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# NRM MANIFESTO

## 2023 Review

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# 2023 UPDATE: PROGRESS REPORT CARD



**Securing Your Future:** Creating Wealth and Jobs; Delivering Education and Health; Ensuring Justice and Equity; Protecting Life and Property and Achieving Economic and Political Integration



**PEOPLE'S  
DSARLING.**  
President  
Yoweri  
Museveni  
swarmed  
by his NRM  
supporters.





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**FROM THE SECRETARY** OFFICE OF THE PRESIDENT

## Manifesto implementation is on the right course

**“**  
**SERVICE DELIVERY.**  
The presentations made during the Manifesto week indicated that the NRM Government is on course in as far as the implementation of the Manifesto commitments is concerned.

**T**he Manifesto Implementation Unit was this time round able to mobilize all Ministries, Departments and Agencies (MDAs) to present their achievements. The presentation made during the Manifesto week indicated that the NRM Government is on course in as far as the implementation of the Manifesto commitments is concerned.

This will form a basis for assessing Government in the coming general elections in 2021 by showcasing what Government has been able to achieve.

Overall, our assessment of the implementation of the Manifesto commitments to date stands at 62 percent.

The Resident District Commissioners at the Local Government are now able to articulate the achievements of the NRM Government and they have been urged to ensure that they publicise all Government achievements. Further to note, they have been encouraged to ensure that they properly monitor the implementation of all key Government programmes and projects in their respective districts.

Finally, I wish to call upon technical officers at both central and Local Government level to ensure that all the

remaining Manifesto commitments are achieved within the remaining two years using the resources availed to deliver their work plans. Our RDCs should keep the fire burning by ensuring that quality services are provided to the people and should ensure full implementation of Government programmes and Projects at the Local Governments.

Secretary, Office of the President

**KEEP THE FIRE BURNING.**  
I wish to call upon technical officers at both central and Local Government level to ensure that all the remaining Manifesto commitments are achieved within the remaining two years using the resources availed to deliver their work plans. Our RDCs should keep the fire burning by ensuring that quality services are provided to the people and should ensure full implementation of projects.





**FROM DIRECTOR MANIFESTO IMPLEMENTATION UNIT**

# Mid-term review makes middle income status achievable reality

*Dear Readers,*

**W**hile delivering the 2023 State of the Nation Address, H.E. the President reiterated the NRM government's pledge to deliver socioeconomic transformation to all Ugandans.

The vow is consistent with his earlier guidance at the National Leadership Institute in Kyankwanzi, where he challenged the ruling party legislators to discard egocentrism and rather intensify the promotion and entrenchment of government's poverty-alleviation programmes in their constituencies.

According to the President, government has put in place the critical infrastructure and the security/peaceful environment needed to enable Ugandans to attain the socio-economic transformation objectives as laid down in the National Development Plan 3 (NDP III). This plan is the blueprint for attainment of Vision 2040 which should cast Uganda into middle-income economic status.

To guide Uganda's journey to this much-desired economic milestone, the NDP III is anchored on output-driven strategic objectives, namely: enhancing value addition in key growth opportunities; strengthening the private sector capacity to drive growth and create jobs; consolidating and increasing the stock and quality of productive infrastructure; enhancing the productivity and social wellbeing of the population; and strengthening the role of the state in guiding and facilitating development.

These are then operationalized into the service delivery action points of the five NRM Manifesto 2021-26's thematic areas: Creating jobs and wealth, delivering education and health, ensuring justice and equity, protecting life and property, and Achieving economic and political integration.

## Work done so far

Prior to the president's speech on June 7, 2023, the Office of the President through the Manifesto Implementation Unit concluded the Manifesto Week. The Week was

designed as a checklist for manifesto implementation and it is a platform through which the MIU informs the citizens about the progress of the programmes planned for them in the political term, as reported by the implementing government ministries, departments and agencies (MDAs).

The whole idea for the week is to embolden the citizens' accountability function by equipping them with the right information upon which they can monitor programmes themselves or ask pertinent questions relating to these programmes. I am happy to report to all Ugandans that the event was very successful as all MDAs through their line ministers and technical personnel presented the extent to which they have implemented the manifesto commitments under their dockets.

In her summary speech, the Rt. Hon. Prime Minister revealed that government's own assessment puts the manifesto implementation so far at 20%, with 77% of the commitments on track to be achieved before the end of the political term.

This is commendable progress, putting in mind the fact that actual implementation only started last financial year, with the first two years of this political term having been largely dedicated to planning and transition from the economic havoc caused by the covid-19 pandemic.

The implementation trend as reported by the Prime minister implies that by the end of the term almost full implementation of the manifesto will have been achieved once the 77% commitments in the pipeline can be delivered.

I would like to assure Ugandans that full implementation of this term's manifesto commitments is very possible, with the incremental nature of the country and the population's socioeconomic growth and development indicators as revealed during the Manifesto Week and the recently read FY 2023/24 supporting such optimism.

*Willis Bashaasha*



**Securing Your Future:** Creating Wealth and Jobs; Delivering Education and Health; Ensuring Justice and Equity; Protecting Life and Property and Achieving Economic and Political Integration.

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PRESIDENT  
MUSEVENI  
ADDRESSES A  
CAMPAIGN RALLY  
IN RUKUNGIRI.



**STATE OF THE NATION ADDRESS**

**HIS EXCELLENCY PRESIDENT YOWERI KAGUTA MUSEVENI**

**His Excellency President Yoweri Kaguta Museveni,**  
on July 19, delivered an address to the country on national security.

# All security threats have been defeated

**100**  
**ADF DEFEATED.**  
The last desperate effort was in 2007, when 100 of them entered Uganda from Congo and 87 of them were killed by the Commandoes in Semuliki National Park. They had come to sabotage the Commonwealth meeting of that year by committing terrorist atrocities that would scare delegates from coming. Since that time, they could no longer send groups into Uganda.

**O**n the 16th Of June, 2023, a small group of about 10 or less people, attacked Nyabugaando Secondary School, a private school near Lubiriha River. The names of the places are Kikoonjo version of the bigger Runyakitara language (Runyankore, Rukiga, Lunyaambo, Runyoro, Lutooro, Rujiinja, Ruhaya, Luluuri, etc). Nyabugaando refers to the thorny, nitrogen fixing plants known as *obugaando* (acacia hohii). That is why you hear, throughout the Great Lakes area, place names like *Rugaando* in Rwampaara; *Gigaando*, in Butambala, Mpigi; *Gigaando* in Karagwe, Tanzania; etc. Lubiriha, would be Rubira, with the voice going down over the “i”, meaning bubbling or boiling from the verb Kubira (to reach boiling point for water).

At this Nyabugaando School, the small group of terrorists, using machetes, club and fire, killed 37 children. This was most tragic and, as usual, despicable and condemnable. Why? It is because you cannot be called a fighter for any good cause, when you attack unarmed people.

Moreover, in this case children; you are a criminal, a terrorist and never to be called a fighter. If you want to be a fighter, you attack a barracks, a Police Post or you ambush troops or security personnel on the move. In that case, you are still illegal, you are committing treason, but you are not a war criminal.

### **ADF was defeated long ago**

ADF, attacking Nyabugaando School children, does not show ADF getting stronger. It, actually, shows that the ADF was defeated long ago. By the time they committed the atrocities of Kiburara

Seminary and Kichwaamba Technical School (on 16th August, 1997 and 8th June, 1998 respectively), they were already defeated. It meant, then and it means now, that they could not attack anybody armed with a gun. The only one they can attack, is the un-armed one. That is weakness, not strength.

### **Rural terrorism**

When the ADF launched their first attack on Mpondwe on the 13th of November, 1996, fully supported and armed with guns by Mobutu and Bashir, 1200 of them, their aim was to capture Mpondwe, which they did for a few days; proceed and capture Kasese Air-strip, so that Bashir lands weapons for them and, then, in Co-ordination with Kony in the North, would proceed to Kampala and overthrow the NRM Government. The attack on Mpondwe, was to tackle us from the rear and give us a final blow. What happened? The ADF was blocked by the small forces near Mpondwe and contained there.

After a few days, a massive counter-attack was launched by the UPDF. 400ADFs were killed and the whole group was dispersed. They now shifted to, mainly, rural terrorism, targeting unarmed Civilians, again. I can only remember a few cases where they attacked detachments of UPDF. We had to, therefore, build the anti-terrorism capacity. This meant 4 targets: stop them from capturing power; stop them from controlling any part of Uganda; stop them from interfering with human settlements in the rural areas and the economic activities of the people (in other words, enable the IDPs to go back to their homes); and stop them from







HIS EXCELLENCY  
PRESIDENT YOWERI  
MUSEVENI TALKS  
TO A CROWN IN  
A FILE PHOTO

committing atrocities in Uganda like the one of Nyabugaando.

By 2007, all these four had been achieved. The last desperate effort was in 2007, when 100 of them entered Uganda from Congo and 87 of them were killed by the Commandoes in Semuliki National Park. They had come to sabotage the Commonwealth meeting of that year by committing terrorist atrocities that would scare delegates from coming. Since that time, they could no longer send groups into Uganda. They now tried to concentrate on individuals that would plant bombs. They planted a total of 34 bombs. We, however, eliminated all those bombing efforts by arresting or killing all those involved within Uganda.

The ADF now remained in Congo. This is where the anti-NRM foreign agents based in the Monitor paper, become a comic group. When the incident like the one of

Nyabugaando, unfortunately, occurs, they come up: “security in Uganda has collapsed”, etc. Is their plan to shift Uganda out of the Great Lakes region and put it where in the World?

#### **Ideological orientation**

We could not shift Uganda and we fortified here by having a strong Army and intelligence service. The question is: “How do you ensure total security in the continent of Africa where colonialism ensured excessive political balkanization?” If you have the right ideological orientation, you do what the NRM has done in Uganda by ensuring the following:

- (i). A strong Army that can fight any type of war;
- (ii). A strong intelligence service that uses both human and technical means to detect and locate the enemies within the borders of Uganda and, in some cases,

outside Uganda;

- (iii). Maximum political cohesion within the Country based on broad-based legitimate interests of the people; and
- (iv). Pan-African efforts to work with sister African Countries on matters of common interest such as trade, etc., including security.

This is how the NRM turned Uganda into an Island of peace in the region where Uganda is not generating refugees and is, instead, receiving the highest number of refugees in Africa and No.3 in the whole World. There are now 1.53million refugees in Uganda.

By relying on a strong Army, a reasonably strong intelligence service and maximum political cohesion possible, the NRM has been able to keep the ADF away from Uganda ever since their defeat in







**Sweeping DRC forests. Operation Shujaa Commanders during a joint operational review meeting.**

Semuliki Valley in 2007. However, the ADF were there in Congo. Although their growth is not dramatic, but the Congo Government of H.E Kabila, supported by some regional and international actors, gave them free tenancy in North Kivu and Ituri. They were mining gold, selling timber, harvesting people's Cocoa, collecting taxes, extorting money from people, etc. They were modestly growing and with money. They also developed linkages with other terrorists like al-Quida.

However, all this does not mean much for NRM-UPDF. We will always defeat any anti-Uganda terrorist group given the right conditions. In spite of the modest growth and the free territory the Kabila Government gave them, they could not enter Uganda in force- section, platoon, company, etc. - at all and could infiltrate individuals with a lot of difficulty.

Should we and can we close the border with Congo like the Israelis built a wall between Israel and Palestine? Who would lose most, apart from the issue of cost for the wall? Uganda earns USD

606.32million per year by exporting to Congo. All this would be lost. Besides, we would harm and annoy our people and the Congolese people that live on the borders. These are the same people: Bakoonjo - Banaande; Banyoro-Batooro-Batuku-Bahema-Banyambooga; Alurs; Lugbara; Lendu; Kakwa; the Kinyarwaanda speakers; etc.

Recently, at Kyankwanzi, I met a delegation of congolese MPs. To solve the problem of translation since I did not have a French speaker on my side, I spoke in Runyoro - Rutooro and the Hon. Tibasiima Ateenyi, MP for one of the constituencies in Ituri, translated to the others. There was also an MP from Mahagi who is an Alur speaker with whom I exchanged: Nedi, afwoyo, afwoyo bino, etc. With Dr. Omona, they continued blasting off in Luo. These are the people that we would close off if we tried to physically seal the border. Cut off the toe because it has been invaded by Jigga. No; the NRM patiently removes the jigga and preserves the toe.

Therefore, closing the borders, building walls is out. The only ways are: to crush the ADF (kuhuura like

you thresh millet), kutokoora (like you remove something that has fallen in your tea), kuraaza (to know where the animal you are hunting is) and kutooza (to follow the track of an animal).

Fortunately, with the coming of H.E Felix Tshisekedi to power, he was more co-operative. He allowed us, since the 31st of November, 2021, to kuhuura (thresh) ADF. It had good results because the ADF had foolishly gathered in big camps, confident that they were invulnerable and no force could reach them.

After repeated kuhuura, the ADF has done two things: shifted to beyond the Beni-Eringeti- Komanda-Bunya Road and broken into small groups which they hope are not easy to see and some individuals hiding in the Trading Centres. They also entertain shallow ideas like: "Let us send small groups inside Uganda to kill people so that these 'Bakafiiri' relax their pressure on us in Congo". Unfortunately for the ADF, the Bakafiiri, the indigenous People of Uganda regardless of their religions, have enough troops to hunt ADF up to Mbandaka if the Congo



**THE FELIX TSHISEKEDI FACTOR.**

**Fortunately, with the coming of H.E Felix Tshisekedi to power, he was more co-operative. He allowed us, since the 31st of November, 2021, to kuhuura (thresh) ADF.**







**Authorities and residents gathered at Nyabugaando Secondary School.**

Government allows us and also guard the rear in Uganda.

The problem of ADF has been military only for the period between 1996 and 2007 when they were totally defeated. After that, for a long time, in spite of being given free control of big portions of Eastern Congo, the ADF problem remained degraded to an intelligence and diplomatic problem. Intelligence problem, because those who are able to defeat them like UPDF, need to know where they are in Congo and what they are planning.

In other words, the eyes and the ears. Both the eyes and ears can be human (informers) or can be technical, machines. You can also add the nose, to smell the evil people (i.e the canines – dogs – in tracking), in some situations. Since they were given free control of Eastern Congo

ever since battalion no. 53 handed back the control of Bunya town to the Uruguay contingent of the UN in April, 2003, they built some numbers and built big camps as you have seen above. By the time “Operation Shujaa” started, ADF had about 2000 fighters. This was on the 30th of November, 2021. They had started to, again, pose a military problem to the Congo Army by attacking some detachments and even attacking the detachments of the UN, like when they attacked a Tanzanian detachment on 7th December, 2017.

All this was on account of the diplomatic problem of the Congo Government not allowing us to assist them with the ADF, when neither they nor the UN have the capacity. This is what H.E Tshisekedi did in 2021, when he allowed us to attack the ADF.

Since they had made the mistake of establishing big camps, we quickly degraded their strength and they have now either fled to beyond our limit of exploitation line (where we are allowed to operate by the Congo Government) – i.e Beni – Eringeti -Komanda- Bunya Road or they have broken into small groups like the one in Mwalika valley – south of the Mpondwe – Kasiindi – Beni Road – from which a small group that killed our grandchildren at Nyabugaando Secondary School, came from. In other words, within Uganda and the area West of the Rwenzori Mountains for a distance of about 70 Kilometers to the West, as well as in the Biruunga National Park, ADF, is no longer and can no longer, be a military problem as long as the diplomatic problem of the Congo Government allowing us to help them is maintained. We can also follow them beyond the present line of limit of exploitation, when the Congo Government allows us.

Therefore, the residual problem of ADF is an intelligence problem to locate where the remnants are and what they are planning.

We already have good capacity in this area, that we have used to degrade the ADF from a military force to a mere band of terrorists only looking for soft targets (unarmed people) to kill. Why not a detachment of the Army? Why not attack a police station? Why not ambush troops on the move if you are a fighter? They no longer have capacity to do that. Why? We degraded them. We need to, therefore, feel some gaps in intelligence collection and that will be the end of ADF both in Congo and Uganda. Attacks like the one of Nyabugaando, are on account of the relaxation in the area by the security forces because the area had been peaceful for a long time. Actually, as I wrote in my earlier piece, they had tried to do something similar, North of the Rwenzori Mountain, in Ntoroko, on the 13th of December, 2022. 51 of them entered Uganda in the area of Rwebisengo to do exactly what they did at Nyabugaando.





However, the Wanaichi saw them, quickly informed the Army, the Army responded quickly and 26 were killed, 25 were captured, 37 guns plus 7 IEDs were captured.

In my Executive Order No.3 of 2023 and in an earlier directive of 19th May, 2023, I had ordered the putting in place of police units of 18 persons per Sub – county, with some motor-cycles to help them respond to calls of distress anywhere in the Sub-County. I thought of the No. of 18, because I wanted 12 to be regular armed police and, then, the other 6 would provide the CID etc. The 12, could be organized into squads of 4 each. One of these squads to be on standby, ready to move immediately to the area of need. They should be fully dressed, guns in hand, motorcycles fueled, ready to move any moment. This solves two problems.

No.1, they guard the police station so that you do not have situations

where a police station is attacked by surprise because everybody was stand down (not ready). Secondly, they are ready to move out to respond without loss of time. Another squad should, immediately, come out to guard the station while the 3rd squad is resting (sleeping). They change every 8 hours. I saw somebody called Kabughho saying that the police had taken long to respond. It is possible and likely, because they were stand down (not alert): not dressed up, may be, many of them off duty.

I direct Elizabeth Kutesa, my Police advisor, to investigate and report in 3 weeks. However, with the implementation of the Executive Order, even in peace time, there will be a group ready to move to answer a call of distress. If there is a terrorist threat in the area, we up-grade the situation by recruiting LDUs per parish. Those terrorists of Nyabugaando, would never

have gone back. It was just a gap that is closable. Nevertheless, the Nyabugaando terrorists have been followed and now, 3 of them have been killed, 4 guns have been captured.

When there is a threat of terrorism or even ordinary crime, all the residents in the sub-county, should have a toll-free sub-county Police telephone number, which people under attack, should ring. When, the Kiddawalime group attacked people in the area of Masaka in 2018, this was the initial problem. The criminals, using the noise of the disco that was in the trading centre of Kisaaka, tried to attack the home of Mr Katerega which was nearby, who was a headmaster of a school in Mubende. Fortunately, the house-windows had steel bars and the wife refused to open.

The people in the house were making alarm, but the disco noise from the trading centre, was





PRESIDENT YOWERI MUSEVENI INSPECTS A MILITARY PARADE AT KOLO IN KAMPALA

drowning it. The wife, of course, had a phone and she rang her husband in Mubende, who, then, rang the RPC in Masaka, etc.; such a long chain of alarm making. Fortunately, the criminals failed to enter the house because of the mitayimbwa and somebody heard the alarm and responded. The thugs fled and killed a retired Police Officer by the names of SSP Denis Ssebugwawo and 04 others on the way. However, one of the thugs lost his way and was arrested by the Wanainchi and lynched, leaving some information behind. The Police was now aware of the identity of the criminals but not where they were hiding. However, the villagers were now alert. On the 10th of the April, 2018, the gang attacked a house, in Mukoko Village, Bukulula Sub-county, occupied by a nurse, Nakyambadde. As they were struggling to enter, Nakyambadde rang the officer, by the names of Steven Twine Owomugisha at the

nearby Police post and she threw away the phone as the thugs were entering her room. As the criminal, Kiddawalime, was now ordering Nakyambadde to undress, etc., the police arrived and shot at the thug that was outside the house.

Kiddawalime, was forced to abandon his project of raping the victim, tried to run but was gunned down. The whole gang was, eventually, wiped out. The criminals and the terrorists Uganda continues to face, given the strong foundation of the NRA-UPDF, are easy to solve, given the defeat we inflicted on the militarized versions of the counter-revolution in the forms of Kony and ADF - original and their external backers. It is just a case of alertness, intelligence gathering and co-ordination between the security forces and the public.

Therefore, in conclusion, the attack on the children at Nyabugaando by ADF, does not mean strength, but

great weakness. They cannot attack an Army detachment, they cannot attack a police station and they cannot attack soldiers on the move. The only people they can attack are unarmed people. How can that be strength? Nevertheless, what they do is reprehensible, inhuman and so unfair to the victims and should not happen. Who are the people to stop these brutalities? Uganda working with the Countries of the region, using military, intelligence and diplomatic means.

ADF is being wiped out. On the side of the Uganda population, all of us need to be involved in wealth creation through PDM, the Emyooga, the commercialization of Agriculture, the industrialization, so that our children and grandchildren, do not remain available for those manipulators to misuse by being recruited into ADF and other shallow groups.





**PRIME MINISTER**

**RT. HON. ROBINAH NABBANJA**

# Govt on course to achieve targets set out in the Manifesto

“

**GOVT IS ON TRACK.**

**I am convinced that with the momentum generated from the start of implementation of this Manifesto, the good leadership of H.E the President and the commitment of different actors, Government is on course to achieve most of the targets that were set out in the Manifesto 2021 - 2026.**

**F**irst and foremost, I would like to thank H.E. the President, NRM Party and the Citizens of Uganda for entering in the Social contract with Ugandans through the Manifesto of 2021-2026. The FY 2022/23 forms the Second year of implementing the NRM Manifesto 2021-2026.

I therefore salute everyone who has been involved in the implementation of this Manifesto. Your hard work paid off with the so far registered achievements.

I also thank the Office of the President particularly the Manifesto Implementation Unit led by Director Willis Bashaasha for organizing this event on an annual basis. The event gives us an opportunity to;

- i)** Take stock of where we are and what we need to do to fast track implementation.
- ii)** Explain and share the synergies required in the implementation process of the manifesto commitments.

On another note, I thank Ugandans for the resilience shown in the collective fight against Covid -19 pandemic and Ebola outbreak during the first years of implementing this Manifesto.

In our Manifesto, we pledged to

Securing your Future. Today, we launch the first accountability on the performance of the Manifesto 2021 - 2026.

I am convinced that with the momentum generated from the start of implementation of this Manifesto, the good leadership of H.E the President and the commitment of different actors, Government is on course to achieve most of the targets that were set out in the Manifesto 2021 - 2026.

In the implementation of the Manifesto, we are guided by the 23 Directives issued by H.E. the President at the first Cabinet Meeting in June 2016 and later reissued again in June 2021. The 23 Directives highlighted the critical priority areas that needed to be attended to, in order to achieve our goals.

To ensure smooth implementation of the Manifesto, Government initiated a number of reforms with regard to policies, laws and regulations.

As you are aware, maintaining peace and security has been and continues to be the core ingredient upon which the various social economic activities are hinged.

I am pleased to share with you some of the highlights about our performance in the implementation of the manifesto, the







**Joining money economy.** President Yoweri Museveni tours exhibitor stalls during the launch of the Parish Development Model in Kibuku district last year.

challenges encountered and lessons learnt.

Overall, our assessment of the implementation of the Manifesto commitments, indicates that Government has within first two years which were largely for planning and transition accomplished 20 percent of the commitments and 77 percent of the commitments are on track to be achieved. I am confident that the next assessment will indicate a high rating.

These highlights reflect the performance on the five (5) thematic areas on our Manifesto (Creating Jobs and Wealth for all Ugandans;

Delivering Education, Health and Water; Ensuring Justice and Equity; Protecting Life and Property; and Achieving Economic and Political Integration);

**i)** Government has established a PDM SACCO at each of the 10,594 Parishes and committed to capitalize the 10,594 PDM SACCOs with UGX 1.059.4 trillion, every FY. This FY, Government has so far released UGX 794.55 billion for the revolving funds, out of which UGX 221.975 billion has already been disbursed directly to the bank accounts of 8,879

ready PDM SACCOs in 162 Local Governments.

**ii)** Government has completed construction of 20 zonal industrial hubs; 14 zonal industrial hubs have been equipped with welding machines, carpentry machines, tailoring machines, baking machines, stone cutting, block making machines, shoe making machines, value addition machines (silos), each facility with the capacity to skill 600 Ugandans per year in different disciplines cost free. So far 2000 youth have been passed out





from these facilities.

- iii)** The re-organization of the Agricultural sector has registered steady agricultural growth to 4.3% from 2.8%. This is due to provision of agricultural inputs of seedlings in coffee, tea, sugar, cassava and maize as well as value addition equipment in milk production.
- iv)** Uganda launched its first satellite last year this will foster technological advancement in the country.
- v)** Procured and distributed oxygen plants in all the 17 Regional Referral Hospitals.
- vi)** 109 facilities have been upgraded from Health Centre II to Health Centre III under the UGIFT programme from 2020/21 to 2021/22. 11 (eleven) Health Centre IIIs are to be constructed and 43 Health Centre IIs upgraded to Health Centre IIIs in 2022/23.
- vii)** Completed and commissioned 102 seed school under UGIFT phase one.
- viii)** Distributed 50,000 laboratory materials to 157 Secondary schools.
- ix)** Allocated UGX 954.9bn for salary enhancement of scientist In FY 2021/22 and FY 2022/23.
- x)** The Total number of Sub-county headquarters electrified across the country is 1,063 out of 1,403 Sub – Counties.
- xi)** Water distribution is now in 1129 sub-counties within the rural areas and in 286 urban areas.
- xii)** The irrigation area has increased from 19,138ha to 22,797ha against the irrigation potential estimated at 3.03 Million Hectares country wide.

- xiii)** Thirty-Seven (37) Solar Powered Irrigation Demonstration sites have been constructed in the Districts of Zombo, Oyam, Dokolo, Nwoya, Omoro, Agago, Nakasongola, Kiryandongo, Buhweju, Buvuma, Hoima, Ibanda, Isingiro, Kalangala, Kanungu, Kasanda, Kibaale, Kyankwanzi, Kyenjojo, Mbarara, Mpigi, Ntungamo, Rakai, Rukungiri, Soroti, Tororo, Namayingo, Sironko, Kapchorwa, Mayuge, Kayunga, Katakwi and Serere. This has increased the country's irrigable area by 765 acres benefitting 9,421 farmers directly and indirectly through provision of labor.
- xiv)** Constructed Six (6) medium scale Irrigation schemes of Ngenge (880ha), Rwengaaju (116ha), Tochi (500ha), Mubuku II (480ha) and Doho II (1,000ha) and Wadelai (1,000ha) in the Districts of Kween, Kabarole, Oyam, Kasese, Butaleja and Pakwach. Irrigation acreage - a total of 3,976 hectares have so far been covered.
- xv)** Constructed Forty Four (44) communal valley tanks in Thirty (30) Districts of Nabilatuk, Kotido, Amudat, Kaabong, Karenga, Soroti, Butebo, Kaplebyong, Kumi, Bukedea, Kaabong, Kotido, Lyantonde, Bugiri, Luweero, Nakasongola, Omoro, Arua, Dokolo, Agago, Kayunga, Mbale,

Tororo, Mbarara, Kiryandongo, Nwoya, Kibaale, Kiruhura, Isingiro and Sembabule creating a storage capacity of 6.6 Billion litres serving 89,763 livestock.

- xvi)** Fifty Eight (58) Valley Tanks were constructed on Individual farms in the Districts of Isingiro, Ntungamo, Sembabule, Nakasongola, Nakaseke, Gomba, Bukomansimbi, Ibanda, Kiruhura, Lyantonde and Mbarara.
- xvii)** Recruited more Judicial officers to reduce case backlog; appointed 48 judicial officers as magistrates to bring the total number of magistrates Grade One to 212, appointed 16 justices of the high court.
- xviii)** Operationalized 15 Magisterial areas, 6 High Court Circuits and 16 Grade One Courts.
- xix)** Government has employed the use of ICT in the judicial system such as the Video Conferencing System and the Electronic Court Case Management Information System (ECCMIS) in 7 Courts stations (Supreme Court, Court of Appeal, Divisions: - Lands, Civil, Commercial, Anti-Corruption; and Mengo Chief Magistrates Court) to weed out corruption and ensure a speedy administration of justice.
- xx)** Enhanced Community Policing Model of neighborhood Watch in all the 1,403 Sub counties across the Country.
- xxi)** Government has partnered with the DRC Government to construct economic roads in the DRC of up \$330m to promote regional trade.
- xxii)** Uganda had contributed up to 1000 troops in the EAC regional peace initiative within the DRC.

UGANDA FIRST  
EVER SATELLITE  
LAUNCHED INTO  
THE INTERNATIONAL  
SPACE STATION







**Bridge to DRC.** DR Congo President Felix Tshisekedi and Uganda's Yoweri Museveni at the Mpondwe-Kasinndi border during the ground-breaking ceremony for construction of roads that will link the two countries.

**xxiii)** To enhance regional market opportunities Border Export Zones at Mpondwe and Elegu borders have been gazetted for facilitating regional trade.

In implementing the Manifesto, we have faced some challenges, such as delays in acquisition of land for flagship projects across sectors.

Compensations are expensive and quite often delay project executions. Government, however, is working on the acquisition of utility corridors as a means to address this challenge.

I note with concern the slow progress in implementation of various key Government infrastructure projects and in some cases shoddy work done more especially those within Local Government.

Government, through my office is committed to ensure that we strengthen coordination in implementation of these various government projects to so that they can realise their



intended objectives.

Corruption is still with us and this undermines the different efforts invested to achieve our targets. However, Government is intensifying the fight against corruption by strengthening its investigative mechanisms within the various anti-corruption agencies to aid successful prosecution of the suspected corrupt culprits.

The establishment of the Anti-Corruption Unit in State House reinforced this

fight, and this unit is doing a commendable job.

In conclusion, I would like to once again thank everyone who has played their roles to ensure that this Manifesto is implemented. There is still much more work to do as we continue serving our people.

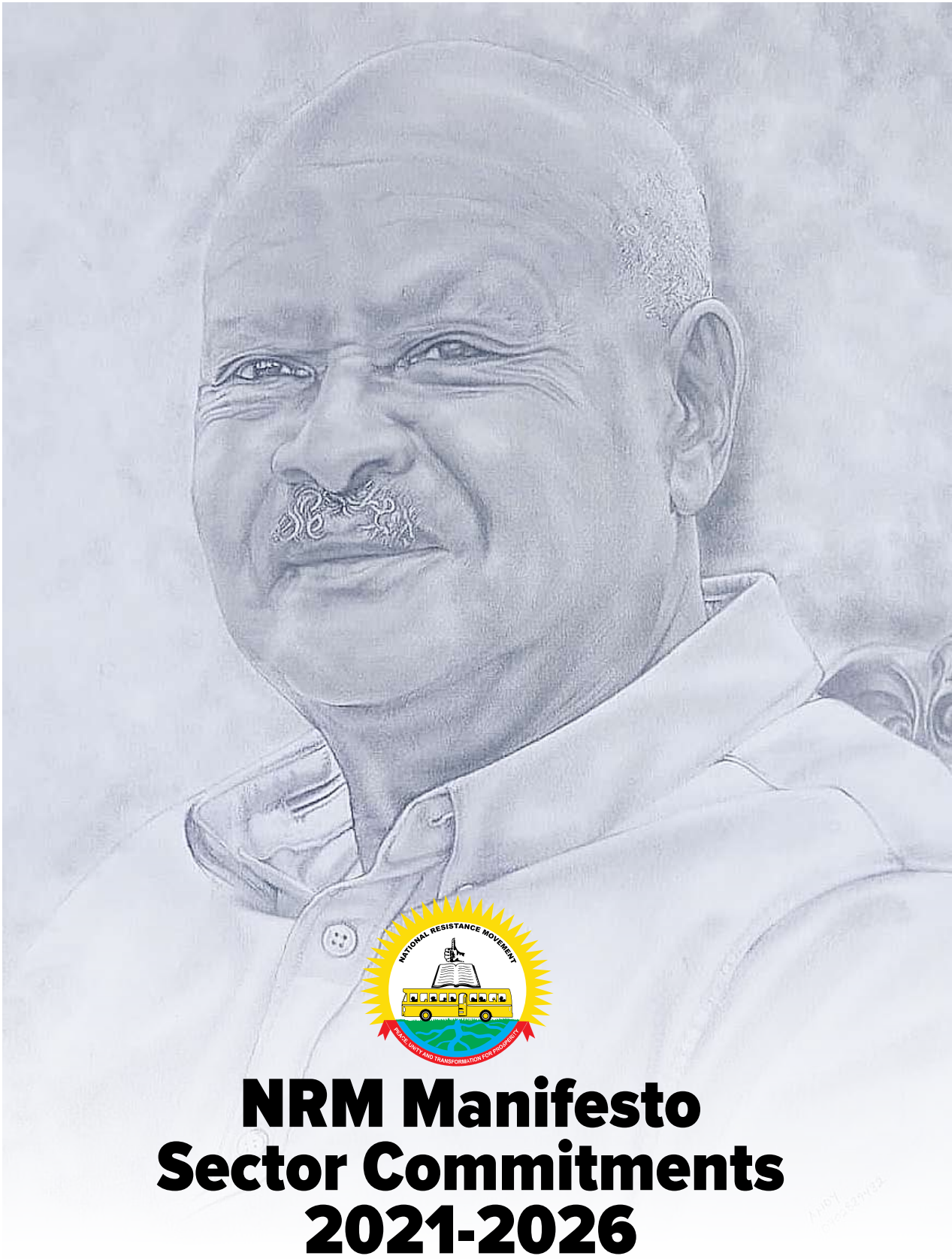
I declare the Manifesto week 2023 of the stock taking and accountability opened.

Thank you  
FOR GOD AND MY COUNTRY

**New roads.**  
**A newly constructed road in DR Congo.**







# **NRM Manifesto Sector Commitments 2021-2026**

**A PROGRESS REPORT**

Read and(or) download your copy from



# EDUCATION & SPORTS

**New roads.** Some of the students of St. Kizito Hospital Matany School of Nursing and Midwifery pose for group photos with First Lady Janet Museveni at their school.







**MINISTER OF EDUCATION SPORTS**

**HON. JANET KATAAHA MUSEVENI**

# Promoting delivery of quality education and sports to all

**12,009**

**PUBLIC SCHOOLS.**

The Ministry has completed rolling out a mobile phone-enabled Teacher Effectiveness and Learners Achievement (TeLA) digital system to 12,009 public Primary and Secondary Schools as well as Certificate Awarding Institutions to monitor real time-on-task by the teacher in the Classroom delivering on the timetable, the learner in the Classroom, and the Headteacher in the School supervising the teachers.

The Ministry of Education and Sports is implementing 28 Commitments from the NRM Manifesto for the term 2021-2026 drawn from seven (7) priority areas.

## Priority Areas and Commitments

**Commitment 1:** - Improve Early Childhood Development (ECD) through institutionalizing training for ECD caregivers at public PTCs and enforcing regulatory and quality assurance system of ECD standards.

- We have mainstreamed the training of ECD caregivers as one of the packages in all Primary Teachers' Colleges (PTCs).
- In addition, effective academic year 2023/24, the Ministry is rolling out Diploma training for ECD caregivers in 22 Core PTCs and availing 1,980 slots for government sponsorship.

**Commitment 2:** Provision of instructional materials by continuing to increase the budget allocation to textbooks and scholastic materials to reach a (pupil-to-textbook) ratio of 5:1.

- Since FY 2021/22 to-date, the government availed Shs. 19.1 billion to procurement of textbooks and instructional materials.  
**(a)** With this resource, the Ministry was able to procure and distribute 234,138 copies of Science and SST Textbooks each for P5 Pupils and 39,000 corresponding Teachers' Guides for each of the two subjects. These Textbooks were procured at a ratio of 5:1.  
• For Mathematics and English, the pupil-to-textbook ratio stands at 1:1 from P.1 to P.7. However, these books are now

due for replacement due to wear and tear.

**Commitment 3:** - Increase community participation in the affairs of schools in their respective areas and report problems like teacher absenteeism and cases of sending away children.

- The Ministry has completed rolling out a mobile phone-enabled Teacher Effectiveness and Learners Achievement (TeLA) digital system to 12,009 public Primary and Secondary Schools as well as Certificate Awarding Institutions to monitor real time-on-task by the teacher in the Classroom delivering on the timetable, the learner in the Classroom, and the Headteacher in the School supervising the teachers.
- We have completed district-based training of headteachers on TeLA in Northern, West Nile, Karamoja, and Eastern Regions, and at least 40,000 teachers clocked-in using TeLA system in March/April 2023.

**Commitment 4:** - 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.

- The Ministry has completed the roll-out of the E-Inspection system to all the 177 Local Governments. Therefore, we are now able to provide e-inspection and monitoring reports for all primary schools (public and private) provided the inspector makes a physical visit to the School.
- Corresponding to the above, we trained 452 Local Government Inspectors and 48 Inspectors under the Directorate of







**Bridge to DRC. First Lady of Uganda Jane Museveni, who also serves as the Minister of Education and Sports, inspects the ongoing extensive upgrades of the iconic Mandela National Stadium.**

Education Standards (DES).  
 ● The challenge we still face is the government’s ability to facilitate the Inspector to travel to the School.

**Commitment 5:** - Progressively enhancing salaries and improving other living conditions, particularly

staff accommodation for teachers as the economy improves.

● In the Education and Sports Sector, since FY2021/2022, the government has prioritized salary enhancement for Science teaching staff in tertiary Institutions and Secondary Schools

as shown in the slides below.

● As the economy improves, the government has a phased plan to enhance the salaries of all its employees that have not been enhanced so far.

**Commitment 5(i):** - Progressive Enhancement of Salaries for Academic Staff in Tertiary Institutions (includes TVET).

**Annual Salary (Ug. Shillings)**

Position	Salary Scale	FY 2021/22	FY 2022/23	Variance	%age Change
1. Principal	U1SE (Sc.)	34,800,000	127,468,776	92,668,776	266%
2. D/Principal	U1E (Sc.)	33,066,900	78,000,000	44,933,100	136%
3. Principal Health Tutor	U2 Med	25,486,716	59,058,660	33,571,944	132%
4. Principal Lecturer	U2 (Sc.)	25,486,716	54,000,000	28,513,284	112%
5. Senior Health Tutor	U3 Med	17,960,276	55,058,660	37,098,384	207%
6. Senior Lecturer	U3 (Sc.)	17,960,276	51,000,000	33,039,724	184%
7. Health Tutor	U4 Med	13,228,336	52,901,712	39,673,376	300%
8. Lecturer	U4 (Sc.)	13,228,336	48,000,000	34,771,664	263%
<b>Total</b>		<b>181,217,556</b>	<b>525,487,808</b>	<b>344,270,252</b>	<b>190%</b>





**Commitment 5(ii):** - Progressive Enhancement of Salaries for Science Teachers in Secondary Schools..

**Annual Salary (Ug. Shillings)**

Position	Salary Scale	FY 2021/22	FY 2022/23	Variance	%age Change
1. Health Tutor	U4 Med	13,228,336	48,000,000	34,771,664	263%
2. Lecturer	U5 (Sc.)	14,400,000	26,400,000	12,000,000	83%
<b>Total</b>		<b>27,628,336</b>	<b>74,400,000</b>	<b>46,771,664</b>	<b>169%</b>

**Commitment 5(iii):** - Progressively improve living conditions, particularly staff accommodation for teachers as the economy improves.

- Regarding staff accommodation for teachers, 612 staff houses have been constructed and completed in 102 new Seed Secondary Schools under the first Phase of UgIFT.
- As a Ministry, we have made it our aim that any new Schools we construct, they must be complete in terms of minimum infrastructure which includes at least six staff houses. Within the next 3 to 4 years, we expect to construct an additional 1,572 teachers’ houses under UgIFT phase 2 and 3 and the Uganda Secondary Education Expansion Project (USEEP).

**Commitment 6:** - Continue improving the quality of education by strengthening supervision.

- The combined annual budget for Inspection and Monitoring of Schools and Tertiary Institutions in the two Financial Years for 2021/2022 and 2022/2023 was US\$15.35 billion.
- However, the resource envelope for Inspection is still low at a unit cost of Shs. 352,800/= per school per year, and a fixed budget of US\$4.0 million per Local Government per year. Which means that the Local Government can only inspect eleven Schools per year only once.
- For the period under review, the government provided US\$4.3 billion in FY 2021/2022 for the recruitment of 448 Inspectors by the Local Governments to meet the ratio of one inspector per 40 Schools.
- A further US\$1.0 billion has been earmarked in FY 2023/24 to finalise the recruitment and deployment of School Inspectors to meet the operational ratio 1:40.

**Commitment 7:** - Introduce the school feeding program. Cabinet guided that feeding of children while at school shall remain the responsibility of parents and guardians.

**Commitment 8:** - Construction of 258 new secondary schools in sub-counties without a public secondary school.

- The government completed the construction of 102

out of 117 new Secondary Schools under the first phase of a World Bank Credit facility commonly referred to as the Uganda Inter-governmental Fiscal Transfer (UgIFT). Program for Results

- Construction on the 15 seed secondary school sites is on-going at various construction stages. [Details in Annex 1]
- We have also handed over 111 out of 115 sites to contractors to embark on construction new Secondary Schools under the 2nd Phase of UgIFT [Detailed list in Annex 3]
- Additionally, the procurement process for 27 Secondary Schools under the 3rd Phase of UgIFT has already kicked-off [Detailed list in Annex 4].

**Commitment 9:** - Provision of instructional materials —improve the teacher/ scholastic material ratio by providing textbooks to both public and private secondary schools aiming at reaching a teacher to book ratio of 1:3 for the (revised) Lower Secondary Curriculum.

- Since FY 2021/2022 the government has provided Shs. 32.8 billion for procurement of textbooks and other instructional materials to implement the lower Secondary Curriculum by procuring 16.4 million copies of textbooks of which 8.6 million copies were for S.1 and S.2 whereas 7.8 million copies for S.3 and S.4.
- The supplies for S.1 and S.2 were to both public and private secondary schools.
- On the other hand, S.3 and S.4 textbooks were distributed at a ratio of 1:3 for core subjects and 1:5 for non-core subjects in FY 2022/23.

**Commitment 10:** - Complete the ongoing construction projects (of schools).

We have attached the current status of performance under Development of Secondary Project phase II .

Sofar, 17 sites have been completed; 31 sites construction is ongoing and for the 38 sites construction works are to commence in FY 2023/24.

**Commitment 11:** - Progressively rehabilitate the traditionally historical public secondary schools.

- The Ministry has identified 120 traditional Secondary







### Bata Seed Secondary School in Dokolo District constructed under UgIFT-1.

Schools to be rehabilitated, renovated, and expanded using a funding facility from the Global Partnership for Education (GPE-II) and a concessionary credit facility from the World Bank. This project commences in July 2023, and shall run for 5 years.

**Commitment 12:** - Operationalize new government-owned and grant-aided schools by recruiting secondary school teachers and providing science equipment (science kits, reagents, and ICT equipment).

- The government has not been able to avail funds to grant-aid Secondary Schools during this period under review.
- The Ministry received 5,002 recruitments from the Education Service Commission of which 2,005 were deployed to operationalize the new Seed Secondary Schools [Details in Annex 6].
- There are 2,022 staff that are not deployed pending the provision of an additional wage of Ushs. 50.09 billion.
- Lastly, there is need to recruit a further 1,622 staff to fill the staffing gap in the new Seed Secondary Schools.
- On the other hand, the government availed Ushs. 24.0 billion for the operationalization of 117 new Seed Secondary Schools as follows
  - Science kits: - Shs. 5.4 billion
  - Science Reagents: - Shs. 978.4 million
  - ICT Equipment: - Shs. 17.6 billion

**Commitment 13:** - Promote e-learning and computer literacy.

- As a matter of Policy, all our new Seed Secondary Schools now include an equipped ICT lab. Ushs. 17.6 billion was utilized to supply the computers for the constructed

Labs, which is already done in the period under review (FY 2021/22 and 2022/23).

- Under the ULEARN Project, the Ministry shall design, develop, host, and manage a platform to house digital content that is aligned with Curricula in our Schools.
- We have asked Ministry of Energy to energize the Labs, and we are waiting for commitment of funds.

**Commitment 14:** - Deal with under-utiization of (public) BTVET institutions through relaxing entry requirements and language of instruction so that willing learners, regardless of previous qualifications, are eligible for admission.

- As provided for under the TVET Policy 2019, the Ministry started implementing decentralized modality for TVET admissions in 2021 at regional level as opposed to central admissions. This has led to an average increase by 59 percent in VTIs and Technical Schools with an 89 percent rise in female admissions.
- This increase in public TVET admissions is largely attributable to ease of affordable access occasioned by regional institutions as opposed to central posting/admissions that are not sensitive to the economic background of learners.
- Additionally, the entry criteria into TVET have been relaxed by removing the requirement for a Pass Grade in English and Mathematics at P.7 to join technical schools, and the removal of the requirement to pass English, Mathematics, and the basic Sciences as minimum criteria for joining Vocational Technical Institutes.
- Furthermore, the Ministry has continued to implement

modularised training and assessments in TVET enabling interested learners to study at their own pace.

- Lastly, entry into TVET started recognizing admission based on prior learning (knowledge and skills the person already has).

**Commitment 15:** - Establish Nwoya Agro-processing Technical Institute and upgrade the six BTVET institutions to centres of excellence.

- The Ministry finalised the preparation of the infrastructure designs and associated bills of quantities for the proposed Agro-processing Centre of Excellence at Nwoya.
- The execution and implementation of development of Nwoya into a national centre of excellence in Agro-processing value-addition awaits identification and availability of funding to the tune of \$ 23 million. (United States dollars).
- The government completed the rehabilitation, expansion, and equipping of the following six TVET institutions into Centres of Excellence in the following corresponding field:
  1. UTC Lira: - Roads and Bridges construction
  2. UTC Elgon: - Construction (general)
  3. UTC Bushenyi: - Manufacturing
  4. UTC Kichwamba: - Construction that supports Oil and Gas
  5. Uganda Petroleum Institute Kigumba (UPIK): - Oil and Gas
  6. Bukalasa Agricultural College: - Agriculture
    - UTC Kichwamba was accredited by City and Guilds in October 2021 as an international Vocational Qualifications Level 2 training centre in construction-related trades that





support the Oil and Gas sector.

- In addition, five (05) workshops were constructed and equipped, namely:

1. Electrical workshop,
2. Plumbing workshop,
3. Welding & metal fabrication workshop,
4. Machine joinery workshop,
5. Carpentry & wood workshop.

- UPIK attained international accreditation status from the Offshore Petroleum Industry Training Organization (OPITO) as well as City and Guilds in 24 programs up to Level 3 certification. And the government constructed and equipped the following:

1. Electrical workshop
2. Upstream/downstream operations workshop
3. Instrumentation workshop,
4. Mechanical workshop,
5. Welding, metal fabrication, Pipe-fitting, & material testing laboratory workshop.

- Bukalasa Agricultural College was twinned with Dalhousie University of Canada to upgrade to a centre of excellence offering competency-based training in the various Agricultural trades in crop and animal husbandry.

- In addition, thirteen (13) new facilities were constructed while nine (09) renovated and equipped.

- UTC Bushenyi has twinned with SFERE-France to offer a series of internationally accredited programs as a centre of excellence in the manufacturing trades.

- The government provided and equipped the following facilities at the institution:

1. A classroom block,
2. Three (03) workshops,
3. A multi-purpose hall, and
4. A four-storeyed students' hostel.

- UTC Lira twinned with Northern Alberta Institute of Technology (NAIT) to become a center of excellence offering internationally accredited training in construction of highways, road drainage, bridges, and road construction. Existing infrastructure was upgraded, and the following new facilities constructed:

1. Soil Testing Laboratory Block,



**A newly built Welding and metal fabrication workshop at UTC Kichwamba, Kabarole district.**

2. Lecture Rooms and Administration Blocks,
3. A hostel for girls and another one for boys,
4. Staff Housing.

- UTC Elgon also twinned with Northern Alberta Institute of Technology (NAIT) to upgrade into a centre of excellence offering programs in general building construction trades. In addition, the government has provided the following facilities to the institution:

1. Four (04) laboratories and four (04) workshops,
2. One (01) demonstration room,
3. One (01) Administration building, and
4. A Girls' Hostel.

**Commitment 16:** - Complete the construction of facilities in 21 BVET Institutions

- Completion of works at the other 19 TVET institutions is pending availability of requisite funds to undertake all the scope of works at each institutions.

- For now, the Ministry completed an infrastructure and equipment needs assessment for 81 out of 142 TVET Institution upon which a Concept Paper for funding support was submitted to MoFPED to source for funds.

- The findings reveal the need for significant financial investment to put in place pedagogical and non-pedagogical infrastructure as well as equipment to bring these institutions to satisfactory levels for TVET delivery.

**Commitment 17:** - Provide more scholarships and support students

enrolling for STEM courses and other courses that are marketable in the current local job market.

- Government new sponsorships for Science, Technology, Engineering, and Mathematics (STEM) Scientific, Technical Engineering and Innovations (STEI) programs in FY 2021/2022 were 6,038 students distributed as follows:

- Undergraduate degree = 1,800 students
- Undergraduate diploma = 4,238 students.

- New admissions on government sponsorship into STEM/STEI programs in FY 2022/23 were 3,268 students as follows:

- Undergraduate diploma = 1,155 students
- Undergraduate degree = 2,113 students

**Commitment 18:** - 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.

- In FY 2021/2022, a total of US\$ 6.1 billion was disbursed to 1,535 loan beneficiaries of which 1,115 were undergraduate students and 300 pursuing undergraduate Diplomas.

- In FY 2022/2023, the loan scheme took on 2,145 beneficiaries of whom 674 were females.

**Commitment 19:** - Set up a constituent college of Gulu University in Karamoja.

- To-date, we have:

1. Acquired 462.88 acres of land out of the earmarked 786.4 acres, and compensated the Project Affected Persons.







# HEALTH

**The road to high quality standard of living.**

Uganda aspires to see her citizens enjoying a high quality standard of living by improving the health status as highlighted in the Uganda Vision 2040. Within the National Development Plan III, the health subprogram falls under the Human Capital Development Program Pillar and Strategic Objective 4: Enhance the productivity and social wellbeing of the population.







**MINISTER OF HEALTH**  
**DR. JANE RUTH ACENG OCERO**

# Ensuring healthy lives and promoting well-being

## 2040

### UGANDA'S VISION.

Uganda aspires to see her citizens enjoying a high quality standard of living by improving the health status as highlighted in the Uganda Vision 2040.



### Introduction

The aspiration of Agenda 2030 (SDG 3) and Goal 3 of Agenda 2063 call for ensuring healthy lives and promoting the well-being at all ages to which Uganda assents to.

- Uganda aspires to see her citizens enjoying a high quality standard of living by improving the health status as highlighted in the Uganda Vision 2040.
- Within the National Development Plan III, the health subprogram falls under the Human Capital Development Program Pillar and Strategic Objective 4: Enhance the productivity and social wellbeing of the population.
- The health subprogram mainly contributes to the Objective 3 of

the HCDP Pillar which is "To improve population health, safety and management".

### Key Achievements in infrastructural development

#### Completion of the National Medical Stores warehouse at Kajjansi, in Wakiso district.

- A State-of-the-art 30,000 pallet NMS warehouse which is the best in Sub Saharan Africa was completed and commissioned by H.E President of the Republic of Uganda on 5th November 2022
- This has increased the pallet space available from 8,000 at Entebbe warehouse.







## Lubowa International Specialised Hospital under construction.

### Upgrading the physical and technological infrastructure at the Uganda Heart Institute

- The Uganda Heart Institute was allocated 10 acres of land at Naguru by Uganda Land Commission to construct a new home.
- Parliament approved Government to secure a loan USD 70 Million for the construction and works will start upon signing of the loan agreement.
- The Institute is able to conduct open and closed heart surgeries and other procedures leading to referrals abroad.
- There is an increase in demand for the services which necessitates expansion and increased funding to the UHI.

### Construction of Regional Cancer Centres in Gulu, Mbale and Mbarara

- Construction of Regional Oncology Centre in Gulu is complete and was commissioned in December 2022
- Construction of Mbale Regional Oncology Centre is to start next FY.
- Have secured land, conducted environmental impact assessment and working on designs for the Mbarara Centre.

### Construction of Lubowa International Specialised Hospital

- Work is ongoing at about 33%.
- New Completion date is 30th Dec. 2024

### Equipping of Regional Referral Hospitals with CT scans and MRIs.

- 14 Regional Referral Hospitals have

been equipped with CT scans –

- Arua, Entebbe, Fort Portal, Gulu, Hoima, Jinja, Kabale, Lira, Mbale, Mbarara, Moroto, Mubende, Mbarara and Soroti RRHs
- Installation of the CT Scans is ongoing and will be commissioned this FY
- There is need to provide additional funding for staffing, supplies and operational costs
- MRIs not procured due to lack of funds

### Oxygen Supply

- All Regional Referral Hospitals (RRH) are equipped with 15cc per hour plants and currently operational.
- Government procured an additional sixteen 100cc per hour plants and installation is ongoing in all RRH
- NMS has procured and installed a 60,000 litre Cryogenic oxygen\* storage tank to improve supply of oxygen in the country.
- MOH is finalising the development of the National Oxygen scale up strategic plan

### Renovation and equipping of General Hospitals

- Renovation of Gombe GH has been completed
- This included renovation of the OPD block, administration, general ward, MCH block and construction of 32-unit staff houses
- Renovation and expansion of Busolwe Hospital commenced in October 2022 for a period of 18 months and is at about 15% completion now
- Renovation of Kambuga hospital

has commenced to cost a total of UGX 32 billion. UGX 3Billion was allocated this FY

### Upgrading of HCIVs to General hospitals

- As per the Presidential pledge, Kotido HC IV was upgraded to a general hospital in FY 2021/22 and MoH will continue providing support for the infrastructure upgrade
- Kyegegwa HC IV's infrastructure was upgraded with support from the DRDP project and upgraded to general hospitals in FY 2021/22
- Ministry of Health has also approved the upgrading of Kisenyi HC IV to a general hospital to cater for the population needs

### Upgrading of HC IIIs to HC IVs

- 10 HC IIIs have been upgraded to HC IVs in various parts of the country
- 1. Kawuanzeiki HCIII and Bondo HC III in Arua,
- 2. BugayaHCIIIinBuyende,
- 3. Palabek-kalinLamwo,
- 4. MayugeHCIV,
- 5. Rwebisengo HC IV in Bundibugyo,
- 6. Panyandoli HC IV in Kiryandongo,
- 7. RugyeyoinKanungu,
- 8. RuteeteinKabarole,
- 9. Ongica HCIII in Lira is ongoing
- In Kampala Metropolitan Area
- Upgrade of Kiira HC III to IV is ongoing with funding from the UglIFT program Development Grant
- Construction of a 60-bed maternity ward is ongoing at Kiswa HC III for upgrading to a HC IV on completion.
- Construction of a theatre is ongoing at Goma HC III in Mukono Municipality.



**Upgrading of Health Centre IIs to IIIs**

- 381 (100%) target HC IIs (340 UglIFT and 41 URMCHIP) were funded for upgrade
- Under the UglIFT Program
- 220 out of 340 (65%) upgrades are complete
- 64 have been fully equipped and the rest be fully equipped by end of this FY
- Under URMCHIP 35 out of 41 upgrades have been completed
- Over 45 facilities have minor works ongoing and we expect them
- 32 facilities – contractors were not on site for over 6 months citing non-payment of pending certificates

**Construction of HC IIIs in Subcounties without any health facility**

- Funding allocated under the UglIFT program for construction of 31 out of the 134 planned new HC IIIs and construction is ongoing
- The number of subcounties, Town Councils and Divisions has increased from 1,506 in 2017 to 2,184
- This increased the number of subcounties/TCs/ Divisions without any health facility from 134 to 678

**Establish additional blood banks**

- Construction of 3 Regional Blood Banks is ongoing
- 1) Soroti RBB construction with funding from the COVID-19 Fund and is at 80% completion
- 2) Construction of Arua and Hoima RBBs is ongoing with funding from the UglIFT Program to be completed and equipped in FY 2023/24.

**Key outcomes of upgrades**

- Increased the number of public HC IIIs from 1,165 in 2018/19 to 1,536 in 2022/23.
  - Mothers accessing quality antenatal care and delivery services
  - Vaccination services is now more accessible.
  - More comprehensive OPD services including

laboratory

- In-patient services
- Improved quality of healthcare services
  - Reduced walking distances – 77% of population is within 3km distance of any health facility (NSDS Report 2021)
  - Over 20,000 deliveries have been conducted in the in the completed facilities.

**Challenges of infrastructure development**

- Inflation that has affected the running contracts and cost of implementation
- Abandoned, Dragged Construction due to:
  - Delayed revoting of funds
  - Delayed Procurements
  - Inadequate Capacity of contractors
  - Sustainability (Operational and Maintenance cost)
  - Delayed recruitment of health workers to run the facilities

**Digitalization of the health record system**

**Digitalisation of the Health System to improve efficiency and accountability**

**Role out of the Electronic Medical Record System**

- Phase 1: All National & Regional Referral Hospitals and MoH Data Center up to July 2023
- Phase 2: All General hospitals and Regional Data Centers starting August 2023
- Phase 3: 183 health facilities starting November 2025
- Phase 4: HC IIIs start in July 2028

**Challenges of rolling out digitalization**

- Limited functionality of System in term of modules in use
  - Physical insecurity – theft
  - Electrical Power
  - Attitude which need mindset change
  - Computer illiteracy
  - Personalisation of computers by staff
  - Inadequate LAN
- Integration with existing systems





## Non-Communicable Diseases

### Prevention and control of Non-Communicable Diseases

- Scaling up services for screening of cancers of the cervix
- Human Papilloma Virus (HPV) testing sites increased from 16 to 62 in FY 2021/22. This helps in identifying and treating those affected to reduce the risk of developing cervical cancer.
- 25% of women aged 30 to 49 years were screened for cervical cancer.
- Immunization of young girls against cancer of the cervix.
- Achieved 105% first dose vaccination coverage for Human Papilloma Virus for the 10-year-old girls and 56% for 2nd dose (fully immunised) in FY 2021/22.

## Prevention and control of Communicable Diseases

### Communicable Diseases – HIV/AIDS

- HIV prevalence has reduced from 6% in 2016 to 5.5% in 2020
- The country is on track towards achieving UNAIDS targets for HIV cascade. (95% HIV positive Know Status : 95% On Treatment : 95% on treatment with Viral Suppression)
- ART coverage is 95%, ART viral load suppression 96% and ART retention 83%. Low retention is mainly due to non-adherence by adolescents and hard to reach areas
- HIV positive pregnant women initiated on ARVs 98%
- Proportion of HIV exposed infants with first DNA PCR test with in 2 months, 81%
- The data from Uganda Population HIV/AIDS Impact Assessment (UPHIA) 2020 highlighted a much higher HIV prevalence among young people aged 20 to 24 years compared to those aged 15 to 19 years.
- This observation coupled with reported low levels of viral load suppression among HIV-infected persons aged 15 to 24 years suggest that prevention and testing interventions need to begin earlier among at-risk adolescents, particularly girls and young women.

### communicable diseases – Tuberculosis

- TB prevalence reduced from 234 per 100,000 population in 2019/20 FY to 192 per 100,000 in 2021/22.
- The achievements under the TB program are largely due to;
- Increased awareness through the Community Awareness, Screening, Testing and Treatment Campaigns held every 6 months and a total of 14,500 TB cases identified
- Increased access to diagnostic services like the 320 Gene Xpert machines which have been placed in all National and Regional Referral Hospitals, 79 General hospitals, 123 HC IVs and 55 high-volume HC IIIs;
- Community Engagements with cultural leaders are ongoing
- Three Mobile TB Clinics with digital x-rays procured to increase community access.

## Communicable diseases – Malaria

- Malaria remains a serious public health concern in Uganda
- Malaria epidemics occurred in over 70 districts mostly in Bukedi, Busoga, Lango and Acholi sub-regions
- Epidemic response interventions for the high burden districts included distribution of mosquitoes nets, Indoor Residual Spraying, RDTs & antimalarials
- Seasonal Malaria Chemoprophylaxis (SMC) is conducted in Karamoja every six months
- Indoor residual spraying was conducted in West Nile region • Larviciding was conducted in Kabale, Kisoro, Rubanda & Lira
- A total of 28million Long Lasting Insecticide Treated Nets are to be distributed this year 2023
- A Malaria Reduction and Elimination strategic Plan has been development

## Management of emerging diseases and outbreaks

### Emerging diseases and outbreaks

- The govt has been able to swiftly detect and respond to all emerging diseases and outbreaks
- This is due to the good and committed leadership by the govt
- Including commitment of all our partners including the private sector and civil society organizations,
- Ministry of Health leadership, Local Governments and more importantly the frontline health workers
- We have been able to managed the public health challenges with minimal shocks to routine service delivery

### COVID-19 response

- Uganda reported her first case of COVID-19 in march 2020
  - Despite challenges, Uganda has been applauded as the best in responding to COVID-19 on the African continent registering fewer cases
- By April 2023, 82% of the population above 18 years had received at least one dose and 53% were fully vaccinated.
- This achievement is attributed to;
  - Early detection of cases using good laboratories set by the govt
  - Availability of vaccines,
  - The increased efforts by the MoH to reach the target groups through three Accelerated Mass Vaccination Campaigns
  - Reduced risk perception currently limiting uptake of vaccination.
- A COVID-19 stabilization and transition Plan was developed to guide integration of COVID-19 care and management into routine care

### Ebola Virus Disease outbreak

- Uganda reported Ebola Virus Disease Outbreak in Mubende on 20th September 2022
  - Over 9 districts including Mubende, Kassanda, Kyegegwa, Kagadi, Bunyangabu, Wakiso, Jinja, Masaka and Kampala were affected





### **The Mobile TB Clinics with digital x-rays procured to ease community access to such health services.**

- The Ministry of Health and partners working with the District Task Forces mounted a swift and well-planned response to the Ebola outbreak
  - We were able to contain the outbreak in a record 69 days
- This was against an already strengthened healthcare system

### **Port Health Services**

- Following COVID-19 pandemic, over 53 port health infrastructures have been set up at most of the points of entry
  - These help screen all incoming travellers common diseases including COVID-19
- Malaba Border Post laboratory and staff houses were completed.
- Busia at 90%, Elegu at 50%, Cyanika at 60%, Vurra at 60%.
- Construction of Entebbe and Mulago Isolation Centers was completed and are operational
- This will strengthen disease surveillance at the border points of entry.

### **Ambulance dispatch System**

#### **Establish the ambulance system with call and dispatch centres.**

- 120 equipped ambulances were acquired through procurements by Government of Uganda, Development Partners and donations.
  - This was part of the COVID-19 response
- These have been deployed according to our policy of regional ambulance systems to ease coordination, maintenance, control, and accessibility.
- 2 regional hubs established at Naguru National referral hospital and Masaka regional referral hospital.

### **Water ambulance system**

- Procured and distributed 14 Boat Ambulances for the Local Governments with islands.
- These were launched by H.E YKT Museveni

### **Training of EMS teams**

- 860 lay first responders trained in Kampala and Masaka to respond to emergencies.
- 460 professional health workers have been trained in

Basic Emergency Care.

- To strengthen the EMS system, MoH provided scholarships for training of Emergency Physicians and Emergency Medical technicians
  - Mbarara University, Makerere University and Lubaga Health Training Institute

### **Human resource welfare**

- Enhancing health workers' salaries and other benefits
- Health workers salaries were enhanced beginning July 2022
- The MoH is developing key performance indicators for the core cadres to ensure productivity
- Staff uniforms have been provided for most cadres
- 99 Masters and Fellowship scholarships and 41 Bachelor of Anaesthesia scholarships have been awarded to increase the number of specialists and critical cadres

### **Uganda National Service Delivery Survey 2021 - UBOS**

- One in every ten persons (12%) reported an illness in the 30 days prior to the date of the interview which is a decline from one in every four persons (26%) in 2015.
- Fever (22%) & headaches (19%) were the most reported symptoms.
- Nine in every ten persons (87%) sought health care when they fell sick.
- Average distance to a government health facility was 5 kilo meters.
- Non-availability of medicines and supplies was the greatest concern among users of government health facilities.

### **Manifesto implementation challenges**

#### **Challenges**

- Inadequate wage allocations. Arising out of enhancement of salaries for health workers and scientist, most institutions have registered wage shortfalls and accordingly inability to recruit to fill vacant positions.
- The greatest concern among users of government health facilities is non-availability of medicines and supplies due to stock outs. There is need to increase budget allocation for medicines as well strengthen health promotion, education and prevention services in a multisectoral approach.
- Inadequate funding to address the health needs

### **Plans for effective manifesto implementation**

#### **Plans**

- Mobilize and sensitize the community for primary prevention of diseases to improve overall health of the population before any signs of morbidity.
- Investment in prevention and control of the high burden of communicable diseases especially malaria, HIV/AIDS and TB.
- To address high levels of out-of-pocket expenditure in order to protect households from catastrophic spending by broadening pre-payment mechanisms such as National Health Insurance Scheme as well as mobilizing the population to join other Social Protection Schemes.







# WORKS

## Landmark achievements

The Ministry of Works and Transport exists to formulate policies, plans, set standards, build capacity, carry out advocacy, regulate, monitor, and evaluate the works and transport sector. The Ministry also provides policy and strategic guidance to parastatal bodies under its supervision namely Uganda National Roads Authority (UNRA), Civil Aviation Authority (CAA), Standard Gauge Railway and Uganda Railways Corporation (URC).





**MINISTER OF WORKS AND TRANSPORT**

**GEN. EDWARD KATUMBA WAMALA**

# Adequate, safe transport infrastructure and services

**04**

**MODES OF TRANSPORT.**

The commitments focus on the four (4) modes of transport spread across the country, namely Road, Air, Rail and Inland Water Transport which the Programme oversees, mainly through 5 respective votes and other implementing agencies i.e. Vote 016-MoWT, Vote 113-UNRA, Vote 118-URF, Vote 122-KCCA, Vote 609-Local Government, UCAA and URC.

**Introduction**

Integrated Transport Infrastructure & Services (ITIS) Programme Composition:

- The ITIS Programme is composed of the following lead implementing partners:
  - i. Ministry of Works and Transport, the Programme leader;
  - ii. Uganda National Roads Authority for management of national roads;
  - iii. Uganda Civil Aviation Authority for management and regulation of air transport;
  - iv. Uganda Railways Corporation for management of railway;
  - v. Uganda Road Fund for financing road maintenance;
  - vi. Uganda National Airlines Company Limited.
- Other Implementing Partners: MoLHUD, KCCA, MEMD, MoLG, MoFPED, NPA, OPM, Parliament of Uganda, Development Partners, NBRB, among others.
- Additionally, the Programme is responsible for the development and regulation of the Construction Industry.

**Brief Overview of Programme Commitments**

- The commitments focus on the four (4) modes of transport spread across the country, namely Road, Air, Rail and Inland Water Transport which the Programme oversees, mainly through 5 respective votes and other implementing agencies i.e. Vote 016-MoWT, Vote 113-UNRA, Vote 118-URF, Vote 122-KCCA, Vote 609-Local Government, UCAA and URC.

**Summary of Commitments (Number)**

MODE OF TRANSPORT	NO. OF BROAD COMMITMENTS (MANIFESTO)	NO. OF COMMITMENTS (STRATEGIC GUIDELINES)
1. RAILWAY	7	2
2. AIR	5	1
3. INLAND WATER	4	2
4. ROAD	24	
<b>TOTAL</b>	<b>40</b>	<b>5</b>

**Programme Physical Performance – Railway Transport**

COMMITMENT	PROGRESS
3.1 Rehabilitation of the Meter Gauge Railway (MGR) Line	
3.1.1 Continue with rehabilitation of the Meter Gauge Railway (MGR) line.	
a. Gulu to Pakwach line (129km)	a. The project is under appraisal. Feasibility study on-going.
b. Tororo-Gulu line (375km)	i. 18.44% physical works completed. ii. 2,106 PAPs out of 4,886 have been compensated (Tororo to Soroti) (Bukedea-336/402, Kumi-128/179, Ngora-80/102, Tororo-318/376, Mbale-253/328, Butaleja-53/68, Mbale Municipality-712/859, Butebo-19/60, Soroti-207/535)





S/N	COMMITMENT	PROGRESS
c	Repair and secure the MGR line from Kampala to Malaba to improve line stability, reduce transit times, reduce accidents and deliver more cargo	<ul style="list-style-type: none"> <li>Physical works completed.</li> </ul>
3.1.2	Repair locomotives, wagons to improve haulage capacity, volumes carried, reduce transit times, reduce accidents and deliver more cargo.	<ul style="list-style-type: none"> <li>5 Mainline locomotives , 7 Light Locomotives and 645 wagons maintained.</li> <li>5 Passenger coaches maintained.</li> <li>Repaired 20 flat bed wagons.</li> </ul>
3.1.3	Rehabilitation of fuel tanks in Kampala and Tororo to provide additional storage capacity for fuel imports from Kisumu-Port Bell-Jinja.	Not yet undertaken.
3.1.4	Hire of reach stackers to handle the loading and offloading of containers in Kampala, Mukono, Tororo and Malaba.	<ul style="list-style-type: none"> <li>2 new reach stackers were procured and are currently operational at Mukono ICD.</li> <li>3 Reach stack</li> </ul>
3.1.5	Connect the railway line to industrial hubs. i. ii. iii.	<p>Namanve Industrial Park</p> <p>Rehabilitation of the Tororo-Namanve Railway Line completed (under 6months defects liability). Refurbishment of 26.8km of K'la-Mukono commenced, Construction of the concrete sleeper manufacturing factory completed and production of the sleepers is in progress, with over 4500 concrete sleepers produced and over 200 panels assembled.</p>
3.2	Implement the SGR	
3.2.1	Concluding financing agreements for the SGR.	<ul style="list-style-type: none"> <li>i. Sourcing for alternative financing from Europe is on-going.</li> <li>ii. GoU terminated the contract with CHEC (PRC firm) and is in advanced stages of engaging M/s Yarpi Merkezi (Turkish firm) to undertake the development of the SGR Eastern Route. Plan is to commence construction this calendar year.</li> </ul>
3.2.2	Finalizing land acquisition for Rightof-Way (RoW) by compensating the remaining PAPs.	<p>Acquisition of RoW for Malaba to Kampala is ongoing.</p> <ul style="list-style-type: none"> <li>i. Overall compensation estimate is UGX 584Bn out of which reports worth UGX 254.90bn were approved from Malaba to Buikwe (except Jinja).</li> <li>ii. Out of the approved reports, reports worth UGX 99.38bn have been paid to 4,269 PAPs as at December 2022 acquiring 1,306 acres out of 2,696 acres translating to 48.4% of the mainline.</li> <li>iii. Re-assessment of the section from Jinja to Kampala (except Buikwe) is on-going as advised by the CGV.</li> </ul>
3.2.3	Ensuring national / local content mainstreaming in line with agreed upon contractual arrangements.	<ul style="list-style-type: none"> <li>a. Updated the local content strategy including a construction material and services' schedule. b. Stakeholders' engagement is on-going. Some of the national/ local content providers engaged include; steel manufacturers – (06No.), cement manufacturers – (04No.), Uganda Manufacturers Association – UMA, Uganda Chamber of Mines, Uganda National Association of Building and Civil Engineering Contractors – UNABCEC.</li> </ul>
3.2.4	Human Resource Capacity Development. (To provide a new generation of workforce with the requisite technical expertise to run the SGR)	<ul style="list-style-type: none"> <li>i. Human Resource Capacity Development Plan was developed</li> <li>ii. Trained some Ugandans in China (UPDF) and Ethiopia (public).</li> <li>iii. Professional training of SGR staff continues.</li> </ul>
3.2.5	Connecting electricity to traction substations: UETCL will supply electricity to the SGR thus increasing the local content value of the project.	Working with UETCL and MoEMD, plans to extend electricity to the SGR traction substation were prepared, discussed and agreed upon.
3.2.6	Establishing industrial parks, inland container depots along the Malaba- Kampala route	Working with Uganda Investment Authority, Uganda Free Zone Authority and MoFPED, plans have been put in place to develop industrial parks, inland container depots.
3.2.7	Develop Majanji port, Rubongi Road & Railway Polytechnic.	Develop Majanji port, Rubongi Road & Railway Polytechnic.
3.2.8	Development of the GKMA LRT System	<ul style="list-style-type: none"> <li>i. Paratransit studies completed.</li> <li>ii. Pre-feasibility studies completed</li> </ul>



**Hoima-Butiaba-Wanseko Road (111 Km)**



**Masindi Park Junction and Tangi Junction-Para - Buliisa (left) and the Kampala Northern Bypass (right)**



**Osudan-Abarilela swamp crossing works (Katakwi/Amuria)**

**Nyara bridge (Lira)**



**New terminal extension**

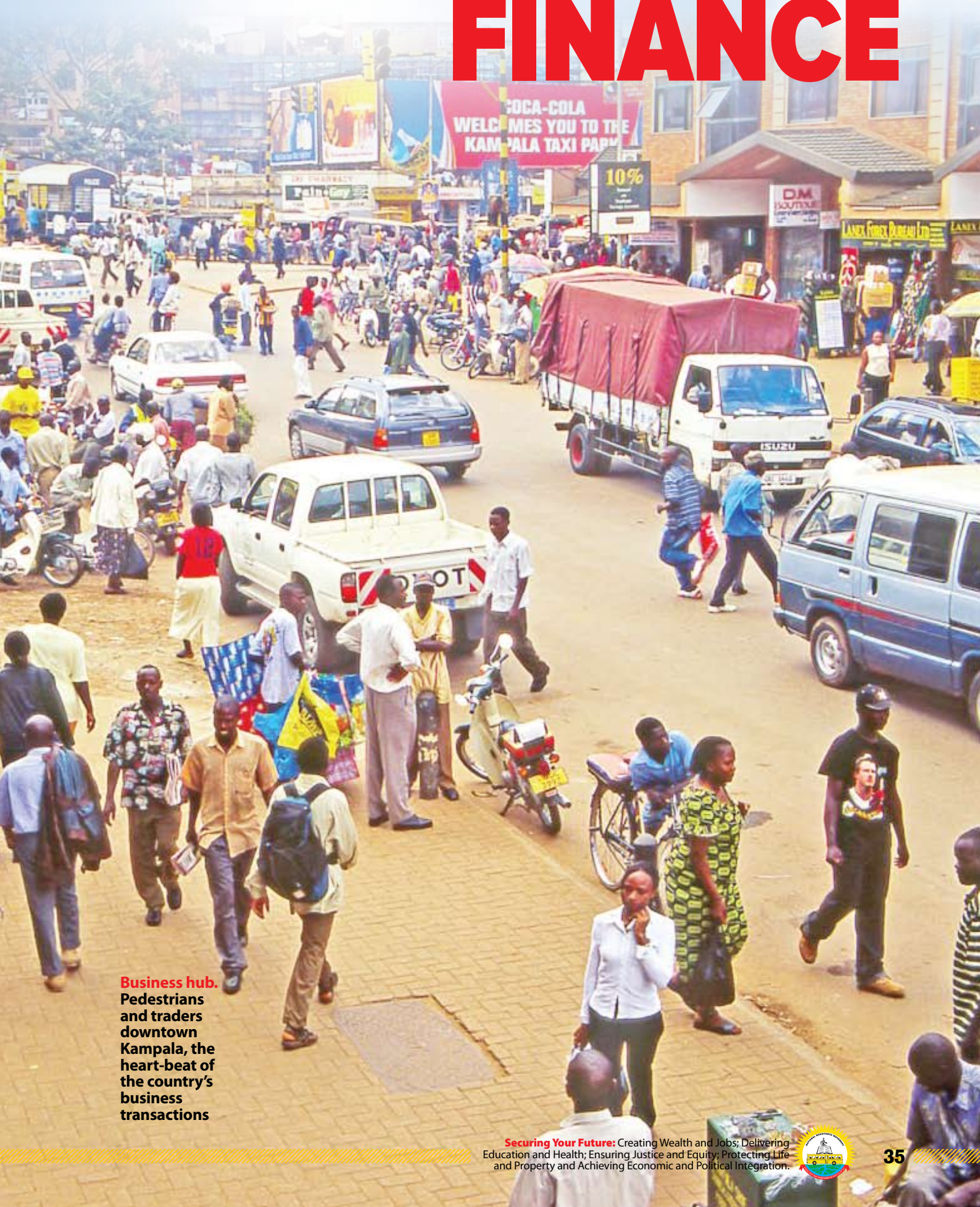


**Check-in Counters**





# FINANCE



**Business hub.**  
Pedestrians  
and traders  
downtown  
Kampala, the  
heart-beat of  
the country's  
business  
transactions





**MINISTER OF STATE FOR FINANCE**

**HON. AMOS LUGOLOOBI**

# Uganda's economy is on clear recovery path

**8.0%**

**INFLATION.**

**Though prices remain high, they are gradually declining as shown by a decrease in annual headline inflation from 10.7% in October 2022 to 8.0% in April 2023.**

**F**ellow countrymen, I greet you all. I would like to begin by thanking the Office of the President for organizing this Manifesto Week. This provides us a window for engagement with Ugandans on the success stories of the 2021-2026 manifesto implementation and share the challenges we face today.

Ladies and gentlemen, in the first two years of the manifesto, the government has been managing the economy in a challenging environment occasioned by several economic shocks – COVID-19 pandemic, high inflation, fiscal constraints, Ebola, drought and the impact of Russia-Ukraine conflict, among others. These have led to rising interest rates, imported inflation, capital outflows from developing

markets to developed markets such as North America and Europe, slower than the projected economic growth, and lower export demand. These notwithstanding, our economy has remained resilient and is on a recovery path.

Before I proceed to provide an account of the progress made on the implementation of the commitments in the NRM Manifesto 2021-2026, allow me to provide key highlights on the positive signs of economic recovery: -

- i) **Economic growth:** In FY 2021/22, the economy grew by 4.6 percent, an improvement from 3.5 percent registered in the previous year. Over the first quarter of this financial year, the economy grew by 7.5 percent



**(L-R) Ministry of Finance Ministers of State Hon. Lugolobi and Hon. Anite, Finance Minister Matia Kasaija and Ministers of State Hon. Musasizi on the occasion of Budget Reading for FY 2023/2024.**







**Steady recovery: Prices are gradually declining as shown by a decrease in annual headline inflation.**

compared to 2.7 percent in the same quarter of FY 2021/2022, mainly driven by increased value addition in both the industry and services sectors which grew at 12.7 percent and 9 percent respectively. The economy is projected to grow at 5.5 percent at the end of FY 2022/23.

- ii) **Inflation:** Though prices remain high, they are gradually declining as shown by a decrease in annual headline inflation from 10.7% in October 2022 to 8.0% in April 2023. This reduction is mainly on account of a slowdown in the increase of prices for food (both manufactured food and food crops), beverages as well as a reduction prices of building materials, fuel, and electricity.
- iii) **Cost of borrowing:** Commercial bank shilling-denominated lending rates reduced to 18.76% in March 2023 from 20.24% in February 2023. This was attributed to the declining inflation rate, reduced participation of Government in the domestic credit market and an increase in prime borrowers who were able to access credit at lower rates due to their good credit rating with banks.
- iv) **External trade:** In March 2023, Uganda's trade deficit with the rest of the world narrowed to US\$ 241.93 million, from US\$ 297.66 million registered in February 2023. This was on account of an

increase in export earnings which more than offset the increase in the import bill during the month. In the EAC, Uganda trade at a surplus of US\$ 15.9 million.

- v) **Value of merchandise export:** Uganda exported merchandise worth US\$ 674.54 million in March 2023. This represented a 93.0% percent increase when compared to US\$ 349.44 million exported during February 2023. This increase was mainly on account of higher export earnings from mineral products, tobacco, maize, and cotton.
- vi) **Employment creation:** Formal jobs as captured by the PAYE Register, increased by 3.03% from 1,380,972 employees in 2020/21 to 1,422,857 employees in 2021/22. The highest number of PAYE employees were registered in the Public Administration Sector (456,782), followed by the Manufacturing Sector (145,448) Wholesale and Retail Trade (97,261). Formal jobs in the Agricultural Sector also registered an increase from 51,384 employees in 2020/21 to 57,731 employees in 2021/22. The Private Sector contributed about 83 percent of the total formal sector jobs with high concentration in agriculture and fishing, (69.4 percent), manufacturing (5.6 percent), trade and repairs (8.9 percent), hotels and restaurants (2.0 percent), transport and communication (2.3 percent), construction (2.0

percent) as well as education at 3.0 percent. Other critical sectors where recorded employment opportunities exist include mining and quarrying, utilities, posts and telecommunications, financial intermediation, insurance, business services, health and social works, and community and personal services.

Ladies and gentlemen, drawing on the economic strategy of the government, my Ministry directly contributes to the implementation of five (5) broad NRM manifesto objectives: -

- i) Broadening the economic base by providing and creating economic opportunities in all regions of Uganda
- ii) Creating an integrated and self-sustaining economy based on import substitution and export-oriented growth.
- iii) Establishing a monetised and formalised economy – graduating households from the informal and subsistence levels into the commercial economy.
- iv) Achieving the lower middle-income status, and v) Generating productive jobs, and v) Generating productive jobs. To realise the above objectives, the government made several commitments in the manifesto, with a focus on creating more productive jobs through harnessing all factors of production. Let me now use this time to elaborate the progress we have made on the key manifesto interventions under my docket: -





**First time in Uganda's history**

# UBOS maps whole country using electronic gadgets as preparations for Census gain momentum

**P**reparation for the National Housing and Population Census in August 2023 have gained momentum after Uganda Bureau of Statistics (UBOS) completed the training of district and national supervisors for the pilot census activities scheduled for June 2023.

During the training, the supervisors were equipped and empowered with knowledge as well as technical capacity on how to manage the National Population and Housing Census 2023 exercise.

Supervisors were asked to pay close attention to questionnaires used for census; including household, institutional, hotel, floating, homeless, and community questionnaire.

Some of the questions that the respondents should expect in the questionnaires include; the name of the household head, the number of children, the level of education, the employment

status, and the family status, among others.

Demographic and socio-economic data are a prerequisite for planning and evidence-based decision making in any community. Such data are collected through Population Censuses, Demographic and Socio-economic Surveys, Civil Registration Systems and other Administrative Records. In Uganda, the Population Census remains the main source of demographic and socio-economic data.

Uganda has conducted ten (10) National Population Censuses, of which five (5) were conducted in the post-independence period. Population counts were conducted in Uganda in 1911, 1921 and 1931 in the pre-independence period. The period also saw scientific Censuses being conducted in 1948 and 1959. The African and non-African populations were enumerated separately in each of these Censuses.

ENUMERATORS DURING THE MAPPING EXERCISE





UBOS Executive Director Dr. Chris Mukiza (PhD) promised that the census exercise will provide quality, reliable, and timely statistics for planning, policy formulation, and evidence-based decision-making.

Dr. Mukiza said a Census exercise is among the most complex and massive undertakings that no country can undertake without support.

He said the Census exercise is estimated to cost the government USD 102.6 million.

"This exercise involves mapping the entire country, mobilizing and training many enumerators, conducting public advocacy campaign, canvassing all households, compiling vast amounts of data, electronic form, and analyzing and disseminating data. Partnering with other stakeholders including development partners, private sector is therefore critical," he said.

### Digital technology

During the first National Census Council meeting held at the Office of the Prime Minister, Hon. Amos Lugolobi, the State Minister of Finance in charge of planning, informed the journalists that the 2023 Census will apply digital technology to collect data from each and every household and institution.

"This is envisaged to minimize data entry typing errors, which were common with the paper questionnaire, it will also deliver the census results in real time since the information will be transmitted to the main server at the end of each interview with the respondent."

The Minister said this will further speed up data processing and dissemination activities, but most importantly, the quality and accuracy of statistical indicators will be guaranteed.

The Bureau will spend Shs132 billion to procure 130,000 tablets to be used during the main census enumeration exercise.

It is however understood that a few weeks ago, the Chairperson of the Finance and Planning Committee of Parliament, Kefa Kiwanuka, presented a shortfall of Shs 160.6 billion in the current FY 2022–23 that was meant to carry out preliminary census activities such as census launch and publicity, mapping, recruitment, and training of field staff, among others.

### Mapping

Dr. Mukiza said that for the first time in Uganda's history, UBOS was mapping the whole country using electronic gadgets (tablets) with preloaded information to allow



**\$102m**

**COST.**  
The Census exercise is estimated to cost the government USD 102.6 million.

**Shs 132b**

**EQUIPMENT.**  
UBOS will spend Shs132 billion to procure 130,000 tablets to be used during the main census enumeration exercise.



**Evidence-based decision-making.**  
UBOS Executive Director Dr. Chris Mukiza (PhD) says the census exercise will provide quality, reliable, and timely statistics for planning, policy formulation, and evidence-based decision-making.

the entry of data and information for easy data management.

"The mapping will establish the number of enumeration areas and, therefore, determine the number of enumerators that shall be required to collect data."

"Some of the key information that is being collected under the mapping exercise includes the geocode, which will eventually become relevant in locating the various households, institutions, and other relevant facilities around the country," Mukiza said

The mapping exercise will entirely provide up-to date information on social amenities, household location, administrative units, and





**Business down town Kampala. The last census was undertaken in August /September 2014. Then, the total population of Uganda recorded was 34.6 million persons**

physical features. In addition, it will ensure that each enumeration area has its own digital map.

It will further determine the period that an enumerator may be required to complete collecting data in a particular enumeration area.

As of May 31, UBOS had mapped upto 40% of the districts, while others are partially done; however, the focus and efforts is now to ensure that the rest of the areas are completed by July before particular area maps can be produced.

Dr. Mukiza said that due to the complexities and various dynamics within the cities, which is characterised by constant movement of people from one location to another, the cities will be mapped a month before the census enumeration. This is intentionally done to ensure the availability of accurate and timely information.

He further noted that to ensure data quality, census enumeration will take 10 days, and one supervisor will oversee only five enumerators.

**Planning**

Data from the census inform a wide range of government, business, and nonprofit decisionmaking.

Government relies on UBOS census data to determine the need for new roads, hospitals, schools, and other public sector investments. Census data are also vital to businesses as a key source of information about the Uganda's population's changing needs.

Census totals help determine the amount of funding that local communities receive from the Central

government for the next decade. This means accurate census counts ensure that funding is equitably distributed for numerous programs such as Parish Development Model

**Census night**

The last NPHC was undertaken in August /September 2014. Then, the total population of Uganda recorded was 34.6 million persons, representing an increase of 10.4 million persons from the 2002 census.

Census night has been gazette for the night of August 24/25 and the exercise will take 10 days up to 3rd September 2023.

This will be the 6th post-independence Census and the first digital Census conducted in Uganda.

**Preparatory Phase**

The Preparatory work for the Census 2023 started in 2019. The major activities in this phase include questionnaire design, census mapping, and conducting of the Pilot Census.

**Questionnaire Development**

The development of the Census questionnaire is highly consultative in an effort to accommodate the views of the various stakeholders. Consultative meetings were organised to collect views on the data requirements from various categories of data users, including Central Government, Local Governments, Civil Society and Development Partners. Arising from the consultations, one universal questionnaire was developed.

The questionnaire for the Census 2023 is designed to collect information on a wide range of personal and household characteristics such as:

1. Demographic and Social Characteristics;
2. Residence and Migration characteristics;
3. Parental Survival;
4. Disability Status;
5. Education and Field of Specialisation;
6. Economic Activity;
7. Fertility and Childhood Mortality.

At the household level, the Census will collect information on the following:

- Housing Conditions;
- Household Assets and Amenities;
- Distance to Social Services facility;



**40% MAPPED.**  
As of May 31, UBOS had mapped upto 40% of the districts, while others are partially done.





**HEAD COUNT.**  
A family in Kibuli, a Kampala suburb, is counted during a previous enumeration exercise.



- Household based Agricultural activities; and
- Deaths in Household.

A shorter version of the questionnaire is also developed for use in enumerating the non-household population, including those in institutions and hotels. A Community questionnaire is also developed to collect information about each of the Local Council I (villages).

### Frequently Asked Questions about Census

#### 1. What is the background of the Census Mapping Exercise?

UBOS is planning to undertake the National Population and Housing Census (NPHC) in 2023. The NPHC is normally carried out after every 10 years. In Uganda, the last NPHC was carried out in 2014.

- The mapping exercise is one of the KEY preparatory activities undertaken prior to the actual

counting of people.

- The last Census mapping was undertaken by UBOS in 2012/13 in preparation for the 2014 National Population and Housing Census.

#### 2. What is Census Mapping?

Census Mapping is an exercise carried out to update boundaries, facilities, features and Households for purposes of establishing Enumeration Areas for the conduct of the National Population and Housing Census exercise.

- An Enumeration Area is that unit which is covered by an enumerator during the Census operation. In most cases, it is a whole LC, but in some cases, where an LC is over populated, it can be subdivided into several Enumeration Areas (EAs).

The subdivision of the LC into several EAs does not imply creation of new administrative boundaries at LC1 level.

Instead, it facilitates the Census

enumeration exercise to be completed easily and faster, normally in a period of 10 days.

#### 3. Why is UBOS undertaking the Census Mapping Exercise?

To update the various changes that have taken place in terms of social economic development in the country. These include establishment of new cities, districts, constituencies, Town councils, Sub-counties and parishes. The mapping exercise will further establish new infrastructural developments such as schools, hospitals, roads and the available Natural resources across the whole country.

The Census mapping exercise plays a key role in ensuring specific area coverage by identifying key boundaries throughout the country. The outcome of the Census Mapping exercise will inform the NPHC 2023 activities, during pre-Enumeration, Enumeration, and post-Enumeration engagements.

#### 4. What are the Specific Objectives of the Census Mapping Exercise?

- To create Enumeration Areas, which form the lowest unit for the NPHC – 2023 exercise.
- To Update the maps used in the 2014 census by including all administrative boundaries and names (district, county, sub county, parish, LCIs)
- To obtain a list of households in order to determine households that access the different facilities in each Enumeration Area
- To Record the GPS coordinates of institutions and socio economic facilities (schools, health centres, churches, mosques, markets, water sources among others)

#### 5. How often is Census Mapping undertaken?

Every after 10 years normally in the year preceding the National Population and Housing Census (NPHC) enumeration exercise.

#### 6. What is the use of Census Maps?

The Census maps generated are used by UBOS in planning for the actual Census Enumeration exercise

(planned for 2023). The maps also facilitate the NPHC planning process in the following ways:

- (i) Determining the actual cost of the Census exercise
- (ii) Determining the number of enumerators to be hired
- (iii) Determining infrastructure requirements such as vehicles, computers, e.t.c

**7. How will the Census Mapping exercise be undertaken?**

- The starting point is to have a list of administrative boundaries from the Ministry of Local Government. Based on this list and the boundaries that existed in 2014 when we last carried out the Census, UBOS is undertaking this exercise to update the changes that have happened during the period.
- The Community Leaders, mainly the Local Council (LC1) Chairpersons are key players in this exercise. They are responsible for guiding the Census Mapping technical teams to obtain information on the boundaries and infrastructural changes in their respective areas. The technical teams will be asking further questions including but not limited to the extent of usage of such facilities.

**8. How will the Census Mapping data be collected?**

The Bureau has advanced in data collection and is moving away from using printed questionnaires to using the Computer-Assisted Personal Interviewing (CAPI) system. In this system all information is directly recorded on tablet Personal Computers which also take record of the Geographic Positioning System (GPS) coordinates to ensure that the needed is corrected accurately.

**9. How secure is the information I give to the field interviewers?**

Uganda Bureau of Statistics assures the public that the information collected will be confidential and used only for the intended purpose(s) and without jeopardising the identity and particulars of any individual respondent.

**10. What is the National Population and Housing Census?**

The government of Uganda through the Uganda Bureau of Statistics will be conducting the 10th National Population and Housing Census for the night of August 24/25, 2023 across the country. The Census will provide a summary of information on Uganda's people and their housing conditions, which will be used to determine adequate policies, services and facilities that individuals and the country at large need to progress.

**11. What sort of information will the Census 2023 be looking out for?**

The Census 2014 exercise will collect information on a wide range of personal and household characteristics to include; Demographic and social characteristics; Residence and Migration characteristics; Parental Survival; Disability status; Education and profession; Economic activity; Fertility an Childhood mortality; Housing conditions; household assets and amenities; distance to social services; Household based Agricultural activities; and Deaths in a household.

**12. Why is it important to conduct a population census?**







**Enumerators dueing a mapping exercise.**

The most important aspect in any society is human capital. Census is important because this process helps compile a numerical profile of Uganda. This in turn informs decision-making at all levels both in government and the private sector. A population census is a total count of the country's population, where demographic, social and economic information, as well as information about the housing conditions of the people who live in Uganda is gathered. This information could, for example, be applied by the agricultural industry for business planning purposes – if you know the number and spread of your consumers, you will know how to plan for the distribution of your product.

**13. What kind of information will be gathered during the census?**

The short answer is that information about who you are and your living conditions will be collected. Information will be collected to determine the number of people living in Uganda; who we are in terms of age, sex, education, occupation, economic activity and other important characteristics. Information about where we live in terms of housing, access to water and the availability of essential facilities will also be collected.

**14. Why is it important that you participate?**

The importance of the census lies in its being an integrated picture of society in a given time within numerous, multiple and continuous changes, which cannot be defined through other data collecting methods. The census provides a suitable database for comparisons and projections of demographic data as well as social and economic characteristics of society.

A comprehensive census is different from other statistical methods in the following ways:

It provides comprehensive and detailed data on the whole population in addition to demographic, social and economic characteristics by the lowest administrative or geographical level and related rates and indicators (population growth rates, age and gender composition, educational features, Ugandan and non-Ugandan workforce).

It provides necessary data enabling the assessment of the population status in Qatar during the inter-census period as well as monitoring demographic, social and economic changes taking place during the same period in various administrative divisions.

It provides a database on which are built population projections and workforce projections.

It provides a database needed to study specific social phenomena.

To provide basic data for all sectors in the country (education, health, population, etc.) with a view to contributing to the formulation, monitoring and evaluation of plans related to the provision of services needed by the Ugandan society.

To provide necessary frameworks for deriving samples for field research to be undertaken in the future.

To provide data on housing units as well as their facilities and features related to living conditions, basic data needed to work out a clearly-defined housing policy aimed at ensuring prosperity for citizens, as well as indicators on houses conditions and extent of their relationship with public services.

To provide a comprehensive and modern framework for buildings, houses and households by various administrative divisions. Such framework is necessary to design and use samples for conducting various household surveys. This will be positively reflected on the accurate measurement of the various phenomena to be investigated such as fertility, mortality and migration, which are used as the basis for calculating population growth rates and estimates of the post-census population.

To define the conditions of economic and social enterprises in the public and private sectors in terms of the legal status, economic activity and workforce size by gender and nationality.

**15. So, what is expected of Ugandans?**

The Bureau appeals to all Ugandans to embrace the Census activities at all levels to facilitate the efficient planning. We encourage the public to:

- Provide correct information on administrative units, social infrastructure like schools, roads, hospitals, e.t.c
- Provide accurate number of households accessing the facilities.





# KAMPALA & METROPOLITAN

**Junction Improvements:**  
Kira road Junction reconfigured and signalised under the KIIP II project



**MINISTER FOR KAMPALA & METROPOLITAN AFFAIRS**

**HON. KABUYE KYOFATOGABYE**

## An effective city and local government service delivery

**4**  
**PHYSICAL PLANNING.**  
The Ministry embarked on a 4 Year Project of development of Greater Kampala Master Plan with support from JICA.

The mandate of the Ministry for Kampala Capital City and Metropolitan Affairs is derived from Article 5(4) of the 1995 Constitution of the Republic of Uganda which provides that Kampala Capital City shall be governed by the Central Government. Sections 21 and 79 of the KCC (Amendment) Act, 2020 further gave the Ministry the mandate of coordinating physical planning in GKMA and oversight over KCCA. Cabinet under Min. No, 132 CT. (2020) gave MKCC&MA the Mandate of coordinating the Greater Kampala Economic Development Strategy 2020-2030 whose focus is on:

- ii. Environmental assets conservation and protection.
- iii. Business support to transform the informal sector, the youth, and economic cluster growth.
- iv. A unique center for tourism.
- v. Effective city and local government service delivery.

In implementing the above mandate, the Ministry has registered the following achievements:

- i. Competitive economic infrastructure.
- ii. Physical Planning: the Ministry embarked on a 4 Year Project of development of Greater Kampala Master Plan with support from JICA. The process is in progress with the Plan focusing on:
  - a. Urban Spatial Structure.







**A section of Kampala capital city**

- b. Transport and Land Use.
- c. Environment, Wetland, Drainage and Land Use.
- d. Electricity, Water supply and Solid Waste Management for future Urban Development.
- e. Local level Detailed Plans.

- ii. Coordination of Greater Kampala Metropolitan Area Urban Development Program (GKMA-UDP): the Ministry with support from the World Bank embarked on development of GKMA-UDP which focuses on: Mobility and Accessibility; Environment and Resilience; Job Creation; and Institutional Strengthening for Capacity Enhancement in GKMA.

The implementation progress is at prefeasibility, feasibility and design studies while the Government approval process is at Parliamentary level

- iii. The Ministry has carried out continuous monitoring of Government programs in GKMA focusing on strategies of market management; development

of Solid Waste Management Strategy with support from GGGI; PDM; Emyoga and other GoU Programs in the Metropolitan Area.

The GKMA Entities that include KCCA and Local Governments of: Wakiso, Mpigi and Mukono District Local Governments, and their respective Municipalities of:

Mukono; Nansana; Kira; Makindye-Ssaabagabo; and Entebbe carryout implementation of Government Programs whereas MKCC&MA plays a coordination role to ensure effective implementation.

#### **Major Challenges**

Inadequate development budget

#### **Recommendations**

- i. Follow up with MoFPED to ensure provision of adequate funds.

#### **KCCA's Role in the NRM Manifesto**

#### **Manifesto Pledges for KCCA**

- 1. Solve the problem of traffic and congestion by using a rapid

bus transit system, light rail system, flyovers, development of pedestrian, boda-boda and bus lanes

- 2. Increase the budget for roads and other infrastructure projects within the GKMA to improve connectivity and overall urban development
- 3. Rehabilitation of existing paved roads
- 4. Construction of four street bridges (three for pedestrians and one key bridge for vehicles)
- 5. Reconfigure and/or signalize several junctions in the city, including Nateete, Nakawa, Wandegeya, Jinja road – Lugogo Bypass, Upper Kololo, Lugogo Bypass-Naguru Road and Upper Kololo – Wampewo, Makerere Hill, Yusuf Lule Road (Fairway Hotel) and Hoima Road (Bakuli – Nakulabye)
- 6. Implement projects to improve drainage in Lubaga, Central, Makindye and Nakawa divisions
- 7. Street Lighting in Kampala
- 8. Building Markets
- 9. Revenue collection



**The refurbished Namirembe Road in Kampala**

### Major Challenges

1. Inadequate financing for key infrastructure and city maintenance programs
2. Old and dilapidated Buildings, schools & health infrastructure which requires a lot of money to maintain
3. Old roads and drainages and few km of paved roads
4. Vandalism of Public infrastructure
5. Behaviour change towards solid waste Management.
6. Congestion in the city as a result of increase of private cars
7. Inadequate Legal Framework for revenue generation.
  - KCCA cannot collect outdoor advertising fees and market rent and dues from vendors because of absence of enabling laws

### Way forward

1. Solid waste management.
  - KCCA is implementing executive order regarding solid waste management
2. Roads
  - Fast tracking the implementation of GKMA-UDP project (72 km); KCRRP (69km) and the annuity project to be financed by UK
3. Revenue generation
  - Fast track ordinance for increasing outdoor advertising.
4. Market development
  - Obtain financing to purchase land for more markets



**Kampala Capital City Authority (KCCA)**

*“Towards a vibrant, Attractive and Sustainable City”*



# Transforming Kampala: Two Years of NRM Manifesto Implementation



*The Non-Motorised Corridor Along Luwum Street to  
Namirembe Road.429-5L2A0396-2*





*The Non-Motoried Corridor Along Luwum Street to Namirembe Road2*

May 12, 2023, makes it two years since the NRM Manifesto 2021-2026 came into force after President Museveni assumed government with yet another mandate to lead for the next five years.

It has been a fruitful journey with a lot of transformation taking place in Kampala and Uganda at large.

In this social contract signed between the NRM and Ugandans, government promised to transform Kampala.

In the last two years, the NRM has transformed Kampala, through the physical infrastructure like roads, electricity, ICT and as well as social services, health, education, water and sanitation.

Youth and women empowerment programs have all registered phenomenal progress, and contributing to expand opportunities, lower

investment and business costs.

In 2020 KCCA launched the Kampala City Strategic Plan FY 2020/21 –2024/25 which was launched on the 29th of September 2020. This has been the guiding tool for the number of changes registered in the city.

Today, KCCA, is one of the most recognized, trusted and valued brands in the country and abroad. The agency now attracts international financiers and development partners such as the World Bank, the European Union, African Development Bank, French Development Agency (AFD) Japan International Development Agency (JICA), Department of International Development (DFID), Bill & Melinda Gates Foundation and many others.

One of the key highlights of the NRM manifesto implementation is the ongoing road construction works that will see a total of 100km roads constructed.



*Construction Of Ntinda Road*



*Lukuli Road*





These 100 kilometers of roads were promised in the NRM Manifesto 2021-2026 and will be rehabilitated under the Kampala City Roads Rehabilitation Project (KCRRP) funded by \$288 million from the African Development Bank (ADB).

The target is to reconstruct and upgrade 41 key roads measuring a total of 69.7km, 5km of associated drainages, and 124km of pedestrian walkways and signalize 22 junctions.

The focus will be on key arterial roads which link traffic to key exit routes as well as improving roads in industrial area.

Kampala City has approximately 2,110km of which 668Km is paved and 1,442Km unpaved. Most of unpaved city roads carry high traffic volumes in excess of 350 vehicles per day making them very costly to maintain in the unpaved state.

Over the years the NRM has been focused on improving infrastructure in the city to reduce 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.

Some of the roads to be reconstructed include Salama road, Old Portbell, Kitezi road, 7<sup>th</sup> Street, 8<sup>th</sup> Street among others.

Most roads in the city have aged and need to be 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 putting emphasis on the paving of access roads built off the main roads to encourage the development of manufacturing clusters,” reads the NRM Manifesto

KCCA has adopted a holistic road development model that integrates components such as marketplaces for local produce, schools, health

facilities and streetlights. So that there is a linkage between the road and other economic activities fully catered for in the road design.

This explains why the cost of the KCRRP roads is slightly higher compared to other road works.

Over the years, government has demonstrated commitment to support infrastructure development by providing funding for road projects and ensuring the funds are optimally utilized.

A number of roads have been constructed under the Second Kampala Institutional Infrastructure Development Project (KIIDP 2).

Under the above Project, a number of roads in the city have been reconstructed and upgraded using funds from the World Bank. These roads have a number of traffic junctions with signals at 15 locations.

Some roads are; Lukuli Road, Gava Road, Lukuli Link, Kisaasi Junction, Kulambiro ring/ Najeera link, Nakawa Ntinda Road, and John Babiha/Acacia Avenue among others.

### **Street lighting**

Kampala City has a total of 2110 kms of Road Network of which only 8% have street lights, 92% of the City Roads is in darkness or is Poorly-lit.



*Ntinda Stretcher Road with Greened with Street Lights*

KCCA has commissioned a mega project to address the said challenge whereby the Kampala Street Lighting Masterplan was developed to cover the entire City with lights totalling to 42000. Currently Kampala is being served by only 5400 streetlights with some faulty. We intend to improve the street lighting availability upto 60% considering the available budget.

Also further funding from AFD in form of a concession loan and EU grant (Euros 77million) is being sought, to install 20000 lights. The installation will be prioritized in the following areas:

371km of asphalt standard carriageways that do not have lights, priority pedestrian crossing points, roadside markets and areas in informal off-street neighbours and common user facilities such as selected Markets and Taxi Parks

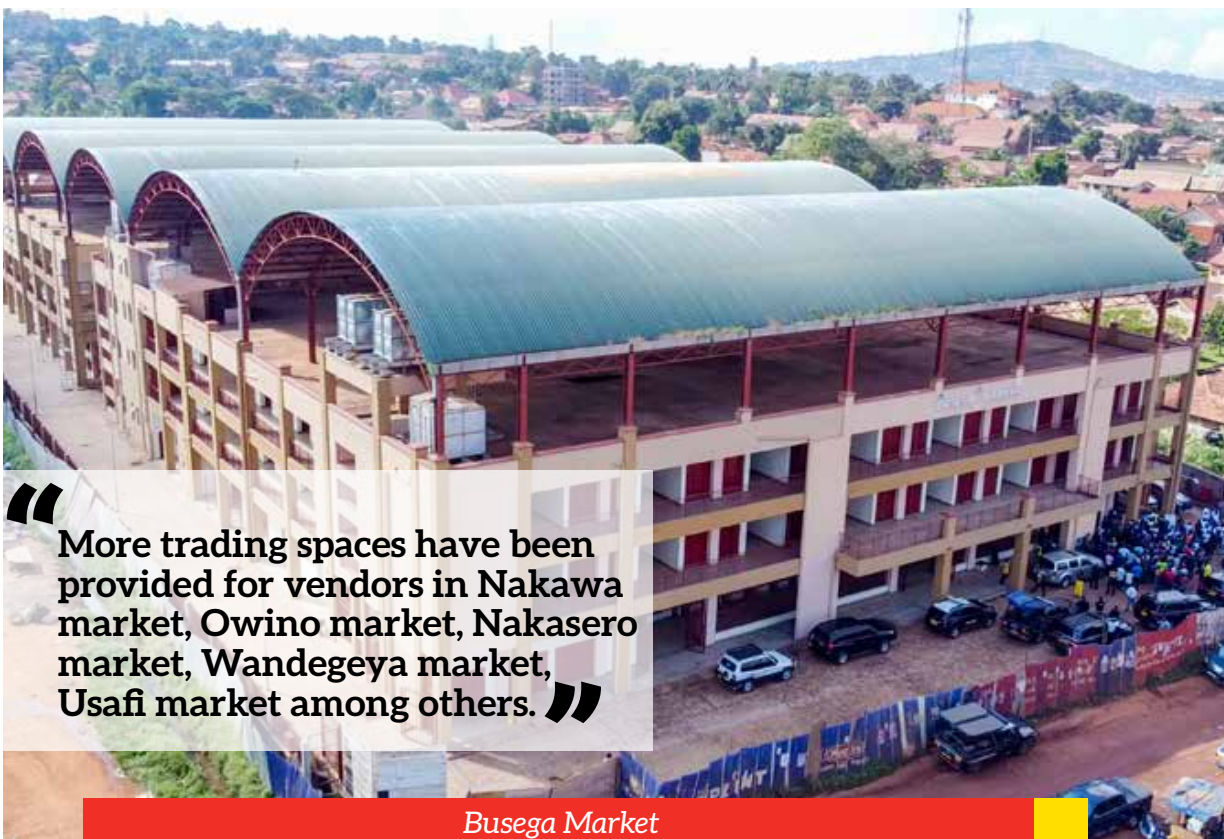
### **Markets**

Under the NRM manifesto 2021-2022 President Museveni promised to continue improving infrastructure in Kampala, including designing and constructing a light rail for the city, and providing workplaces (markets).

KCCA has 16 markets where the vendors can operate from. But also working with government we are opening up spaces in all the five divisions of the city where people can trade. The president has since proposed the construction of two markets in each of the five division in Kampala.

More trading spaces have been provided for vendors in Nakawa market, Owino market, Nakasero market, Wandegeya market, Usafi market among others.

Beyond these markets already one working space has been opened at Kalerwe in Kawempe where these vendors can operate from.



“ More trading spaces have been provided for vendors in Nakawa market, Owino market, Nakasero market, Wandegeya market, Usafi market among others. ”

*Busega Market*





“Ensuring that the hawkers are well catered for as stakeholders in the city is too close to the heart of the President and the NRM government,” says Dorothy Kisaka the KCCA Executive Director.

The President has emphasized getting working places for vendors which KCCA is implementing and more of these are to be constructed in all the five divisions that make up Kampala.

For effective operation of the city market, President Museveni recently ordered that all management of public markets be handled by KCCA and this has been implemented.

“The president is pro-people, he wants the local person to benefit from these markets that have been taken over by the so called landlords who have been terrorizing the vendors,” Kisaka said.

### Skilling the youth

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. The centres train the youth in carpentry, fabrication and welding, shoemaking, embroidery, tailoring, weaving, hairdressing, knitting, bakery, crafts and stone-cutting (for the areas with stones). The youth centers are continuing to be well

funded and youths at Kabalagala where youth get free training.

### Tourism

Kampala is positioning itself as the tourism center city of East Africa and in the last two years, the city has seen the unveiling of the Gorilla and Impala bronze wildlife monument products along Kimathi Avenue and ten wildlife sculptures along Kiira Road also nicknamed “Wildlife Street”.

KCCA completed the construction of the Kampala City Tourist Information Centre located at the Sheraton Hotel. It is a one-stop tourist centre the first of its kind in Uganda.

### Government supports smart city

Kampala Smart City is the phraseology we are using to popularize our city beautification campaign.

Smart Infrastructure denotes a Visually Smart and clean city in all its infrastructure. We are removing illegal structure and decongesting the city while creating alternative spaces for trade. We are calling upon citizens to take responsibility for their infrastructure in lighting, painting, and others

Smart People Promote a SMART way of working with all city stakeholders in the transport sector, vendors, business, bar owners. We are saying do it the Smart Way



*The Non-Motoried Corridor Along Luwum Street to Namirembe Road*

Think, Work, Act and Talk Smart. (TWAT). The city accommodates different types of people, we can coexist and everyone should take responsibility

KCCA has developed over 60 applications which can be harnessed from the comfort of one's gadget without having to physically go to a KCCA installation and the inconveniences that often come with that kind of commute. Some of these Apps include Smart Permit, Weyonje, Building permits, CAMV, house numbering, travel info and others.

### **The Kampala street lighting master plan**

In partnership with the French Government through the L'Agence Francaise de Development (AFD), KCCA commissioned a mega lighting project to address challenges of streetlights.

The street masterplan was developed to cover the entire city with lights totaling to 42,000. Apparently, 5,447 lights are in the city. The plan is to increase the lighting system up to 80%.

The installation will be prioritized in the following areas: Common User facilities such as markets and Taxi Parks, Informal settlements, areas around university hostels, crime hotspots among others.



*Ntinda Road Signalized with Street Lights*

### **Procurement**

The institution has improved compliance to government and other donor procurement regulations scooping an 85.7% rating by PPDA. It has been rated as highly satisfactory by the World Bank KIIDP II project and improved Asset Disposal Management.

KCCA is one of the 10 pilot institutions that are going to implement electronic government procurement to improve procurement efficiency, effectiveness and earn value for money.

KCCA's success journey is mainly attributed to the support and collaboration of Central Government, Citizens, Development Partners,





International Agencies, Private sector and the KCCA staff.

### **Improved revenue collection**

Between March – December 2020, KCCA revenue collections dropped almost by 60% which affected financing service delivery in the city.

Since the establishment of KCCA, there has been tremendous growth in revenue collection from sh40.96bn in 2011/12 to sh93.24bn collected in 2021/22.

In the financial year 2021/22 alone KCCA registered the highest revenue collection in the history of KCCA of sh93.24bn and a revenue growth of 16% despite the tough post COVID economic circumstances.

This year KCCA has hit and exceeded its revenue collection target for the first quarter of the financial year 2022/23. The revenue collected for this first quarter is sh24.9bn against a target of sh24.7bn implying a performance of 100.5%.

### **Education**

KCCA is mandated to oversee the provision of Education and Sports in the Kampala Capital City. KCCA under the Directorate of Education and Social Services supervises 2,221 known education institutions in the City comprising; both Private and Government owned.

These institutions include 79 Government Grant Aided Primary Schools, 22 Government Grant Aided Secondary Schools and 10 Government Aided BTVET Institutions over which KCCA exercises a wider mandate.

In the last two years some interventions were made to improve the learning environment; 220 classrooms have been renovated and 64 new ones constructed in over 30 schools in the City.

### **Parish Development Model (PDM)**

The PDM is going to be a game-changer in the social and economic transformation of the city and service delivery across the five Divisions of Kampala.

In the new strategy of the PDM which is emphasizing the agricultural value chain, everybody needs a gazetted work place and a license. As city administrators its incumbent upon us to organize all our people to benefit from government programs

KCCA has set up the Parish Development Committees, completed the enterprise identification, and SACCO formation and recently done the Ministerial sensitization drive to inform the Kampala people about PDM.



Old Park

**INSTRUMENTS OF POWER.**

President Yoweri Museveni raises the constitution, one of the instruments of power he was handed during his swearing-in ceremony at Kololo in Kampala.

# JUSTICE & CONSTITUTIONAL AFFAIRS

**MINISTER OF JUSTICE & CONSTITUTIONAL AFFAIRS**

**HON. NORBERT MAO**

## Rule of law, transparency and regulatory practices

**30**

**VISION.**

The Government set the Vision of the country as; A transformed Ugandan society from peasant to a modern and prosperous country within 30 years.

### Introduction

**G**overnment of Uganda set the Vision of the country as; A transformed Ugandan society from peasant to a modern and prosperous country within 30 years. The Vision can only be realised with constitutional democracy, protection of human rights, rule of law, transparency, accountability and regulatory practices. These sum up the mandate of the Ministry of Justice and Constitutional Affairs (MoJCA) whose Vision is; A Nation that Upholds the Rule of Law, Good Governance and Due Process for All.

### Institutions Allied to MOJCA

MOJCA is under the Governance and Security Programme which Contributes to NDPIII 2020/21-

2024/25 Objective Five "To Strengthen the Role of the State in Guiding and Facilitating Development."

### The Institutions Allied to the Ministry include:-

1. Judicial Service Commission (JSC)
2. Electoral Commission
3. Office Of The Director Of Public Prosecutions (ODPP)
4. Uganda Law Reform Commission (ULRC)
5. Uganda Human Rights Commission (UHRC)
6. Law Development Centre (LDC)
7. Uganda Registration Services Bureau (URSB)



MINISTER OF JUSTICE HON. NORBERT MAO





**NRM Manifesto Commitments and key achievements 2021-2023**

NRM MANIFESTO COMMITMENT	PROGRESS - MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS
<p>Compensation of war-affected households in Teso, Lango, Acholi and West Nile veterans for their lost cattle. (pg 250 of the 2021-2026 manifesto)</p>	<ul style="list-style-type: none"> <li>● H.E the President the Republic of Uganda launched the compensation of War Debt Claimants at Soroti City on 26th March, 2022. The Ministry commenced processing payments for verified and validated claimants and beneficiaries in FY 2021/2022</li> <li>● In FY 2021/22, Government provided UGX 50Bn for the cattle compensation. In the current FY 2022/23 UGX 30Bn was provided.</li> <li>● As of 30th April 2023, the total number of claimants/beneficiaries stood at 41,318 giving a total claim of UGX 784.67Bn. Out of which 28,416 claimants/beneficiaries were cleared for payment giving a sum of UGX 525.51Bn and a total 12,907 (UGX 259.16Bn) claimants/beneficiaries were not cleared for payment due to various reasons (claimants who were minors, sharing of data card numbers, wrong account numbers etc.) and have since been classified as contingent liability.</li> <li>● Of those verified for payment, 3,467 claimants and beneficiaries were fully paid (UGX 11.185Bn) while 14,667 claimants and beneficiaries were partially paid (UGX 38.138Bn)</li> </ul>
<p>Compensation of war-affected households in Teso, Lango, Acholi and West Nile veterans for their lost cattle. (pg 250 of the 2021-2026 manifesto)</p>	<ul style="list-style-type: none"> <li>● UGX 49.324Bn was paid out to claimants and beneficiaries and the other UGX 0.676Bn was not received by beneficiaries because of bounced payments due to various reasons including invalid account number, closed accounts, invalid accounts, irregular account titles etc.</li> <li>● We anticipate to receive and pay the allocated UGX 30Bn before the close of FY 2022/2023.</li> <li>● Expected Intermediate Outcome: The intervention is expected to improve on the livelihood of the benefitting communities through improved household income and food security in these regions.</li> </ul>
<p>Improve access to justice</p>	<p><b>Other Achievements</b></p> <ul style="list-style-type: none"> <li>● On going construction of JLOS House, Naguru at estimated cost of UGX 213.3bn to house various institutions including Ministry of Justice and Constitutional Affairs, the Judiciary (High Court), Ministry of Internal Affairs, Uganda Registration Services Bureau, Uganda Prisons, Judicial Service Commission, Uganda Law Society, Uganda Human Rights Commission, Uganda Law Reform Commission, Office of the Director of Public Prosecutions, Tax Appeals Tribunal, Centre for Arbitration and Dispute Resolution among others.</li> <li>● This project intends to improve on institutional coordination and working environment of the staff and reducing on the government expenditure burden of UGX 30Bn per year on rent</li> <li>● Extending access to Justice nearer to the people by establishing 7 fully operational regional offices of MOJCA in Arua, Fort portal, Gulu, Mbale, Mbarara, Moroto, and Soroti</li> </ul>

**Challenges**

- Inadequate funding for cattle compensation;
- How to handle persons who were minors at the time of loss of cattle.

**Planned Interventions for FY 2023/24**

- Payment of verified and validated war claimants and beneficiaries in the sub regions of Acholi, Lango and Teso. The intervention is expected to improve on the standard of living of the benefiting communities and continued fast tracking of post war recovery in these regions. To achieve the above, a budget allocation of UGX 80bns (Uganda Shillings eighty Billion) in the FY 2023/24 has been earmarked to pay verified and validated war claimants and beneficiaries.
- Completion of phase I of the construction of JLOS house project. UGX 20Bn has been allocated to this project in FY 2023/24 but we still need an additional UGX 21bn to enable us complete this phase.

NRM MANIFESTO COMMITMENT	PROGRESS - MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS
<p>Instill zero tolerance to corruption in the judicial system by introducing systems and periodic performance monitoring of judicial officers. Pg 248</p>	<p>In FY 2021/22 and FY 2022/23, handled 64 disciplinary cases against Judicial Officers.</p> <p>Conducted court inspections in 25 magisterial areas and one special inspection for Chief Magistrates Court of Jinja.</p> <p>Conducted twenty eight (28) Radio Talk shows on anti corruption awareness.</p> <p>Conducted four (4) Regional sensitization workshops on Anti- corruption mechanism in Judicial system.</p>



NRM MANIFESTO COMMITMENT	PROGRESS - MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS
Improve access to justice. We are going to recruit more judicial officers to fill the vacant positions in the judiciary.	In FY 2021/22 and FY 2022/23, recruited 337 Judicial officers as follows; a. Justice of Supreme Court – 9 b. High Court Judge – 27 c. Registrar – 6 d. Deputy Registrar – 19 e. Assistant Registrar – 12 f. Chief Magistrate – 60 g. Senior Principal Magistrate Grade 1 – 20 h. Principal Magistrate Grade 1 – 10 i. Senior Magistrate Grade 1- 30 j. Magistrate Grade 1- 144
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 FY 2021/22 and FY 2022/23; <ul style="list-style-type: none"> <li>● Approved the Investigation Guide and Prosecution Manual.</li> <li>● Held 22 sensitizations sessions and needs assessment for Court Support Staff.</li> <li>● Received 242 complaints and of these 102 were investigated.</li> </ul>
Strengthen juvenile justice system	Customised copies of brochures on Children and Law, Domestic Violence and Sexual Violence were procured and disseminated

### Challenges

- Inadequate resources to discharge the Scope of the Commission’s mandate
- Competitiveness of the terms of employment for legal professionals within Government.

### Planned Interventions for FY 2023/24

- Continue to Recruit Judicial and non-judicial officers
- Continue to receive complaints, conduct investigations and disciplinary hearings for Judicial Officers
- Operationalise Masaka and Mbarara regional offices

NRM MANIFESTO COMMITMENT	PROGRESS - MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS
Improve access to Justice. NRM will continue consolidating and deepening democracy	<ol style="list-style-type: none"> <li>Successful By-Elections; Following the conclusion of 2020/2021 Presidential and General Parliamentary and Local Government Council elections, some elective positions fell vacant as a result of death, resignation or court nullifications among others. All the vacancies that occurred after the said General Elections have been filled within the constitutional requirements.</li> <li>Verification and Confirmation of Administrative Units across the country</li> <li>Produced Voter Education Materials and undertook Voter Education Outreach programs</li> <li>National Consultative Forum and Political Parties/Organisation Activities</li> <li>Conducted 5 Parliamentary by-elections out of the 188 petitions filed challenging the outcome of the General Elections, 2020/2021.</li> <li>Conducted consistent stakeholder engagement to address public inquiries and provision of vital information</li> </ol>

### Challenges

- Commercialization of Politics
- Late Enactment/Amendment of Electoral Laws
- Negative Public Perception by some stakeholders due to mis information about the Electoral Commission
- Election Related Violence
- Under funding of the EC Budget
- The increasing “do or die” stance of candidates and their supporters has also contributed to the charged electoral environment in many areas
- Late Resolution of Court Cases by the Courts





**Planned Interventions for FY 2023/24**

- a. Demarcation of Parliamentary Constituencies and Local Government Electoral Areas;
- b. Re-Organisation of Polling Stations;
- c. Construction of headquarter, regional, district offices and storage facilities;
- d. Facilitate Special Interest Groups (Workers, Persons with Disabilities (PWDs), Youth and Older Persons) committees and other traditionally marginalized groups to participate in the electoral processes;
- e. Advocate for early enactment/amendment of enabling laws and adherence to the deadline for creation of administrative units;
- f. Capacity building/training of EC staff, Media, Judiciary, Police, Civil servants, CSOs and other stakeholder on electoral operations, human rights based approaches, gender inclusivity, voter integrity, fair reporting on elections, law and order maintenance in electoral processes, among others;
- g. Inclusive participation of citizens (including persons deployed on polling day) in electoral process and enhancing voting by PWDs;
- h. General Update, Display and processing of the Voter Registers for polling;  
Increasing civic and voter education of the population including traditionally marginalized groups.
- j. Conduct of Administrative Units (Local Council I and Local Council II) and Women’s Councils and Committees Elections, 2023

NRM MANIFESTO COMMITMENT	PROGRESS - MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS
Roll out the Computerized Prosecution Case Management System (PROCAMIS) to an additional 20 stations	Computerized Prosecution Case Management System (PROCAMIS) rolled out and operational at field stations. Since inception in 2016 the system is accessible in 34 out of the 42 stations.
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(pg 247 of 2021-2026 NRM manifesto)	Implementation of the investigative and prosecution machinery has greatly contributed in the fight against corruption in the following ways: <ul style="list-style-type: none"> <li>a. Attained conviction rate of 86%</li> <li>b. Recovery of funds totaling to UGX 8.1bn in FY 2020/21 and UGX 8.6Bn in FY 2021/22</li> <li>c. Imposition of Administrative Sanctions on officials convicted with corruption cases and barred from holding public offices for 10 years in accordance with Section 46 of the Anti-Corruption Act.</li> <li>d. Constructed Regional Offices in Soroti, Mbale Mbarara, Jinja and Fortportal.</li> <li>e. Constructed State Attorneys’ offices in Pallisa, Kiira, Aleptong, Kamwenge and Amuria.</li> <li>f. Elevated 2 Resident State Prosecutor offices of Serere and Katakwi to Resident State Attorney.</li> </ul>

**Challenges**

- a. Inadequate funding
- b. Inconsistencies in the law that has created unclear legal issues on prosecution of cases
- c. Lack of ODPP office presence in 54 Districts, translating to 60% national coverage
- d. Under staffing of state prosecutors leaving a staffing gap of 60% translating to 537 staff less leading to high workload
- e. Security needs for staff & property

**Planned Interventions for FY 2023/24**

- a. Rollout computerised prosecution case management information system in 12 ODPP stations.
- b. Continue prosecuting corruption related cases.
- c. Establish offices in Kakumiro and Kibuku districts to bring prosecution services closer to the people.
- d. Continue prosecuting criminal cases to contribute towards case backlog reduction.

NRM MANIFESTO COMMITMENT	PROGRESS - MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS
Improve access to Justice	Other Achievements Uganda Law Reforms undertook the process of reviewing the following Acts; <ul style="list-style-type: none"> <li>a. Industrial Licensing Act, Cap. 91,</li> <li>b. Animal (Prevention of Cruelty) Act,</li> <li>c. Warehouse Receipt System Act (No. 14 of 2006);</li> <li>d. Copyright and Neighboring Rights Act No.19 of 2006</li> </ul>
	Other achievements <ul style="list-style-type: none"> <li>a. Improved Business Registration; 49,155 companies and 70, 676 business names have been registered from 2021 to March 2023. In the same period, 4224 local trademarks and 5758 foreign trademarks were registered.</li> <li>b. Enhancing access to credit through registration of secured interests in moveable property; 12,336 loans were extended to borrowers by financial institutions using the movable property as collateral and registered on Security Interest in Movable Property Registry.</li> <li>c. Enhanced Revenue collections; URSB has collected Revenue of UGX 150.27 billion in the period 2021 to March 2023. Revenue collections have grown from UGX 26.88Bn in 2015/16 to 57.04Bn in 2021/22.</li> </ul>



NRM MANIFESTO COMMITMENT	PROGRESS - MINISTRY OF JUSTICE AND CONSTITUTIONAL AFFAIRS
	<p>d. Establishment of two new regional offices at Masaka and the Albertine region (Hoima) bringing the total number of regional offices to 6. Other regional offices are in Arua, Gulu, Mbarara and Mbale. This is in addition to service centres within the central business district of Kampala.</p> <p>e. Establishment of 32 Technology and Innovation Support Centres (TISC) spread in the different Higher Institutions of learning including Makerere University, Muni University, Kabale University, Mbarara University of Science and Technology etc. These TISCs aim at stimulating innovation and economic growth by facilitating access to technology information and strengthening the capacity to effectively exploit this information.</p>
Implementation of the National Transitional Justice Policy (NTJP)	Provided legal aid services and outreaches geared toward legal awareness at Police Stations, Prisons, schools and in the communities through Alternative Disputes Resolution (ADR) mechanisms.
xx	<b>Progress – UGANDA HUMAN RIGHTS COMMISSION</b>
Improve access to Justice	<p>a. Monitoring and inspection of detention facilities and jails, and observed notable improvement in the conditions of inmates</p> <p>b. Establishment of Human Rights Committees</p> <p>c. Recognized and voted the best National Human rights Institution in Africa, a position it holds to date</p> <p>d. Accredited as “A” status National Human Rights Institution in 2001 by the Global Alliance for National Human Rights Institutions (GANHRI)</p> <p>e. Trained security agencies on issues of human rights and developed Human rights training manuals for UPDF and Police</p>

**Challenges**

- a. Inadequate funding.
- b. High case backlog at investigations and tribunal levels.
- c. Limited staff structure
- d. The Commission Act 1997 requires the Commission to establish offices at district and other administrative levels fit for better performance of its functions. However, the UHRC has only 12 regional offices and 10 field offices at sub regional levels.

**Planned Interventions for FY 2023/24**

- a. Conclude the development of Uganda’s National Human Rights Action Plan (NAP)
- b. Conclude the process of approval of the National Civic Education Policy
- c. Popularize the Uganda Bill of Rights; Intensify human rights and civic values awareness, sensitization, education and training campaigns for rights holders and duty bearers.

**Conclusion**

Access to justice is fundamental for economic development to be registered and it is a corner stone to good governance. As a Ministry we will continue increasing the level of access to Justice.

Given that elections are a process through which the Government contributes towards deepening democracy and good governance, Government remains committed to enabling Ugandans have a stake in the electoral processes and in determining the leadership of their choice.







# UGANDA LAW REFORM COMMISSION CONTRIBUTIONS TOWARDS NRM MANIFESTO IMPLEMENTATION 2021 - 2026

## 1.0. INTRODUCTION

The Uganda Law Reform Commission is established under Article 248 (1) of the Constitution of the Republic of Uganda (1995). Its mandate is to study and constantly review the laws of Uganda with a view to making recommendations for their systematic improvement, development and modernisation.

The Commission is also mandated to simplify, translate, and disseminate the laws of Uganda.

## 2.0. FUNCTIONS OF THE COMMISSION

The overall function of the Commission is to study and keep under constant review the laws of Uganda with a view of making recommendations for their improvement, development, modernisation and reform. Specifically, the Commission is charged with: eliminating anomalies in the law; repealing obsolete and unnecessary laws; simplifying

and translating the laws; ensuring that laws of Uganda reflect the customs, values and norms of society as well as concepts consistent with international law; developing new areas in the law to make them respond to the changing needs of the society in Uganda; making recommendations for the adoption of new and more effective methods for the administration of the law and dispensation of justice; facilitating integration and unification of the laws of Uganda; encouraging and promoting public participation in the process of law-making through education and sensitisation.

## 3.0. NRM Manifesto 2021 - 2026

The 2021 - 2026 NRM manifesto, lays down commitments that are geared towards transforming Uganda through creating wealth and jobs; delivering education and health; ensuring justice and equity; protecting life and property and achieving economic and political integration.

### TOP MANAGEMENT



**Hon. Norbert Mao**  
Minister of Justice  
Constitutional Affairs



**Kiryowa Kiwanuka**  
Attorney General



**Dr. Pamela Tibihikirra-  
Kalyejira**  
Chairperson  
Uganda Law Reform  
Commission



**Jackie Akuno**  
Secretary  
Uganda Law Reform  
Commission

*“Law Reform for Transformation and Sustainable Development”*





*“ Top Management of the Uganda Law Reform Commission meeting with the leadership of the Uganda Law Society to discuss modalities of cooperation in Law Reform and Law Revision Processes ”*

In line with these commitments, the Commission has undertaken activities towards legal reforms and improving access to justice and the law.

#### **4.0. Achievements in implementing NRM Manifesto commitments**

**4.1. Creating more productive jobs and wealth to ensure the prosperity of all Ugandans** through enhancing employability and labour productivity by skilling, innovation and research. In line with this aspiration, the Commission has undertaken review of the Copyright and Neighbouring Rights Act, 2006.

##### **1.1.1. Review of the Copyright and Neighbouring Rights Act, 2006.**

Copyright protection exists to incentivise authorship with the prospect of economic reward to rights holders.

Copyright protection plays a positive role in job creation by fostering the growth of creative industries and encouraging innovation.

The copyright sector employs a substantive number of Ugandans in the music and art industry through the different protected works.

The review of the Copyright and Neighbouring Rights Act, 2006 is intended to address challenges faced in implementation of copyright and neighbouring rights law, address new and emerging issues in copyright protection and to enhance effective enforcement of the law.

The Commission has prepared a study report that recommends among other things the need to domesticate international copyright treaties such as the WIPO Copyright

Treaty; the Berne Convention on the Protection of Literary and Artistic Works; The Beijing Treaty on Audio-visual Performances, 2012;

*“Law Reform for Transformation and Sustainable Development”*





the WIPO Performances and Phonograms Treaty; and the Marrakesh Treaty to Facilitate Access to Published Works for Persons, who are Blind, Visually Impaired or Otherwise Print Disabled.

The Study also recommends strengthening enforcement and compliance with copyright through enhanced penalties for infringement of copyright and piracy, to introduce private copy levy on gadgets that can be used to store, copy or transfer copyrighted works as an incentive to copyright holders; to create new offences with stringent penalties that deter copyright infringement; to provide protection and effective legal remedies to prohibit the circumvention of technological measures; and to provide for payment of equitable remuneration and royalties to performers of audio-visual work and producers of phonograms.

The proposed reforms will facilitate a copyright and neighbouring rights legal framework that promotes creativity, innovation, productivity and diversify areas of economic development for the future. The reforms will also ensure that creators of copyrightable works are fairly compensated for their work, enhance effective enforcement of copyright and reduce incidents of copyright and neighbouring rights infringement and piracy.

#### 4.2. Improvement of agriculture

The NRM government has identified the need to commercialise agriculture to raise productivity such that raw materials for industries are produced and supplied. Further, through agricultural extension to ensure that organised production, quality assurance, agriculture insurance, farmers' bargaining power and marketing and raise output needed for industrial development. In line with this commitment, the Commission has undertaken review of the Animal(Prevention of Cruelty)

Act, Cap.39 and the Warehouse Receipting System Act, No. 14 of 2006.

##### 4.2.1. Review of the Warehouse Receipt System Act, No. 14 of 2006.

The Warehouse Receipt System (WRS) is designed to allow farmers and traders of agricultural produce to access financing. The review was intended to: explore the gaps in the regulatory framework; examine the performance of warehouse receipt system in Uganda; devise feasible mechanisms to increase the efficiency and effectiveness of warehouse receipting; support market competitiveness and agricultural price stabilization and access to credit; and make recommendation for reform of the Warehouse Receipt System Act.

The reforms are intended to enhance the warehouse receipting system; increase productivity; enhance access to credit for farmers and improve the quality of products; enhance efficiency and effectiveness of administration; encourage handling and marketing through organised farmers/producers; provide an enabling environment for strengthening WRS for grading, standardisation and quality control of grains; facilitate negotiation and transfer; reduce the costs of transfer and enhance marketability and trade of receipts; and increase efficiency in collateral management for financial institutions.

##### 4.2.2. Review of the Animal (Prevention of Cruelty) Act, Cap. 39

The purpose of the review of the Animal (Prevention of cruelty) Act, Cap.39 is to broadly strengthen the prevention of animal cruelty and enforcement of the law. The review is intended to update the law; strengthen animal protection; prevent cruelty to animals and promote animal welfare. Further, the review is intended to address gaps in the law and streamline implementation of the law.

It is envisaged that reform of the law will widen and strengthen animal protection, enhance enforcement of the law, improve quality of animal breeding, consolidate laws relating to animal protection and welfare and regulate slaughter houses to ensure that quality standards are maintained.

#### **4.3. Strengthening private sector and improve the doing business environment**

The NRM government has been pursuing economic transformation of Uganda through industrial development. In the 2021-2026 Manifesto, the NRM committed itself to enhance household income and improve the quality of life of all Ugandans by focusing on import substitution, industrialisation and export-oriented production.

##### **4.3.1. Review of the Industrial Licensing Act, Cap. 91**

The Commission has undertaken a review of the Industrial Licensing Act which was enacted in 1969 to control the establishment of industries and for other related purposes.

The Act is intended to ensure that industries are established in an orderly manner that

speaks to the socio-economic investment climate. Industrial licensing ensures optimum, utilisation of investible resources, secures a balanced development of the country and facilitates industrialisation to meet the requirements of the economy based on priorities.

Review of the Industrial Licensing Act was intended to harmonise the industrial licensing system in the country; improve the doing business environment; reduce the cost of doing business; and reduce registration procedure, processes and timelines. The review was also intended to streamline the licensing system and secure balanced development of the country.

##### **4.3.2. Review of law relating to trusts**

The Commission has commenced review of Trusts law in Uganda. Trusts play a crucial role in Uganda's society; used as a social tool by families, public charities and as a vehicle for commercial purposes. Private trusts are increasingly used in protection of wealth. As the trust route to succession planning gains popularity in Uganda, wealthy people are



*“Consultations with Actors in the music and art Industry during review of the Copyright and Neighbouring Rights Act, 2006.”*

*“Law Reform for Transformation and Sustainable Development”*





“ Minister of State for Children Affairs launching the Children Act, Cap. 59 transcribed in Braille during the Day of the African Child. ”

increasingly looking at asset protection, rather than saving on taxes or passing on wealth to the next generation.

Review of trusts law of Uganda is intended to update the law relating to creation, administration and management of trusts, address gaps and challenges faced in the administration of the law and to provide certainty and predictability in the law.

The reforms are intended to update the law governing trusts, put in place a system that supports the ease, certainty and clarity in the creation of trusts; enhance effective administration and management of trusts; and provide for the proper functioning of the trusts system.

#### 4.4. Improve access to justice and law

The NRM committed itself to continue to entrench the rule of law and ensure stability and security for all Ugandans. In line with this

commitment, the Commission has simplified and translated selected laws with a view to enhance access to justice and law.

#### 4.4.1. Preparation of Revised laws of Uganda

In a bid to improve access to justice and law, the Commission is updating the Statute Book by preparing a revised edition of the Laws of Uganda. The revision exercise is intended to remove obsolete, unnecessary and repealed laws from the Statute Book to ensure that the Stature Book is clean and updated.

The Revised Edition will improve access to law and administration of justice.

#### 4.4.2. Translation of laws

The Commission has translated the 1995 Constitution into over twenty Uganda languages.

These include Luganda, Runyankole/Rukiga, Leb Acholi, Lusoga, Ateso, Runyoro/

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UGANDA LAW REFORM COMMISSION |

Rutoro, Swahili, Lugubara-ti, Dhu Alur, Lumasaaba, Lukhozo, Leb Lango, Rufumbira, Nga’Karamajong, Dhu’ Adhola, Madi-ti, Aringa - ti, Lugwere, Kupsabiny, Lutwa, Lunyole, Kumam, Lunyala, Pokot and Lusamia. The Commission has also transcribed the 1995 Constitution and the Children Act, Cap. 59 into Braille. The translated and transcribed versions of the Constitution will improve access to law and enhance access to justice in the communities, thus increase understanding of the law, compliance and enforcement amongst the Uganda population.

The Local Council Courts Act has also been translated into ten local languages. They include

Luganda, Lunyole, Lusamia, Runyankole/Rukiga, Leb Acholi, Lusoga, Ateso, Rummyoro/Rutoro, Swahili and IK (Teuso). This is intended to facilitate administration of justice in the Local Council Courts.

**4.4.3. Simplification of laws**

The Commission has simplified the Road Traffic and Safty Act, 1998; the Employment Act, 2006 and the Succession Act, Cap. 126. These are intended to enhance road safety use, increase access to law in the labour industry and to enhance understanding of succession related matters.



“ Validation of the translated version of the Constitution with the Language Board of Samia. ”





# OPM

**Providing leadership.** The Office of the Prime Minister (OPM) is responsible for coordinating and implementing the Government Policies, programmes and projects for the realization of the Manifesto and perform functions assigned by the President or conferred by the Constitution or by law.





**PRIME MINISTER**  
**RT. HON. ROBINAH NABBANJA**

# Harmonising implementation of Govt policies, programmes

**T**he strategic focus of the OPM therefore, is to provide leadership, ensure harmony for effective and efficient implementation of Government Policies, plans, programmes and projects and strengthen capacities for mitigation, preparedness, and response to disasters and refugees. In the context of NRM Manifesto 2021 – 2026, the OPM interventions directly contribute to the following commitments

## KEY ACHIEVEMENTS IN THE MANIFESTO IMPLEMENTATION

### Ensuring Justice and Equity

The NRM foundation is based on justice, equity and fairness. The OPM interventions are aligned to Chapter Public sector management and fighting corruption (page 250) and Affirmative action (page 255).

### Public Sector Management and Fighting Corruption

The OPM has undertaken a number of interventions over the past two (2) years to implement the NRM commitments. These include:

1. Coordinating the implementation of Government programmes through organizing inter-ministerial coordination meetings which have resolved a number of bottlenecks to service delivery. For instance, Road Maintenance Challenges, the construction of convention Centre to hosting NAM, the relocation of persons affected by the floods, the drugs stock outs in HCs, cattle rustling in Karamoja sub-region and the surrounding districts, the phosphates Investment in Uganda, high cost of piped water umbrella, ghost teachers in schools, establishment of an appropriate technology like Gamma Radiation at the Sanitary and Phyto-sanitary (SPS) facility in Entebbe, the 10% import duty on the crude palm oil as a raw material, the VAT on Dairy Products, the Non-Trade Barriers in the East African Community (EAC), etc. as stipulated in NPD III across MDAs.
2. Coordinating and following up on implementation of twenty (20) investment development issues relating to;
  - Identification of short to long-term government investments for improvement of quality of Uganda's agricultural fresh exports in the international market (EU and UK).
  - Government decision to cancel negotiations with SGS on the resumption of motor vehicle inspection.
  - Supporting M/s ROKO construction company to fast track strategic government development projects in Agriculture, water, energy and works.

- Retrieving of MV Kabalega from Lake Victoria for Cabinet Decision.
  - Securing clearance for loan and grant for proposed climate smart agricultural financing project (6years)
  - Discouraging importation of industrial sugar to protect the local sugar producers through appropriate tax measures.
  - Extension of a reliable water supply channel at Namanve industrial park as a measure to boost Industrial business parks development.
  - Supporting MAAIF, Uganda prisons, and UPDF by enhancing mechanization; irrigation; rain water management, access to identified farm land to increase on food and animal feed production.
3. Coordinating and harmonizing the Legislative Agenda in which thirty-seven (37) Bills were passed to facilitate investments, development and national progress. e.g. The Companies (Amendment) Bill, 2022; The Anti-Terrorism (Amendment) Bill, 2022; The Museum and Monuments Bill, 2022; The Public Health (Amendment) Bill, 2022; The Mining and Minerals Bill, 2022; The Fisheries and Aquaculture Bill, 2022; The Uganda Human Organ Donation and Transplant Bill, 2021 etc.
  4. Aligning the National Budget through the Presidential Advisory Committee on the Budget (PACOB) to focus on service delivery areas in the NRM Manifesto 2021 – 2026, the National and International strategic planning frameworks including, NDP III, SDGs etc.
  5. Conducting strategic monitoring and evaluation and fast tracking the implementation of Government policies, programs and projects across MDAs and LGs on;
    - (i) Performance of Externally loans financed Government projects
    - (ii) Resource mobilization for UNRA and URF for road maintenance and rehabilitation
    - (iii) Assessment of management of Private Wings in Government Hospitals
    - (iv) Disbursement and utilization of the revolving funds





- in PDM SACCOs
- (v) Evaluation of the impact of the USD 5 cent power tariff project in Buikwe and Kapeeka industrial parks
- (vi) Central Government Annual Performance Report for FY 2021/22 which was incorporated in the National Annual Performance Report (NAPAR) FY 2021/22. The report made ninety-one (91) key recommendations for improvement in the execution of Government service delivery across the 20 NDP-III programmes.
- (vii) The National Half-Annual Performance Report for FY2022/23, to be discussed in Cluster-level meetings with the NDP-III programmes.
- (viii) Assessment of Local Governments on Local Government Management of Service Delivery (LGMSD) for FYs 2020/2021 and 2021/2022 to fast-track service delivery.
- (ix) Enhancement of transparency and accountability in public service delivery through conducting fifty-three (53) Citizen's demand for accountability (Baraza) fora in 40 District Local Governments across the country

### **Affirmative Action Programmes, Creating Jobs and Wealth**

The NRM established Affirmative Action Programmes with the objective of uplifting or improving the lower socio-economic indicators in the deserving areas. The areas covered by the Affirmative Action Programmes include: Luwero – Rwenzori Triangle; Northern Uganda; Teso; Karamoja; Busoga and Bunyoro with high poverty levels.

The implementation of this programme has contributed to the reduced poverty figures in these sub-regions as evidenced by the Uganda National Household Survey (UNHS), 2019/20 published by the Uganda Bureau of Statistics (UBOS) in 2020 which indicated improvements in the poverty levels between 2016 and 2020 as follows: Northern Uganda (West Nile from 35% to 17%); Bunyoro (from 17% to 10%); Teso (from 25% to 22%), Bukedi (from 44% to 35%), Busoga (from 38% to 29%). However, poverty levels increased in Acholi (from 33% to 68%), Karamoja (from 60% to 66%), Lango (from 16% to 23%), Tooro (from 11% to 13%), and North Buganda (from 11% to 14%). Thus, the continued prioritization of interventions for the affirmative action regions by OPM till such a time when their poverty levels and other socio-economic indicators are at par with the rest of the country.

#### **A. Northern Uganda**

Over the last two (2) years of NRM Manifesto implementation, OPM has undertaken the following activities in the Northern Uganda sub region to support livelihood enhancement:

1. Supported livelihood enhancement and living conditions for the vulnerable groups (women, youth, Persons with Disability (PWDs), Persons Living with HIV/AIDS (PLWHA), etc) and institutions like schools and churches with 19,263 iron sheets, one (1) Rice huller, one (1) maize

- grinding mill, 236 Hybrid cows, 440 improved goats and Six (6) Parish Community Associations (Kitgum -3 and Agago-3) to deepen financial inclusion; and
2. Completed the design of the fourth Northern Uganda Social Action Fund (NUSAF 4) Project expected to commence in July 2023, the project will cover 9 Sub Regions (West Nile, Acholi, Lango, Teso, Karamoja, Elgon, Bukedi, Bunyoro and Busoga) the project value is estimated at USD 250 Million over the five-year period financed by the World Bank and will focus on increased production and productivity, value addition and enhance social protection.

Additionally, under the Development Initiative for Northern Uganda (DINU), OPM with support from European Union (EU) has been implementing the Development Initiative for Northern Uganda programme over the last five (5) years covering 33 districts of greater Northern Uganda. The objective of the programme which is well aligned to NRM manifesto, is to reduce the development gap between Northern Uganda and the rest of the country by focusing on three areas: Food Security Nutrition and Livelihoods, Infrastructure (Transport, Logistics, Water and Energy) and Good Governance. In the two years of NRM Manifesto implementation, the following key achievements have been realized:

1. Food Security, Nutrition and Livelihoods
  - a. Established 6,104 demonstration sites various enterprises and 207 certified seed multiplication sites.
  - b. Supported over 18,872 farmers with assorted agricultural supplies such as seeds/seedlings of eggplant, Sukuma wiki, black-eyed peas, African eggplants, dodo and okra, beehives, hand hoes, watering cans, seedlings, 242 sheep, 4,900 Kroiler chicken, 1,000 KTB beehives, 147,922 kgs cotton seeds etc. linking, 22,756 farmers have been engaged in contract farming;
  - c. Supported 13 SMEs/projects with start-up facilities amounting to Euros 3,874,545 (about Shs16 billion) through Uganda Development Bank (UDB);
  - d. Supported a total of 423 VSLAs in various forms e.g. providing 2,022 Village, Savings and Loans associations (VSLAs) tool kits and linking to financial institutions;
  - e. Supported the construction of five (5) Livestock Markets, seven (7) produce and general merchandise Markets, one Business and Governance Centre, one Honey value chain project, one labour saving technology intervention and two (2) piped Water Supply Systems. The investments are in the Districts of Yumbe, Zombo, Omoro, Agago, Otuke, Kole, Amuria, Kapelebyong, Amudat and Napak.
2. Infrastructure Development
  - a. Completion of civil construction works of the Gulu Logistic Hub
  - b. Installation of mini grids all the 26 villages in Lamwo district is on-going and 150 businesses were selected for the Productive Use of electricity and matching



**The Prime Minister Rt. Hon. Robinah Nabbanja interacts with the Governor of Turkana, Hon. Jeremiah Ekamais Lomorukai and the Minister of Security, Hon. Jim Muhwezi during a meeting at Hotel Africana in Moroto District. The Governor of Turkana committed to supporting the Government of Uganda fight against cattle rustling and insecurity in Turkana, Western Kenya**

- grant support.
  - c. Rehabilitation of 405 km of community roads i) Abim LG – 93.5km (6 road sections) – 100% completion, ii) Amudat LG – 49.7km (4 road sections) – 95% completion, iii) Adjuman LG – 119.9km (11 road sections) – 92% completion, and iv) Moyo LG – 143.9km (12 road sections) – 85% works done.
  - d. Upgrading to bitumen standard of Ataik – Laropi Road 66Km - 35 km completed.
  - e. Completed the construction of 8 valley tanks (Akurawoyan, Auskuyon, and Katotin in Amudat District, Nadwaramukuny, Longoromit in Kaabong District, Napeikar and Nasula in Kotido District and Lokoripii in Karenga District) in Karamoja and protected 14 existing valley tanks.
  - f. Completed the construction kitchens and firewood saving stoves in 3 schools in the vicinity of the valley tanks and installed two rainwater harvesting tanks.
3. Good Governance and Administration
- a. Completed the construction of seven (07) community police posts in seven districts of Karamoja Sub-region is ongoing

and physical progress at 70% completion. These will be equipped with 14 motorcycles, solar system, boreholes and furniture.

- b. Enhanced crime prevention and justice through training a total of 390 police officers in Karamoja in Community Policing methodologies and practices and production and dissemination of 7,700 copies of the legal compendium on LG accountability and service delivery.
- c. Supported Land Registration and issuance of land titles to 49 institutional pieces of land.
- d. Supported the construction of 3 land offices in the 3 districts of Agago, Maracha and Apac.
- e. Supported and facilitated issuance of over 4006 Certificates of Customary Ownership (CCOs) to individual land homesteads.
- f. Conducted 80 district dialogues/ community engagements/ community dialogues

### **B. Karamoja Sub-region**

The Government of Uganda (GoU) through OPM developed Karamoja Integrated Development Programme (KIDP) as a development framework tailored to address the unique context and development

challenges in the Karamoja sub-region. The overall objective is to contribute towards human security and promote conditions for recovery and development in Karamoja. As a result of the programme, there was total peace in spite of the recent cases and livelihood improved. The OPM facilitated the peace process in the sub-region in the first year of Manifesto implementation. The OPM spearheaded the discussion on the remedies to insecurity in the sub-region at Moroto district with the Members of Parliaments (MPs), District Councils, MDAs and Security Teams in Karamoja sub-region. In addition, OPM held peace building and pacification meetings with kraal leaders, elders, security chiefs, women, peace committees, and youth in Kaabong, Kotido, Moroto, Napak and Nabilatuk and cross border meeting with Turkana County leaders in Moroto.

Amidst these constraints, OPM focused on interventions aimed at livelihood enhancement and improved access to social services in this sub-region. These include:

- 1. Supported livelihood enhancement through: procurement and distribution of seventy-three nine hundred (73,900) White Gala, East African and exotic Boer goats, 105,044





- iron sheets for the Economic empowerment programme to vulnerable households in Karamoja sub-region
2. Supported civil construction works for 8 education facilities (Dining hall at Kotido Secondary School, fencing of Moroto Technical Institute, Lotome Boys' Primary School in Napak, 2 Classroom blocks at Morelem Boys Primary School in Abim, Multipurpose Hall at Kaabong Secondary school, Double Decker Bed Dormitory block at Pokot Girls SS in Amudat and Multipurpose Hall at Kaabong Secondary school). This has improved learning environment in these schools in terms of pupil classroom ratio, pupil desk ratio and pupil latrine stance ratio
  3. Conducted fifty (50) community mobilization, peace building initiatives and cross border meetings to promote coexistence and awareness of government programs

#### C. Luwero Rwenzori Triangle

The OPM has over the past two years of Manifesto implementation focused on interventions aimed at livelihood enhancement and improved access to social services in this sub-region. These include:

1. Paid a total of 6,959 Civilian Veterans who enormously contributed to the liberation war were recognized with a one-off gratuity "Akasiimo" in fulfilment of H.E the President's pledge;
2. Supported livelihood enhancement through: procurement and distribution twenty-two thousand eight hundred forty-one (22,841) iron sheets, seven thousand eight hundred twenty-six (7,826) hand hoes, four hundred forty-six (446) Micro projects, One hundred fourteen (114) Parish Community Associations (PCAs) for the Economic empowerment programme to vulnerable households in Luwero Rwenzori sub-region;
3. Commenced the construction of five (05) Residential Houses for families of Civilian Veterans

- in Budaka, Wakiso, Nakaseke, Mukono and Mbarara;
4. Conducted twenty-five (25) community mobilization and supervision/monitoring meetings across the sub-region to create awareness of government programs

#### D. Teso Sub Region

The OPM has over the past two years of Manifesto implementation focused on interventions aimed at livelihood enhancement and improved access to social services in this sub-region. These include:

1. Supported the rehabilitation of 16km Abalang – Idamakan – Surambaya – Imata – Omua road in Anyara and Ogwolo Sub Counties. The road is 50% complete which will connect the two sub-counties and improve access to markets and social services;
2. Supported the construction of 2 boreholes in Aminikwach and Ongolai villages in Kaberpila Parish, Ogwolo Sub County, Kalaki District and Otiye P/S, Kumi Municipality which improved access to safe and clean water in the two villages;
3. Supported the construction of 2 blocks of 4 classrooms each with desks and an office targeting 220 pupils, 3 teachers and a 5 stance lined drainable pit latrine at Omity-Omity P/S, Ngora District and Aloet P/S, Soroti City. This has improved the learning environment in these schools in terms of pupil classroom ratio, pupil desk ratio and pupil latrine stance ratio;
4. Supported livelihood enhancement through: procurement and distribution nine thousand sixty-four (9064) iron sheets, one hundred forty-eight (148) Micro projects and seven (7) Parish Community Associations (PCAs) for the Economic empowerment programme to vulnerable households in the sub-region;
5. Supported Soroti Regional Referral Hospital to procure an X-ray machine to facilitate access to health services in the sub-

- region; and
5. Conducted twenty (20) community mobilization and supervision/monitoring meetings across the sub-region to create awareness of government programs

#### E. Bunyoro Sub Region

The OPM has over the past two years of Manifesto implementation focused on interventions aimed at livelihood enhancement and improved access to social services in this sub-region. These include:

1. Supported livelihood enhancement through: procurement and distribution nine thousand two hundred seventy-four (9,274) iron sheets, two hundred thirty-seven (237) Micro projects and fourteen (14) Parish Community Associations (PCAs) for the Economic empowerment programme to vulnerable households in the sub-region;
2. Supported the construction of classroom block in Bigando Primary School Masindi Municipality to improve learning environment in the school; and
3. Conducted twenty-one (21) community mobilization and supervision/monitoring meetings across the sub-region to create awareness of government programs

#### F. Busoga Sub Region

The OPM has over the past two years of Manifesto implementation focused on interventions aimed at livelihood enhancement and improved access to social services in this sub-region. These include:

1. Supported livelihood enhancement through: procurement and distribution nine thousand four hundred sixty-eight (9,468) iron sheets, forty (40) Micro projects and one hundred four thousand (104) Parish Community Associations (PCAs) for the Economic empowerment programme to vulnerable households in the sub-region;
2. Conducted fifteen (15) community mobilization and

supervision/monitoring meetings across the sub-region to create awareness of government programs

**Delivering Education, Health and Water**

Uganda maintains a strong commitment to hosting refugees in accordance with 1951 Refugee Convention and in the spirit of Pan-Africanism. Over the last two years of Manifesto implementation, Government registered 159,292 and processed 27,147 new asylum claims for REC. Currently, the country is hosting 1,529,903 refugees in the 13 refugee-hosting districts (Adjuman, Isingiro, Kampala, Kamwenge, Kikuube, Kiryandongo, Kyegegwa, Koboko, Lamwo, Madi-Okollo, Obongi, Terego and Yumbe) which has increased pressure on the social services. The NRM government through the OPM undertook deliberate efforts to improve social service delivery in the refugee hosting districts.

Development Response to Displacement Impact Project (DRDIP): In line with the NRM Manifesto to improve social service infrastructure such as roads bridges, education and health infrastructure in refugees hosting districts, OPM with support from the World Bank is undertaking Development Response to Displacement Impact Project. In the 2021/22, the following key achievements have been made:

1. Under Social Economic services and infrastructure component, a total of UGX 85.7bn was disbursed to support construction of 185 school infrastructure including classrooms, staff houses, dormitories, libraries and laboratories, 29 health centre infrastructure including OPDs, maternity wards, general wards and staff houses, 5 community centres, 170Km of roads, 14 small bridges, 03 administration block and 2 mini-piped water supply systems in 15 DRDIP implementing districts.
2. Under Sustainable Environment and natural resource management component, a total of UGX 18.8bn was disbursed to

15 DRDIP implementing districts to support 469 subprojects under Integrated Natural resource management and improved access to energy in both host communities and settlements. A total of 40,626 household beneficiaries were supported.

3. Under Livelihood Support Program Component, a total of UGX 25.8bn was disbursed to support 1,699 subprojects (Out of which 1,461 for village revolving funds and 238 for grants) in 15 implementing districts. A total of 39,184 household beneficiaries were reached.

**Protecting Life and Property**

In the recent past, disaster loss and damage has been on the rise in Uganda with grave consequences for the survival, dignity and livelihood of the people. It has affected the country's development gains in terms of life, infrastructure and industrialization. Disaster risk is increasingly of NRM concern in the Manifesto and its impact and actions in one sub-region can have an impact on risks in another sub-region. Therefore, the Manifesto emphasized improved climate data and information to strengthen capacities for mitigation, preparedness and response to natural and human induced disasters. In this regard the OPM undertook the following interventions:

1. Carried out one hundred (100) Disaster Risk Assessments across the country like; Fire incident at Bilal Primary school in Kawempe division, Kampala City, the effects of floods, heavy rains, landslides, food insecurity in Kasese, Abim, Kotido, Moroto, Gulu, Amuru, Kitgum, Lamwo, Obududa, Manafwa, Sironko, Namisindwa, Bulambuli, Rubanda, Masaka, Buyende, Buliisa, Nakasongola, Ntoroko, Agago, Kampala, Bundibugyo, Bunyangabu districts and Floods and landslides hazard risk and vulnerability mapping of Bundibugyo and Bunyangabo districts. This which informed the disaster response and preparedness strategies.
2. Finalized District Contingency

Plans (DCPs) for twenty-one (21) District local Governments (for Kikuube, Kamwenge, Ntoroko, Bundibugyo, Kasese, Obongi, Nakapiripirit, Koboko (and 8 sub counties in Koboko), Karenga, Amuru, Pader, Kisoro, Ngora, Kanungu, Pakwach, Nwoya, Yumbe, Obongi, Koboko, Katakwi and Ngora that enhanced the capacity across DLGs on resilience and awareness against disasters to adequately respond in case of disasters;

3. Produced and disseminated twenty-one (21) monthly Uganda National Integrated Early Warning Systems bulletins Early Warning systems (UNIEWS) bulletins on potential disaster occurrences that facilitated disaster preparedness;
4. Trained eighty (80) District Disaster Management Committees (DDMCs) on Disaster Risk Reduction (DRR) and resilience in Moroto, Amudat, Kaabong, Karenga, Dokolo, Amuru, Pader, Kyegegwa, Isingiro, Bundibugyo, Bunyangabu, Nwoya, Pakwach, Katakwi, Amolatar, Ngora, Bukedea, Kumi, Kwanja, Kapelebyong, Bududa, Bulambuli, Namisindwa, Sironko, Manafwa, Paliisa and Butaleja, etc that enhanced the capacity across DLGs on resilience and awareness against disasters;
5. Developed the National Disaster Risk Management (DRM) Plan which was approved by Cabinet in October 2022. The DRM plan will guide disaster response and preparedness interventions
6. Supported eight hundred seven thousand nine hundred sixty-three (807,963) disaster affected households (4,039,815 persons) all over the Country with relief food and non-relief food items; and
7. Completed civil construction works for 22 housing units in Bunabutyte, Bulambuli District for resettlement of landslide victims. Civil construction works for additional forty-two (42) houses is ongoing which is at superstructure level.





# EAC AFFAIRS



**1ST DEPUTY PRIME MINISTER/MINISTER EACA**

**RT. HON. REBECCA A. KADAGA**

## Steering Uganda's regional integration agenda

**INTEGRATION.**  
EAC Partner States undertook to establish a Customs Union, a Common Market and subsequently a Monetary Union and ultimately a Political Federation.

### 1.0 Introduction

The Ministry of East African Community Affairs (MEACA) was created with a mandate to "steer Uganda's regional integration agenda in accordance with the objectives of the Treaty for establishment of East African Community."

MEACA became a fully-fledged Ministry with its own Vote and Accounting Officer in 2007.

- **Vision:** Our vision is to have a "prosperous people in a secure federated East Africa."
- **Mission:** The Ministry exists "to ensure that Ugandans participate

in and benefit from the East African Community integration."

- **Mandate:** The mandate to "steer Uganda's regional integration agenda in accordance with the objectives of the Treaty for Establishment of East African Community."

In pursuance of the Ministry's Vision, and in line with the Mission and Mandate, the Strategic objectives of the Ministry are to;

- Strengthen MEACA to provide Strategic leadership, guidance and support for EA integration.
- Coordinate and ensure compliance and implementation of EAC Policies,



Presidents Museveni, Samia Suluhu commissioning 14MW Kikagati-Murongo Hydropower Plant.





## Kadaga Commissions East African Armed Forces CIMIC Activities in Jinja and Bulkwe

Laws, Decisions, Directives and Programmes.

- c. Enhance public awareness and public participation in EAC regional integration.
- d. Build and strengthen the capacity of MEACA to provide strategic leadership, guidance and support for EAC integration in Uganda.

### National Resistance Movement Commitments on Achieving Economic and Political Integration

In the Manifesto, the National Resistance Movement (NRM) recognizes that Trade, social, economic and political Integration has been the desire of African Countries since the formation of the Organization of African Unity (OAU) in 1963. The formation of regional blocs like the East African Community is part of the building blocks towards achieving the African dream.

Therefore, the NRM committed to achieve economic and political integration through;

- a. Taking advantage of the regional Market of 177 Million People.
- b. Trading with the 1.3 billion Africans.
- c. Participate in the expansion and deepening the East African Market to provide a market for Ugandan products.
- d. Engagement with other EAC member states to pursue and

attain the realisation of an EAC Political Federation.

### MEACA'S Contributions towards the Manifesto Commitments

Under Article 5(2) EAC Partner States undertook to establish among themselves a Customs Union, a Common Market and subsequently a Monetary Union and ultimately a Political Federation and these are the four pillars that anchor the Integration of EAC.

The EAC Integration Agenda is attained through equal participation of all EC Partner States through negotiation, consensus and agreement on decisions/directives, projects and programmes that are implemented for the promotion of EAC Integration. Therefore, within the realms of the EAC, in this financial year, MEACA has made the following achievements that generally contribute towards the attainment of the Manifesto commitments.

### Achievements under the Customs Union

In an effort to take advantage of the EAC Market and as well trade within the wider African Market, the following have been undertaken and achieved:

- i. Establishment of the EAC Common External Tariff (CEA)- The EAC has adopted a four band CET: 0% (raw materials and capital

goods), 10% (intermediate goods) and 25% (finished goods) and 35%. This is a positive step towards the promotion of industrial sectors and this will spur intra-regional trade by encouraging local manufacturing, value addition and industrialization and Uganda should tap into this opportunity.

- ii. Resolution of Non-Tariff-Barriers (NTBs)- Non-Tariff-Barriers (NTBs) hinder trade and as a region commitments are made for these NTBs to be reported and resolved. This year, 6 NTBs were resolved among them the Non recognition of Truck specifications approved and registered in Uganda (imposed by Kenya against Uganda).
- iii. Assisted Ugandan Traders through harmonized regional customs processes- continued to implement the EAC single customs territory and simplified trade regime and this year the following have been achieved; interconnectivity, electronic Cargo Tracking systems to enhance traceability of cargo along the EAC transport corridors, automation of border processes to monitor performance and piloting of the One Stop Border Post Performance Measurement Tool and conclusion of Authorised Economic Operator (AEO). Ugandan traders engaged





in import and export business have greatly benefited from these processes and this has enhanced and increased the taxes collected by URA.

- iv. High level trade missions- high trade missions have been undertaken between Uganda and Democratic Republic of Congo (DRC) and Uganda and Republic of South Sudan (RSS). In conjunction with the Presidential Advisory Committee on Trade and Investment Development, Private Sector Foundation and the Chamber of Commerce, over 300 Ugandan private sector players have been able to participate these missions and made trade deals and contacts with their counterparts in DRC.
- v. Capacity building in Customs matters- to build the capacity of Partner States to implement various customs programmes Ugandan stakeholders participated in the following EAC training and sensitization sessions; Training of Trainers on AfCFTA Rules of Origin (20), National AfCFTA Rules of Origin Course (424), Sensitization on SCT Transit Regime (661), Simplified Guide (456) and Integrity and life style audit (46), 211 border officials involved in registration, inspection, certification, and clearance of pre-package goods (Standards Inspectors, Port health officials, customs officials, clearing agency, Biosafety officers, Agriculture Inspectors, and Immigration) were trained on EAC harmonized criteria for registration, certification and clearance of pre-packaged foods to facilitate cross-board trade of pre- packaged foods and more than 100 participants drawn from East African Standard Committee/ Technical Committees ((EASC)/TCs) Secretaries and EAC Partner States TBT National Enquiry Points (NEPs) and National Notification Authorities (NNAs) from six EAC Partner States were trained on online joint notification mechanism of the WTO.
- vi. Implementation of the EAC- EU Market Access Upgrade

Programme (MARKUP) to improve market access of selected agriculture value chains (coffee, cocoa, tea, spices, avocado and other horticultural products)- Uganda's stakeholders in the above sectors benefited from this regional programme where the following regional benefits were attained; 9 Trade Support Institutions coached in developing effective advocacy strategies in coffee and horticulture, 841 SMEs have been trained on introducing traceability, industry certifications, processing and value addition, 151 SMEs received new equipment, 86 SMEs secured a total of USD 12m following training and coaching, 126 business and investment transactions worth USD 16.1m generated, and 15 institutions improved operational and managerial performance as a result of MARKUP support.

- vii. Sensitization of EAC Trade and Integration Matters- together with some of my Cabinet colleagues, have sensitized Ugandan Traders on Trade opportunities in the EAC at Mutukula, Mpondwe, Busia and Malaba OSBPs. And in the same vein Television and Radio sensitizations have been undertaken. We have further carried out sensitizations at Makerere University, Inter-religious Council for Uganda, Parliamentary Committee on EAC Affairs among others. These sensitizations, raise the level of awareness on the

opportunities in the EAC and enhance the level of Ugandans participation in the social and economic integration agenda of the EAC.

#### **Achievements under the Common Market**

The Protocol for the Establishment of the East African Community Common Market (CM) became operational in July, 2010. The strategic thrust of the CM Protocol is to create one flawless single market across the EAC Partner States. The protocol seeks to accelerate regional economic growth and development by introducing the free movement of goods, persons, labor, capital, services, as well as the rights of establishment and residence. In this review period, the following activities were undertaken and the resultant benefits directly or indirectly to Uganda have gone a long way in helping towards the achievement of the Manifesto commitment;

- i. Progress in the use of Kiswahili as an Official Language of the Community- In order to enhance the ability of Uganda's to tap into the regional market opportunities and in line with the Summit directive that Kiswahili be an official language of the Community, the Ministry has coordinated the training of Kiswahili to Cabinet members every Monday, the Judiciary is soon starting, and all Ministry staff are undertaking lessons, and a comprehensive plan to train



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business community has been presented through a cabinet information paper. In the same vein, cabinet has approved the creation of the National Kiswahili Council.

- ii. Participation of Youth- Uganda youth the Annual EAC Youth Leadership Summit that took place from 12th – 16th December 2022 at the EAC Head Quarters under the theme: “Digital Access and the Future of Work” .
- iii. Business opportunities for small scale traders- Uganda hosted the 22nd EAC MSMEs Trade Fair that was held from 8th-18th December 2022 at Kololo Independence Grounds in Kampala, Uganda. The theme of the Trade Fair was “Buy East African to Build East Africa for Resilience and Sustainable Development”. The Trade Fair attracted a total of 1,500 exhibitors from all Partner States including DR Congo and over 600 were from Uganda.
- iv. Trade Policy development- Uganda actively participated in the development and approval of the EAC Special Economic Zones (SEZ) Policy which provides for a wide variety of economic zones schemes and whose objective is to provide for establishment and development of competitive SEZs. The Policy provides for a wide variety of economic zones schemes including: Export Processing Zones; Free Zones; Free Trade Zone (FTZ); Freeport; Industrial Park; Agricultural Zone; Educational Zone; Financial Services Zone; ICT Park; Regional Headquarters Zone; Science and Technology Zone; Tourism and Recreational Zone; Business Service Park; Convention and Conference Zone and Livestock Zones. Therefore, this provides an opportunity for Uganda’s emerging SEZs to tap into the regional market.
- v. Capacity building for Management of Fish Resources - A total of 35 fisheries and aquaculture

inspectors and traders from the Republics of Burundi, Kenya and Uganda and the United Republic of Tanzania were trained on protocols of official controls of imports and exports of fish, fishery and aquaculture products, inputs and fishing gears.

- vi. New One Stop Border Posts (OSBPs)- the construction of the Suam-Lokiriam OSBP between Uganda and Kenya has progressed to 80 percent completion, the Mpondwe OSBP has been completed and now its operational and was officially opened by H.E The President. The earlier completed OSBPs at Katuna, Mirama Hill, Elegu, Mutukula, Busia and Malaba continued to operate normally to facilitate the movement of goods and people. Also Uganda has identified other Five border crossings for conversion into OSBPs, these include Cyanika, Lwakhakha, Oraba and Murongo/Kikagati border crossings. In the same vein construction of permanent handwashing at Kasensero, Mutukula and Elegu- EAC Support through the collaboration and support from IOM on the implementation of a Joint Covid 19 Response Plan.
- vii. Regional infrastructure- MEACA has been part of the National Committee monitoring the construction of the Kapchorwa - Swam (78km) road linking Uganda to Kenya is now 80 percent completed (as part of EAC road masterplan, a similar road is under construction of the Kenyan side to aid connectivity and seamless flow of traffic), and, the 14 - 16 MW Kikagati/Murongo hydropower project has been completed and now Uganda is in the final stages of concluding the Power Sharing Agreement (PSA) with the United Republic of Tanzania. Further, the Lake Victoria Maritime Project on the EAC Search and Rescue centres at Mwanza and Entebbe is now taking off and once completed, it will go a long way in improving the safety of travel on lake Victoria.

The Standard Gauge Railway (SGR) from Tanzania is being build Up to Mwanza and will connect to Mwanza and Bukasa Port.

- viii. EAC Mobile Lab Project- MEACA coordinated and participated in negotiations to sign a 3-year financing and project implementation agreement with the Government of the Federal Republic of Germany through the German Development Bank Group (KfW) to support the establishment and operationalization of the “EAC Regional Network of Public Health Reference Laboratories for Communicable Diseases” Project. The project has installed nine (9) mobile laboratories in all the Partner States. Out of the nine modular designed mobile laboratories, Uganda has already received two (02).
- ix. Regional harmonized procedures in Agriculture sector- the following standard operating procedures have been adopted and will enhance Uganda’s competitiveness in the regional agricultural market; harmonized Standard Operating Procedures (SOPs) for inspection of maize, beans and rice to facilitate intra-regional trade for maize, rice and beans and Standard Operational Procedures (SoPs) on plant health, animal health and food safety. These are aimed at operationalizing the East African Community Protocol on Sanitary and Phytosanitary Measures.
- x. In the education sector- the Inter University Council for East Africa (IUCEA) developed a quality based regional accreditation framework for academic programmes and the qualifications register which is one of the instruments to operationalize the East African Qualifications Framework for Higher Education (EAQFHE), awarded 63 Scholarships of the third cohort of the EAC-KFW Scholarship Programme (10 are from Uganda), awarded 57 students in the 1st and 2nd Cohort under KDU-IUCEA Scholarship Programmes (10 are from Uganda)







**Significant opportunity:** The DRC's Felix Tshisekedi with Rwanda's Paul Kagame at the ceremony admitting the DRC to the East African Community.

and 24 scholarships were awarded under the German Funded Scholarship Programme.

xi. Tapping into the African/ Continental Market- All the EAC Partner States, except the Republic of South Sudan have deposited their Instruments of Ratification on the African Continental Free Trade Area Agreement (AfCFTA.) Under the Schedule of Tariff Concessions for the AfCFTA, the EAC is among the 45 countries/Customs Unions that have submitted a Tariff Offer. The EAC Tariff Offer for Category A products consisting of 90.1% of tariff lines to be liberalized over a period of 10 years from the start of Trading (1st January 2021) was submitted to the African Continental Free Trade Area Agreement (AfCFTA) Secretariat for technical verification. The EAC also finalized its Provisional Schedule of Specific Commitments on Trade in Services for the AfCFTA in the 5 priority sectors (Business services, Communication services, financial services, Tourism and Travel related

services, and Transport services). This will enable the trading of goods and services under the AfCFTA preferences.

- xii. Use of National Identity Cards as Travel Documents- Our citizens continue to use National Identity Cards as travel documents between Uganda, Kenya and Rwanda. I have started negotiations with United Republic of Tanzania to allow the citizens of the two countries to travel with National Identity Cards.
- xiii. Waiver of Visa in Republic of South Sudan- through coordinated negotiations, the Republic of South Sudan has waived visa requirements for Ugandans and this has facilitated travelers and business community in doing business with South Sudan.

#### **Achievements under the Monetary Union**

Monetary Union is the third of the four pillars in the EAC's ambition towards regional confederation

and provides a framework for cooperation in economic and financial matters in the community. This period in review, the following was implemented and the following have gone a long way in contributing towards the achievement of Manifesto;

- i. East African Monetary Institute-The process of establishing the East African Monetary Institute (EAMI) is on going and Uganda has bided to host the Institute. EAMI will later turn into the EAC Central Bank.
- ii. Progress towards a Single Currency- as part of the transition to EAMU, all EAC Partner States, except Republic of Burundi and South Sudan developed their Medium-Term Convergence Programs (MTCPs) and the Fiscal Risk Statements, frameworks for the harmonization of statutory reserve requirement regimes during the transition to EAMU were developed, Bills for the establishment of (i) the East African Surveillance, Compliance



and Enforcement Commission and (ii) the EAC Financial Services Commission were approved by the Council and forwarded to the EALA for passing.

iii. Fiscal and Monetary harmonization- Substantial progress was registered in terms of harmonization of fiscal, monetary and exchange policies; banking rules and regulations; as well as trading practices and regulations in the stock exchanges and financial markets, in general, approximation of banking rules and regulations; harmonization of fiscal and monetary policies, the East African Cross Border Payment System (EAPS) has remained to operate. These harmonization efforts have cross-border payments faster and more reliable and thus promoting regional trade.

**Achievements under Political Federation**

The EAC Treaty explicitly provides for a Political Federation as the final stage of EAC Integration. The principle underpinning the EAC political integration includes harmonization and coordination of regional policy frameworks with regard to good governance, democracy, peace and security, defence, human rights and social justice, and international relations. The following activities have been undertaken and the resultant benefits especially for Uganda, enhance efforts to achieve the Manifesto commitments.

- i. Peace building processes- Uganda alongside its regional neighbours has actively participated the EAC-Led Nairobi Process in the DRC and is part of the EAC Force deployed in DRC.
- ii. Drafting the Constitution for the Political Confederation-Uganda has continued to participate in the process that is aimed at putting in place the constitution. In this month of may experts and Ministry staff from Uganda are part of the regional team undertaking



National Stakeholder consultations in the Republic of Kenya. The consultations for Uganda were held in January 2020 and those in Burundi held in 2021.

- iii. Admission of the Federal Republic of Somalia into the East African Community- As part of widening the Integration, Uganda has actively involved in the verification mission for the admission of Federal Republic of Somalia into the East African Community, held from 25th January to 3rd February, 2023 in Mogadishu, Somalia. The report of this process is under consideration in the various decision making levels of the Community.
- iv. Justice and Good Governance- Uganda successfully hosted the 2nd Annual East African Court of Justice Judicial Conference from the 26th – 28th November 2022 at the Mestil Hotel in Kampala, Uganda, under the theme was “Transforming access to justice in the EAC. The conference” brought together Chief Justices and Judges from the National and Regional Courts of Judicature, Legal Practitioners, Representatives of Civil Society Organizations, Academia and the Private Sector.
- v. Regional Legislation- Uganda elected it’s (9) representatives to the 5th Assembly. This will give an opportunity to Uganda to be part of regional policy making through legislation.
- vi. The EAC Youth Ambassadors

Platform and participation of Youth- As a product of the University Students Debates, the EAC Youth Ambassadors Platform was put in place and fully supported by the EAC and Uganda youth have continued to participate in the same including chairing the platform on a rotational basis. In December, 2023 Uganda at Ndejje University hosted the EAC University games that brought together over 2000 youth in the region that interacted through spot.

- vii. Establishment and continued participation of the EAC Forums- the EAC Forum of National Human Rights Institutions and the EAC Forum of Chief Justices were put in place and they hold annual meetings. Uganda has continued to participate in the same and this enhances the desire for promotion of political integration.
- viii. Border Monitoring- The Ministry has continue to work with EAC stakeholders on border inspections at Mutukula, Kamwemwa, Kasensero-Minziro, Kikagati, Mirama Hill, katuna, Bunagana, Vurra -Aru, kajojeki -afogi, Goli, Busia, Malaba among others. The teething challenge of porous and ungazetted border points and security threats continue to unceasingly affect border governance.

**4.0 Conclusion**

The Ministry will continue to lead and coordinate Uganda’s participation in the EAC Integration Agenda.





# AGRICULTURE

**Value chains.** The 2021-2026 NRM manifesto committed to support key strategic commodities to ensure greater impact on household incomes and national export earnings. Emphasis of the interventions has therefore focused on commodity value chains, focusing on: research; extension; pest, vector and disease control; provision of inputs; Agriculture mechanisation, provision of water for production and irrigation promoting sustainable land use and soil management; post-harvest handling; improving market access and infrastructure; and value addition.

**Mechanised agriculture:** President Yoweri Museveni hands over heavy agricultural machinery and vehicles to agricultural extension workers at Namalere Agricultural Referral Mechanization centre in Wakiso District.





**MINISTRY OF AGRICULTURE**  
**FRANK TUMWEBAZE**

# NRM committed to improve incomes and export earnings

**4**

**EXPORT LEADER.**

**Agricultural export registered a tremendous growth of 24 percent from USD1,678 million in FY 2020/21 to USD 2,085 million in FY 2021/22 thereby contributing 58% to the total exports in the FY 2021/22 compared to 33% in FY 2020/21. The performance was attributed to the increased volumes and quality of coffee, dairy, fish and tea exported.**

## 1. Introduction

**A**griculture remains the main thrust of Uganda's economic growth and is among the four key sectors highlighted in the Uganda Vision 2040 that will greatly contribute to wealth and employment creation. The sector also contributed 24.1% of the national GDP and continues to employ over 70% of Uganda's population directly or indirectly. In absolute terms the GDP of the agriculture sector increased from UGX 35,360 billion in the FY 2020/21 to UGX 39,152 billion in the FY 2021/22. The Agricultural sector grew by 4.4% in the FY 2021/22 as compared to 4.3% in the FY 2020/21.

The value of Agricultural export registered a tremendous growth of 24 percent from USD 1,678 million in FY 2020/21 to USD 2,085 million in FY 2021/22 thereby contributing 58% to the total exports in the FY 2021/22 compared to 33% in FY 2020/21. The performance was attributed to the increased volumes and quality of coffee, dairy, fish and tea exported.

The 2021-2026 NRM manifesto committed to support key strategic commodities to ensure greater impact on household incomes and national export earnings. Emphasis of the interventions has therefore focused on commodity value chains, focusing on: research; extension; pest, vector and disease control; provision of inputs; Agriculture mechanisation, provision of water for production and irrigation promoting sustainable land use and soil management; post-harvest handling; improving market access and infrastructure; and value addition.

Several interventions have been undertaken by Government in the

Agriculture that have led to increased employment, increased household incomes, food security and exports. The 2014 Population and Housing Census figures indicated that close to 80% of the households in the country are involved in agriculture. Agricultural contribution to the national economy still remains strong.

Our interventions are also anchored on the NDP three strategic objectives;

- i. Increasing agricultural production and productivity;
- ii. Improving post-harvest handling and storage of agricultural products;
- iii. Increasing agro-processing and value addition;
- iv. Increasing market access and competitiveness of agricultural products in domestic and international markets;
- v. Increasing the mobilization, access, and utilization of agricultural finance; and
- vi. Strengthening agriculture sector institutional capacities for agro-industrialization.

These strategic objectives are guiding implementation of Pillar one (Production, Storage, Processing and Marketing) of the Parish Development Model (PDM).

Over the last two years, the sector has been on track in implementing the 2021-2026 NRM Manifesto whose objective is securing our future through Job creation and Inclusive development. This has been possible through prioritizing and integrating the Manifesto commitments and the Presidential directives/resolutions in all the programs as highlighted below.

## 2. Agriculture commercialization and industrialization

### COFFEE

Commitment #1: Improving quality of





coffee to achieve large coffee beans of screen 18 grade

Commitment #2: Distribution of the right planting materials to farmer obtained from nurseries licensed by UCDA

Commitment #3: Farmer education in quality assurance, such as picking only red ripe coffee

Commitment #4: Increase coffee production to 20 million 60Kg bags by 2025

Commitment #5: Support the setting up of a soluble coffee plant, as well as coffee processing in Bugisu and Buganda

### Status

Government through UCDA has distributed 101,872,271 coffee seedlings (51,009,745 seedlings in FY 2020/21 and 33,756,000 seedlings in FY 2021/22 and 17,106,526 seedlings in the FY 2022/23). UCDA trained 2,313 value chain actors in good harvesting and post-harvest handling practices that included only picking red ripe coffee.

UCDA stumped 16,857,218 old and unproductive coffee trees in the different regions these were motivated through distribution of 573,268 bags of organic fertilizers. NARO has also developed and promoted new resistant varieties for coffee with a yield potential of up to 3.9 tons per hectare.

These efforts in the coffee subsector have resulted into an increase in Coffee Production from 8.06 million 60kg bags in FY2020/21 to 8.45 million 60kg bags in FY 2021/22. Coffee exports have also increased from 6.08 million 60kg bags valued at USD 554.89 million in FY2020/21 to 6.26 million 60kg bags valued at USD 862.22 million in FY 2021/22.

Government is in the process of establishing coffee soluble plants in Bugisu and Buganda and process is in advanced stages.

### MAIZE

Commitment #6: Distribution of 2,246MT of maize seed in FY 2020/21. More will be distributed in subsequent years to ensure food security and commercialization.

Status

Government through NAADS has

distributed 7,136,000 kgs of maize seed under the Food Security Initiative to 891,568 HHs including youths, women, older persons, PWDs and other vulnerable groups to establish 713,600 acres across the country. This has resulted to an increase in production of maize from 3.5 Million MT in FY2020/21 to 4.7 million MT in FY2021/22.

Commitment #7: Establishment of a large - scale grain milling facilities in Kyenjojo, Bugiri, Sironko, Kapchorwa and Pallisa

### Status

At the end of the FY 2021/22, NAADS established 5 grain stores of 300MT capacity each in Kasese (2), Kyegegwa (1), Kitagwenda (2) under AGRILED program for the Rwenzori sub region.

### TEA

Commitment #8: Distribution of 22,158,614 tea seedlings in FY 2020/21.

Status

Government through NAADS has distributed 199,785,979 tea seedlings to districts of Zombo, Buhweju, Rubanda, Kisoro, Mitooma, Kanungu, Rukungiri, Ntungamo, Sheema, Rukiga and Bushenyi. These efforts have increased tea production from 67,000MT in the FY 2015/16 to 84,185 MT in FY 2021/22. These efforts have resulted in a 39% increase in the volume of exports from 54,898 MT (worth USD 74.5 million) in FY 2015/16 to 76,532 MT (worth USD 85.50 million) in FY 2021/22.

This commitment has been achieved 100%.

### CASSAVA

Commitment #9: Distribution of 250,000 bags of cassava cuttings to more farmers.

### Status

Government through NAADS has distributed 612,552 bags of cassava cuttings to 8 DLGs in Acholi sub region and 5 DLGs in Lango sub region as part of the Cassava commercialization project with Gulu Archdiocese.

This commitment has been achieved 100%.

Fruits (Citrus, Mangoes, Pineapples

and apples)

Commitment #10: Distribute more fruit seedlings. During FY 2020/21, Government will distribute 1,540,560 seedlings of citrus, 2,217,481 seedlings of mangoes, 4,190,000 suckers of pineapples and 111,111 seedlings of apples across the country.

Commitment # 11: Invest in additional equipment for fruit - processing facilities in Yumbe, Kapeeka, Bunyangabo and Kayunga

### Status

Government has distributed 2,966,418 citrus seedlings to 9,677 households to establish 9,677 acres; 3,638,271 mango seedlings to 15,620 households to establish 15,620 acres; 269,123 apple seedlings to 506 households to establish 506 acres and 7,926,666 pineapple suckers to 700 households to establish 700 acres.

Government completed construction and equipping of the main factory building for the 5MT/hr Yumbe mango processing plant, installation of additional 0.5MT/hr pineapple processing facility for Kayunga factory and installation of 2 MT/hr multi-fruit processing facility for Kapeeka. Government is also planning to construct a 12 MT/Hour Nwoya multifruit processing factory. The facilities will largely contribute to reduction of post-harvest losses of fruits and vegetables by almost double from the current 35%. These interventions have already resulted into an increase in export earnings from USD 43.80 million in FY 2020/21 to USD 47.05 million in FY 2021/22.

### Livestock

Commitment #12: Distribution of 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)

Commitment #13: Continued support to dairy farmers with inputs such as in - calf heifers, free pasture seed and pasture; rangeland improvement in the national milk sheds, artificial insemination, drugs, milk collection and bulk cooling facilities.

Commitment #14: Establishment of four mini-dairy processing facilities

across the four regions of Uganda to process dairy products such as pasteurized milk, yoghurt, ice cream and other related products.

### Status

Government has distributed, 3,256 calf heifers, 3,771,924 fingerlings (1,820,000 fingerlings of tilapia, 1,896,924 fingerlings of cat fish, 55,000 fingerlings of mirror cat), 101,387 kgs of fish feed, 24,121 pigs, 97,000 layers chicks, 30,000 kuroilers and 91,600 broilers among others to further improve the livelihood of the 68% and also support their migration into the Money economy.

Through NAGRIC, Government has established poultry hatcheries in Busoga and Buganda with incubators that, together have a capacity to hatch at least 9,600,000 eggs every year. Over 2.5 million chicks have been produced and availed to farmers with the main objective of promoting poultry enterprise countrywide.

Government through the National Animal Genetic Resources and Data Bank produced a total of 135,584 doses of semen at the National Bull stud and genetic evaluation center and availed to actors along the Artificial Reproductive Technology value chain to boost community breeding activities countrywide. A total of 103,619 litres of liquid nitrogen were produced and availed for use at Entebbe, Mbarara and Buikwe liquid nitrogen plants to enhance community-based breeding initiatives, synchronization protocols with better conception rates and increased availability of Liquid Nitrogen which boosted the use of Artificial Insemination.

NARO has established a livestock IVF platform to enable production of cost-effective and quality bovine embryos and boost availability of elite livestock seed. The platform, the first of its kind in Uganda, has a capacity to produce 200,000 embryos annually, at a cost of USD 100 per embryo as compared to the imported embryos that cost 300 dollars per embryo.

NAADS Procured two (2) mini dairy processing plants of capacity 250L/ batch/hour each for beneficiaries in Isingiro and Sembabule.

Contracts signed in June 2022 and

delivery to be completed during FY 2022/23.

NAADS Completed Civil works for construction of slabs and ancillary structures for 12 containerized milk coolers for Kamwenge, Kyegegwa, Kyenjojo, & Kabarole.

In an attempt to improve the quality of the livestock breeds across the country, Government through NAGRIC & DB distributed 1,215 Artificial Insemination kits in Bukedi, Lango, Busoga, Acholi, Karamoja, Teso, Buganda, Kigezi, and Toro subregions.

Government through NAGRIC & DB established and operationalized a 5MT/hr feed mill in Busoga sub region to process livestock feeds (poultry layer mash, chick and duck mash, pig feeds, bull breeding mash).

Due to the above interventions, the production of milk increased by 92% from 2.81 billion litres in FY 2020/21 to 5.4 billion litres in FY 2021/22 despite the reported drought in selected milk sheds in the country.

In the same period, the export value of milk and milk products increased from USD 98.8 million in 2021 to USD 103 million in 2022. This is attributed to the intensified enforcement and compliance by the private sector to quality standards and regulations. Licensed milk collection centers have also increased from 475 with a total installed capacity of 2.21 million litres in 2020/21 to 547 with a total estimated capacity of 2.3 million litres in 2021/22 to match rising milk production.

The production of beef increased from 228,243MT in the FY2020/21 to 230,746MT in the FY2021/22. In the calendar year 2022, the amount of beef exported was 247,234 kg valued at UGX 2.944 billion as compared to UGX 1.018 billion fetched in the year 2021.

### Sugar canes

Commitment #15: Establish a National Sugar Research Centre to Improve sugarcane varieties for higher yields

### Status

In accordance with the Sugar Act 2020, NARO has started the process of establishing the National Sugar Research Centre. A draft cabinet

Memo has been developed and is under consultations.

### Rice

Commitment #16: Set up nucleus farm and support out growers to produce and meet the country's demand for rice.

Commitment #17: Support rice farmers in Bukedi, Busoga, Teso, Acholi and other sub -regions to access quality seed.

Commitment #18: Invest more in rice milling equipment to help farmers add value to their rice

### Status

Government completed construction of a 3- acre mini-irrigation scheme at Namulonge to support rice research specifically to boost the production of breeder and foundation seed, and a 5-acre seed certification mini-irrigation scheme at Namalere to support seed certification of other enterprises. Government also released 4 short maturing, drought tolerant, high yielding (4.8-7t/ha) and disease resistant varieties of rice. This is to ensure access and availability of good quality rice seed by farmers.

Government supported 49 farmer organizations (Acholi (26), East Central (10), Teso (8), Elgon (3) and Lango (2)) with rice mills to support them in value addition and government is in the process of procuring 5 sets of rice mills is ongoing.

### Cotton

Commitment # 19: Support large-scale cotton production in areas with relatively larger pieces of arable land.

Commitment #20: Build competitive and sustainable cotton, textiles and apparel industry for value-addition, job-creation and export growth

### Status

Government through CDO has distributed 2,449MT of cotton planting seed, 773,573 units of pesticides, 2,049 spray pumps and of 334 MT fertilizers (fertilizers were mainly for Prison Farms) to cotton farmers in Busoga, Bukedi, Bugisu, Teso, Lango, Acholi, West Nile, Mid-West & Central and Rwenzori Regions.

Government distributed a total of







**Hon. Bright Rwamirama at Rubona Government stock farm in Bunyangabo District.**

9,384 bales of lint to two local textile manufacturers; Fine Spinners (U) Ltd (located in Bugolobi, Kampala) and Southern Range Nyanza (NYTIL) located in Njeru. The two factories employ about 4,100 people and produce yarn, finished fabrics, T-shirts, garments, uniforms, bedsheets, curtain materials, etc for both domestic and export markets.

A total of 115,975 bales of cotton were produced in 2022/23; contributing about Sh. 102 billion to cotton farmers' incomes and US\$ 37 million from lint sales.

With effect from FY 2022/23, NAADS started implementation of an intervention to promote and scale up the production of emerging high value strategic commodities such as; Macadamia & Hass Avocado.

NAADS has established partnerships with six (6) Hass Avocado and three (3) Macadamia nucleus farmers respectively to scale up production of the enterprises. Accordingly, the following achievements have been realized:

159,214 Macadamia seedlings were distributed to establish 1,592 acres for farmer out growers/associations in 53 DLGs under the NAADS-Nucleus farmer partnership

strategy for promotion and scaling up Macadamia.

444,825 Hass Avocado seedlings were delivered and distributed to establish 2,780 acres for farmer out growers/associations in 90 DLGs under the NAADS-Nucleus farmer partnership strategy for promotion and scaling up Hass Avocado.

#### Horticulture

Commitment #21: Revamp the horticulture sub-sector through the deployment of a commodity value chain approach and simultaneously target production, post - harvest handling, marketing and utilization/ consumption nodes.

#### Status

Government partnered with the private sector dealing in horticulture through their umbrella Organization (Hortifresh). The Main objective of this partnership is to support the private sector self-regulate and also create awareness amongst the producers and exporters of horticulture on both the agronomic and post-harvest handling practices. This has resulted in a reduction in Uganda's agriculture products consignments resulting in rejections due to prohibited

organisms, and failed to comply with maximum pesticide residue levels by 90%.

Commitment #22: Provision of hand hoes (2.5 million hand hoes). So far, Government have given out 1.2 million hoes through NAADS and Government are going to increase the number to 2.5 million

#### Status

Government distributed a total of 2,500,000 to beneficiaries in three sub regions of Karamoja, West Nile and Teso (districts of Abim, Amudat, Kaabong, Karenga, Kotido, Moroto, Nabilatuk, Nakapiripirit, Napak, Adjumani, Moyo, Obongi, Amuria, Bukedea, Kaberamaido, Kalaki, Kapelebyong, Katakwi, Kumi, Ngora, Serere, Soroti, Arua, Koboko, Madi okollo, Maracha, Nebbi, Pakwach, Yumbe, Terego, Zombo). The commitment has been fully achieved.

Commitment #23: Accelerate disease control measures in livestock sector to meet international standards.

#### Status

A total of 6,650,000 animal disease vaccines were acquired and distributed to farmers. These included





**Farmers in Nama Subcounty in Mukono District after receiving mango and citrus seedlings from NAADs at the start of season A 2022.**

2.65M doses of FMD and 2,000,000 doses of LSD Vaccine, 2,000,000 doses of PPR.

National Agriculture Research organisation (NARO) is undertaking research on anti-tick vaccine development and Efficacy evaluation trials have started in Kiburara prisons farms, Isimba prisons farms, Maruzi, Nabuin and Mbarara and this will be completed by the end of July 2023.

The National Agriculture Research organisation (NARO) is in advanced stages of establishing a local animal vaccine manufacturing infrastructure at Nakyesasa in Wakiso District to produce vaccines for ticks, foot and mouth disease. The facility has a capacity to produce over 50,000,000 doses of anti-tick vaccine. The quantities are sufficient to cover the demand of both the country and region in control of tick resistance. Once the facility is completed, it will enhance foreign exchange earnings for the country due to sale of vaccine in the region and save the country USD. 1.1bn which the country loses annually due to ticks and tick bone diseases. It will further help the country tap into the UGX. 3trillion

Regional Market for Meat and Milk.

The National Agriculture Research organisation (NARO) is also setting up an aflaSafe facility at Namulonge to help in management of aflatoxin in cereals which has become a threat to food safety and trade in the region. The facility will have production line with capacity to produce 5tons of aflasafe per hour). Once this facility is functional, Uganda will save an estimated US\$38 million lost annually in export opportunities due to aflatoxin. This will also greatly impact on the economy in terms of prevention of diseases in human beings (mainly cancer) and increasing the production of quality milk and eggs.

Construction of Zonal Animal Disease Control centre in Got Apwoyo -Nwoya district is at 95% level of completion and initiated the procurement process for the Zonal Animal disease control centre in Kiruhura district.

Commitment #24: Increased access to agricultural finance and insurance services

**Status**

Data compiled from the reports on the Performance of the Economy by Ministry of Finance Planning and Economic Development (MFPED) shows that, the funding in terms of new loans to the agricultural value chain (production, marketing and processing) increased from UGX 1,127 billion in the FY 2020/21 to UGX 1,454 billion in the FY 2021/22. Agricultural financing registered the second highest increase of 29% followed by the Building, Mortgage, Construction and Real Estate sector at 22%. The share of agricultural financing to total financing increased from 11.3% in the FY 2020/21 to 13.1% in the FY 2021/22.

Commitment #25: Build a quality assurance system from the farm through the entire value chain.

**Status**

Government has developed a quality assurance system (traceability system) for exports of horticulture, fresh fruit and vegetables and coffee.

Government recognises the need to address some of the challenges in agriculture inputs and produce supply chains. Government





is therefore, constructing an internationally accredited National Metrology Laboratory at Uganda National Bureau of Standards (at 95% level of completion). The laboratory will calibrate equipment used in the National Food Safety Laboratory and other agro-food processing laboratories and industries (such as lactometers, moisture meters, thermometers, hygrometers) to ensure accurate measurement and reliable testing results.

Government rehabilitated the National Dairy Laboratory, and maintained three dairy laboratories in Gulu, Mbarara and Soroti to increase the quality of Milk and Milk products for both the domestic and international markets

Government has intensified the inspection and regulation function through registration, certification of farmers who produce specifically for export; and training of key export value chain actors including; inspectors, farmers and exporters on quality and standards requirements. These efforts coupled with the introduction of the online e- certification system for issuance of Phytosanitary Certificates, has reduced the interceptions of our products to Europe due to documentation by 90%.

Commitment #26: Use of the e-voucher system, under the parish model, to ensure proper distribution of inputs

### Status

Government has implemented the e-voucher system to distribute inputs in 57 districts. To date, a total of 317,179 farmers have been provided with inputs under the e-voucher program. The Ministry is planning to roll out the e-voucher system under the parish development model building on the lessons learnt.

### 3. Agricultural Mechanization

Commitment #27: Incentives to private sector players investing in agricultural equipment for hire

Commitment #28: Setting up of a tractor assembly plant, in partnership with private sector, to avail affordable and user-friendly tractors for the farmers using the Parish model.

Mechanization is critical to

commercialization of agriculture.

Government has partnered with Wash and wills Uganda limited for purchase of the single axle tractors/ power tillers, implements and accessories at affordable price (tax waivers).

Government has partnered with New Holland international to set up a manufacturing and assembly plant for tractors, implements and spare parts and other related accessories to ease importation and promote export and local manufacture. Plans to set up the plant in Namalere are in advanced stages.

In the meantime, Government procured additional 360 tractors and implements since FY 2020/21 bringing the total number of tractors procured by Government to 685. Government also procured seven hundred and forty (740 units) units Single Axle (Low powered-walking tractors) tractors with all accessories to support farmers to open, plough more farm land for cultivation. These small machines also support value addition, irrigation and transportation of produce. Procurement of additional 120 tractors and matching implements is in advanced stages.

To increase access and availability of the agricultural mechanization and farm machinery services to all the farming communities, the Ministry is constructing and equipping the five Zonal agricultural mechanization Centers of Mbale, Kiryandongo, Bushenyi, Agwata and Buwama out of the 19 planned Centres country wide. Each centre is equipped with excavators, self-loading tracks, heavy earth-moving equipment, bulldozers. MAAIF zonal engineers running these centres use the machines to open ground for the applicant farmers at subsidized rates compared to market hire rates. The Ministry has trained over 2,000 operators, engineers, technicians and mechanics to support farmers in the use of the tractors.

The Ministry is also piloting provision of tractor hire services using 40 tractors and implements for hire at a subsidized rate. These tractors and implements are accessed at the subsidized hire rate of Ugx 80,000 per acre for ploughing, harrowing and spraying, as compared with Ugx

120,000 per Acre charged by the private equipment owners. Equally, access to heavy earth moving equipment is subsidized. The Ministry rate is Ugx 480,000 per acre compared to Ugx 1,200,000 per acre charged by the private sector

The Government has increased its capacity to bush clear and open land for agriculture production from 2,206 acres per year to now 20,744 acres per year and we have also increased the capacity to open, improve and rehabilitate farm access roads from 90.5km per year to now 938kms per year. This has reduced time spent by farmers travelling long distances on bad roads to access improved inputs and also opened up their villages to markets for their produce. The farmers are also better placed to negotiate for better prices with improved linkage and connectivity to the markets.

### 4. Water for production and irrigation

Commitment #29: Construction of 500 private valley tanks and 120 communal valley tanks for livestock watering in the cattle corridor districts with affirmative action offered. to particular areas

Commitment #30: Establishment of new small, medium and large-scale irrigation schemes in the following areas:

Commitment #31: Support creation of water for production storage capacity by private farmers

### Status

Cumulative Water for Production storage capacity increased from 52.165 Million cubic meters in FY 2020/2021 to 52.48 Million cubic meters in the FY 2021/22. The performance was attributed to government deliberate effort to construct both on-farm and off-farm water for agricultural production facilities. Area under formal irrigation is now 22,797 ha up from 15,147 ha in 2017/18. Relatedly, Government has procured two complete sets of heavy earth moving equipment to support establishment of water harvesting facilities across the country.

### Large Scale Irrigation Schemes

The Ministry is constructing 2 large scale irrigation schemes, Acomai

irrigation Scheme in Bukedea District (1,480 ha targeting 1,600); Atari Irrigation scheme in Kween/Bulambuli District (680 ha targeting 2,667 HH);

The Ministry of Agriculture, Animal Industry and Fisheries plans to construct Igogero-Naigombwa irrigation scheme in Bugiri and Bugweri Districts respectively. These schemes will support 9000 small-scale rice farming households to increase rice production from 1.5 ton to 5 ton per ha.

### Small-scale irrigation schemes and Valley Tanks/Dams

Government established 1,000 micro-scale irrigation schemes country wide for crop production for small holder farmers in 40 District Local Governments covering 800ha and 562 individual and communal valley tanks with a total holding capacity of 9.64 million m<sup>3</sup> for livestock watering in the cattle corridor districts.

### 5. Four-acre approach under the parish development model

Commitment #32: Government is to continue with the four - acre model: one acre for clonal coffee; one acre for fruits; one acre for food crops for the family; and one acre for pasture for dairy cattle; poultry; piggery; and fish farming.

For those with less than four acres, Government is going to support them to engage in poultry, piggery, onions, tomatoes, mushrooms, zero-grazing dairy cattle, apples and grapes.

For households with six acres and more, they should first apply the four-acre approach, and the rest can be used to grow low-value crops of one's choice say sugarcane, cotton, tobacco and maize.

For the households with large pieces of land, Government will assist them in supporting plantation farming.

### Status

Government is currently implementing the Parish Development Model (PDM) to transform the livelihood of the 39% of the households still in subsistence to modern/commercial farming. The strategy under PDM is to transfer funds to parish-based SACCOS from where farmers can borrow and

procure inputs such as seed and agro-chemicals for selected enterprises, including food security crops such as maize and beans.

Government will continue to ensure that farmers across the country access quality seed, planting and stocking material, in addition to other functions in disease and pest control, research, extension and overall policy guidance.

The Government will identify, profile, and partner with largescale commercial farmers (especially those with big chunks of land) to produce on a large scale, identified high-value commodities with high national and international demand. Some key commodities have been identified in this regard namely: Coffee, Macadamia, Avocado, Cashew nuts, Tea, Cotton, Beef Ranching, Oil Seeds (sunflower, sim sim, soya beans, and ground nuts), Oil Palm, Horticulture, Cocoa, Aquaculture, and any other enterprise that may emerge from time to time depending on its national and international demand.

### 6. Post-harvest handling and storage

Commitment #33: Finalize and implement the fisheries and aquaculture law including, regulation, guidelines and statutory instruments to streamline the fish maw value chain.

Commitment #34: Through the parish-based production co-operatives, we are going to educate farmers on the right post-harvest handling practices.

Commitment #35: Acquire appropriate technology for post-harvest handling of fish, beef, dairy and horticulture products.

Commitment #36: Ensure regulatory authorities - UNBS, UCDA, Dairy Development Association (DDA) and Cotton Development Organization (CDO) - perform their role of enforcing adherence to quality standards by the private sector players.

Commitment #37: Acquire appropriate technology and physical infrastructure for post-harvest handling of cereals and grains.

Commitment #38: Construct community grain stores in Busoga

and Bukedi sub-regionsC

### Status

The Government has approved the new Fisheries and Aquaculture bill 2023 to; provide for control and regulation of all fisheries and aquaculture production activities and practices in an integrated manner to achieve conservation and sustainable economic, social and environmental benefits for the present and future generations

Government approved the post-harvest loss reduction strategy which is guiding creation of awareness, promotion of better harvesting, post-harvest handling and storage facilities.

Government has made considerable investments in post-harvest management including supporting farmers/farmer groups with post-harvest handling equipment and establishment of storage facilities and trainings to increase farmer awareness of post-harvest losses. These efforts have led to the reduction in post-harvest losses for grain from 37% in the year 2017/18 (base year) to about 18.2 percent while storage capacity for grain (in MT) has improved from 550,000 MT in 2017/18 to 1,230,000 MT in 2021/22.

Government has supported 296 farmer organisations to establish storage facilities with a total holding capacity of 54,579 MT across the country against the target of 358 storage facilities by the end of the Financial Year. These comprised of 35 stores for beans, 41 for cassava, 92 for coffee, 82 for maize and 37 for rice. This has resulted into a decrease in post-harvest losses to 18.2% compared to the 24.9% previously.

NAADS established 5 grain stores of 300MT capacity each in Kasese (2), Kyegegwa (1), Kitagwenda (2) under AGRILED program for the Rwenzori sub region.

In the dairy sub-sector, Government completed rehabilitation of 2 milk collection centres in Kyegegwa and Katakwi districts and distributed 39 units of milk cooling equipment (coolers and generators) to 39 dairy farmers' organizations in south western, Midwestern and central milk sheds to stimulate and rejuvenate





dairy business activity within such areas and to increase the milk industry storage capacity.

Additionally, Government has distributed 485 milk handling equipment to different dairy stakeholders across the country. The high-grade milk handling equipment came in three sizes (50L, 25L and 10L) to facilitate clean milk post-harvest storage and transportation. A total of 60 dairy cooperatives and farmer groups benefited from the milk handling equipment country wide.

DDA Licensed and registered 1,564 dairy businesses countrywide. These included milk sales outlets/premises, dairy equipment dealers, exporters and importers, milk processors, transporters and Milk Collection Centers.

The Authority is in the process to accredit the National Dairy Laboratory that will enable the Country acquire National and International acceptance of test results and therefore facilitate both domestic and foreign trade.

### 7. Agro processing and value addition

Commitment #39: Establish new and expand existing agro-industries for processing of cassava, fruits, cocoa, coffee, sugarcane, dairy, maize and rice

Commercialization of agriculture requires value addition and agro-processing. Agro processing and value addition has improved through the provision of equipment including; Motorized Maize milling equipment, Milk coolers and generators; Rice milling equipment (threshers, hullers-polishers, cleaners, graders, etc.). The interventions have resulted in a tremendous growth in the value of agricultural exports of 24 percent from USD 1,678 million in FY 2020/21 to USD 2,085 million in FY 2021/22. Specific interventions include;

Government through MAAIF has established 232 processing facilities for farmer organizations across the country. These included; 64 coffee hullers, 55 maize mills, 5 sets of feed mills, 27 rice mills, 17 cassava mills and 31 beans sorters, 14 sets of milk coolers and matching generators. Other equipment included 58 weighing scales, 64 moisture meters and 27 driers.



**Agriculture ministry PS Maj. Gen. David Kasura-Kyomukama inspecting one of the mobile garages at Namarere in Wakiso.**

Government under NAADS and Rwenzori AGRILED program installed 57 motorized coffee Pulpers (800kg of Cherie per hour) for 57 coffee wet processing stations under Bukonzo Organics farmers' Cooperative Union & Mt Rwenzori farmers' Cooperative union in Kasese District.

In the dairy sub-sector, Government provided an enabling environment which led to an increase in milk production from 2.51 billion litres to now 5.4 billion litres of which 80% litres is marketed. The country has increased its capacity to process dairy products including; milk powder; ghee, butter; UHT milk; casein; whey protein concentrate; pasteurized milk; yoghurt, cream, ice cream and cheese both for exports and local consumption from 3.1 million litres per day to now 3.4 million litres per day. This has resulted in an increase in the value of quality milk and milk products exported from USD 98.8 million in 2021 to 103 million in 2022.

Uganda currently has new/emerging markets for milk and milk products specifically the Algeria Market which has offered Uganda a quota of USD. 500 million annually for powder milk.

### 8. Challenges

The Sector is currently experiencing the following challenges:

- i. Prevalent pests, vectors and diseases, notably; Fall army worm, tick resistance, Foot and Mouth Disease which constrained the sourcing and timeliness of delivery of stocking materials. For example, the prolonged quarantine in source districts for livestock due to outbreak of Foot and mouth disease led to slow progress in the distribution of livestock materials particularly dairy heifers.
- ii. Land acquisition for infrastructure projects and demonstrations are lengthy and complex due to land tenure and ownership challenges.
- iii. Many input suppliers do not have adequate capacity to produce adequate and quality inputs.
- iv. Inadequate critical facilities including analytical and diagnostic laboratories, motor vehicles (cars, motorcycles) for field activities, high-speed internet connectivity and office space.
- v. Rejection of agricultural products in the regional markets due to non-tariff barriers (NTBs);
- vi. Overwhelming demand for inputs against a limited budget; including supporting unforeseen strategic/special intervention which require budget re-allocations in the course of budget implementation.
- vii. Changing weather patterns which affect timely distribution of planting materials sometimes resulting into wastage of planting materials and low crop survival rates, excessive rainfall in some parts of the country affecting seasonal crops especially legumes.

### 9. Strategic Direction in the Medium Term

Government approved the Agriculture Value Chain Development Strategy (AVCDS) which recognizes that interventions for farmers specifically; under the Parish Development Model will be guided through the following:

- i. Guiding on enterprise selection.
- ii. Ensuring adequate quantities and qualities of seed, breeding and stocking material i.e. Research and Breeding.



**Some of the heavy earth-moving equipment procured by MAAIF to support Agro Industrialisation Agenda.**

- iii. Ensure sustainable high yields through control of pests, vectors and diseases for crops, animals and diseases
- iv. Precision agriculture (water harvesting, irrigation infrastructure and machinery)
- v. Provision of farm power (land opening, cultivation machinery and assorted post-harvest and small value addition equipment)
- vi. Ensuring that the materials planted survive through ensuring adequate farmer education (Okuzukusa) and extension.
- vii. Maintaining and ensuring the standards of both the inputs and produce from the farms (certification).
- viii. Ensuring that there is proper post-harvest management to avoid pre and post-harvest losses.
- ix. Supporting primary processing through provision of skills and assorted equipment to address specific value chain needs.
- x. Supporting medium to large scale, model or extensive farmers because these create effective demand (markets) for the small scale and intensive farmers.
- xi. The need for special support to sustainable fisheries.

In order to achieve sustainable growth at household and at national level through-out the country, there is need to address certain policy and institutional loopholes and challenges

which cut across the value chains and are characterised by low production levels, low quality of produce brought about by poor breeds, poor pre- and post-harvesting processes and lack of adequate farmer information and knowledge. The following should be undertaken to address these challenges;

**i. Production, multiplication, certification and distribution of seed and stocking material**

The Government Agencies, specifically National Agricultural Research Organization (NARO) and National Animal Genetics Resources Centre and Data Bank (NAGRC & DB) will have monopoly and control of seed and stocking materials development, production, and importation. These Government bodies will be in charge of developing and producing all foundation seed and breeding stock material, importing foundation seed/parent stock where needed, and releasing it to the licensed private sector for multiplication and distribution. This will enable Government to be in charge and responsible for safety and quality assurance across the value chains.

The Government will also create a commercial arm of NARO and NAGRC & DB in the form of a private seed company, as a vehicle of intervention for purposes of availing seed and disseminating other research outputs,

and address affordability issues.

**ii. Pest and Disease Control**

Government will work towards achieving the status of “A Fully Vaccinated Country” under the World Animal Health Organization (OIE) and thus gain trade entry to big ready markets like China, Indonesia, Mexico and Brazil among others. To achieve this, the Government will undertake universal vaccination of all vulnerable livestock species bi-annually for at least 3 consecutive years targeting cattle, goats, sheep and pigs. Government will also enforce the illegal entry of diseased animals from other countries.

Government will also create an Animal Disease Control Fund under which farmers will be charged a subsidized rate (cost sharing) for the vaccines and the Government will provide a one-off seed contribution towards the vaccines. Government will also impose fines and levies against culprits of illegal animal movement, which contributes to the spread of animal diseases.

**iii. Mechanization and Irrigation**

The Government has set a target of increasing the percentage of arable land under agricultural use from the current 34.4% to at least 50% in the next 5 years as well as increasing productivity per hectare for the various enterprises. To achieve this target, Government will invest in





and support farmers with appropriate technologies for mechanization and irrigation across the value chain stages. The planning here will also distinguish between the machinery needs of the different farmer categories; that is, for intensive and extensive farmers.

Under the PDM, smallholder farmers through the enterprise based SACCOs will receive hand hoes, walk behind/ride on tractors (single axle tractors/implements ranging from 8 to 25 horsepower), Draught Animal Power, harvest and post-harvest handling equipment (hullers, threshers, shellers, grinders, and so on), and on-farm small scale (micro) irrigation equipment. On the other hand, higher power tractors (65 HP and above), larger post-harvest equipment, medium and large value-added machines, storage and primary processing equipment, and irrigation systems will be provided to large-scale farmers with large land holdings.

Operationalization of the mechanization centers in the 18 zones of the country will be completed. These zonal mechanization centers will be equipped with specialized high-power earth moving equipment sets to help farmers to access equipment and machinery (on a hire and lease basis at greatly reduced rates) for bush clearing, development of farm access infrastructure, and water harvesting and storage facilities. The centers will also help with maintenance and repair of all agricultural equipment, for both Government/ public and private, and skill/train machinery operators, mechanics, and farmers on the use of small farm machinery.

On irrigation, the Ministry of Water and Environment (MWE) will deal with water for human consumption and take care of bore-holes for domestic use in the villages while MAAIF will deal with Water for irrigation and other agriculture related water issues.

#### **iv. Farmer Mobilization and Education**

The Government will roll out a national crusade/campaign that advocates for commercial farming through the dissemination of clear and simplified messages in various dialects showing the profitability potential of each enterprise as well as

the best recommended agronomic and husbandry practices. The MAAIF has developed an enterprise selection manual and other farming educational materials to use in this campaign. The campaign will leverage the wide media space (TV, radio, newspapers, and social media) to make the farming conversation dominant.

In particular, Government will launch a monthly Farmer Baraza that will be broadcast widely with the help of UBC and other partner media stations, discussing the A – Z practices of a particular commodity. For each month, a baraza will focus on a particular selected commodity. The Baraza will sit in the region/sub-region where that commodity is dominant. For example, if it is bananas, the Baraza will sit in Bushenyi/Isingiro/Mbarara. If it is Arabica coffee, the Baraza will sit in the Elgon/Rwenzori regions. If the Baraza is about oil seeds, it will sit in the North and North Eastern regions of the country. In addition to the Barazas, farmers will have Expos to showcase their products and connect with market actors. Messages about land fragmentation and environmental protection, as guided by Your Excellency, will also be strongly disseminated at these Barazas. This crusade/campaign will be inclusive and universal involving all categories of leaders and targeting the youth to be champions. H.E. the President will be the Chief Champion of this campaign and will launch the first National Farmers Baraza in July 2022.

v. Partnerships with big commercial farmers for the production of strategic commodities to meet national and international demand

The Government will identify, profile, and partner with large scale commercial farmers (especially those with big chunks of land) to produce on a large scale, identified high-value commodities with high national and international demand. Some key commodities have been identified in this regard namely: Coffee, Macadamia, Avocado, Cashew nuts, Tea, Cotton, Beef Ranching, Oil Seeds (sunflower, sim sim, soya beans, and ground nuts), Oil Palm, Horticulture, Cocoa, Aquaculture, and any other enterprise that may emerge from time

to time depending on its national and international demand. The combined market value of some of these commodities in Africa alone was over USD 20 billion but Uganda's export earnings from these commodities amounted to less than USD 1 billion in the year 2020.

The smallholder farmers will be supported to work with co-operatives, which will collaborate with the large commercial farmers. The smallholder farmers will in effect be helped to produce qualitatively and sustainably for the market. The big commercial farmer will increase both his/her own production and the off-take capacity for the products of the cooperatives.

Government will provide tractors, bush clearing equipment on hire, production and storage infrastructure, and use the big farmer's farm as a training and demonstration center for the smallholder farmer. This will build capacity to increase production to meet targeted volumes, produce qualitatively according to market standards, and improve post-harvest handling and storage and marketing/primary processing.

Transparent criteria for selecting these big commodity commercial farmers per district/sub-region will be developed by MAAIF.

vi. Special intervention/affirmative action for the fisheries sub-sector and aquaculture development

The Government will support fishing communities with the requisite fishing gear (especially engines) to ensure sustainability of the fish – catch industry. Government will register fishers, mobilize them and support them with boats and sustainable fishing practices.

Government will also develop aquaculture parks in suitable eco-systems. This will be both a viable commercial enterprise for many people, especially the youths, and an alternative to rice growing that compromises the integrity of wetlands.

Government will support the development of hatcheries, construct fishponds and provide fingerlings and feed. Under the PDM, farmers will use the borrowed money from their SACCOS to buy fingerlings (seed).

**KIKAGATI  
HYDRO POWER  
PROJECT.**

The plant is located along the Kagera River, on the border between Uganda and Tanzania.

# ENERGY & MINERAL DEVELOPMENT

**MINISTRY OF ENERGY AND MINERAL DEVELOPMENT**

**HON. DR. RUTH NANKABIRWA SSENTAMU**

## Kikagati plant to boost supply to Uganda and Tanzania

**Minister of Energy  
Hon. Dr. Ruth  
Nankabirwa on the  
occasion of the  
Commissioning  
of the 16mw  
bilateral kikagati  
hydropower  
project**

**Y**our Excellency, I cannot thank you enough for the guidance and support which you have continuously rendered to the energy sector for the betterment of the social economic lives of Ugandans and East Africans at Large.

In the same spirit, allow me extend my gratitude to Her Excellency the President of the United Republic of Tanzania for the support and guidance rendered towards the successful completion of this Project.

Your Excellency, allow me to give a brief background on the project. Government of Uganda (GOU) and the Government of the United Republic of Tanzania (URT) entered into a Bilateral Agreement (BA) on the 14th of July 2015 to facilitate the development of this trans-boundary Kikagati Murongo Hydropower Project and equitable sharing of benefits derived from the Project by both



**MINISTER HON.  
DR. RUTH  
NANKABIRWA  
SSENTAMU**





Partner States;

The Kikagati/Murongo Hydro Power Project is a cross border (trans-boundary) project located along River Kagera in Kikagati-Murongo village, Isingiro District, Ankole sub-region, in southwestern Uganda and also spans Karagwe and Kyerwa districts in the North West part of Tanzania. The Project has an installed capacity of 16MW with a contracted capacity of 14MW;

v. The Project was developed by Kikagati Power Company Limited (KPCL), a subsidiary of Berkeley Energy Limited incorporated in Uganda and Tanzania; with Voith Hydro and PAC SPA as the Electro Mechanical (EM) and Civil Engineering Procurement and Construction (EPC) Contractors respectively;

The Project Developer entered into financing agreements with lenders led by Nederlandse Financiering- Maatschappij Voor Ontwikkelingslanden N.V ("FMO") and the Standard Bank of South Africa Limited to finance the Project. The Project achieved financial closure on 7th August 2019;

On 5th April 2017, Addendum No.1 to the Bilateral Agreement was executed to further facilitate equitable sharing of benefits derived from the project. The contracted capacity was acknowledged as 14MW, and each Partner State was to take 7MW of power from the Project;

The Parties further agreed that Uganda Electricity Transmission Company Limited (UETCL) shall be the lead off-taker, and entered into a Power Purchase Agreement (PPA) with the Developer with full participation of Tanzania Electricity Supply Company (TANESCO);

In light of the same, UETCL and TANESCO entered into a Power Sharing and Sales Agreement (PSSA) which outlined the modalities of power sharing between the two System Operators;

UETCL and KPCL (Developer) signed the PPA on the 11th August 2017. TANESCO had fully participated in the negotiations of the PPA. The PPA provided for a tariff of USD 8.5 Cents per kWh. The PPA further provided for deemed energy and deemed commissioning among others;

.On the 18th of September 2018, UETCL and TANESCO signed the PSSA. The PSSA outlined

modalities of power sharing between the two System Operators. Among other clauses, the PSSA acknowledged UETCL as the lead off taker, provided for six (6) independent evacuation lines (four (4) lines to supply Uganda and the other two (2) supplying Tanzania side), both originating from the substation located within the project area in Uganda;

In order to backstop the PPA as well as give Lenders more guarantees, GoU entered into an Implementation Agreement (IA) with the Developer (KPCL) in September 2017;

Our dear guests, you will note that whereas the Project had been envisaged to achieve Commercial Operations Date (COD) on 31st September 2020. This was not achieved due to a number of challenges. However, the Project contractually, achieved actual COD on 2nd February 2022;

The above was realized through establishment of a Joint Technical Committee (JTC) and a Project Steering Committee (PSC) which steered its development up to completion.

Your Excellency I remember the Project had hit a standstill around November 2021. And through your wise counsel and relentless guidance which you gave during your visit to URT, the Project was able to proceed.

Our guests this Project will among others:

- Improve on power supply availability and reliability within Isingiro district and if this power is not consumed in the district, there is a line that connects this power plant to Mbarara Sub-station. The same is true on the Tanzanian side;

- Has improved our Bilateral relations with the United Republic of Tanzania which Your Excellences you have remained champions and a strong pillars of regional and continental integration, you are all aware of the different undertakings and Projects between the two partner states including the pipeline; and

- Continues to demonstrate Government of Uganda's relentless commitment to support private developers in participation in the energy sector.

The above notwithstanding, the Developer also undertook a number of activities under the

Corporate Social Responsibility (CSR) within the affected communities both on Ugandan side and Tanzanian side as summarized below:

## **Healthcare**

- Constructed a midwives' accommodation at the local Health Centre in Kikagati- Uganda and fully equipped it with new equipment. Installed an Incinerator for managing medical waste at the same facility.

- Undertook construction and installation of 02 big sized 10,000litres capacity water tanks to rain harvest system to the Maternity ward and theatre at Murongo Health Centre-Tanzania.

- Medical equipment donation to Murongo health centre –Tanzania including 49 patient beds, mattresses, blankets, 98 pairs of bedsheets, 05 pulse oximeters and 05 BP machines.

- Purchase of a ventilator for the Mbarara referral hospital to improve available facilities during the response to the COVID 19 pandemic in 2020 and 2021. Further provided assorted Personal Protective Equipment (PPE) to both Murongo and Kikagati health centres in response to COVID-19

## **Education**

- Constructed 4 classrooms block and equipped them with furniture at the Murongo primary school in Tanzania in 2019.

- Construction of the 12 stances VIP latrines for Kikagati and Kyezimbire Primary Schools in Uganda.

## **Sanitation**

- Constructed 10 public taps in Kikagati township to increase on access to safe and cheap water.

- Donation of waste bins within the township to improve on waste management. Most residents were disposing off waste into Kagera river.

- Conducted sensitisation and awareness presentations of the local communities on the need to wash hands in relation to the COVID 19.

- Distributed assorted items to 418 households in Tanzania and 368 households in Uganda in relation to promoting hand washing campaign.



**The Project is expected to improve power supply and reliability within Isingiro district. There is also a line that connects this power plant to Mbarara Sub-station, and neighbouring Tanzania.**

## **Youth Skills Training:**

- Identified and enrolled drop out youths for the skills training programme to acquire employable skills. (20 Tanzania and 19 Ugandans respectively).

## **Vulnerable Assistance**

- Provided relief aid to vulnerable households especially the elderly, disabled and widows with beddings and other household items. 22 households in Tanzania and 12 in Uganda registered for support.

## **Community Safety**

- Provided traffic road safety training, helmets and safety reflectors for motorcycle riders in Uganda (96) and Tanzania (42).

## **HIV /AIDS**

- Conducted Quarterly VCT outreaches conducted for both Uganda and Tanzania in partnership with existing CSOs throughout the Project phase.

I thank the project developer for trying to be a part of the positive change in the resident communities through the above activities and I want to urge the developer to continue undertaking more CSR activities during the project operation phase.

I thank you all once again,  
For God and My Country.



# LANDS



**STATE MINISTER FOR LANDS, HOUSING & URBAN DEV'T**

**HON. DR. SAM MAYANJA**

## Govt acquires 523 Square Miles of land to stop evictions

**22**

**ZONAL OFFICES.**  
The computerized system has decentralized land governance to 22 Ministry Zonal Offices across the country.

**CONFLICT RESOLUTION.**  
The ministry is also supporting the traditional/cultural/religious leaders in resolving customary land conflicts but also resolving the district boundary disputes in collaboration with MOLG and MOIA.

**D**r. Sam Mayanja, State Minister for Lands, Housing and Urban Development has revealed that the Government has through the Land Fund acquired 334,458 acres of land (523 Square Miles) across the entire country as part of its strategy to stop evictions.

Giving accountability for his ministry's fulfillment of the NRM commitments, Mayanja on Friday said that this is a key NRM election manifesto programme which will help sort out land disputes arising out of multiple interests on the one piece of land.

"Currently, the Land Fund has covered Buganda, Bunyoro, Ankole and Tooro."

For Bugisu, he revealed that engagements have been carried out with the Kakungulu family to secure the land for the occupants.

"Titles have been processed by ULC and issued to sitting tenants in Kakumiro, Kagadi, Bunyangabu, and Kasese, Additional processing in Kikuube is underway," said the minister.

He noted that the computerized system has decentralized land

governance to 22 Ministry Zonal Offices (MZOs) across the country.

So far, Mayanja noted that they have upgraded the LIS solution using open-source technologies in all the 22 Ministry Zonal Offices, designed and developed new functionalities like valuation and physical planning, developed and rolled out public and Corporate WebPortal starting with Kibuga and part of Kyadondo, trained staff on the operations and management of the system, among others.

Handling of land transactions submitted – Queuing based on First in First out (FIFO)

### Customary Land

Minister Mayanja noted that the issuance of CCOs to customary land owners is underway in Busoga – Namutumba and Luuka Bugisu – Mbale district and Mbale City; Karamoja – Kaabong, Karenga, Moroto Amudat, Napak, Nabilatuk and Kotido; Acholi – Agago, Nwoya, Amuru districts; Teso – Soroti, Katakwi and Kalaki districts; Lango – Dokolo and Amolartar Districts.

### Freehold land Tenure

"500,000 titles are expected to be



processed under CEDP by the MZO in 32 districts of Bugiri, Tororo, Budaka, Butebo, Kibuku, Pallisa, Busia, Kaberamaido Omoro, Kitgum, Kwania, Alebtong, Otuke, Kole, Buyende, Kaliro, Bugweri, Yumbe, Zombo, Arua, Koboko, Terego, Madi Okollo, Nebbi, Kalaki, Ngora, Amuria, Kabarole, Bunyangabu, Kyenjojo, Kyegegwa and Masindi," he said.

### **OTHER INTERVENTIONS UNDERWAY**

He said that they are rolling out the implementation of the Bamugemereire report and cleaning up the Land registry and rectifying areas where land disputes are taking place.

The ministry is also supporting the traditional/cultural/religious leaders in resolving customary land conflicts but also resolving the district boundary disputes in collaboration with MOLG and MOIA.

"[We are] curbing Illegal Land Evictions through Alternative Land Dispute Resolution mechanisms [and] completing review of Land laws and land regulations."

### **PROGRESS UNDER USMID**

Minister Mayanja said that USMID is in 33 Local Governments that includes 10 regional cities, 12 Municipalities and 11 District Local Governments which host a large number of refugees.

"14 Municipal Local Governments benefited from the first phase of USMID i.e ; Arua, Lira, Gulu, Soroti, Entebbe, Mbale, Tororo, Jinja, Masaka, Hoima, Fort Portal, Mbarara, Kabale and Moroto."

He noted that the second phase of the program added on other 8 Municipalities of Ntungamo, Mubende, Kasese, Apac, Kamuli, Lugazi, Kitgum, and Busia.

### **WORKS UNDERWAY:**

**ARUA CITY.** School Rd & Adroa Rd (2.8km) & Additional Works (Adumi, Ojio and Arua 1 view road); Go Down Rd (1.050Km), Adumi, Taban, Market Lane, Industrial Lane and Afro View road.

**GULU CITY.** Francis Barabanawe Rd, Onono Rd, Pope John Paul Rd, Vincent Opio Rd, Lakana Odongkara Rd, Nelson Mandela Rd, (Total =7.788km); (Alur Rd (0.893Km), Okello Okeno Rd (0.844Km), Queen Elizabeth Rd (0.722Km), Eden Rd (1.429Km), Samuel Does Rd (0.946Km). Total (4.834Km).

**KITGUM MUNICIPALITY.** Oneka main (0.98km), Apila rd (0.11km), Ayaa Hellen Dean Rd & Access Rd (0.4km), kitgum Rd (0.25km), Janani Luwumu Rd (0.21km), Lakidi Rd (0.12km) Philip Adonga rd (0.21km), Oneka main access, 1,2,3,4 &5 (0.64km); Lamola Rd (0.526Km, Omony Ogaba A & Lagoro Rd (1.387) Km, Phase 2 (1.259Km)-Gulu Rd (0.484Km, Lagoro 1 Rd (0.366Km), & Omwony Ogaba Rd B & Lagoro Rd (0.409Km).

**APAC.** Chegere/ Hospital Rds (1.6km)

**LIRA CITY.** Aber Rd (0.204km), Noteber Rd (0.251km), Olwol Rd (0.534km), Obangakene Rd (0.18km), Uhuru Rd (0.3km), Boundary Rd (2.177km), Completion of Coronation Park and Children's Park

**MOROTO.** Moroto Municipality during the first phase of USMID constructed a new bus terminal, a two-storied structure with shops and parking spaces and other attendant features.

The current program is supporting the construction of Lopeduru Rd (0.4km) & Jie Rd (0.4km) which should be completed soon.

**SOROTI.** Haridas Rd (0.842km), School Rd (0.862km) & Edyegu Rd(0.693km).

**JINJA CITY.** Rehabilitation Of Clive And Clerk Roads (1.891Km), Bell Avenue East And West (1.466Km), Completion Of Busoga Avenue (0.75Km, Traffic Signalling (2No), And Drainage Works (1.782Km) Eng. Zikusoka Way (2.03km), Main street (0.3km) & Busoga Rd (0.33km).

**KAMULI.** Constructinon of Industrial area Rd (0.82km), Byaino Rd (0.8km) Nadiope Rd( 0.412Km), Babubhai Rd(0.181Km), Badaza (0.317Km), Muwanga Rd (0.369Km), Ben Lubale (0.47Km), Commercial Rd (0.635Km), Lubaga Rd (1.094Km), Kadhuba Rd (1.272Km), Hajjat Watongola (0.265Km).

**LUGAZI.** Kinyoro Rd (0.8km), kulubya Rd (0.47km), Nabugabo Rd (0.3km), Nabugabo close (0.15km), Market streets 1, 3, &4 (0.79km); Ntenga road 1.457km, Station road 0.935km, Hassan Zirabamuzaale 0.179km, Sempala 0.755km, Gitta road 0.321km, Adventist road 0.722 km, Cathedral 1 road 1.31 km, Cathedral 2 road 0.216 km, UMEA road 0.16km, Kinyoro 2 road 0.386km, Nalule-Miyodi road 0.104 km, Namengo- Kibubu road 1.1km, Church Road 0.274 km, and Drainage Channel (1.596km).





# WATER



**MINISTER OF WATER AND ENVIRONMENT**

**HON. CHEPTORIS SAM**

## 70% of Ugandans have access to clean water

**T**he Minister of Water and Environment, Cheptoris Sam, has announced that his ministry through the rural water supply department has to date constructed 150,837 water supply facilities comprising of 42,007 deep boreholes, 21,722 shallow wells, 29,261 protected springs, 37,480 Public Stand Post (PSP)/taps and 20,367 rainwater harvesting tanks.

The minister added that about 70% (33,180,420 people) (68% in the rural and 71.6% in the urban) of the current population have access to clean and safe water services while 30 percent (14,220,000 people) of the population are without access to clean and safe water services.

Cheptoris was on Monday accounting for his ministry at the ongoing Manifesto Week 2023 at the president's office.

He said that the sector's strategic focus is to increase access to safe and clean water as well as improved sanitation by increasing piped water coverage in both urban and rural areas so that water is brought nearer to the users with at least a source per village.

"Efforts have been made to increase storage and invest in the construction of multipurpose water reservoirs to boost production and productivity in the key sectors of the economy, as well as promoting massive tree planting and restoration of the degraded ecosystems country-wide."

Accordingly, there are 70,512 villages in the country out of which 49,102 villages representing

(70%) have access to at least one safe water source.

The ministry completed the construction of the following water supply systems as presented.

- Kibuku District has two (02) piped water systems developed in Buseta Rural Growth Centre serving populations of 2,276 and Kasasira Rural Growth Centre serving populations of 5,676.

- These two (02) piped water systems were constructed in Kameke Rural Growth Centre serving 1,546 people and Kapala Rural Growth Centres serving 2,735 people.

- Lirima GFS Phase II serves a total of 40,800 persons. For further management, the system is under the National Water and Sewerage Cooperation.

- Bukedea GFS-Phase I is serves a total of 60,624 persons. The system is under the management of Umbrella Organization – East for further management.

- Orom GFS, at the time of handover to Umbrella Organization- North, 446 connections (431No. yard taps, 15No. public stand posts and 3No. toilet facilities) had been made serving a total of 13,344 persons.

- Shuuku and Masyoro (Sheema) was 100% completed and at the time of handover, there were 300 connections serving 7,200 persons. The system was handed over to National Water and Sewerage Cooperation for further management.

### Ongoing Construction Works

- Nyabuhikye and Kikyenyekye (Ibanda) is 90% complete and has 1000 promotional connections.
- Kabuyanda water supply and sanitation in Isingiro is at 90% completion with 850 connections made to the system serving 20,400 persons.
- There has been no progress made for Bukedea Phase II (Sironko, Kween, Kapchorwa, Bulambuli), Rwebisengo – Kanaara Phase II (Ntoroko), Orom Phase II (Kitgum/Agago/Pader) water systems. However, the Ministry of Water and Environment is securing financing from African Development Bank for Phase II.
- The construction of Bitsya Gravity Flow System in Buhweju District- The contract was awarded and the contractor is mobilizing to start works.
- The construction of Nyamugasani Water supply system in Kasese District The contract was awarded and the contractor is mobilising to start works.
- The construction of Bwambara – Bugangari (Rukungiri district); Ngoma – Wakyato (Nakaseke district) and Potika (Lamwo district) was affected by the cancellation of the USD 94.594 million offered by EXIM Bank of India for the development of Large Gravity Flow Schemes across the country.

### **Drilling of environmentally friendly boreholes countrywide.**

Cheptoris revealed that there are 422 new point water sources including 323 hand-pumped wells and 99 production wells that have been drilled and constructed across the country serving 126,600 persons.

"These interventions mainly focused on least served districts of Buvuma, Buyende, Bundibudgyo, Kakumiro, Kamuli, Kassanda, Kisoro, Kyegegwa, Mubende, Rakai, Wakiso, Yumbe, Kirumira, Lyantonde and Sembabule," he said.

"Installation of 2,060 environmentally friendly and sustainable solar-powered boreholes to increase safe water coverage in the least served villages," he added.

He noted that with support from development

partners, 100 mini solar-powered pumping water systems for schools and health facilities with extensions to nearby communities have been constructed in the districts of Adjumani, Arua, Kiryandongo, Moyo, Isingiro, Moroto, Napak, Amudat, Nakapipirit and Kotido serving 50,000 persons.

The minister, however, acknowledged that despite all the water developments and initiatives, there are still about 21,410 villages (30%) without any safe and clean water source.

He also revealed that there has been no progress in establishing a supply chain for spare parts and outlets for borehole infrastructure due to the closure of shops by Victoria Pumps and Engineering and Buyaya Technical Services, the potential actors.



### **NATIONAL WATER AND SEWERAGE CORPORATION (LARGE TOWNS WATER SUPPLY AND SEWERAGE)**

The ministry reported that the Corporation's geographical coverage has grown by 3% from 258 towns to 268 towns (an additional 10 towns). These towns are located in 94 districts across the country, and constitute 11 cities, 257 towns and 16,601 villages. Currently, the village service coverage stands at 65% (10,799 villages with at least one safe water point).

The Corporation's aspiration is to increase its water service coverage from 74% to 86% in 2026 and sewerage service coverage from 21% to at least 30%. Currently, the water service coverage stands at 78% while sewerage service coverage at 23%.

"This denotes an improvement of four (4) percentage points from 74% to 78%. This is attributed to increased connectivity of 22% mainly attributed to the expansion of the water network through the implementation of the SCAP 100 Project and other Capital Development Projects in various NWSC Operational Areas."





# TOURISM



**MINISTRY OF STATE, TOURISM, WILDLIFE & ANTIQUITIES**

**HON. BAHINDUKA MUGARRA MARTIN**

## Uganda named one of top 23 destinations to visit

**A**s the ruling party NRM continues to inform the public where it has reached and what it needs to do to fast-track the implementation of its manifesto commitments, the Ministry for Tourism, Wildlife and Antiquities has reported enhanced domestic tourism promotion to ensure the sustainability of tourism business amidst declines in international tourist arrivals.

The Ministry also noted that Explore Uganda brand rolled out and promoted in 6 regional and 5 international markets.

"As a result, Uganda gained international visibility e.g. on CNN where Uganda was recognised as one of the top 23 destinations to visit in 2023," said Bahinduka Mugarra Martin, Minister of State for Tourism, Wildlife and Antiquities.

He noted that Uganda's Tourism products were promoted in 9 domestic and tourism events and campaigns e.g. the Elgon Campaign, Explore west campaign.

The minister revealed that the Government has provided a conducive environment for tourism to flourish.

"Civil works are ongoing on 19 tourism roads (about 948kms) including Masindi-Para; Pakwach-Para; Hoima – Biiso Masindi -Wanseko; Buliisa-Para; Namugongo Ring Road; Jinja – Bujagali -Itanda falls; Kyenjojo – Kigarale – Kahunge –Rwamwanja – Kihura; Bisozi – Bihanga – Buremba – Kazo; Luku – Kalangala – Lutoboka; Access Road to Mweya and Katwe; Biiso-Masindi section; Masindi-Biiso-Butiaba Port;

Rukungiri-Kihihi; Kihhihi – Kanyantorogo section lies along Kanungu – Kihhihi 9.2 kms and Kihhihi-Ishasha 11kms; Ishasha – Katunguru; Kanungu – Hamurwa; Soroti – Amuria – Obalanga – Achan Pii."

Mr. Mugarra noted that Hoima International Airport is about 90% complete and Entebbe International Airport expansion is at advanced stages, but also Uganda Airlines has been fully operationalised.

He said that they have registered 157, inspected 165 and licensed 108 Tour and Travel Operators; registered 39, assessed 236 tourist guides and licensed 65 Tour Guides and registered 24, inspected 43 and licensed 47 Accommodation Facilities from Eastern and Western Uganda

He said that they have been able to showcase Uganda's investment opportunities in international markets including the Africa Hotel Investment Forum (AHIF) held in Morocco.

The minister revealed that they have managed to secure 9 acres of land in Entebbe and titled it for the proposed Mahatma Gandhi International Convention Centre.

"We have continued to protect, manage and sustain 22 Protected Areas (10 National Parks and 12 Wildlife Reserves) across the country. These cover about 10% of Uganda's surface area," said Mr. Mugarra.

He added, "UWEC modernized with establishment of; acquisition of 4 new animal species (Giant eagle owl, Debrazer monkey, Tigers and a reed buck); golf carts; upgrade and

re-greening of 5 animal exhibits; acquisition of outreach truck; rehabilitation of the wildlife quarantine centre; establishment of a kids mini-zoo and play areas. UWEC hosted 486,313 visitors in 2022, much higher than 383,398 in 2019."

60 acres of land, he said has been secured from NFA in Mbale municipality for the establishment of the Regional UWEC satellite centre

The minister noted that three new exhibits were established at Uganda Museum i.e Amin, Uganda Apes (Ndahura silverback) and National History Exhibition Uganda @60, but also secured land for the proposed Fort Portal Museum

The ministry also reported Kagulu Hills tourism product modernized with concrete steps, rail guards and chains, starting platform, two viewpoints, a monument, and a shelter structure to increase tourist competitiveness, safety, capacity of the site and accessibility.

The Source of the Nile modern pier is under implementation and will have facilities including a dock for 19 boats, a viewing bridge, 2 water fountains and ancillary facilities, said Mr. Mugarra.

"Rwenzori Mountain's hiking facilities established including 2 tourist camps, 3,200 meters of boardwalks, 650 metres of climbing ladders."

### **Expected Programme results**

The ministry is expected to increase annual tourism revenues from USD 1.45 billion to USD 1.862 billion;

Maintain the contribution of tourism to total employment at 667,600 people;

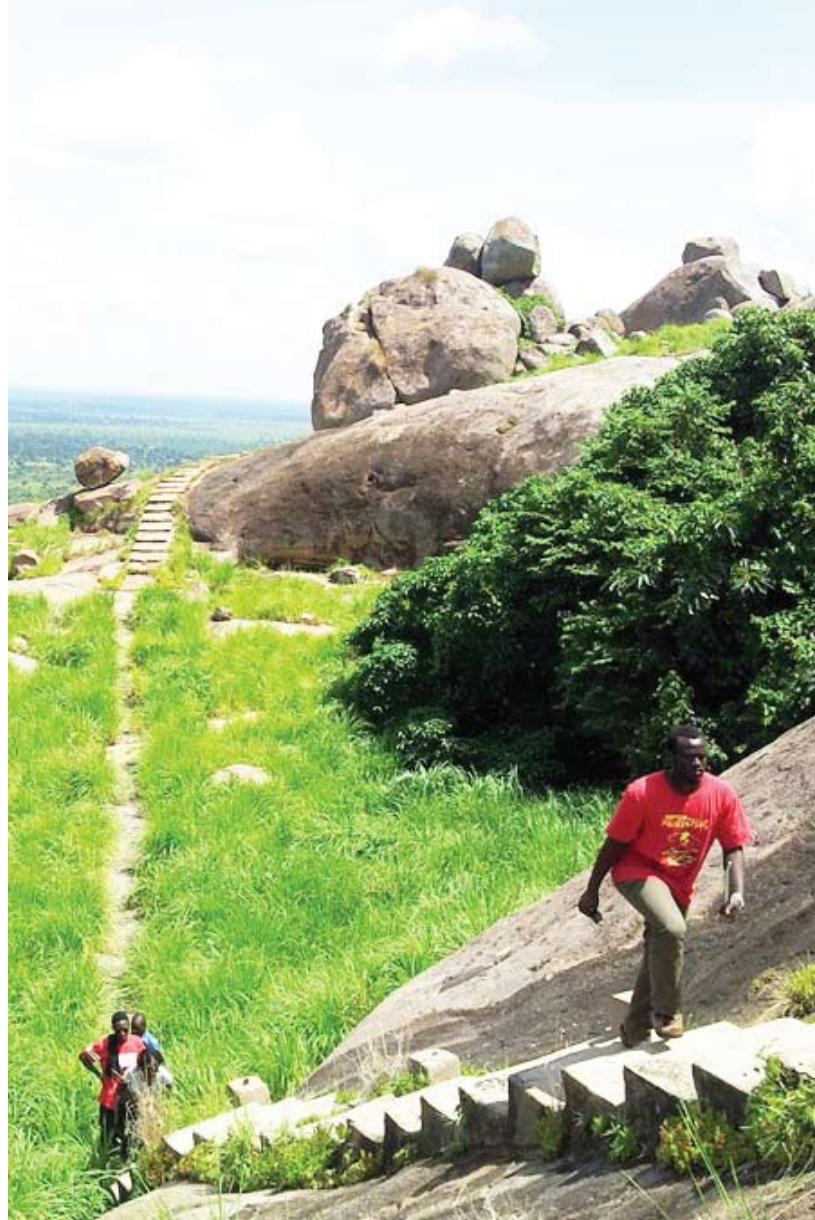
Increase inbound tourism revenues per visitor from USD1,052 to USD1,500;

Maintain the average number of International Tourist arrivals from the U.S, Europe, Middle East, China and Japan at 225,300 tourists;

Increase the proportion of leisure to total tourists from 20.1 percent to 30 percent; and

Increase the number of direct flight routes to Europe and Asia from 6 to 15.

However, the minister revealed that they are challenged with limited marketing and advertisement of the new brand resulting in limited Brand visibility and negative perceptions of the brand within the industry.



**Local tourists scaling Kagulu Hill that was modernized with steps and a starting platform**

Also, natural calamities and health issues such as Ebola, storms, Earth Quakes, and floods were key challenges.

Poor infrastructure, especially road network and water transport which makes accessibility poor is also a big bottleneck.

"Inadequate and unskilled manpower/personnel: The quality of personnel available to work in the tourism sector is generally low resulting into poor service delivery. Upgrade of training institutions (UHTTI and UWRTI) is ongoing to offer internationally competitive training," said the minister.

He also decried persistent wildlife conservation challenges such as poaching, Human-wildlife conflict, invasive species, climate change and scarcity of water especially in savannah areas.

Other hindrances included poor or lack of Internet access especially in Protected Areas and inadequate quality regulation in the sect.





# FOREIGN AFFAIRS



**MINISTER OF FOREIGN AFFAIRS**  
**HON. GEN. ODONGO JEJE ABUBAKER**

## Promoting and protecting Uganda's interests abroad

**T**he mandate of Ministry of Foreign Affairs is "To promote and protect Uganda's Interests Abroad". Uganda implements its foreign policy in the ring States (EAC region) to achieve peace, security and economic prosperity. This is done through political and economic collaboration.

To achieve, peace, security and economic prosperity, the Ministry organizes and participates in Joint Permanent Commissions (JPCs). This is one of the main frameworks for inter-state cooperation whose primary objective is to strengthen bilateral relations.

In the Manifesto for 2021-2026, there are five priority areas of focus for the ruling Party, these are:

- Creating jobs and wealth for all Ugandans;
- Delivering education, health and water;
- Ensuring justice and equity;
- Protecting life and property; and
- Achieving economic and political integration.

Ministry of Foreign Affairs and Missions Abroad directly contribute to two focus areas No. 1 and 5. This presentation highlights the contribution made by MoFA and the Missions abroad towards the two priority areas of focus.

### Contribution Towards Creating Jobs and Wealth for All Ugandans

In the period under review, Uganda held JPC meetings and Business fora with Tanzania, Burundi, South Africa, Democratic Republic

of Congo (DRC), South Sudan, Rwanda and Algeria.

### Outcomes from JPCs and Business Fora

#### a. 4th Uganda-Tanzania JPC Session held at Sheraton Hotel, Kampala

Uganda was granted permission to start exporting additional 10,000 tons of sugar to Tanzania annually;

Road user charges on Ugandan cargo trucks using the Dar es salaam –Mutukula route were reduced from \$500 to \$142 dollars;

Ugandan electric pole supplying companies were permitted to supply Tanzania National Electricity Company with electric poles not from their plantations inside Tanzania only as the case has been, but also directly from their plantations in Uganda; and

Tanzania agreed to increase the ratio of Ugandans recruited by Ugandan investors in Tanzania, this has created more employment opportunities for Ugandans to work in the host Country.

#### b. 3rd Burundi-Uganda JPC Session held in Bujumbura

Two MOUs on cooperation in the Energy and Hydrocarbon sector were signed. This would enable Uganda to export her surplus electricity and petroleum products (after completion of Hoima refinery) to Burundi; and

Access to the Democratic Republic of Congo through Burundi.

#### c. 2nd Uganda-south Africa JCC Serena



### **Hotel Kampala 7th-12th July 2022**

Commitment secured from South Africa to increase her investments in Uganda beyond the current \$ 1.3 billion dollars;

South Africa committed to introduce visa free access for Ugandans with ordinary passports effective August 2023 who would be travelling to South Africa for business and investment purposes;

A Customs Mutual Administrative Assistance (CMAA) Protocol was signed between Uganda Revenue Authority and South African Revenue Services to harmonize revenue services such as custom duties between the two countries; and

In addition to exporting sweet bananas and yams, South Africa committed to allow more Ugandan products on her market as a way of improving the balance of trade which is currently in favor of South Africa.

### **d. Uganda-DRC Business Forum Kinshasa and Goma 29th May-8th June 2022**

300 business deals were reached between the Ugandan businessmen and their Congolese counterparts. For example:

Ms. Salma Buwembo and Mr. Mbabazi's Poltini Group to supply 15,000 trays of eggs to Eastern Democratic Republic of Congo weekly

Yo Kuku Chicken company to supply 12 tons of Chicken products to DRC

Supply of fresh and dried mushrooms, and Tooke brand under the Presidential Banana initiative are already being executed

During the business forum, Equity bank Ltd accepted to create a \$5-billion-dollar credit financing facility to provide credit financing to business activities between Uganda and DRC;

Commitment was secured from DRC to clear Uganda Airlines to start flying to Goma, Lubumbasha and Kisangani as additional destinations. This will promote trade between Uganda and the DRC. (talks between CAA and their DRC counterparts scheduled to take place in Kampala this month of May 2023);

Sino Group of Uganda and Groupe Taverne Sarl from DRC signed a MoU on exporting Uganda's beef to DRC.

### **e. South Sudan- Uganda Business Forum, Juba 18th-22nd July 2022**

Agreed that the memorandum of understanding signed between Uganda and South Sudan in 2012 on removal on non-tariff barriers be urgently revised to have all remaining NTBs between the two (2) countries removed; and

Commitment secured from the Government of South Sudan on safe guarding Ugandan investments in South Sudan and Ugandan investors invited to invest in South Sudan.

### **Uganda- Algeria Relations**

- During the State Visit to Algeria by H.E the President, the two Heads of State agreed that Uganda will export powdered milk worth USD 150 Million annually to Algeria;

- Ugandan coffee is now permitted to be exported to Algeria directly from Uganda. In the past, it had been exported to Algeria through Sudan (Khartoum) where it attracted a levy;

- Algeria delegation from the energy sector visited Uganda during the month of May 2023 to discuss opportunities in the development of the oil and electricity sector; and

- A delegation of ISO (International Organization for Standardization) business personalities from Algeria will be in the Country in June 2023.

### **Outcomes from other Trade, Tourism and Investment Engagements:**

a. Participated in the Kenya – Uganda agribusiness symposium and exhibition to enhance Uganda's export performance. Through this event, Mr. Mayambala a fruit farmer in Luweero District obtained a contract to supply 08 trucks of pineapples to a Juice factory in Mombasa per week;

b. UAE STREIT Company constructed a USD 50million factory for manufacturing armored vehicles in Nakasongola;

c. Registered 70 Ugandan fish exporters with Saudi Food and Drug Authority for eligibility to export in the Saudi market;

d. Negotiated 08 Bilateral Air Service Agreements between Uganda Airlines and the host countries to fly in the following destinations; Kenya, Tanzania, DRC, Somalia, South Sudan, UAE, South Africa and Burundi;

e. URA officials in Uganda met their counterparts in Rwanda to iron out customs issues affecting





trade between the two countries; and

f. The Mission in Abu Dhabi facilitated 6,129 Ugandans to obtain jobs in the UAE as drivers, cleaners, maids, maids, security guards, sales representatives, porters and masons.

### **Contribution Towards Achieving Economic and Political Integration**

Participated in events to promote regional and continental economic integration. These included:

- Establishment of the African Continental Free Trade Area (AfCFTA) which brings together 1.3 billion people with a combined Gross Domestic Product (GDP) of \$3.4 trillion. This is an opportunity to boost trade and economic integration for our country; and
- The 22nd East African Community Micro, Small and Medium Enterprises (EAC MSME) trade fair in Kampala attended by more than 1,233 traders and entrepreneurs across the EAC and Great Lakes Region.

### **Challenges Faced During the Implementation Period**

- The Ministry and Missions Abroad are underfunded to effectively carry out their mandate. In the current FY 2022/23, there was a budget cut on items of travel abroad and workshops, meetings and seminars; and
- Some of the critical activities undertaken by the Ministry include participation in regional and international engagements under the frameworks of UN, AU, IGAD, EAC, TICAD (Tokyo International Conference on African Development), ICGLR and hosting of JPC sessions with partner States which are not financed because of the freeze on some budget items.
- Outbreak of COVID -19 and its attendant travel restrictions affected implementation of some planned activities;
- Weak follow-up mechanism on decisions taken from summits, State visits, conferences, symposium and conventions by relevant MDAs;
- Inadequate institutional capacity to provide consular services for distressed Ugandans abroad especially in the Middle East; and
- Slow rate of acquisition, development and maintenance of properties abroad resulting into increased rental costs. Currently, Missions Abroad

spend over UGX 32 Billion on rent, which could be reduced through construction or procurement of Chanceries and official residences.

- Continuous accumulation of arrears on contributions to International Organizations which has dented Uganda's image abroad; and
- Tariff and non-tariff barriers against Uganda's exports within the region.

### **Proposed Way Forward**

Strengthening commercial and economic diplomacy to:

- Increase Uganda's commodity exports;
- Market Uganda's tourism products and potential in traditional and non-traditional markets (Africa, China, South East Asia and the Arab world) through our Missions abroad;
- Continue to engage MoFPED for additional financial resources to implementation commercial and economic diplomacy; and
- Attract cooperation assistance in form of training opportunities, in priority areas of National Development.
- Strengthening the country's engagement with regional and international partner States to enhance peace and security in the region;
- Enhance the capacity of Foreign Service officers to deliver on their mandate;
- Enhancing the role of ICT in service delivery; and
- Strengthen the provision of consular services to Ugandans living and working abroad especially in the Middle East.

### **Conclusion**

- Joint Permanent Commissions are an important framework through which challenges affecting political and economic bilateral relations between partner States are addressed;
- The bilateral engagements have resulted into reduction of NTBs and increasing market access for our exports in the region. This has a multiplier effect on creating jobs and wealth for Ugandans; and
- Where Uganda has participated in the pacification of countries with conflicts in the region, this has paved way for our traders to penetrate the markets in the respective countries for example, South Sudan and Democratic Republic of Congo.

**SKILLS HUB**  
President  
Yoweri  
Museveni  
commissions  
Gulu ICT and  
Skillling Hub  
during the  
International  
Youth Day  
celebrations  
2023 at Kaunda  
Grounds in  
Gulu City.

# GENDER

## LABOUR & SOCIAL DEVELOPMENT

**MINISTER OF GENDER, LABOUR & SOCIAL DEVELOPMENT**

**HON. AMONGI BETTY ONGOM**

# Ensuring justice and equity, focusing on affirmative action



**Hon. Amongi  
Betty Ongom**

In the NRM Manifesto, the Ministry contributes majorly to ensuring Justice and Equity Priority Area focusing on Affirmative Action of Special Interest Groups and Law and Order.

The MGLSD also contributes to Creating Jobs and Wealth Creation for All Ugandans (Page 26) through Labour Productivity and Employment, formal and non-formal Skilling, Support to PDM Implementation, through Community Mobilisation, Culture and Creative Industries, Social Security.

The Ministry Contributes to Three NRM Manifesto Thematic Areas.

1. Affirmative Action
2. Creating Jobs And Wealth for All Ugandans
3. Law and Order

### **Affirmative Action of Special Interest Groups.**

#### **Key Achievements**

#### **Youth**

#### **Economic Empowerment**

#### **Youth Livelihood Programme (YLP)**

- 162 youth groups covering





1,040 beneficiaries, of which 542 are female and 498 are male, were financed under YLP. A total of Ushs1.918Bn has been disbursed over the period.

- Over the period, Ushs2.041Bn has been recovered from Youth groups under YLP.

- On 25th February 2023 the NYC Organized youth farm camp at Kapeeka Agro and Livestock Farm to provide exposure to over 200 young farmers and entrepreneurs within the agricultural value chain.

### Youth Venture Capital

- 6,063 youth enterprises supported in the last 2 years under Youth Venture Capital Fund worth UGX 22.8bn providing employment to estimated 12,126 youth.

- Youth Enterprises supported under YVC, since FY 2021/22, were 4,389, and the total amount disbursed was UGX16,715,772,933, for FY 2022/23, UGX 6,155,880,000, and the Total since inception is 54,28 and total disbursed is UGX 196,512,656,136.

### Leadership and Representation

- 250 Female Youth Leaders benefitted from leadership skills and life skills at Round table dialogue by the NYC

- An Annual National Youth Council Meeting. The meeting was Convened in Gulu City where 600 delegates.

### Women

#### Economic Empowerment

- 3,544 women groups covering 30,142 beneficiaries have been supported by the Women Enterprise Fund under UWEP. A total of Ushs25.15Bn has been disbursed over the period;

- Over the period, Ushs9.231Bn has been recovered from women enterprises under UWEP;

- partnership with UIRI, 239 women and youth groups covering 3,118 beneficiaries have been skilled in quality product development.

- 400 Women mobilized and trained on modern farming techniques, environment conservation, nutrition such as agro processing

in the local governments of Serere, Luweero, Tororo and Busia.

#### Leadership and Representation

- 4,905 women leaders from 30 districts from 4 regions of the East, West, North and Central trained in leadership skills and mobilization of communities for uptake on Government programs by NWC.

- Women Leader's Code of Conduct and operational Manual developed by NWC

- Guidelines on operationalization for institutional support to Women's Council developed by NWC

- Communication strategy for women's participation in decision making developed

#### Older Persons

##### Economic Empowerment

- Under the Special Enterprise Grant for Older Persons (SEGO) Programme, 527 Older Persons groups covering 3509 beneficiaries, of which 1,782 are male and 1727 are female have been verified in 165 LGs.

#### Leadership and Representation

- 112 City/District/Municipality Chairpersons for Older Persons of which 25 from northern region; 47 from eastern region; 40 from central region and 112 SCDOs/CDOs focal persons oriented on their roles and responsibilities by NCOP

- National Council for Older Person Strategic Plan developed and launched by NCOP

#### Social Protection Of Older Persons ( SAGE )

- Established the National Single Registry which is a repository of data on social protection from existing social protection programmes

- Disbursed UGX 238.622BN in Last 2 FYs (UGX 118.321bn in FY 2021/22 and UGX 121.301 BN FY 2022/23 respectively.

- Eligible beneficiaries receive shs25,000 per month

- Payments are delivered through a Payment Service Provider (PSP)-Centenary Bank

- The programme is reaching 306,278 older persons, of which 188,475 are Female and 117,803 are Male in all LGs

# ICT & NATIONAL GUIDANCE



**MINISTER FOR ICT & NATIONAL GUIDANCE**

**HON. DR. CHRIS BARYOMUNSI**

## Leveraging ICT for education, security, governance, health

### Background

Section 4.7 Manifesto 2021-26 emphasizes that;

- ICT is essential in improving productivity because it renders GoU and business enterprises more efficient, effective and globally competitive.
- NRM is leveraging ICT for e-education, e-procurement, e-security, e-governance, e-health, e-Government services, among others.

The NRM Manifesto, 2021-26, highlights three critical areas for the ICT sector, namely;

- Increase ICT network coverage and penetration
- Promote the utilisation of ICT
- Enhance digital skills and innovation

### ICT sector performance in the economy

- ICT is one of the crucial pillars that Government has flagged, to drive socio-economic growth and transformation.
- ICT services in Uganda continued to grow at an impressive average growth rate of 14.8 percent during the period (2014/15 to 2019/20);
- The ICT sector contributed 2.0% of aggregate nominal GDP in FY2021/22.
- The total estimated formal ICT imports bill in FY2020/21 increased to USD256.27 Million from USD255.54 Million in FY2019/20 translating into a 0.3% increase.

- ICT sector revenue collections increased by 19% to UGX 2.245 trillion in FY2020/21 from UGX1.819 trillion in FY2019/20. Information and communication services represented 91.7% of total ICT sector revenue.
- Telecommunications services alone represented 83.6% of total ICT sector revenue
- Uganda's Gov-Tech Maturity index value has risen from 0.639 in 2020 to 0.858 in 2022.
- Uganda's ranking has moved from Group B to Group A, according to the Gov-Tech Leaders Report (World Bank Maturity Index, 2022).
- The Gov-Tech Maturity Index (GTMI) measures the key aspects of four Gov-Tech focus areas i.e. supporting core government systems, enhancing service delivery, mainstreaming citizen engagement, among others.

### MoICT&NG Sector Contribution to NDP III

- Digital Transformation Programme
- Community Mobilization and Mindset Change
- Public Sector Transformation
- Regional Balanced Development

### DT Programme Goal:

To increase ICT penetration and use of ICT services for social and economic development.

### Objectives

- a. Increase the national ICT infrastructure





- coverage;
- b. Enhance usage of ICT in national development;
- c. Enhance ICT research, innovation and development;
- d. Increase the ICT human resource capital;
- e. Improve the legal and regulatory framework.

**Sub Programmes:**

- ICT Infrastructure
- E-services
- Research, innovation & ICT skills development
- Enabling Environment

The expected results are to: increase ICT penetration; reduce cost of ICT devices and services; create more direct jobs in the ICT sector; and increase government services offered on-line.

**Performance on Implementation of the Manifesto Commitments and Strategic presidential Directives (2021-2026)**

**ICT Network coverage and penetration**

**ACCESS TO ICTS- Voice Coverage**

- Mobile Cellular Voice Coverage is near national
- Mobile Cellular Geographic signal coverage stands at 80% of the country.
- This translates into population coverage of 72% for basic voice

**ACCESS TO ICTS- Broadband Coverage**

- Geographical coverage of broad band services (3G) stands at 89% of the population.
- 25 broadband sites upgraded from 2G to 3G providing broadband services to over 700,000 Ugandans
- Implemented free wifi-hotspots at nine (09) border posts i.e. Lwakhaka, Mpondwe, Mutukula, Busia, Bunagana, Vurra, Katuna, Malaba and Elegu.

**ICT Infrastructure Development**

**Achievements:**

- A total of about 4,172 km of NBI Fiber Optic cable laid across 58 Districts of Uganda;
- 1,447 Government sites (MDAs and LGs) connected to NBI.

- 281 Police stations and 9 UPDF sites connected to the NBI
- NBI extended to Pakwach, Nebbi, Arua, Koboko, Yumbe, Moyo, Adjumani, Katakwi and Moroto
- Border posts of Mpondwe, Vurra, Oraba, Elegu/Nimule connected to the NBI.
- The alternative routes to the sea cables completed through Mutukula, Katuna, Busia, Malaba
- A National Data Centre and a Disaster Recovery Site established, fully equipped with state-of-the art technology which is utilized for Centralized Hosting Services, Disaster Recovery Services and other Data Centre Services for Government Applications & Data;
- National Data Centre currently hosts 199 applications for 66 entities.
- Free Wi-Fi ('MyUg') is provided to the general public in 580 locations in the Central Business District of Kampala and Entebbe.
- There are over about 2 million users, monthly, on the MYUG platform each month.
- By the end of FY2020/21, mobile network coverage (3G or above) was available to 89% of the population;
- Tests for internet connectivity using Satellite technology conducted in tourist sites of Bwindi and Kidepo Valley National Parks
- Validation of SIM Card Registration with National ID details was done;

**Digital Services**

**E-Government Services**

**Online Service Index.** Improved from 50% in 2016 to 58.24% in 2020

**National ICT Systems.** 330 National ICT systems and databases in government, up from 47 in 2015.

**Government Services.** 71% of government services are offered electronically via institutional websites, email, Social media, SMS and Mobile applications

**e-Government services.** Developed and rolled out a number of e-Government services

**e- services rolled out.** e-Payment Gateway, e-GP, GAMIS, iHMIS, OBRS, EMIS, e-Post Digital Platform, e-Docs, PDMIS

**ICT-Based Community Centres.**



# LOCAL GOVERNMENT



**MINISTER FOR LOCAL GOVERNMENT**

**HON. RAPHAEL MAGYEZI**

## Guiding local governments to socio-economic transformation

**T**he Mandate of the Ministry as derived from the Local Governments Act CAP 243, "To guide, inspect, monitor, mentor and advocate for all Local Governments in support of the overall Vision of Government to bring about Socio-Economic Transformation of the Country"

Below is a summary of the achievements of the Ministry of Local Government in relation to the NRM manifesto commitments.

### **Rehabilitation of 8,000km of Community Access Roads (CARs).**

During the Manifesto implementation period, the MoLG has so far rehabilitated a total of 1,275.40 kms of Community Access Roads (CARs) across the country against a target of 5,144 kms. District and Urban roads are rehabilitated using funds from the MoWT through the Road Fund and support from the externally funded projects. The Ministry has constructed/ rehabilitated roads in the following districts: Adjumani, Agago, Amuru, Gulu, Kitgum, Lamwo, Nwoya, Omoro and Pader Alebtong, Bunyangabu, Kabarole, Kumi, Kibuku, Katakwi, Kyenjojo, Ntoroko, Gomba and Nakaseke. Below is a detail of the constructed/rehabilitated CARs by District, Sub-County/Town Council

### **Planned investments:**

In addition to the above, with support from the International Fund for Agricultural Development (IFAD) and KWF the Ministry plans to rehabilitate 3,827 Kms of Community Access Roads(CARs) in 81 districts across the country during the remaining Manifesto period. In the FY 2023/24, the Ministry plans to rehabilitate 2,827 Kms. The 811 districts are

spread across 6 geographical areas (Hubs).

### **Build markets in the cities and Municipalities.**

The MoLG has so far constructed and completed all the 12 Markets which are now operational.

The Ministry also procured and delivered 12 Garbage Collection Trucks to promote hygiene through garbage collection and disposal in the Cities and Municipalities.

### **Planned Investments**

The Ministry has completed a Needs Assessments and Detailed Designs and bidding documents for additional 18 Markets to be constructed in 18 Urban Councils of; Koboko, Nebbi, Kotido, Bugiri, Iganga, Kapchorwa, Kumi, Mpigi, Mubende, Njeru, Masindi, Bushenyi-Ishaka, Kisoro, Ntungamo, Rukungiri, Ibanda, Kibaale, and Nyahuka T/C (Bundibugyo district). These 18 markets will be redeveloped under the next phase and the proposal has already been submitted to ADB for funding.

### **Improve the functionality of the Local Governments for effective service delivery through Inspection and Monitoring.**

The MoLG has strengthened the inspectorate function of LGs through the following:

- Completed distribution of 1,172 Motorcycles for LCIII Chairpersons;
- Procured and distributed 77,831 bicycles to Village and Parish Council Chairpersons across the country to facilitate their movement while monitoring and supervising Government programmes in their area of jurisdiction.
- Completed the distribution of official stamps to all LCI and LCII Chairpersons.





THE NEWLY  
CONSTRUCTED  
ARUA MAIN  
MARKET

- Procured 8 vehicles for District Chairpersons of new LGs and 3 vehicles for the ministry headquarters to support inspection of government programmes.

- Procured and distributed 88 laptops to support and build capacity of selected district Planners and Auditors.

- Carried out orientation of political Leaders in the 10 Cities and other 40 Urban LGs on physical development planning.

- Conducted performance improvement plans in 24 least performing DLGs to improve service delivery. For LGs that were supported in FY 2021/22, 19 out of the 26 LGs reported

The Ministry has also recruited critical staff to support service delivery and include 28 CAOs and 37 D/CAOs; 23 Town Clerks; 1 Assistant Commissioner-LED; 1 Senior Development Officer and 1 Senior District Inspector.

### Parish Development Model

- Established and functionalized All the National and Sub National PDM Coordination Structures. The National structures included identification and assigning of PDM Pillar Management to various MDAs and aligning of the Pillars to the NDPIII Programmes;

- The Ministry also led the recruitment process of the Parish Chiefs and formation of the Parish Development Committees (PDCS). Capacities of the recruited staff has been built through continuous trainings;



- Coordinated a comprehensive PDM Mobilisation Programme in the different sub regions led by the Ministers and MPs across the country;

### Community mobilization and mindset change.

- Conducted Door to Door Data Collection for PDM to inform the PDM Management Information System; The system will provide us with data and evidence for planning and tracking implementation in the different parishes;

- To date all 10,594 PDM SACCOs have been formed;

- In FY 2022/23, Government has disbursed Ushs 50m to each of the 10,570 PDM SACCOs; By end of the Financial Year, each of the 10,594 parish SACCOs will have received Ushs. 100m.

- In the next Financial Year 2023/24, a total of Shs. 1,0594 billion will be disbursed to the SACCOs (100 million per SACCO);



PART OF  
THE NEWLY  
CONSTRUCTED  
SOROTI MAIN  
MARKET

# PUBLIC SERVICE



**MINISTER FOR PUBLIC SERVICE**

**HON. WILSON MURULI MUKASA**

## Reforming public sector for effective service delivery

### 1. Introduction

**T**he Ministry of Public Service contributes to the Theme: Ensuring justice and Equity and Sub key results areas of Reforming the public sector for service delivery and fighting corruption under the NRM Manifesto.

### 2. Key achievements under the Ministry of Public Service

#### 2.1 Reforming the public sector for service delivery

##### 2.1.1 Restructure and strengthen the Government's systems to synergize efforts, remove duplications and align under a programme approach

Following the Cabinet directive of 22nd February, 2021; under Minute No. 43 (CT 221); to rationalize Government Institutions through mergers, mainstreaming and transfers of Government Agencies, to eliminate functional duplications, overlaps and the reduction of public expenditure; Cabinet approved the recommendations for the rationalization of Government Agencies, Commissions, Authorities and Public Expenditure; and approved the implementation roadmap spread over a period of two years (i.e. 2021/22 and 2022/23). This road map was adjusted to end of December, 2023 under Minute Number 237 (CT 2022).

The structural recommendations for the sixty nine (69) Agencies identified for merger, mainstreaming and transfer of functions; were designed and approved by Cabinet under Minute Nos. 237 (CT 2022), 387 (CT 2022) and 60 (CT 2023). Currently, the implementation Team is discussing the legal framework that give effect to the approved structures under the new dispensation. The implementation of the newly approved structures is planned for 1st July 2023.

##### 2.1.2 Upgrade public sector training to improve relevance and impact.

i. The Ministry developed a Capacity Building Framework and Plan that stipulates the critical training needs at individual, institutional and organizational levels

ii. Established Capacity building partnerships with entities like Enabel, UNDP, LOGODI, ICGU among others to undertake tailor made trainings in key areas e.g Local Economic Development, Strategy Planning, Development and Management, Project Planning and Management, Resource Management and Resource Mobilisation, Strategic Leadership and Management, Human Resource Management, Gender and Equity Responsive Planning and Budgeting, Ethics and Corporate Governance.

iii. The Ministry has undertaken initiatives that enhance in-service training at the Civil Service College that address relevant training needs





such as:

a) Publicizing of CSCU training programmes through the Annual Training Calendar and Website

b) Undertaking Caravan trainings which allow for greater outreach and addressing areas where training needs have been stipulated by the requesting institutions

c) Mandatory courses at the Induction, Supervisory, Senior Management and Strategic Leadership Levels have been designed to support continuous professional development

d) A communication strategy was developed to enhance the already existing mechanisms of publicizing the College courses so that more Institutions benefit from the College trainings relevant to their performance gaps

e) An e-Learning Management System and multimedia studio have been established to enhance online learning and the development of online training materials as part of the digital transformation in capacity building to enhance performance

f) A Framework for Management of Public Policy Research in the Uganda Public Service is in place and constitution of a Research Management Committee that will guide public policy development and training initiatives to improve relevance and impact is underway

## **2.2 Fighting corruption**

### **2.2.1 Carry out a pay reform and continue with salary enhancements to remove injustices and address the compression ratio in salary scales.**

Cabinet under Minute No. 502 of (CT 2017) and 509 (CT 2017) approved the Public Service pay policy principles as well as five year pay plan covering every person paid salaries or allowances from the consolidated fund or out of money appropriated by Parliament. The financial implications of the enhancement was determined at UGX. 9,295.864Bn over the five years period.

Implementation commenced in FY 2018/2019 and by FY 2022/2023 UGX. 2,035.575Bn has been committed towards implementing the pay policy albeit the global effect of COVID-19 Pandemic.

Government adopted a phased approach/ strategy to implement the approved pay plans due to the significant financial implication the policy presents in the Medium term. The priority for the last five years focused on employee categories that are critical for achieving the goal of industrialization, value addition, economic recovery, provision of critical care as well as peace and security.

As at July 2022, 59,675 Public officers excluding the Uganda Peoples Defence Forces accounting for 18.5% have received enhancement by a minimum of 77% of the approved long term pay targets while 262,675 employees accounting for 72.5% have remained unenhanced.

Central Appointing Commissions, legal officers under the Directorate of Public Prosecutions, Vice Chancellors, Deputy Vice Chancellors, Professors, Associate Professors, Scientists in the mainstream Public Service, Health Professionals, Science Teachers in Secondary Schools and Science Instructors, Tutors and Lecturers in BTVET Institutions have been enhanced at 100% of the approved pay targets.

Senior Officers of the Uganda People Defense Forces and Generals as well as Teaching and Non Teaching Staff of Public University, other legal professionals other than those in the Judiciary Service and the Directorate of Public Prosecutions and Deputy Permanent Secretaries and equivalent levels have been enhanced at 77% of the approved pay targets over the five years period. Other Public Officers who

In FY2023/24, HCM will be rolled out to 88 votes making a cumulative total of 248 Entities on HCM.

### **2.2.3 Introduce timelines during certain services are delivered.**

Validated Service Delivery Standards for eight (8) key service delivery areas namely Education and Sports, Water and Environment, Works and Transport, Social Development, Health, Lands, Agriculture, Animal Industry and Fisheries, and Public Sector Management. The Ministry is undertaking consultations on the draft costed Service Delivery Standards to obtain input from stakeholders and implementing partners.

# PRIVATE SECTOR

## Players partner with govt for trade and investment deals

**P**ivate sector's decision to join the government to host the second leg of the Uganda-South Africa Summit in Kampala planned later this year shows a changing narrative in the private sector space, as companies seek business deals and contribute to the country's growth.

The summit which is expected to attract hundreds of private-sector players with MTN Uganda as the lead, follows a similar meeting held in Johannesburg, South Africa, in February this year, all aimed at attracting Foreign Direct investment from South Africa to Uganda.

MTN Uganda Chief Executive Officer, Ms. Sylvia Mulinge, said though the government has a bigger role to play in driving the country's social-economic development, there's a need for synergy from the private to have this dream realized.

"We, as MTN Uganda, are committed to working with the government as a partner to ensure that the lives of people in the communities we operate in are thriving," she said.

Mulinge said MTN's success in Uganda to the extent of becoming the country's largest taxpayer is a testament to Uganda being a viable investment destination and how such an investment can transform communities and the country's economy.

MTN Uganda paid Shs184.9bn in taxes to the government last year compared to Shs150.5bn in the previous year.

Last year, the country's private sector players through their umbrella body, Private Sector Foundation Uganda (PSFU), initiated and implemented business missions to Kenya, Tanzania, the DRC, Burundi, South Sudan, UAE, Vietnam and the USA among others seeking to trade and investment opportunities.

This is a departure from the past years in which only the government lobbied for foreign investors and markets on behalf of the private sector players.

PSFU Deputy Executive Director, Francis Kasirinya, said the private sector players are now involved in activities that were initially a reserve for government owed to the transforming economy.

"Our economy is transforming and becoming more mature, and we think that it is natural that we go that direction of seeking business ventures within and out of the country. We believe that working with the government shall bring us the best results in terms of expanding our trade opportunities here and across the world."

Kasirinya said the private sector's decision to organize business summits in other countries in partnership with the government is playing a big role in advocating for a better business environment in other countries.

He said the country's private sector players need to focus on seeking partnerships with other businesses globally for investments, trade and technology to help transform local businesses.

### Micro and small enterprises

The latest statistics from the Ministry of Finance, Planning and Economic Development show that Uganda's private sector comprises about 1.1 million enterprises, dominated by micro and small enterprises with few medium and large enterprises.

Collectively, about 98.8% of the private sector comprises micro, small and medium enterprises (MSMEs), and less than one per cent are large enterprises.

The majority of the micro-enterprises employ only one person (55.7%), while within the







**Some of the participants at the South Africa - Uganda two-day Business Forum under the theme: “Boosting Trade and Investment Relations between South Africa and Uganda,” at Gallagher Convention Centre i.**

small enterprise category, (6.5%) employ 5-9 persons. Large enterprises are operating in agro-processing, banking, and light manufacturing accounting for slow growth in manufacturing value-added GDP and employment.

Overall, the country’s private sector generates 77% of formal jobs, contributes 80 % of gross domestic product (GDP), funds 60% of all investments, employs approximately 2.5 million people and provides more than 80% of domestic government revenues, according to the Ministry of Finance, Planning and Economic Development.

However, the country’s private sector has high mortality levels, with about 90% of private enterprises operating for less than 20 years. The enterprises are also inequitably distributed regionally, with 58.9% in the central region: Kampala alone has approximately 18.9%, while

Karamoja Sub-region has less than 1%.

The high mortality limits the private sector from effectively driving sustainable growth, while informality eliminates them from resource markets, government regulation and support, ultimately inhibiting their growth, expansion, and competitiveness.

### **Going forward**

Ms. Mulinge said it is time for the private sector players including MTN Uganda to partner with the government to help in growing the economy.

“We are already doing this with the government, especially in supporting the provision of social services such as health, education and ICT infrastructure but we need to do more to create a meaningful impact on the population and the country,” she said.

# INTERNAL AFFAIRS



**MINISTER FOR INTERNAL AFFAIRS**  
MAJ. GEN. (RTD) KAHINDA OTAFIIRE

## Ensuring internal security, peace and stability

### Mandate of the ministry

**T**he mandate of the Ministry of Internal Affairs is to ensure and maintain internal security, peace and stability in Uganda; where the citizens and their safety is preserved.

### Introduction

The Manifesto spells out commitments for our docket to fulfil within five years (2021 – 2026). Tremendous strides have been made in fulfilment of these commitments as will be elaborated in the details of the report. These commitments in the manifesto are summarized as follows:

### Protecting life and property

1. Guarantee the security of persons and property.
2. Install Closed Circuit Television Cameras in the city and along the high ways
3. Create pro-people force that is well trained to handle civilians and continue equipping the Police especially in forensic investigations to improve on the fight against crime.
4. Continue improving on the welfare of both the Police and the UPDF (Directive No.13 Solve the problems of the Army, police, intelligence services & the Prisons services) including staff accommodation, salaries, education, & economic empowerment of spouses
5. Introduce timelines in which certain services

are delivered; especially application for land title, passport, driving permit and trading licenses

6. Improve the police-to-population ratio that is now at 1:800 against a target of (1:500).

### Law and Order

1. NRM shall continue to entrench the rule of law and ensure stability and security for all Ugandans.
2. Learning from Covid-19, exploit processes for remote online adjudication of cases
3. Under the reform of business processes, develop sector wide integration for information sharing, starting with critical institutions such as NIRA and frontline Justice, Law and Order Sector (JLOS) services.
4. 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.
5. Under transitional justice, the National Transitional Justice Policy was considered and approved, and the implementation plan finalized. This provides the framework for completing rehabilitation and reconciliation of post conflict communities, creating greater peace and stability that is conducive for economic growth.
6. In addition to the transitional justice programme, the government is working towards creating linkages between the formal and informal justice mechanisms. These informal





GEN. OTAFIIRE  
UNVEILS THE  
POLICE HOUSING  
UNITS AT  
NAGURU



Justice systems are widely respected and provide the much needed support and relief to the formal justice system, by handling family and customary disputes as provided for by the law.

The Ministry's contribution to the achievement of these commitments is assessed through the examination of the outputs of the various agencies under the Ministry of Internal Affairs in relation to their respective mandates using a thematic approach.

### Internal security, peace and stability

The Constitutional Mandate for the Uganda Police Force under Articles 211 to 214 is to:

- i. Protect Life and Property;
- ii. Preserve Law and Order;
- iii. Detect and prevent crime;
- iv. Cooperate with the civilian authority and other security organs established under the constitution, and with the population generally.

### General Security Situation

During the period under review, the country has generally continued to enjoy peace from border to border with the exception of the Karamoja region, where spikes of cattle rustling have been registered, with its impact felt by the neighboring communities in Teso, Lango, Acholi and Sebei sub regions.

Police, with the support of sister security agencies, has been able to deal with the threat of terrorism and gun crime during which a number of ADF terror cells have been dismantled and criminal gangs busted.

The recent incidents of gun crime especially in the Kampala Metropolitan Area are isolated cases that are being addressed through improving gun control measures for the Police, UPDF and privately owned weapons, as well as fast tracking the completion of the gun finger printing exercise.

Peace, Security and Stability, are the sine-qua-non for socio economic transformation and prosperity of the country. The Ministry of Internal Affairs through its agencies, has implemented numerous consolidative measures to enhance the capacity to detect, prevent and effectively respond to crime in the country.

**Crime Situation.** The Volume of crime has been on a downward trend since 2017 from 252,065 crimes to 195,931 in 2020 when the country experienced the COVID-19 lockdown. Thereafter, there has been a seeming rise in the crime trends from 196,081 in 2021, to 231,653 in 2022, when the lockdown was eased.

**National CCTV:** The National CCTV Project was undertaken in a phased manner comprising 04 main modules namely – video surveillance capability, ANPR vehicle identification system and National Emergency Call center. A number of camera sites in the variety of CCTV camera sites( 1248),automated number plate recognition camera sites (60), High Resolution camera sites (50),high resolution (4K) camera sites(19), police station monitoring centers (79), Division monitoring centers(18), 01 command and control center at Nateete, National Command and control center at Naguru, ICTR&D Innovation Center and the National data centre at Naguru among others, were done in Phase I.

- Phase II covered 71 districts with 10 cities, 20 municipalities, 35 towns, 06 border points and all major highways;

- Phase III awaits funding, but its evaluation was conducted and concluded and it will enhance CCTV coverage countrywide as well as address the gaps of Phase I and II of the CCTV project. The outputs of the CCTV project are:

- i. AFIS helped to identify 3266 repeat offenders,
- ii. 219 people with criminal records seeking certificate of good conduct were identified,
- iii. 58 people with criminal records seeking to enlist with PSOs were identified as well as 415 people who were engaged in identity fraud.
- iv. 77,070 cases for certificate of good conduct were biometrically vetted with attendant generation of NTR.



**NATIONAL PLANNING AUTHORITY**  
HON. LYDIA WANYOTO (NPA BOARD MEMBER)

## Economic outlook positive, domestic economy resilient

### Introduction

**T**oday marks the closure of the NRM Manifesto week following active sessions by the respective Honourable Ministers that provided good progress on the implementation of the NRM Manifesto. NPA is therefore presenting an overall performance of the NRM Manifesto for the period 2021–2023 in line with the National Development Plan.

Uganda's quest to transform from a peasant to a modern and prosperous country has been guided by deliberate policy efforts. It has been a consistent and long-term aspiration pursued over time by the National Resistance Movement (NRM) Government through the Uganda Vision 2040, Third National Development Plan, 2020/21–2024/25 (NDPIII) and the NRM Manifesto, 2021 – 2026.

Underpinned by a stable security, political and macroeconomic environment ushered in by the NRM government, the country has registered significant economy-wide achievements over the last decade that have laid a foundation for industrialization. The NRM's priorities are well stipulated in the Third National Development Plan (NDPIII) whose goal is "to increase household incomes and improve the quality of life for Ugandans".

I, therefore, present the performance of the Economy in line with the implementation of the NRM Manifesto which is also aligned with the NDPIII.

### NRM Manifesto performance in line with the National Development Plan

The NRM Manifesto is aligned to the NDPIII and its review comes at a time when a Mid Term Review of the same has just been concluded. At programme outcome level, 22 percent of the NDPIII results were achieved.

Despite facing challenges posed by the COVID-19 pandemic and the Russia-Ukraine conflict, the Ugandan economy has demonstrated remarkable resilience. Average GDP has registered an impressive growth rate of 6.8 percent in the first two quarters of the financial year 2022/23, surpassing the 4.7 percent growth achieved in the previous fiscal year, FY2021/22. By the end of FY2022/23 economic growth is projected at 5.5 percent, up from 4.7 percent registered in the previous FY2021/22. From FY2023/24 and beyond it is projected at 6 percent and above. This encouraging recovery trajectory can be primarily attributed to robust macroeconomic policy management that has led to a gradual reduction in inflation, occasioned by the continued implementation of government-supported initiatives targeting household economic activities, and the significant inflow of Foreign Direct Investment (FDI) as Uganda progresses toward the production of first oil.

Poverty decreased marginally from 21.4 percent in FY2016/2017 to 20.3 percent in FY2019/2020 (UNHS, 2019/2020). In particular, the incidence of income poverty increased during the COVID-19 pandemic from 19 percent pre-pandemic to 22





percent during the pandemic. The effective implementation of the Parish Development Model, as well as other government affirmative action interventions, are expected to contribute to the narrowing of the poverty gaps further.

The surge in international commodity prices resulted in significant inflationary pressure across various sectors, but there has been a recent decline, particularly in energy and food prices. In July 2022, inflation stood at 7.9 percent and rapidly climbed to double digits in January 2023. However, it has gradually decreased since then, dropping to 8.0 percent in April 2023. These inflationary trends stemmed from disruptions in global supply chains resulting from geopolitical tensions. As these disruptions begin to unwind, inflationary pressures have also started to ease.

This Manifesto builds on the previous achievements and seeks to address the unfinished business aware that economic prosperity and stability guarantee national security and political stability are paramount.

The NRM Manifesto is anchored on five broad objectives of: (i) Broadening the economic base; (ii) Creating an integrated and self-sustaining economy based on import substitution and export-oriented growth; (iii) Establishing a monetized and formalized economy; (iv) Achieving the lower middle-income status; and (v) Generating productive jobs. These are therefore aligned with the NDP III and progress is presented below.

### **Broadening the economic base.**

The NRM government aimed to provide and create economic opportunities in all regions of the country to be able to achieve this objective. To date, the agricultural landscape has since significantly improved with the sector registering steady growth between 2.8% and 5.3% compared to 1% and 2% a decade before. In particular, the sector, including forestry and fishing growth improved from 0.9 percent in FY2010/11 to 4.3 percent in FY2021/22.

Given the industrialization agenda under the NDP III, it was assumed that the excess power generated would be consumed by new large industrial enterprises. While generation capacity has substantially increased, this has not



transcended into lowering the cost of power, especially for small and mid-sized industrial users. Expediting the development of industrial parks in tandem with attracting investors (to provide bulk consumption of energy) should therefore be prioritized. The drive to reduce the cost of power to less than US 5 cents per kWh (Annex 1) should continue to be vigorously pursued as a key factor for the country's industrialization.

### **Creating an integrated and self-sustaining economy based on import substitution and export-oriented growth.**

The import substitution strategy is a worthwhile strategy that government should continue pursuing vigorously. There is room to implement import substitution if government strategically puts more effort, especially into the following products: petroleum products by expediting the refinery, chemical products by investing in

the Petro-chemical ecosystem, vegetable oil products, pharmaceuticals, paper products, and base metals and their products.

Uganda stands to benefit from the African Continental Free Trade Area by boosting intra-Africa exports, increasing manufacturing exports, job creation, and enhancing incomes as well as enhancing transport and logistics services in the region. The Ministry of Trade, Industry and Cooperatives is soon launching Uganda's AfCFTA strategy rallying the private sector to reap the benefits of the continental market. To benefit from the African Continental Free Trade Area several challenges must be addressed including: (i) reducing the high costs of doing business (due to factors such as high regulatory burden and increased import competition); (ii) meeting the required standards set by import countries; (iii) addressing non-tariff barriers to trade (including political barriers); (iv) enhancing economic complementarity through diversification of exports and production.

### **Establishing a monetized and formalized economy.**

The NRM government aimed to graduate households from the informal and subsistence levels into the commercial economy. The proportion of households depending on subsistence agriculture as a main source of livelihood has dropped from 41.8 percent in FY 2009/10 to 39 percent in FY19/20 (UNHS, 2019/20). A household's main source of earnings usually indicates its consumption capacity. The government's focus has been to move the population to a modern economy through the Parish Development Model (PDM) as a special purpose vehicle.

### **Achieving a lower middle-income status.**

Uganda is firmly on the path to middle-income status. Uganda's income per capita increased from USD 992 in FY 2020/21 to USD 1,055 in FY 2021/22 in real terms, exceeding the NDP III target of USD 1,046. This implies that there is a high likelihood of attaining the target of USD 1,198 by FY2024/25. This improvement was partly attributed to increased government-targeted expenditure to support economic recovery to

offset the impact of shocks such as COVID-19. As a result service and industry sectors which contribute the most to GDP i.e 41.6 percent and 26.8 percent and offer the highest share of formal employment registered higher growth rates signifying economic recovery.

### **Generating productive jobs.**

Despite the Share of the national labour force employed less subsistence improving from 49.4 percent in FY2020/21 to 52 percent in FY2021/22, the share of the working population and youth unemployment rate continues to be below the NDP III targets of 9.7%.

As a result, the number of new jobs increased from 258,286 in FY2020/21 to 345,039 in FY2021/22 and is projected to reach 399,083 if the recent growth trajectories are not revised downwards. However, this is below the target of 1,040,000 jobs. This indicates a positive job recovery between the first and the second years of NDP III.

There is growing externalization of labour albeit many are casual labourers. About 98 percent of migrant workers are employed as casual Labourers, with only 0.2 percent holding professional jobs and 1.8 percent working in semi-professional placements mainly in the Middle East. The government has put in place different policies through Ministry of Gender Labour and Social Development to enforce the bilateral agreements regarding the outsourcing of labour in Uganda.

### **Conclusion**

The economic outlook is positive with the domestic economy showing resilience. NPA forecasts a growth rate of about 5.5 percent for FY2022/23 and 6.0 percent in FY2023/24 and beyond. Several factors will drive this growth, including investments in the oil sector, the recovery of the services sector and the roll-out and implementation of the Parish Development. However, there are significant risks to consider, such as weather shocks, potential delays in oil-related projects, tighter financial conditions, austerity measures, and geopolitical conflicts in the region.







## Shs5m

### REWARDING TALENT.

President Yoweri Museveni chats with some of the country's top athletes. He made an order that anybody who wins gold at a continental level, commonwealth, or Olympics be paid Shs5m per month, Shs3m & Shs1 million for silver & bronze.





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