agreement, the Kabaka of Buganda owned land as a trustee of the dwellers on the land.

In the rest of present-day Uganda, the situation was not different. In Acholi for instance, up to now, under clan system, land is owned by the clan on behalf of its members.

With the 1900 Buganda Agreement, land in Buganda was divided between crown land, under the control of the colonial government and mailo land owned by the Kabaka, the chiefs and other prominent leaders at the time.

It is important to note that the land, which was given out as mailo was already occupied by the local people who by the stroke of a pen became tenants and were required to pay a tax (*obusuulu*) to the mailo landowner.

This created two classes of people; the mailo owner and the *kibanja* tenant. When the mailo land was surveyed and titled, the owner got a certificate while the *kibanja* owner did not possess a deed of ownership.

The tenancy rights of *bibanja* owners were formalised in 1928, when the colonial Government sensing that the continued increase of the land tax by the landlord was causing unrest, passed the *Busuulu* and *Envujjo* Law (1928). The law created new relations between landlords and tenants by reducing the arbitrariness in tax levy and insecurity in those relations. It denied the landlords the power to increase the tax at will and the tenants gained security to use the land.

This dual ownership of land in Buganda, with a limited *Busuulu*, stayed on until the 1975 Land Decree that put all the land in Uganda under the central government. Thus, mailo landowners lost their land without compensation.

In the 1995 Constitution, NRM balanced the interests of the landlords and the tenants by returning land to the landlords but also recognised the legal interests of the *bibanja* owners. We recognised six categories of *bibanja* owners:

- (a) The one that was given *kibanja* by the landlord or his agent.
- (b) The one who was on that *kibanja* in 1983 or before – whom we termed the bona-fide occupant.
- (c) The one who bought from one of ('a' and 'b') above.
- (d) The one who inherited from one of (b) and (c) above.
- (e) The one that was first to settle on public land, subject to a 12-year occupation rule.
- (f) Those that were settled by the Government like the ones we settled in Kisiita (Kakumiro district) and Kanyaryeru (Kiruhura district).

All these six categories are lawful tenants and, therefore, nobody should evict them. We also agreed that the *bibanja* owners pay a nominal/reasonable rent, not the market rate. We further agreed to capitalise the Land Fund annually to compensate the landlords so that this inequitable arrangement is amicably settled.

Through this fund, we have compensated several absentee landlords in Bugangaizi (in Bunyoro) and other parts of Uganda.

The above legal position notwithstanding, the common land problems that have persisted include:

- a. Eviction of lawful tenants on mailo land in disregard of the Constitution and the 1998 Land Act as amended.
- b. In settling with tenants, some landlords issue titles for less acreage to tenants. For instance, if a *kibanja* owner has settled on 10 acres, the landlord takes six acres and gives a title for only four acres to the *kibanja* owner. This is an injustice to the *kibanja* owners.
- c. District land boards allocating land that is already occupied by customary tenants who are recognised by the Constitution.
- d. Untitled land, creating a bottleneck for entry of such land into formal land markets and useful collateral in financial institutions.
- e. Multiple titling of land by unscrupulous land dealers “*bafeere*” in connivance with corrupt officers of the land registry.
- f. Corruption in the court system involving judicial officers entertaining cases where people on the land are not served notice and they lose the case in absentia.
- g. Traditional cultural practices that deny women land rights, in particular do not bequeath land to women.
- h. Land fragmentation. See details in **Section 4.1 - Page 264**.

PROGRESS

- a. A total of 22 Ministry Zonal Offices (MZOs), to take services close to the people, were established and are fully functioning in Kampala (KCCA) and the following districts: Mukono, Masaka, Mityana, Luwero, Mpigi, Wakiso (Wakiso-Busiro and Wakiso-Kyadondo), Jinja, Mbale, Lira, Tororo, Soroti and Moroto. Others are Gulu, Arua, Kabarole, Mbarara, Masindi, Kibaale, Kabale, and Rukungiri.
- b. All freeholds, leaseholds and mailo titles have been digitalised and entered into the Land Information System.

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- c. Incorporated a total of 606 Communal Land Associations (CLAs) in the districts of Kaabong, Kotido, Moroto, Napak, Amudat, Kakumiro, Masindi, Kikuube, Buliisa, Agago, Pader, Nwoya, Mubende, Kayunga. The total number of customary landowners registered under CLAs is 3,602,321.
- d. Issued 20,000 Certificates of Customary Ownership (CCOs) in the districts of Kasese, Nwoya, Pader, Soroti, Katakwi, Butaleja, Adjumani and Kabale.
- e. Mapped a total of 20,883 customary land parcels covering an acreage of 16,236.3ha for a total number of 20,294 households of which females constitute 36% and males 64%.
- f. Issued Certificates of Occupancy for *bibanja* holders on mailo land in three districts of Mityana, Mubende and Kassanda.
- g. A total of 17,265 freehold titles are being processed for landowners in Oyam, Mbarara, Ibanda and Kiruhura, under the Systematic Land Adjudication and Certification (SLAAC).
- h. Over 250 CCOs have been demarcated in Buliisa awaiting display of community maps and thereafter be submitted to the District Land Board for issuance of titles.
- i. The amount of money to the Land Fund has increased from Ush42 billion to Ush92.4 billion.
- j. So far, 236,036 acres of land have been acquired. The land will be handed to lawful and bona fide occupants to regularise their land rights.
- k. A total of 300 land titles were processed and issued to lawful and bona fide occupants in Kibaale and 300 land titles to tenants in Nakaseke district.

WAY FORWARD

Aware of the highlighted land problems, we constituted a commission of inquiry into land issues in Uganda led by Lady Justice Catherine Bamugemereire. The commission has presented its report to Government. The report will be studied to guide NRM government in solving land problems in Uganda. The report notwithstanding, NRM will do the following:

- a. Increase the Land Fund to solve the historical dual ownership of land in Buganda, Bunyoro, Ankole, Tooro and Bugisu (Kakungulu and Ndawula families). We will use the principle of willing buyer willing seller to pay off the landlords and give titles to the *bibanja* owners. This will also include addressing the unfairness experienced by those whose land was reduced by the landlords.
- b. Cancel land titles that were issued by district land boards on land that was already occupied by customary land tenants. This will include canceling titles that were given on wetlands.
- c. Support customary tenants register their land in accordance with the law. NRM government is supporting issuance of Certificate of Customary Ownership (CCO) to customary landowners in West Nile, Acholi, Teso and Lango sub-regions.
- d. Fight corruption in the court system.
- e. Clean up the land registry and cancel multiple titles on the same land and remain with the genuine ones. Where the fraudulent landowner evicted people wrongly, he/she will be made to compensate them.
- f. Support the traditional/cultural/religious leaders in resolving customary land conflicts where possible, by applying alternative dispute resolution mechanism.
- g. Fight the “entrepreneurs of land conflicts” for *bibanja* people to live in peace.
- h. Roll out the public portals of the Land Information System to facilitate customer searches.
- i. Integrate Land Information System with other key Government agencies, namely, NIRA, NITA-U, URA, and URSB.
- j. Scale up systematic demarcation in more districts for both customary and freehold land.
- k. Complete review of land regulations.

4.1. DEALING WITH LAND FRAGMENTATION

Land in Uganda is undergoing fragmentation at a rate that has accelerated degradation and constrained agricultural development.

Fragmentation of the already small land-holdings into tiny parcels is detrimental to land conservation and economic gain. It constrains large-scale production and discourages farmers from adoption of agricultural innovations.

Land which was rich, fertile and productive has been destroyed by bad human settlement, mainly caused by inheritance (*kulamira; kusikira*). A family with four acres of land in one generation, parcels it into half an acre per family because it is shared by eight children (mainly males) upon the death of their father. What the four acres can do, half an acre cannot do.

Hence, the fragmented land can no longer be meaningfully and profitably utilised to grow cotton, tobacco, sugarcane, maize and rear indigenous cattle as these require larger pieces of land.

Most households in Uganda in subsistence agriculture have over generations subdivided their land into very small parcels; as small as half an acre. Such smallholder farmers cannot profitably engage in a lot of enterprises that we are promoting — coffee, fruits and food crops.

Land fragmentation must be stopped, if Uganda is to prosper and create wealth.

In most of Kiruhura district, as well as areas in the cattle corridor (Kabula, Ssembabule, Gomba, Kiboga, Kyankwanzi, Nakaseke, Masindi), people have shunned land fragmentation because of the timely sensitisation since 1966 by a young Museveni.

The present NRM campaign is: “Do not divide the land , but form legally binding family companies where all members are directors and decide on what uniform and maximally profitable activities should be done on that land in order to make both the family and country richer”.

Fortunately, northern Uganda, especially Acholi and some parts of Lango, is still relatively free of land fragmentation. The area should be protected from this.

WAY FORWARD

NRM will intensify sensitisation of modern inheritance practices to discourage division of land and promote sharing of proceeds. Inheritance, therefore, should only be by shares (*emigabo*). With shares, you divide what comes from land, but the land itself or even the property (cattle, goats and houses) should not be divided. Like he did in 1966 in Kiruhura district, President Museveni launched the campaign of creating model family companies where the inheritors (basic), inherit by shares (*emigabo*) and not by the fragmentation of the land or the property. This will create sustainably rich families, generation after generation, instead of the present phenomenon where families become poor again after one generation. We shall over the next five years support families to register their family land for joint economic activities.

PROTECTING LIFE
AND PROPERTY

PROTECTING LIFE AND PROPERTY

In this section of the manifesto, we demonstrate the progress made in securing Ugandans, Africans as well as their legitimately accumulated wealth and property. It also highlights our commitment to building a Government of the people, by the people and for the people.

Finally, we report the progress made in restoring our environment and proper management of our natural resources, such that this generation leaves to the next a stock of quality of life assets no less than those, which it inherited.

1. SECURITY

1.1. INTRODUCTION

One of NRM's strengths is securing lives and property of Ugandans and other Africans. Before capturing power in 1986, the prevalence of insecurity in Uganda and parts of other African countries was high. Ugandans and many other Africans were insecure, living in fear.

An average Ugandan would hastily hide whenever they met soldiers or policemen. We democratised the country right from the local level, politicised and disciplined the army and police, and made them interact with the people.

Below is an account of what makes NRM a vanguard of security, stability, certainty and continuity.

1.2. THE UPDF

NRM has restored the security of person, property and borders. From 1966 when Government troops on orders of then Prime Minister Dr. Apollo Milton Obote attacked the Lubiri and the President of Uganda who was also the Kabaka of Buganda, was overthrown and ended up in exile, Uganda was insecure.

The above incident was preceded by the abrogation of the Constitution and Obote declared himself President of Uganda.

In 1971, the then head of the army, Amin Dada, overthrew Obote and Amin became President.

During Amin's era (1971-1979), so many innocent Ugandans were killed in cold blood. Prominent among them was the Chief Justice, the late Ben Kiwanuka. He was bundled in a car boot from the High Court in Kampala and he was never seen alive till today. These extra-judicial killings made it difficult to live in Uganda, and as a result, many educated Ugandans fled to exile.

Amin was overthrown in 1979 by a force led by Tanzania People's Defence Force with two Ugandans two groups, Kikosi Malumu and Front for National Salvation (FRONASA) fighting alongside.

With Amin out election were hurriedly organised in 1980. Those elections were not bound to solve Uganda's problems because they were rigged. As there was no rule and of law, the rigged elections could not be resolved in court, hence, the need to organise the people to remove the Government led by Obote.

The Obote regime 1981-1985, was also characterised by insecurity of persons and property. In July 1985, Obote was overthrown for a second time by the army. The military junta named Gen. Tito Okello president.

After 1986, there were a lot of security challenges caused several armed groups including:

NATIONAL RESISTANCE MOVEMENT

- a. Alice Lakwena's Holy Spirit Movement,
- b. Joseph Kony's Lord's Resistance Army,
- c. Jamil Mukulu's Allied Democratic Front (ADF),
- d. Force Obote Back Again (FOBA)

e. Cattle-rustlers in Karamoja armed with modern guns and, more recently, killers with *bijambiya* (machetes); but, the NRA/UPDF, overcame all those challenges because NRM created a capable state with a capable and professional army and other security forces.

The UPDF is built on the correct ideology of being a pro-people army, which professionally respond to challenges and ensures that security prevails. We have instilled the values of discipline, and respect for humanity in the army. Anyone who mishandles *wananchi* is reprimanded.

NRM has continued to build the UPDF through training and equipping it. As a result, the whole of Uganda is secure and peaceful.

The UPDF is built as a national army through a deliberate policy of recruitment quotas per district. All tribes of Uganda are represented in the UPDF unlike the colonial and the post-colonial armies that were recruited from only one part of the country.

Through the ideology of Pan-Africanism, NRM has deployed the UPDF to help in the pacification of other African countries including Somalia. We have also worked closely with our brothers and sisters in South Sudan to improve peace. This is important for our trade with them.

While it continues to execute its mandate, the army has in peace time engaged in economic transformation to deal with economic security. It has contributed to:

- a. Non-war activities including the recent participation in the fight against locusts.
- b. Through Luwero Industries have modified a fire fighting vehicle used to fight locusts.

- c. Had the Engineering Brigade trained in railway works and has been instrumental in the rehabilitation of the Meter Gauge Railway and continue to do so. When we start on the SGR, they will play a role.
- d. National Enterprise Corporation (NEC) is also engaging in other businesses like road construction and soon their pharmaceutical factory will start manufacturing medicines. In addition, in a joint venture, NEC will soon start making textiles and leather products (shoes) at their new factory at Buikwe Industrial Park. Over the next five years, NEC will focus on industrial research and development (R&D) in addition to the activities is carrying out now.

1.3. THE POLICE

Since 1986, NRM government has been consistent in placing an unwavering focus on strengthening the foundation components of Uganda's national security.

Through capacity building in the Uganda Police Force, NRM has reinforced state guarantees on the security of person and property. This correlates with increase in the respect of protection of human rights and freedoms as well as the existence of a vibrant civil society.

NRM has improved the capacity of the Uganda Police in numbers, quality and equipment.

In 1986 the Police had diminished in numbers but after NRM's deliberate efforts, it has now grown from 3,000 to 46,000. The police-to-person ratio is now at 1:800 against a target of 1:500). The quality of the Police has improved after deliberate emphasis on recruitment of better educated persons including university graduates.

In order to curb the recent criminality in the city, the Government installed closed circuit television cameras (CCTV) in the city and along the highways. These cameras have already helped in netting some criminals.

The Police through training will be putting emphasis on creating a pro-people force that is well trained to handle civilians. We will continue equipping the Police especially in forensic investigations to improve on the fight against crime. We need to continue improving on the welfare of both the Police and the UPDF.



CCTV Cameras have helped the Police to curb crime



2. DEMOCRACY

Democracy is one of the four principles of NRM. Uganda is now a free country. NRM, starting in 1994 re-enfranchised Ugandans when they voted in the Constituent Assembly elections to elect delegates who debated and promulgated the Constitution in 1995.

Ugandans had last voted in a general election in April 1962 before independence 9th on October.

The next election was held in 1980, after Amin was overthrown, some 18 years after independence.

NRM has consolidated democracy by giving power to the people to freely elect their leaders in regular elections at local government, Parliament and Presidential level every five years since 1996.

Even in face of COVID-19, the election cycle could not be compromised because democracy is entrenched in Uganda. Because of their centrality to determine who leads the country, the election has to take place amidst the pandemic.

In order to learn from lessons of the past (in the 1980 elections that were rigged) NRM introduced electoral reforms, which include:

- a. Voting secretly but in the open as opposed to voting in a booth.
- b. Using one ballot box, one ballot paper with all the candidates' photographs.
- c. Counting the votes and declaring the results at the polling station immediately after voting, each candidate being represented by two polling agents who are required to sign the result Declaration Forms. If they do not agree with the results, they are required to state in writing the reasons as to why they disagree.

Democracy has been entrenched from grassroots to national level and is all inclusive, no one is left behind. NRM gave affirmative action to the youth, women, PWDs and the elderly, who are represented at local government councils, Parliament and in their own youth, PWD and elderly councils respectively, from the village to the national level.

NRM introduced local councils starting at village level. Before NRM came into power, the Minister of Local Government appointed district councils.

Today, each parish elects a councilor to represent it at the sub-county local government council. At the district, each sub-county is represented by a councilor on the district local government.

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At both the sub-county council and the district, women are reserved a third of the council positions. This is deliberately aimed at giving power to the people are getting previously marginalised women to be included in decision-making.

NRM will continue consolidating and deepening democracy. Furthermore, NRM gave the elected councils powers through the district and sub-county local governments. There is still a challenge that these councils are not using their powers to fight corruption in service delivery. For instance, primary education, primary healthcare (Health Centre IIs, IIIs and IVs), water, district roads, recruitment of civil servants at district level are all decentralised services under the district local governments.

If the councils exercise their supervisory role, they will fight corruption in service delivery.

3. ENVIRONMENT AND NATURAL RESOURCES MANAGEMENT

3.1 INTRODUCTION

NRM is committed to ensuring sustainable use of the environment and natural resources. Environment and natural resources are at the core of sustainable development and critical for socio-economic development, healthy ecosystems and human survival.

Thus increasing forest cover is vital for maintaining water flows for hydropower generation, food security, fisheries, domestic water supply, industry, navigation, tourism, wildlife and ecosystems.

It is NRM's policy to conserve forests. However, there is a problem of encroachment on the natural forests yet they are part of the rainmaking 'factory' for Africa.

NRM leadership will work with the people who have invaded these vital areas for them to understand the consequences of their actions and help them to leave the forests.

The *eihuunga* (windy storms) are destroying houses because the forests that would have slowed down the wind have been cut. Trees are windbreakers and once removed, the shield is gone. In flat areas like parts of eastern Uganda, between the Elgon and the Nile, there's always a disaster waiting to occur.

All the families must, therefore, plant hedges as boundary trees for their farms but also as windbreaks. The scientists will advise on the right species that will not take away the nutrients of the crops. Trees like *Albizia*, *Senna siamea*, *Caleandra* and *Tamarindus indica* are recommended because they also fix nitrogen.

Alternatively, fruit trees like mangoes, avocado, citrus, jackfruit should be planted.

Furthermore, proper wetland management is critical for mitigating flood risks, proper navigation, maintaining water quality and quantity of water resources. It is not correct or wise for people to try to be cleverer than God.

If God said that this should be a wetland, it is not right to turn it into a garden or town. Doing so means one is saying God made a mistake to make the area a wetland.

Wetlands account for 40% of rain. The other 60% comes from the oceans (the Pacific and Indian oceans). Should we lose 40% of our rain? As far as the wetlands are concerned, the

correct usage is to make fishponds at the edges of the swamps and allow the centre to regenerate.

Fish farming is much more profitable than swamp rice or *mayuni* (yams). We have already embarked on resettling those who had settled in wetlands in Kibuku and Pallisa districts. The people who had settled in wetlands earning so little per acre were organised to own fishponds where they earn about 100 times more than they were earning when they were destroying the wetlands. This programme will be extended to all those areas where people had settled in wetlands.

3.2. PROGRESS

NRM's efforts to conserve and restore the forest cover started yielding results as forest cover increased from 9.5% in 2017 to 12.4% in 2019.

Forest plantations have increased to 43,866ha, new plantations established by private investors in Central Forest Reserves (CFRs), National Forestry Authority (NFA) and district forest services. We are going to build on this momentum.

Regarding wetland coverage, in the last five years, NRM has restored 637ha of degraded wetlands and demarcated 283.7km of critical wetlands.

The critical restored wetlands include:

Katonga-Sembabule, Mikomago-Masaka, Lubigi-Wakiso and Limoto-Pallisa, Lwere wetland in Bukedea, Nyamirembe in Bushenyi, Kibimba wetland in Gomba, Chosan-Cholol wetland in Nakapiripirit.

In addition, critical wetlands boundaries were demarcated with pillars in: Gulu, Lira, Mbale, Bushenyi, Hoima, Jinja, Masindi, Amuria, Kaliro, Buyende, Namutumba, Iganga, Rakai, Sheema, Buhweju, Alebtong, Dokolo, Kisoro, Kabarole, Wakiso, Arua.

To improve municipal solid waste management, composting facilities were provided to new cities and municipalities of; Arua, Gulu, Lira, Soroti, Mbale, Jinja, Fort Portal, Mbarara, Hoima, Tororo, Busia, Entebbe, Mityana, Masindi, Mukono, Kasese, and Kabale. Each received specialised equipment including skip loaders, wheel loaders and a composting plant.

Furthermore, support was provided to four cities: Jinja, Mbale and Masaka and Kampala for their composting plants to convert solid waste into biogas.

3.3 WAY FORWARD

NRM is going to focus on restoration, protection and demarcation of critical ecosystems in wetlands and forest reserves throughout the country in order to build a sustainable green economy. The target is to increase the national forest cover from 12.4% to 15% and increase wetlands cover from 8.9% to 11.5% by 2026.

NRM is also going to improve climate data and information to accurately inform efforts that address vulnerability to improve prediction and readiness to dealing with the adverse effects of climate variability and change. In particular, we are going to;

- a. Intensify tree planting on individual and commercial farms, fragile ecosystems such as rivers banks and lake shores, Government and non-governmental institutions' premises/land, roads reserves, along railways and pipelines, corridors, wildlife conservation areas, green parks in urban areas, forest reserves, private forests, communal land, home steads and other publicly owned infrastructure. Through this effort, Government will make a deliberate policy of distributing 40 million trees free and/or subsidised to communities countrywide to plant on gazetted tree planting days.

It is estimated that a total of 200 million assorted tree seedlings will be distributed and planted thereby translating into restoration of 150,000ha of degraded natural forests in CFRs, Local Forest Reserves (LFRs) and hilly areas in five years.

- b. Demarcate all wetlands, river banks and lake shores with pillars and gazette them with an estimated boundary length of 50,000km out of the total 144,316km boundary country wide.
- c. Restore encroached and degraded wetlands, riverbanks and lake shores estimated at 4,9421.6km² out of the current 9,885.1km². In this regard, we will;
 - i. Implement wetland management plans with community livelihood options covering 15,705.7km² of sustainably managed wetlands with at least 1,500 livelihood enhancement wetlands enterprises for the neighbouring community and private sector countrywide. The people who invaded the wetlands will be advised and supported by the Government to engage in economic activities like fish farming that are sustainable and friendly to the wetlands as has been done in Kibuku and Pallisa, where the people are earning much more from fishponds than rice.
 - ii. Undertake a special restoration programme for Kabale and Teso wetlands through return of titles issued before 1995.

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- iii. Cancel any title given out on a wetland.
- d. Operationalise the Environment Protection Unit as stipulated in the National Environment Act 2019. We are going to beef up the current Environment Protection Police Unit (EPPU) manpower from the current 186 to 350 in the short to medium term.
- e. Promote strategies to reduce biomass energy use resulting in utilisation of charcoal and encourage the use of natural gas and electricity especially for cooking in the short, medium and long term. Research has shown that it is cheaper to cook with gas and electricity than using charcoal. However, many people in the urban centres are still using charcoal, thus contributing to environmental degradation. In order to promote the use of gas and electricity for cooking, we will remove import duty on gas and electric cookers.
- f. Using a science-led approach to put municipal organic solid waste to better cost effective use such as, producing organic fertilisers, biotechnological products — food enzymes, proteins, bioethanol — and biodegradable plastics.
- g. Periodically monitor/benchmark environmental indicators for cities for example install air and water quality and pollution monitoring equipment in Kampala and other cities.
- h. Revamp and equip existing weather stations as well as establish new ones in the newly created districts.
- i. Invest in developing climate ICT, including but not limited to high performance computing, data analytical tools, and networks.
- j. Promote environmental friendly modes of transport.

ACHIEVING ECONOMIC
AND POLITICAL INTEGRATION

ACHIEVING ECONOMIC AND POLITICAL INTEGRATION

NRM government knows that co-operation is key to the redemption of mankind and, in particular, Africans.

Africa is the most fragmented continent with 55 small economies and a GDP that is equivalent to that of France. With a population of about 1.3 billion, Africa's combined GDP of \$2.75 trillion (in 2019) is slightly less than that of France (\$2.83 trillion) with only 66 million people. This calls for the integration and diversification of African economies. African exports and bringing down barriers at the borders are a prerequisite for Africa's transformation. In this section of the manifesto, we highlight the progress made in integrating Africa and the way forward.

1. ACHIEVING ECONOMIC AND POLITICAL INTEGRATION

Trade has been the driver of economic, social and political integration of African countries for many centuries prior to the establishment of Africa's first regional body, the Organisation of African Unity (OAU), in 1963. In 1980, the OAU adopted the Lagos Plan of Action for the Economic Development of Africa 1980-2000, articulating the development plan for Africa that included the formation of an African Common Market.

Among the decisions was the establishment of an African Economic Community, the strengthening of existing regional economic communities and the creation of others to cover the continent as a whole. ECOWAS already existed among the West African countries. Southern Africa also had a socio-economic co-operation arrangement,

the Southern African Development Co-ordination Conference created in the 1980s, which was later replaced by Southern African Development Community in 1992.

Similarly, Southern and Eastern Africa established a Preferential Trade Area in 1981, which eventually became Common Market for Eastern and Southern Africa (COMESA) in 1993.

The Abuja Treaty laid out the future of the continent with the objective of the establishment of an African Economic Community. The integration process is set to cover a period of 34 years from 1994 to 2028.

NRM, therefore, considers the economic and political integration of Africa as a matter of survival for the African nations. This is why Principle Number Three of NRM Ideology is Pan-Africanism. Among the 10 strategic bottlenecks that NRM identified is limited market access for African nations. This is on account of the fragmented nature of the African markets.

For instance, Uganda has a market of only 45 million people. What is 45 million people in comparison to a country like China, which boasts of a market of 1.3 billion people? What about India with a market of 1.3 billion people? The European Union market comes third after China and India with a market of 446 million people. What would be the status of the individual European countries if they were not part of the European Union and remained as small markets? Obviously, they would not be as prosperous and as secure as they are today.

Now that NRM has awakened Ugandans to realise their potential to produce large quantities of numerous commodities, they will need a huge collective market. As we move towards mass production, we will need to build the capacity for greater supply of goods produced by Uganda's industries.

NRM will continue to fully develop the internal market of 45 million Ugandans; take advantage of the regional market of 177 million East Africans and aim to trade with the 1.3 billion Africans. This will give Uganda a good base to negotiate with other huge economic giants like the European Union, USA, China and India. Therefore, we will pursue economic integration to guarantee Uganda's prosperity.

NRM will also continue to work towards the political integration of Africa. This is because we recognise that economic prosperity alone may not immunise the African people against aggression by bigger powers. As long as we remain small separate states, we remain at the risk of being conquered once again. It means that we are repeating the mistake of our ancestors who fell prey to colonialism because they were fragmented into small tribes.

NRM is fully convinced that political integration is Africa's insurance policy against subjugation, marginalisation and aggression by greedy powers. Africa is a beautiful pearl, which attracts the envy of many outsiders. Its conducive weather, abundant natural resources, fertile soils and large water bodies remain a source of temptation.

We are looked upon with hungry eyes by some powerful predators. We can only cure our vulnerability by creating a strong centre of gravity through political integration.

1.1. PROGRESS

NRM has registered the following achievements in collaboration with other African states to realise economic and political integration:

- a. Strengthening Uganda's fraternal ties with her neighbours by promoting mutual co-operation in areas of development, security, human rights, environmental protection and conservation.
- b. Signing the African Continental Free Trade Area (AfCFTA) Agreement as a follow up on the 1991 Abuja Treaty. This agreement is a great step towards removing barriers to intra-trade in Africa.
- c. Securing third party market access to the USA, European Union, China and Japan.
- d. Championing the cause of East African Federation by leading the constitutional drafting committee comprised of delegates from all the East African Community member states.
- e. Working with the United Nations (UN) and the African Union Mission to Somalia (AMISOM) to ensure peace and stability in the region.
- f. A one-stop centre has been set up at the Uganda Investment Authority to ease the investment process while several one-stop border posts have been constructed

to hasten international trade. We have been particularly so keen on expanding export markets through trade negotiations at bilateral, regional and multilateral levels.

1.2. WAY FORWARD

NRM will continue to ensure the prosperity of Ugandans through integration of the African market; promote strategic security through political integration and support the fraternity of the African people.

Uganda recognises the socio-cultural linkages that unite all the African people. The African population is only divided into four linguistic groups. These are: Niger-Congo (Bantu and Kwa); the Nilo-Saharan (Hamitic, Nilotic and Nilo-Hamitic); the Afro-Asiatic (Arabic, Tigrinya and Amharic); and Khoisan (so called bushmen in Southern Africa). We embrace the outstanding linguistic features which make us either similar or linked. This is a unique social advantage that we will continue to exploit to further trade and mutual co-operation.

The view of NRM, therefore, is that we start with integration of the regional blocs where we are more compatible and similar than aiming for the big continental integration.

For instance, in East Africa, in addition to the similarities among our languages, we have Swahili; a neutral language which would make the process of integration much easier. We can create a United States of Eastern and Central Africa around Swahili language.

NRM will fast-track the implementation of all the provisions of the African Continental Free Trade Area Agreement. This will provide us with a great opportunity to advance our prosperity by gaining unhampered access to the huge African market.

As is always mentioned in our documents, the prosperity of Ugandans and other Africans, would be greatly assisted by implementing NRM's principles of Patriotism (*mwoyo gwa Uganda*) and Pan-Africanism (*mwoyo gwa Africa*), by widening the market for goods and services of our producers. With the limited waking up of the Ugandans, you have seen the big volumes we are already generating: 7.75 million bags of coffee and aiming at 20 million; 5 million tonnes of maize, while we only consume 1 million tonnes within Uganda as of now; 540,000 metric tonnes of sugar, while we only consume 380,000 metric tonnes in Uganda; 2.6 billion litres of milk, while Ugandans only consume 800 million litres, leaving a surplus of 1.8 billion litres; bananas where our production is 7.6 million tonnes, but the internal consumption is 7 million tonnes; tyres and tubes for *piki pikis* (motorcycles) where our daily production is 10,000 units for each, but the internal consumption is only 3,000 pieces per day; blankets, where the daily production of one of the factories in Mukono is, again, 10,000 units, but Uganda's consumption is only 3,000 units, etc. It should, therefore, be clear that without integrating the African market, the growth prospects for modernising the economy sustainably and continuously, are quite dim and complicated. You cannot, therefore, say that you are for the growth and transformation of any part of Africa yet you are talking of tribes, religion and gender discrimination in politics and you do not talk about Patriotism and Pan-Africanism. Once all the African people wake up and become commercial producers in agriculture, industry, services and ICT — how will their products be sold with the 55 fragmented markets, each representing a former colony of one or the other of the European powers? Do we need the lessons of history if we are not convinced by the obvious logic? If we do, let us, then, look at the examples of the different people in the world. Let us start with the story of the German and Italian people of the 1800s. Neither Germany nor Italy were one country until 1960 when the unification of Italy pushed by Cavour and Galbaldi and for Germany until 1871, following the Franco-Prussian War of 1870. In the case of Germany, Pan-Germanism was pushed by Bismarck and the Prussian Junkers, big landowners, who wanted markets for their products. Before 1860, Italy was divided in eight small kingdoms and before 1871, Germany was divided into 39 small kingdoms.

Before the events of the 1860s and 1870s in Italy and Germany, let us also go back to 1776 when the settlers in North America rebelled against the British King, George III. At that time those British North American colonies were 13. They were: Massachusetts,

New Hampshire, Rhode Island, Connecticut, New York, Pennsylvania, Delaware, New Jersey, Maryland, Virginia, North Carolina, South Carolina and Georgia. Led by George Washington, they expelled the British, having started with the slogan of "No taxation without representation". After defeating the British, they came to a historical junction. The question was: "Does each colony become independent as a separate country or do they unite and form one union?" They held a conference at Faneuil Hall from 23rd to 28th September 1778 and, in the end, resolved to unite. By so doing, they created an *entaango* (a nucleus) of the most powerful state in the history of man of 4.5 million years. The Spanish colonies, on the other hand, in South America, similarly rebelled against the Spanish in the year 1813, led by Simon Bolivar. However, when they ejected the Spanish, they failed to unite. Until today, Latin America, as it is called, is a centre of weakness, under-development, crime, drugs, poverty and joblessness, in spite of the huge natural resources in that continent. Latin America is one of the richest continents in terms of numbers of countries with the 20 countries of: Brazil, Mexico, Colombia, Argentina, Peru, Venezuela, Chile, Guatemala, Ecuador, Bolivia, Cuba, Dominican Republic, Honduras, Paraguay, El Salvador, Nicaragua, Costa Rica, Puerto Rico, Panama and Uruguay, compared to only three countries of the North American continent. The three are: USA, Canada and Mexico. The three cover a land area of about 7 million square miles. Latin America is a continent of 8.13 million square miles. Africa, with 12 million square miles, is of course, richer in terms of number of countries. Africa has 55 countries.

63 years after Ghana's independence, the post-independence African leaders need to answer this question: "Have we built a Latin America in Africa or a United States of Africa in Africa?" The strategic challenges we face and the chaos we see in Libya, Somalia, Congo, Central Africa, Mali, etc., seems to suggest that we have successfully built a Latin America in Africa.

Do we need other examples? Let us look at USA, China and India. USA is a country of 320 million people and 3 million square miles of land with a GDP of US\$20.8 trillion. They, therefore, have a huge internal market for businesspeople and producers of goods and services. China is a land of 3 million square miles, a population of 1.3 billion people and a GDP of US\$14.14 trillion (nominal). India is a land of 1 million square miles, with a population of 1.3 billion people and a GDP of US\$2.6 trillion. In spite of their huge, individual respective markets, these countries are always fighting

for additional external markets. Indeed, USA exports goods and services worth US\$1.6 trillion, China US\$2.5 trillion and India US\$324.16 billion. How, then, can we have a situation in Africa and Uganda, where leaders are only talking about tribes, religious sectarianism and power over the bureaucracy? Is it not a danger that leaders seem not to be bothered with these destiny-deciding strategic issues?

Above, we have, mainly, talked about economic integration to guarantee prosperity by availing a big internal market for goods and services. There is, however, the issue of strategic security. Why was Africa colonised in the first place? How did we survive the horrors of slave trade and colonialism? How did we, eventually, regain our independence? What measures have we taken since independence to insure the future of a free and prosperous Africa? How can it be, that we insure cars, buildings, etc., but never think of insuring Africa strategically against any actor on the globe? USA is now talking of achieving four-dimensional superiority: superiority on land (Army), superiority in the Air (Air Force), superiority at sea (Navy) and superiority in Space (satellites). Where does this leave Africa, where some of the member states are not able to ensure even internal peace against terrorists?

The EAC, COMESA and CFTA are all efforts at economic integration for ensuring our prosperity. Even assuming these economic integration protocols are implemented meticulously, which they are not, economic integration alone, would not answer the problem of strategic security to guarantee our sovereignty and prosperity. Given the nightmare Africa went through, it cannot be correct that we allow a situation to persist where African interests, including sovereignty, are only realisable with the permission of others. That is why, since 1963, when our leaders — Mzee Kenyatta, Mwalimu Nyerere, Mzee Obote and a delegation from Somalia, when they met in Nairobi on 6th June 1963 and declared that the East African Federation would be born by the end of that year, we have been supporting that effort unwaveringly.



The founding fathers of the East African Community in the 1960s: Front row, left to right, Tanzania's Julius Nyerere, Uganda's Milton Obote and Kenya's Jomo Kenyatta

Political Federations in Africa, where they are feasible, would answer both the question of prosperity and strategic security. The Federation of East Africa, with a land area of 1 million square miles and a population of 183,625,246 people, that will be 878,236,244 by 2050, would be a super power. If Congo, Zambia and Malawi could join, you create a United States of America-like centre of gravity for the African race in Africa. We always discuss with other African leaders about creating other Federations in other areas: Central Africa, West Africa, North Africa, the Horn and Southern Africa. We have never supported the idea of an All Africa Union Continental Government which Dr. Nkrumah and Muammar Gaddafi supported because such a union will not have internal cohesion which the regional Federations definitely have. In the case of East Africa, apart from the similar Bantu, Nilotic, Cushitic, Nilo-Hamitic and Sudanic dialects, we have the good fortune of Swahilli, which is a neutral dialect, belonging to no tribe, that unites us. With the East African Federation, we would handle the three issues of prosperity, strategic security and fraternity (the linkages among the African people by languages and customs). We feel culturally oppressed by the colonial borders where we cannot freely interact with people who speak our dialects across the borders which our leaders resolved to respect at independence in order to avoid endless wrangles because they realised that the borders were irrational. However,

the independence leaders and the subsequent generations, were supposed to supersede those borders by negotiations and integration. By being arrivist, the post-independence leaders, except for Mwalimu Nyerere and Sheikh Amani Karume, have neglected their historical obligation.

We are, therefore, quite happy that the EAC was revived, COMESA was created and the CFTA has recently been relaunched when everybody seemed to have forgotten that the Abuja Treaty of 3rd June 1991 that was talking about the same effort, had been put in the freezer or all these years. Additionally, the Treaty for East African co-operation talks of the eventual formation of the East African Federation. Recently, all the East African states committed themselves to the East African confederation as a first step towards the Federation. This was a commendable step that should be vigorously followed up. A Constitution Drafting Committee has been in existence since. If Ugandans give us a fresh mandate, we shall vigorously, working with like-minded East Africans, aim at expediting the whole process. The Banyankole and Baganda have a proverb which goes like this: "*Kakihweyo acumita omukyira – kakigweyo, afumita omukira*". This refers to a hunter in ambush for an animal (*kugweera*) with a spear. If he says: "Let the animal first come out completely from the thicket where, it has been hiding (*kihweyo, kigweyo*), he ends up only injuring the tail" and the animal escapes, which means that the hunt fails. The English have something comparable. They say: "procrastination is the thief of time". In the coming *Kisanja*, if the Ugandans support us, we shall urge our comrades in East Africa to make some time-bound decisive steps. In case some of the member states have some problem in moving forward expeditiously, we could adopt the strategy of variable geometry – where those who are ready move and others join later. That is what Mwalimu Nyerere and Sheikh Abed Karume did and created Tanzania out of Tanganyika and Zanzibar. That decision has been of great benefit to the citizens of the two countries, but to also show an example to the rest of Africa.

CONCLUSION

Since 1996, NRM has written very good manifestos that convinced Ugandans to keep it in power. We have, however, had a weakness in implementing party manifestos, one being weak supervision and monitoring of public servants.

Now, to strengthen monitoring and co-ordination, NRM leadership is going to be actively involved in supervising government to implement and achieve the targets in this manifesto.

After analysis of past achievements, the five main sections of the NRM Manifesto, 2021-2026 were deliberately conceived and developed.

They are a continuity of the past manifestos: the one of 1996-2001 was about *“Tackling the Tasks Ahead”*; 2001-2006 was on *“Consolidating the Achievements”*; 2006-2011 aimed at *“Prosperity for All”*; that of 2011-2016 was *“Better Service Delivery and Job-Creation”*; while that of 2016-2021 was *“Taking Uganda to Modernity through Job-creation and Inclusive Development”*.

Through these remarkable manifestos, we have been able to rally our people around policies that best serve their diverse aspirations and genuine interests. On them we continue to build for the improvement of the people's livelihood.

The peace, security and stability foundation has been erected and on it modernity and prosperity have been spouting over the years.

As always we are confident and sure that the journey of transforming Uganda is not only continuing, but also bearing fruit. The country has now reached the irreversible take-off stage. Ugandans now have a secure future.

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ANNEX

ROADS IN THE PIPELINE		
SN	PROJECT NAME	LENGTH KM
1	Kamuli - Kaliro - Namwiwa/Mayuge - Palisa	111
2	Kazo - Buremba - Kyegegwa	81
3	Rakai - Isingiro / Kafunjo - Kikagati	135
4	Soroti - Amuria - Abim	83
5	Gulu - Pader - Patongo - Abim	176
6	Kilak - Rhino Camp	99
7	Panyimur - Pakwach - Rhino camp - Laropi	220
8	Butalangu - Ngoma - Masindi	120
9	Nakasongola - Zengebe	25
10	Goli - Paidha-Zombo-Warr-Arua	119
11	Corner Ayer-Corner Aboke-Bobi	55
12	Access to Muzizi Hydro Power Project (Muhoro - Ndaiga - Muzizi)	60
13	Kashozi-Buremba-Kariro	68
14	Hamurwa - Kerere- Kanungu/ Buleme - Buhoma - Butogota - Hamayanja - Ifasha - Ikumba	149
15	Bombo - Ndejje - Kalasa	19
16	Kabwohe - Kitagata - Rukungiri	67
17	Adjumani - Obongi - Kulikulinga	80
18	Katuugo - Kinyogogga	32
19	Kinyogogga-Kaweweeta	9
20	Kikagati - Kitwe - Mirama Hills	30
21	Mitala-Maria - Bulo - Kakoma - Kabulasoke	51
22	Panyimur - Parombo - Goli	66.5
23	Parombo - Nyaravur - Wadelai	62.8
24	Nebbi - Jukia - Goli Customs	14.4
25	Anaka - Amuru - Adjumani	175
26	Alokolum - Alero - Corner Nwoya	48
27	Koch Goma - Lii - Karuma - Minakulu	78
28	Awere - Puranga - Ognonyo - Arum	140

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29	Gulu - Opit - Awere - Rackoko	168
30	Gulu - Patiko - Palaro	84
31	Corner Kila - Adilang	68
32	Gulu - Bar-dege-Awe	34
33	Moroto Road - Tochi - Atiang - Opit - Awo	94
34	Busukuma - Kabumba - Lugo - Buwambo - Kiryamuli Road	15
35	Kiwenda - Nazalesi - Wamilongo - Bombo TC Road	15
36	Busembatya - Kibale - Nangonde - Pallisa	
37	Naluwerere - Bugayi - Muwayo	25
38	Busowa - Lwanika - Wangulu - Nabukalu - Nkaiza - Kiseitaka - Iwemba - Buwuni - Katodha	84
39	(Buwuni - Kitodha) - Buwolya - Mayuge - Shanyonja - Buwemba - Mutumba - Bumeru Landing Site	60
40	Busowa - Buwunga - Namuntenga - Wakawaka Landing Site	45
41	Buwenge - Kaliro - Kasokwe - Namutumba - Gadumire	



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