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# NRM

# MANIFESTO 2016-2021

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## STEADY PROGRESS

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TAKING UGANDA TO  
MODERNITY THROUGH  
JOBS-CREATION &  
INCLUSIVE DEVELOPMENT

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# NRM



2016-2021 MANIFESTO

**TAKING UGANDA TO MODERNITY**

THROUGH

**JOB-CREATION**

**INCLUSIVE DEVELOPMENT**

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# FOREWORD



The National Resistance Movement (NRM) Manifesto 2016 is the fifth one since 1996. The NRM is a mass organisation that is on track in implementing policies and programmes in all these manifestos. Each of these manifestos has a theme in tandem with the stages of the country's progress.

The 1996 Manifesto had "Tackling the Tasks Ahead" as the theme, the one of 2001 was "Consolidating the achievements", 2006 had "Prosperity for All", while the 2011 Manifesto had "Prosperity for All: Better Service Delivery and Job-Creation". In the 2016 Manifesto, the central theme and message is "Taking Uganda to Modernity through Job-creation and Inclusive Development".

I have great pleasure to now present the 2016 NRM Manifesto, whose aspirations are to take Uganda to a competitive middle-income country from a predominantly low-income society. In it is the NRM's plan for the next five years that lays a strong foundation to build on what we have so far achieved. It sets out the best assessment of policies and measures needed to achieve sustainable improvement.

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I would like to assure our supporters and the whole nation that NRM, which is not a new organisation, has weathered all challenges and will continue to improve the living standards of the people. Uganda today has a more robust foundation than ever before. Backward leadership that lacks vision and ideology is now a thing of the past. Uganda is on the road to development and nothing will hamper that.

Through this manifesto, NRM renews its determination to implement the promises that have been made and consolidate the measures and reforms that have already been taken. Anyone who appreciates where we are coming from as a country must find our strides impressive. Uganda must strive to build on this success.

The NRM has achieved monumental landmarks in all sectors. If we continue at this pace, Uganda shall transform into a middle-income country and we shall be a prosperous nation in the near future. We look back with pride at our exceptional achievements over the decades.

We consider NRM to be the trustee and principal guarantor of vision 2040. We want to make Uganda Africa's gateway. Our manifesto sets out priority areas of focus, which include Strengthening Security, Good Governance and Democracy, Consolidating Growth, Employment and Macro-economic stability; Agriculture, Industry, Tourism, Human Capital Development; Health, Infrastructure Development for Competitiveness, Trade, Sustainable harnessing of Natural Resources, Public and Private Sector Institutional Development, and International and Regional Co-operation.

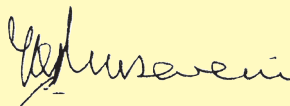
It is a right of every Ugandan to understand what their government intends to accomplish so that they are not only able to demand for accountability as well as efficient and effective service delivery, but also participate in the pursuit of these goals.

Our strategic goal is to transform Uganda, so this manifesto is basically a diagnosis of our problems and also a prescription for the cure. In it, we simplify for the population our strategic goal, obstacles we have surmounted, what we have achieved and what we intend to do.

The NRM is, therefore, seeking a fresh mandate on the strength of its record of performance and unwavering commitment to the welfare of all Ugandans. Our significant and impressive achievements have been made over the last five years under NRM leadership. I present to the people of Uganda the NRM Manifesto 2016 and strongly appeal for support to take Uganda to modernity.

You have seen us deliver before; you can trust us with the future.

Long Live Uganda  
Long Live National Resistance Movement  
For God and my Country



**Yoweri Kaguta Museveni**  
PRESIDENTIAL CANDIDATE 2016  
NATIONAL RESISTANCE MOVEMENT (NRM)

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## PROFILE OF THE NRM PRESIDENTIAL CANDIDATE

**Y**oweri Kaguta Museveni became President of the Republic of Uganda on January 29<sup>th</sup>, 1986 after leading a successful five-year liberation struggle. He went to the bush with 41 young men armed with 27 guns and organised the National Resistance Movement and National Resistance Army (NRM/NRA) to fight the tyranny that previous regimes had unleashed upon the population.

After a series of successes in the bush under his command, the NRM/NRA was ready to take power. The push for Kampala started on January 17<sup>th</sup>, 1986 from different parts of the central region. It took nine days for the force to march to Kampala and capture power on January 26<sup>th</sup>.

After victory, Museveni formed a broad-based government that helped to unite the country's diverse political groups and interests. Before the bush war, 1981-1986, he had been one of the leaders in the anti-Idi Amin resistance of 1971-1979 that led to the fall of that monstrous regime.

Museveni, who has been politically active since his student days at Ntare School, Mbarara, in South Western Uganda, studied social science at the University of Dar-es-Salaam, graduating in 1970 with a Bachelor of Arts degree in Economics and Political Science. After Idi Amin's coup in 1971, Museveni was instrumental in forming FRONASA (the Front for National Salvation). FRONASA was one of the Ugandan fighting groups which,



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together with the Tanzanian People's Defence Forces, ousted Amin in April 1979.

Museveni served briefly in the governments that succeeded Amin, as Minister of Defence, Minister of Regional Co-operation and Vice-Chairman of the Military Commission before he ran for President in the controversial 1980 elections.

That poll was the country's first general election in 20 years, but was rigged by Milton Obote's Uganda People's Congress. During the election campaign Museveni had warned that if the elections were rigged, he would declare war on the government. Indeed they were rigged and on February 6<sup>th</sup>, 1981, he launched a guerrilla struggle.

The NRA, which he commanded, is unique in Africa for being the only guerrilla force to take over power without much external support and a rear base in a neighbouring country. Its camps were based only 20 miles from the capital, Kampala.

Under his leadership the NRA (now renamed the Uganda People's Defence Forces) had a sophisticated organisational principles including discipline for managing both soldiers and civilians, which mitigated the extremely difficult circumstances the force was operating in. It is on this that Museveni and his comrades-in-arms built a force that would turn around the history of Uganda when it captured power. Since then Uganda has embarked on the road to democracy, rule of law and development with amazing results.

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## EARLY POLITICAL AWARENESS

Yoweri Kaguta Museveni was born in 1944 to Amos Kaguta and Esteeri Kokundeka. This was during the Second World War and his name was taken from the *Abaseveni*, who were Ugandan servicemen in the Seventh Regiment of the King's African Rifles in which many Ugandans had been drafted.

He was born in a peasant pastoralist background in Ankole, western Uganda. As the peasants in his home area were nomads, their children did not go to school and modern ideas about animal husbandry, hygiene and health care did not percolate through to them.

In addition, they were exploited and oppressed by land policies such as ranching schemes, which displaced them from their traditional lands. Such policies were instituted by the British colonialists and supported by local collaborator chiefs and, later, by neo-colonialist independence politicians.

Owing to his background and his early determination to fight against political and social injustices, Museveni decided in 1966 to lead a campaign mobilising the peasants in northern Ankole to fence their land and refuse to vacate it. The campaign was largely successful and his political awareness and activity became more focused during the three years (1967 to 1970) he spent at the University of Dar-es-Salaam. His wide reading covered Fanon, Lenin, Marx, Rodney, Mao, as well as liberal western thinkers like Galbraith. These writers shaped his intellectual and political outlook.

Compared to other universities in the region, Dar-es-Salaam had a very good, progressive atmosphere which gave the students a chance to become familiar with pan-Africanist and anti-colonialist ideas. This was due to the Pan-Africanist views and policies of Mwalimu Julius Nyerere, the then President of Tanzania. Nevertheless, many professors and lecturers were right wing in their views and this often brought them into conflict with the radical students.

The dissatisfaction with the stance of the lecturers in 1967 led Museveni and his fellow students from different African countries to form University Students African Revolutionary Front (USARF), an ideology study group. Among the USARF founding members were Eriya Kategaya, James Wapakhabulo, Joseph Mulwanyamuli Ssemwogerere and John Kawanga all from Uganda.

Tanzanians included Charles Kileo, Salim Msoma, Andrew Shija, Adam Marwa and Patrick Quoro. From Malawi and Sudan were Kapote Mwakasungura and John Garang, respectively.

Every Sunday they would hold a meeting, invite speakers of their choice, enrich their ideas about the evolution of society, and discuss topics dealing with the production and distribution of wealth.

USARF was composed of students from Kenya, Zambia, Malawi, Zimbabwe, Ethiopia, Sudan, Tanzania and Uganda and Museveni was elected its chairman for the whole time he was at the university.

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USARF identified closely with African liberation movements, especially the Mozambique Liberation Front (FRELIMO) and in turn helped the students' study group by producing pamphlets for their publicity work. Later in their lives several members of USARF became politically active and influential both in Uganda and elsewhere in Africa.

## **PRAGMATIC, NATIONALIST POLITICIAN**

Although Museveni is a man with very strong convictions, his political vision on how to lay a foundation for reconciliation and national harmony enabled him to accommodate ideas that were often opposed to his. One of his greatest contributions to the politics of Uganda, therefore, has been to spearhead a policy of reconciliation after two decades of social and political turmoil before NRA/NRM took power.

Under his leadership, the NRM Government has ended the vicious circle of vengeance and hatred that had ruined the country. People from different tribes, religions and political allegiances can now co-exist in harmony.

Museveni accepts this heterogeneity as a matter of course because it mirrors the social spectrum of Ugandan society. He formed a broad-based government and demonstrated to Ugandans that although they had different political, social and religious backgrounds, they had a lot in common and a common destiny, contrary to the divide-and-rule tactics previous politicians had used to fragment the country. He took pains to explain that the typical Third World problems of poverty, illiteracy, disease

and general backwardness had nothing to do with one's religion or ethnic origin.

The NRM's guiding Ten-Point Programme, which was debated and agreed upon under his chairmanship in 1984 during the bush war, basically set out to redress the past political and social wrongs. He says: "The National Resistance Movement has an unwavering commitment to the respect of human rights and the sanctity of life. We waged a protracted war against tyranny on a platform of restoring personal freedoms and the amelioration of the socio-economic conditions of our people — that is the cornerstone of our programme."

Museveni has typically taken a very independent political stand and says: "We take from every system what is best for us and we reject what is bad for us. We do not judge the economic programmes of other nations because we believe that each nation knows best how to address the needs of its people. The NRM is neither pro-West nor pro-East — it is pro-Uganda".

In July 1990, President Museveni was elected the Chairman of the Organisation of African Unity for the year 1990/91. As he said in his acceptance speech, this was a vote of confidence in the efforts of the NRM to build a just society with a democratic and economically viable future for the nation. The general consensus both at home and abroad, however, was that his election was a vote of confidence in the man himself. It showed that after only four-and-a-half years in office, he was already an international statesman of considerable standing.

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## **A NEW CONSTITUTION FOR UGANDA**

When the NRM came to power in 1986, it started working methodically towards taking Uganda back on the constitutional road from which it had been diverted by past regimes. A Constitutional Commission was instituted to gather views from Ugandans throughout the whole country. After two years' work traversing the whole country gathering the people's views, the Commission produced a report from which a draft constitution was extracted. A Constituent Assembly was elected and tasked to debate, enact and promulgate a new Constitution.

When the Constituent Assembly was opened on May 18<sup>th</sup>, 1994, President Museveni challenged the delegates: "We must ensure that our political institutions spring from our social structure. If we are to develop, we must evolve institutional models which will liberate us from our backwardness. We must modernise our societies and lay the foundation for industrialisation. We cannot modernise, industrialise or develop without creating an appropriate institutional framework within which to work. It is the historic responsibility of this Constituent Assembly to set our country on the path to development and prosperity."

Although the law entitled him, as President, to address the Constituent Assembly on any issue he wished, he deliberately refused to influence the proceedings. As a result, no individual or political faction can dub

the new Constitution a 'Museveni' document. This was a great contribution to the constitution-making process.

Delegates arrived at decisions either by consensus or majority vote. However, he advised delegates to combine flexibility on contentious issues by distinguishing between subjective demands and the objective realities that faced the country. The process culminated in the promulgation of the Constitution on October 8<sup>th</sup>, 1995.

Museveni says: "The NRM has been like a political doctor trying to solve the problems of Uganda. In order to treat a disease, however, you must, first of all, diagnose the illness." Ugandans agree that the new Constitution went a long way towards healing the political and social ills, which Uganda had suffered since independence. It also laid a firm foundation for the stability of the country for generations to come.

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## **FIRST DIRECTLY-ELECTED PRESIDENT**

In 1996, Museveni offered himself as a candidate for President in the first general elections since the abortive attempt in 1980. Two other candidates, including Paulo Ssemwogerere, the veteran opposition leader who had been a minister in the NRM Government for 10 years, opposed him. Museveni won a landslide victory — with more than 75% of the vote — and became the first directly elected President in the history of Uganda.

Uganda has since had four presidential elections, in 1996, 2001, 2006 and 2011 and an equal number of parliamentary and local elections.

Museveni inherited an economy that had totally collapsed. He, however, enjoyed the support of the international community in order to revitalise it. He initiated economic policies designed to combat key problems such as hyperinflation and the balance of payments.

The infrastructure is far better than he found it. New schools and universities have been built, communication has improved 100-fold just like the banking and industrial sectors. Museveni has initiated dramatic programmes that are destined to transform the lives of Ugandans forever. Grassroots-based programmes in health, safe water provision and mass education have replaced the colonial and post-colonial programmes that did not address the needs of the majority of Ugandans. Under his leadership, the Government has registered monumental landmarks in Security, Peace and Stability, Economic growth, Good Governance and Democracy, Human Capital Development, Emancipation of Women, and overall re-establishment of the country's institutional fabric.

Museveni is married to Janet Kataha. They have four children and several grandchildren.



# CHAPTER ONE

## 1.0 INTRODUCTION

The National Resistance Movement (NRM) is a progressive mass organisation whose historical mission is to transform Uganda from a peasant society to a modern, industrial, united and prosperous one. It is guided by the core values and principles of: Democracy, Patriotism, Social Economic Transformation and Pan-Africanism.

In February 2016, the people of Uganda will participate in yet another important general election. It is now a democratic tradition in Uganda to hold elections every five years so that the people exercise their right to choose their leaders at all levels — Local Government, Parliament and President.

Having been overwhelmingly elected in 2011, the NRM is now seeking the renewal of the electoral mandate to continue serving the people with diligence and dedication. Therefore, it is presenting itself and her candidates for President, Parliament, Local Government, Youth, Women, People with Disabilities and Older People's Councils — to the people of Uganda.

In this manifesto, the NRM lays out the policies and programmes, which will guide the NRM Government over the next five years following its re-election by the people of Uganda.

The NRM pledges to continue providing revolutionary, visionary and democratic leadership and reiterates its commitment to the economic and social transformation of Uganda.

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In this regard, this manifesto is the roadmap for Uganda and her people on the journey to attain the middle-income status. For this to happen, the NRM will pay attention to the following:

### **1.1 PEACE AND STABILITY**

The NRM has a sterling record of performance that no other party can measure to, let alone challenge. It has stood the test of time and its experience in ensuring peace and security, and macro-economic stability is unmatched. It will continue serving Uganda in a harmonious environment that guarantees peace and stability. We, therefore, urge all Ugandans to once again overwhelmingly vote for NRM candidates.

This mass party has used the environment it has created to effectively serve the people as seen in a number of programmes and initiatives, which are referred to in this manifesto. Among those are: liberating and moving Uganda from chaos to stability; and from poverty to prosperity. These and other programmes underway make the NRM a party that Ugandans should vote.

### **1.2 GOOD GOVERNANCE, DEMOCRACY AND SECURITY**

With regard to governance, democracy and security, the NRM has made great strides in implementing what we promised five years ago.

Among them are:

Creating and maintaining the environment in which people have a say in national issues that directly affect them.

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Professionalising and equipping both the army and the police to deal with the modern security threats of terrorism.

Uganda is now secure and the situation will be maintained under the NRM leadership.

We have also contributed to peace and development in the region as part of our Pan-Africanist responsibility.

We will continue with our unwavering efforts to:

Consolidate the establishment of the rule of law

Increase people's participation

Empower women and the youth

Promote freedom of speech and worship

Hold regular free and fair elections, and consolidate of equity.

### **1.3 CORRUPTION**

The NRM is determined to decisively fight corruption. This is a war that we vow to fight to the end.

We will continue pursuing the policy of zero tolerance to corruption through the various legal frameworks and institutions that we have put in place. The recently passed Anti-Corruption Amendments Act 2013 that provides for the confiscation of the properties of those convicted of corruption will be implemented to the spirit and letter.

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Also, the Whistle Blower's Act 2010, which allows people to report cases of corruption and guarantee them protection, will be popularised to encourage its use. We will continue putting pressure on public officials to account.

## **1.4 GROWTH AND DEVELOPMENT**

Uganda has registered consistent economic progress in the last two decades averaging 6% per year. As a result, we have increased our revenue collection from a paltry sh5b in 1986 to sh9.7 trillion in 2014/15, which has enabled us to finance numerous Government projects.

We have maintained macro-economic stability and contained inflation within the single-digit bracket.

Building on these achievements, we will work towards increasing the size of the economy and expand our revenue base.

To achieve this, we will continue removing bottlenecks that affect doing business for both large investments and Micro, Small and Medium Enterprises (MSMEs). In addition, we will aggressively promote Uganda as an investment and tourist destination.

Furthermore, the NRM recognises the contribution made by Ugandans living in the diaspora to the economy. We will provide incentives for them to invest at home and also encourage them to participate in technology transfer.

## **1.5 YOUTH AND WOMEN**

We will invest in training the youth to acquire skills required in the job market.

Deliberate effort will be made to create an environment that offers opportunities to create jobs for the youth.

We will continue to fund the youth who are not in formal employment to enable them create jobs for themselves and also employ others.

We will start a special fund for women and gradually increase the coverage of the elderly persons under the Social Assistance Grant for the Elderly (SAGE). Presently the scheme is being piloted in 35 districts where elderly persons (65 years and above) receive sh25,000 per month.

## **1.6 AGRICULTURE**

Agriculture continues to play a key role in the economy by providing raw materials for the rapidly growing agro-processing sub-sector, food and employing 72% of the population.

In order to increase agricultural production and productivity, the NRM Government has assisted farmers to get access to farm inputs particularly livestock, seeds, breeding and planting materials.

We have also provided agricultural infrastructure such as roads, agricultural machinery and water for production.

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The NRM has also ensured adequate surveillance and control of animal diseases and crop pests.

Our goal is to transform agriculture from subsistence to commercial farming through the Four-Acre Model, which apportions land use on the basis of activities. The first acre is used to grow cash crops such as coffee and tea, the second is for growing fruits, the third is for pasture for dairy cows and the fourth is set aside for food security at the household level.

We will promote poultry and piggery (for non Muslims), as well as high value crops such as vegetables for small scale farmers who have less than four acres.

We will put in place a functional agricultural extension services system in a phased manner to cover the whole country by 2020.

This will greatly improve production, productivity and farmers' incomes.

We will invest in:

- Value-addition
- Mechanisation of agriculture
- Animal breeding and seed production
- Promotion of usage of fertilisers and manure
- Water for production at individual and communal levels.

We will consolidate Operation Wealth Creation (OWC) to increase the number of commercial farmers and better co-ordinate the production chain from the farm to the factory. This will enhance our export volumes

and earnings by ensuring quality along the production value chain.

## **1.7 EDUCATION**

With regard to education, we have made tremendous achievements in implementing the election promises we made in 2011.

We have:

- Sustained UPE and USE programmes.
- Introduced free higher and technical education.
- Introduced the student loan scheme.
- Started a public university in West Nile.
- Rehabilitated and expanded some of the old schools.
- Constructed new technical institutes, schools and teachers' houses.

During the next five years, we will focus on:

Enhancing the quality of education at all levels as well as continuing to increase teachers' salaries and further investing in the education infrastructure.

## **1.8 HEALTH**

We continued with immunisation and reproductive health programmes in addition to taking health services nearer to the people.

We rehabilitated several health units, including referral hospitals such as Hoima and Arua.

We started on rehabilitation of Mulago Hospital and constructed new

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general hospitals, namely:

- Kiruddu Hospital in Makindye Division
- Kawempe Hospital in Kawempe Division
- Buliisa Hospital in Buliisa District.

The various referral and general hospitals rehabilitated or newly built will help in decongesting Mulago National Referral Hospital.

During the next five years, focus will be put on efficiency and effectiveness in delivery of health services.

In particular, the NRM will:

- Continue with investments in health infrastructure.
- Increase availability of drugs in health facilities.
- Consolidate immunisation and increase the HIV/AIDS awareness campaign and access to ARVs.
- Increase efforts to eradicate malaria.
- Intensify the fight against non-communicable diseases such as cancer and diabetes.
- Introduce the Universal Health Insurance Scheme and an ambulance service.
- Focus on reducing both maternal and infant mortality rates and address the human resource requirements in the sector.
- Educating society on preventive measures.



## **1.9 WATER AND SANITATION**

The NRM has increased the access to safe water from crisis levels in most parts of the country to 65% in rural and 72% in urban areas.

This has been achieved through investment in various technologies in rural areas and provision of piped water systems in various urban centres.

Sanitation levels such as pit latrine coverage have also improved to a national average of 74%. Our focus on access to safe water and sanitation will continue with the aim of increasing piped water coverage in both urban and rural areas.

## **1.10 INFRASTRUCTURE**

In the last five years, emphasis has been put on developing infrastructure with a view to reducing the cost of production.

Paved (tarmac) roads — These have increased from 3,000km to 4,000km from 2011 to 2015.

Ferry crossings — They have also increased from two to nine, which has contributed to improvement of transport to areas accessed on water. Some of the crossings are shorter detours to some areas, meaning a reduction in travel time.

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In the next five years we will construct 2,025km of new paved roads, rehabilitate some of the old paved ones, construct 112 bridges and provide additional equipment to districts to enable them work on their roads.

Water transport — We will also undertake new investments in water transport by constructing and deploying three ships on Lake Victoria, modernising Port Bell (in Kampala) and Jinja Pier, constructing a new port at Bukasa and launching six new ferries.

All these will go a long way in improving water transport and also opening up new routes. For instance, the modernisation of Port Bell and the Jinja Pier will present the opportunity of passenger and cargo service on water between Jinja and Kampala.

Regarding energy, we completed Bujagali hydropower project and several other small ones, which increased the power generation from 300MW to over 850MW. Construction of new power dams at Karuma (600MW) and Isimba (183MW) on the River Nile was started.

We extended the national grid power distribution to households from 11% to 15% and expanded the coverage by over 5,000km. Power generation will increase upon completion of Karuma and Isimba hydropower plants, construction of additional hydropower and geo-thermal stations, invest in transmission and improvement of the distribution network. These interventions will not only provide sufficient power for the country, but also bring down the cost of electricity to consumers.

Working with our sister countries in the region, we embarked on the Standard Gauge Rail (SGR) project together with Kenya, Rwanda and South Sudan. We will continue with this project until it is completed.

We have embarked on the expansion of Entebbe International Airport and rehabilitation of upcountry airfields, which will remarkably improve air transport.

We will also continue improving infrastructure in Kampala, including designing and constructing a light rail for the city, and providing workplaces (markets). Relatedly, infrastructure in municipalities and towns will be developed.

### **1.11 HARNESSING NATURAL RESOURCES**

Over the years, the NRM has cautiously and strategically developed local capacity for sustainable harnessing of the country's natural resources. For instance, the local capacity developed enabled us to discover oil and gas and other minerals. Also with their expertise, so far 27 minerals are confirmed to be commercially viable.

In the next five years we will encourage the export of minerals in finished form by ensuring value addition. This will result in creation of jobs, growth in national revenue from the exports and facilitation of the country's industrialisation process.

The oil industry will be developed with the construction of the refinery and pipeline. Eventually Uganda will produce oil for regional and

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international markets, which will significantly boost the national income. In addition, the industry will generate direct and indirect jobs for Ugandans. The NRM recognises the environment as a critical component of development. Therefore, we are aiming at increasing the country's forest cover from 10% to 15% by 2021.

The NRM will, among others, prioritise the review of the Forest and Tree Planting Act (2003) with the objective of strengthening forest conservation and tree-planting initiatives.

We will also sensitise and mobilise the people to plant trees. In addition, we will support those who want to invest in tree-planting on a large scale.

## **1.12 INTERNATIONAL AND REGIONAL CO-OPERATION**

We will continue to work vigorously for the deeper integration of the East African Community and co-operate with our partners in the Eastern Africa region, to guarantee our security and long-term development.

We will, in the same vein, work to strengthen regional organisations such as the Common Market for Eastern and Southern Africa (COMESA), the Inter-Governmental Authority on Development (IGAD), the Southern Africa Development Co-operation (SADC) and the EAC, SADC and COMESA tripartite agreement. At the African Union level, we will continue

contributing to the peace-keeping missions and working for the consolidation of the African Economic Community.

We will, in addition, uphold the principles of the United Nations Charter and our other international obligations. This Manifesto spells out how the NRM Government will build on the achievements already made to transform the country to modernity and prosperity.

Our ultimate obligation is to improve the quality of life of all Ugandans and achieve an industrialised, regionally integrated, democratic and independent self-sustaining society. We will do this by implementing critical policies, plans and programmes outlined in detail in the sections that follow.

### **1.13 PUBLIC AND PRIVATE SECTOR INSTITUTIONAL DEVELOPMENT**

The NRM recognises the important role played by public servants in public service delivery. We will embark on a programme to improve their pay and rationalise salaries. We will also continue to implement the institutional reforms aimed at increasing public service efficiency and reducing the cost of doing business. In addition, the public investment management systems will be strengthened to further improve implementation of policies and programmes by filling staffing gaps and undertaking other capacity building.

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With regard to the private sector, we will strengthen and adequately recapitalise Uganda Development Bank (UDB) to avail affordable long- term credit to those investing in commercial agriculture, tourism, mining and manufacturing.

We will also promote the listing of companies on the stock exchange so as to increase mobilisation of capital for investment by encouraging Ugandans to buy shares and own businesses.

The NRM Government will set up a commercial bank in order to increase access to credit. This will offer affordable credit to the private sector.

## **1.14 CULTURE**

The NRM is cognisant of culture as an invaluable asset comprising our unique identity and heritage, in diversity, as a Ugandan society. We have, therefore, endeavoured to restore, protect and support our cultural institutions as custodians of our tangible and intangible assets. We will continue to identify, assess and return properties of cultural institutions that were confiscated by earlier Governments. We will continue to work harmoniously with cultural and traditional leaders in developing their areas and promoting indigenous knowledge, including blending it into modern scientific technology.

## **1.15 ENTERTAINMENT**

The prevailing peace and security coupled with the gradually rising incomes have enabled Ugandans to get time and means to afford entertainment. The entertainment industry, comprising music, dance, drama, comedians, film actors and dramatists, has grown rapidly and provided gainful employment, especially for the youth. It has also added the flavour to the tourism and hospitality industry. To this end, the NRM will support the construction and redevelopment of entertainment infrastructure such as the National Theatre, the National Museum and regional museums and cultural/entertainment centres.

## **1.16 LANDS, HOUSING AND URBAN DEVELOPMENT**

The NRM has ensured operationisation of the constitutional provisions on ownership of land. The Land Amendment Act, 2010, has strengthened the protection of tenants (Bibanja holders) from evictions by land grabbers. We have also put in place land units in the Police and the Office of the President to support handling of land issues.

We are also continuing to put in place measures that ensure availability of affordable decent housing all the people of Uganda. To this end, the proportion of iron roofed houses increased from 61% in 2005/2006 to 68% in 2012/2013, while the grass thatched houses reduced from 38.2% in 2005/2006 to 31.6% in 2012/2013.

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We will continue to capitalise both the Housing Finance Bank and the National Housing and Construction Corporation with a view to improve housing, particularly in the urban areas.

The NRM will develop a national physical plan and ensure proper spatial planning to ensure orderly and efficient settlement systems that enhance optimal land use and sustainable development.



# CHAPTER TWO

## **SECURITY, GOOD GOVERNANCE AND DEMOCRACY**

STRENGTHENING SECURITY

GOOD GOVERNANCE

DEMOCRACY

REHABILITATION OF WAR-RAVAGED/IMPACTED AREAS

EMPOWERING SPECIAL INTEREST GROUPS

CORRUPTION

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## **2.0 STRENGTHENING SECURITY, GOOD GOVERNANCE AND DEMOCRACY**

### **2.1 STRENGTHENING SECURITY**

The NRM is fully committed to ensuring a secure and peaceful Uganda by promoting and upholding democracy and good governance as core values for national socio-economic transformation.

Over the past five years, focus has been on professionalising and modernising the Uganda People's Defence Force (UPDF) and building the Uganda Police Force (UPF) capabilities, strengthening capacity of intelligence agencies and ensuring the country's overall security is good by combating anti-development forces within and outside Uganda.

Due to the enhanced capacity of our defence and security forces and the co-operation of regional sister countries, Uganda has remained stable and generally peaceful. We have, in particular, successfully countered terrorism through early detection and foiling of terror attack attempts within and outside the country. We are committed to strengthening our security forces to enable them maintain the country's security and fight crime. This will be achieved through continuous professionalisation of the security forces and intelligence agencies.

The overall aim is to have a pro-people, modern, professional, effective and accountable UPDF and UPF that are well trained, equipped and which will maintain conditions in the country that enable economic growth, stability, democracy and national unity.

## Achievements

The following achievements have been registered:

a) Capability — Military capability has been enhanced through acquisition of military equipment and training, which enabled the defeat of the Lord's Resistance Army (LRA) and the Allied Democratic Forces (ADF) in northern Uganda and Rwenzori areas, respectively.

The pacification of Karamoja region and neighbouring districts through the disarmament programme enabled the landmark introduction of normal economic activities in Karamoja.

In addition, Police capability to fight armed criminals has grown tremendously due to better training and acquisition of state-of-the-art forensic and other equipment. The Police capacity to deal with cybercrime has enabled the foiling of numerous attempts of hi-tech fraudsters. Recruitment and training of young Ugandans to join the Police has been stepped up towards attainment of the internationally recommended ratio of 1 police to 500 people. The ratio in Uganda stands at 1:800, which constrains proper police service.

b) Research and Development — A Research and Development unit has been established aimed at keeping the UPDF abreast with scientific and technological advancement and other innovations, and in turn adopt them for efficient fulfillment of the army's constitutional mandate.

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c) Improvement of personnel management and welfare systems. Both the UPDF and UPF have established clear command and organisational structures and consistently ensured training of personnel over the years through their professionalisation and modernisation programme. We have constructed and established a permanent home for the UPDF headquarters, which has enabled saving resources from renting office space.

d) Construction and rehabilitation of barracks — We put in place a programme for construction and rehabilitation of all barracks, including establishment and maintenance of health units and schools within them. We are also providing financial support for income generating activities to spouses of soldiers and police officers. These efforts are gradually improving the welfare of UPDF and UPF personnel.

### **Way Forward**

In order to ensure security of every person and their property, the NRM government will invest in crime prevention and reduction, promotion of peace and internal security.

In particular, we will undertake the following actions:

a) Continue professionalising and modernising defence and security forces — This will be achieved through further improvement of the capability of the defence and security forces and will include acquisition and maintenance of equipment, human capital development and establishment of a National Defence College, and the Institute for Security Studies.

In order to improve policing and meet the increasing demand for police services, we will continue with the recruitment and training of police personnel to attain the international requirement of 1:500 ratio. Police presence will be increased across the country to keep law and order.

A Police Academy will be established to offer specialised training of police officers in command and control skills. It will also offer specialised training in areas such as cyber crime and anti-money laundering. The academy is intended to be a regional centre for specialised police training in East and Central Africa.

b) Improving crime control, detection, prevention and investigation.

We will employ appropriate technologies such as CCTV cameras to help the Police fight crime. In addition, we will focus on investing in community policing, which promotes citizens' participation in ensuring their security.

c) Developing defence and security infrastructure — The NRM Government will continue with the construction of barracks to provide a conducive and habitable living environment for the personnel, as part of the welfare improvement programme in the UPDF and UPF. Temporary structures in barracks will be replaced with permanent ones. This will include developing and rehabilitating other welfare facilities such as health, education and sports infrastructure in every barracks.

d) Strengthening Research and Development — In order to keep pace with global trends in science, technology and innovation, the Defence Research, Science and Technology Centre (DRSTC) at Lugazi and the

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Avionics Research Centre at Nakasongola will be developed into centres of excellence for collaborative research with the private sector, universities and other agencies.

e) Promoting production for wealth creation and self-sustainability. Defence and security will fully operationalise its mandate of contributing to national development. The UPDF is already working on the Standard Gauge Railway construction. The force will also, more effectively, engage in primary, secondary and industrial production, initially for internal consumption within the sector and later for commercial purposes. This model of managing the forces will enhance professionalism within the forces and reduce the burden on the national budget.

f) Strengthening of internal and external security— The internal and external security of the country will be strengthened by enhancing information collection and analysis capabilities. We will also institute measures including advanced detection techniques and appropriate technologies to deter and curtail terrorists and other hostile activities against the country. In addition, continue paying retirement benefits to former soldiers: Kings African Rife (KAR), Uganda Army, Uganda National Liberation Army and the NRA/UPDF.

g) Establishment of National Service — A modern National Service programme will be designed and implemented for the youth, school leavers and pre-tertiary students aimed at inculcating patriotism, nurturing and mentoring for positive attitudes towards hard work, and equipping them with basic military skills for personal and national development.

## 2.2 GOOD GOVERNANCE

Over the years, the NRM has strengthened governance in service delivery aimed at continuous improvement of quality and equity of services. This is gradually gaining ground through NRM's commitment to participation, consensus building, accountability, transparency, responsiveness, effectiveness and efficiency, equity and inclusiveness, and adherence to the rule of law. It is also bearing results such as reduction of corruption, inclusion of the views of minorities and vulnerable groups in decision-making, and responsiveness to the present and future needs of society.

Furthermore, the NRM has created an environment for media freedom. Using this wide latitude to operate, the media has been able to report development issues and also expose wrongs which the Government responds to.

After liberating the country, the NRM undertook the programme of rehabilitating war-ravaged/impacted areas and this includes the successful disarmament in Karamoja, in order to bring about equitable development.

### Achievements

The following achievements have been registered:

a) Promotion of formerly marginalised groups — The NRM has promoted the participation in politics of the formerly marginalised groups such as women, youth, persons with disabilities, workers and elderly. For example, women constituted 24% of the 7<sup>th</sup> Parliament, 31% of the 8<sup>th</sup> Parliament and are 34.4% in the 9<sup>th</sup> Parliament. Uganda is now ranked 24<sup>th</sup> in the world and

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7<sup>th</sup> in Africa in women participation in legislation processes. The NRM government aims at closing the gap in the target set by the African Charter on Democracy, Elections and Governance by nurturing women to compete directly with men to represent constituencies in greater numbers in future. Other special interest groups represented in Parliament are: persons with disabilities, UPDF, the youth and workers. Some members of these groups are also appointed cabinet ministers.

b) Strengthening accountability agencies — The Office of the Auditor General (OAG) was restructured and strengthened with young qualified staff who have capacity to detect modern IT related frauds. Also, a new office building was completed to house OAG in order to cut expenditure on the numerous office blocks that were being rented. Systems of the Accountant General were also upgraded to effectively deter fraud.

Other institutions, including the Inspectorate of Government, the Anti-corruption Court and the Directorate of Ethics and Integrity, were also strengthened with adequate staffing and resources to effectively perform their duties. With this the lead time (from filing of cases to disposal) in court reduced from 4,336 days to 609 days by end of June 2014. On average, the court's annual performance on completing corruption-related cases has shown marked improvement over the last five years, ranging between 75% and 95%.

The anti-corruption legislation was further strengthened by the enactment of the Anti-Money laundering Act, 2014, the establishment Financial Intelligence Authority, 2015 and the Anti-Corruption Amendment Act 2013, which provides for confiscating properties of persons convicted of corruption.



c) Promoting access to information — We now have the Access to Information Act, 2005. Its main objective is to ease access to public information and promote transparency. In addition, the operationalisation of the Whistle Blowers Act, 2010 has assisted government in the fight against corruption.

d) Improving responsiveness towards private sector needs.

We established a functional single floor for business registration and an in-house banking facility with assessment, payment and application for registration of businesses. This has speeded up the workflow processes with lead times for registration of companies being reduced from three to two working days, which has improved the environment for doing business in Uganda.

In addition, on-line company registration is now operational using Uganda e-registry portal operated by the Uganda Registration Services Bureau (URSB). This is supported by an enforcement unit for compliance, e-licensing and e-payments, which has reduced the cost of registering and doing business.

e) Operationalising the Equal Opportunities Act, 2007 — The Equal Opportunities Commission is now fully operational. It is mandated to eliminate discrimination and inequalities against any individual or group of people. The commission also takes affirmative action in favour of groups marginalised on the basis of gender, age, disability or any other reason created by history, tradition or custom for the purpose of redressing imbalances which exist against them.

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f) Promoting the rule of law — The NRM government has made significant achievements in restoring the rule of law in Uganda from decades of misrule and promoted sustainable development, prosperity and lasting peace. As a result, the rule of law and other governance indicators have greatly improved over the last five years. For instance, the crime rate has reduced by over 40% , access to justice, law and order sector (JLOS) institutions has improved to an average of 15% from over 25% and the legal environment for doing business has continued to improve.

g) Introduction of the National Identity Card — We have for the first time, in the history of the country, established a system for issuing the National Identity Card. The card has enabled identification of Ugandans, which will ease exclusive delivery of services such as issuance of passports and voters' cards, access to credit in banks and access to other social services such as education and health in future. The issuance of National Identity Cards will also help in the fight against crime, tax evasion and corruption by eliminating ghosts on the pay roll. Over 99% of Ugandans aged over 16 years have been registered and issued with identity cards.

h) Media freedom. Allowed the media to operate freely to disseminate development news but also unearth wrongs like in the cases of corruption and poor service delivery. Investors have used the freedom to invest in the media. Today we have about 230 FM radio stations, 20 newspapers and 15 TV stations.

i) Enhancing efficiency and effectiveness in service delivery — In this regard, focus has been put on strengthening financial management

systems by reviewing the Budget Act, 2001 and passing the Public Finance Management Act, 2015. A delivery unit has also been established in the Office of the Prime Minister to fast-track implementation of Government programmes. Other performance measures undertaken include initiating, issuing performance-based contracts for senior public servants and pegging performance of sectors and ministries to agreed priorities and positions. At the local Government level, the key measures undertaken include enhancing facilitation of councillors with a view to ensure speedy approval and implementation of policies, programmes and plans.

j) Affirmative Action programmes — The NRM continued to implement a number of programmes aimed at mitigating regional development imbalances so as to ensure equitable development. The affirmative action programmes implemented include: Peace Recovery Development and Programme (PRDP) I and II; Northern Uganda Social Action Fund (NUSAF) II; Karamoja Agriculture Livelihood Improvement Project (KALIP); Luwero-Rwenzori Development Plan (LRDP); and the Agriculture Livelihood Rehabilitation Empowerment Programme (ALREP) targeting Northern and North Western Uganda. These programmes focus on resettlement, production and food security, restocking, water and sanitation, and psycho-social support.

k) Strengthening decentralisation — The NRM Government in 1992 devolved power from the centre to local governments. The power includes that of electing local councils. In particular, education, health, water, agriculture and public service were decentralised. Over the years, we have continued strengthening decentralisation.

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In the last five years, some local governments were assisted by the central Government to construct new offices. Additionally, modern markets were constructed in the municipalities of Hoima, Lira, Jinja, Mbale, Gulu, Mpanga (Fort Portal) and Wandegaya (Kampala). Construction of Busega (Kampala) and Nyendo (Masaka) is ongoing. The markets that are complete are providing direct jobs to more than 20,000 vendors.

### **Way Forward**

In order to deal with the challenges that still exist with regard to good governance, the immediate focus of the NRM government will be:

a) Emancipation (economic and political) of women in Uganda.

Economic and political emancipation of women still remains one of the NRM's priorities as a strategy for prosperity for all. NRM will ensure education of girls including their participation in politics. Also, we will continue to give women equal opportunity to participate in formal and informal gainful employment. Furthermore, we will fight against girl-child school drop-out by continuing to carry out mass awareness campaigns for parents to appreciate the importance of education to them. In addition, we will create conditions that motivate a girl-child to stay in school. Empowerment of women will be strengthened by ensuring their participation in public sector decision-making and management. We will also continue recognising women's rights, including the right to own property.

b) Improving efficiency of the public service and reducing the cost of doing

business. The NRM will continue to carry out reforms aimed at improving public service efficiency and reducing the cost of doing business. Public service institutions will be restructured, as part of the institutional reforms to improve efficiency and effectiveness. Particular focus will also be put on strengthening public sector management systems support to private sector growth.

The one-stop business centre concept being piloted at the Uganda Registration Services Bureau (URSB) will be introduced in other key towns to reduce bureaucracy and the cost of doing business in the country. Time frames will be given to Government agencies and departments within which they should complete business such as land registration and approval of construction plans.

c) Continuing with affirmative action programmes. We will continue with the existing affirmative action programmes and projects in northern Uganda, parts of eastern Uganda, Karamoja and Luwero/Rwenzori. Similar ones will be introduced to address emerging issues in the regions of Busoga, Teso and Bunyoro. The NRM will continue to strengthen, harmonise and ensure a consistent legal, regulatory and policy environment conducive for national development as a core public good. Particular attention will be paid to solving recent spates of land disputes that are now rampant in northern and eastern Uganda where people who were formerly in camps have settled.

d) Improving access to justice. In order to improve access to justice, our resolve is to take justice nearer to the people. In particular, we will in a planned manner undertake the following:

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- i) Establish formal courts at the sub-county level.
  - ii) Pioneer implementation of mobile courts.
  
  - iii) Expand small claims procedure courts to all districts.
  - iv) Increase the High Court circuits from the current 13 to 20.
  - v) Appoint more judicial officers and improve on their conditions of service.
  - vi) Invest in technology to improve the efficiency of judicial officers.
  - vii) Build regional centres for the Court of Appeal.
  - viii) Make every district a magisterial area with a Chief Magistrate.
  - ix) Appoint /hire acting Judges on short-term basis to reduce the backlog of cases.
  - x) Operationalise the land tribunal system.
  
  - xi) Where applicable expand the use of alternative dispute resolutions, and develop schemes where community approach in resolving disputes is applied.
- e) Strengthening the legal institutional frameworks. The Government will jealously protect the independence of the Judiciary and other institutions involved in the administration of justice by prioritising their financing and staffing in order to ensure their smooth operation and growth.
- f) Media Freedom. Continue ensuring and guaranteeing media freedom. Furthermore, will work with the media houses to ensure professionalism is adhered to.

g) Strengthening Decentralisation. The NRM Government is committed to continuing with the implementation of the decentralisation policy as an anchor for efficiency and effectiveness in public service delivery.

This will be achieved through:

i) Sustainable financing of Local Governments — The NRM Government will increase funding to local governments to match their mandates and roles as the national revenue envelope increases. In addition, the Local Economic Development (LED) programme will be promoted to facilitate expansion of the local economic activities and the revenue base for districts.

ii) Empowering District Service Commissions (DSCs) to carry out their duties effectively. The duties include staff recruitment and disciplining those who breach the code of conduct. The empowerment will, in particular, stop the current challenge of failure to recruit teachers and health workers who are already within job ceiling but are not recruited. Also, many Local Government staff remain unconfirmed for long, which leads to low morale. With DSCs empowered, response to these issues will be swift and timely.

iii) Ease the requirements for jobs in districts (and also in the public service) to enable young people who qualify to successfully apply for them.

iv) Transport for Local Government officials. The NRM Government will facilitate Local Government Chairpersons with vehicles to enable them perform their duties effectively. Some 111 vehicles have already been procured.

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v) Administration at sub-county level will be strengthened to improve service delivery.

h) Continuing with Local Council Courts. Cognizant of the important role Local Council Courts have played in administering justice in the countryside since the NRM captured power in 1986, we will develop and implement a national framework for the practice of informal systems of justice to ensure conformity with human rights standards and a seamless co-existence of the formal and informal justice systems such as clans.

i) Psycho-social support to women and girls in post-conflict areas. This will be provided to women and girls in post-conflict situations with special attention given to child-headed households and victims of the nodding disease.

## **2.3 DEMOCRACY**

The NRM upholds the principle of democracy where citizens directly participate in regular, free and fair elections. And also majority rule prevails, the minority respected and protected, basic human rights are guaranteed and due cognizance is taken of the corresponding duties of the citizen as enshrined in the Constitution is adhered to.

Through decentralisation, the NRM empowered the people to fully participate in decision and policy-making within the decentralisation policy framework, which has further improved over the last five years.

We have ensured that all Bills and businesses presented to Parliament are compliant to the national Constitution as well as international human rights standards and regional and international agreements and protocols.



NRM has also ensured that the due process of the law is always followed and avoids arbitrary application of justice. Achievements have also been made by NRM regarding democratic governance in Uganda, particularly in the areas of establishing the multi-party dispensation.

## **Achievements**

The following achievements have been registered:

a) Elective choice of leaders. NRM Government has ensured that regular, free and fair elections are conducted at Presidential, Parliamentary and Local Government levels in a competitive and inclusive environment within the framework of the laws and Constitution.

b) The promotion and observance of human rights. This has been enhanced through establishment and ensuring of autonomy of the Human Rights Commission whose duty is to promote observance of human rights, to investigate and adjudicate cases of human rights abuse.

c) People's power. The NRM introduced participatory democracy where power was given to the people. Furthermore, we recognised the important role played by formerly marginalised groups and allowed them to participate in leadership and decision making. In this regard, we have women represented in Parliament and all Local Government Councils. The youth, PWDs and workers are also represented in Parliament. Save for the workers, the youth and PWDs are also represented at all local government councils.

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There are also youth, PWDs and Older Persons Councils from the village up to the district. Women and youth councils are also represented at national level.

d) Affirmative Action. We have continued to recognise and give affirmative action to the various cultures and ethnic groups. Where some ethnic groups had been marginalised within bigger entities, we have given them either districts or counties as a way of identity.

### **Way Forward**

NRM will do the following in the next five years:

a) Continue to uphold and defend the principle of conducting regular, free and fair elections at national and local government levels.

b) Promote the growth and development of a vibrant multi-party dispensation through principled national dialogue and continue state funding of political parties represented in Parliament.

c) Continue supporting and encouraging participation of women, youth, workers, the elderly and PWDs in decision making to ensure development of inclusive democracy in the country

d) Continue with observance of human rights and provide adequate support to the Human Rights Commission to perform its duties effectively. Also ensure the commission's decisions and recommendations are implemented.

e) Continue to uphold constitutionalism as a cornerstone of democracy.

## **2.4 REHABILITATION OF WAR-RAVAGED/IMPACTED AREAS**

With many parts of the country having suffered the brunt of war, the NRM Government after liberating Uganda, undertook programmes to rehabilitate the war-ravaged/impacted areas: Luwero, Rwenzori, Teso and northern Uganda, Bunyoro and Busoga regions. In addition, ensure the disarmament and development of Karamoja, as a way of fostering equitable development in the country.

### **Achievements**

The following achievements have been registered:

a) Rehabilitating and Restocking War-ravaged/impacted Areas. This has been undertaken under the following programmes:

- Peace, Recovery and Development Programme (PRDP) I and II
- Northern Uganda Social Action Fund (NUSAF) II
- Karamoja Agriculture Livelihood Improvement Project (KALIP)
- Agriculture Livelihood Rehabilitation Empowerment Programme (ALREP), targeting Northern Uganda.
- Luwero-Rwenzori Development Plan

b) Supporting and encouraging resettlement and agricultural production schemes in fertile and green belts in Karamoja in order to ensure food security and sale of surplus.

- c) Providing appropriate technologies, especially ox-ploughs, to support the commercialisation of agriculture in North and North-eastern Uganda.
- d) Building multi-purpose water reservoirs (mini lakes) in catchment areas in the formerly war-ravaged/impacted and conflict areas, including Karamoja.
- e) Formulation of the Teso Development Programme has been finalised. The Plan highlights Government proposed cost-strategic interventions in the sub-region and provides a roadmap for implementation with clear time lines.
- f) Re-stocking Teso and northern Uganda regions.
- g) Providing psycho-social support and other related services to women and girls.

### **Way Forward**

In order to promote equitable development, the NRM will continue with the following programmes:

- a) Implementation of rehabilitation programmes under the PRDP, NUSAF II, Karamoja Development Programme (KADP) and the Luwero-Rwenzori Development Plan (LRDP), among others.
- b) Completion of paying civilian veterans in Luwero-Rwenzori region an appreciations package (*akasiimo*).

- c) Continue support for the gradual re-stocking of all the formerly war-ravaged/impacted and conflict areas.
- d) Continue the provision of appropriate technologies, especially ox-ploughs to support the commercialisation of agriculture in North, North-Western and North-Eastern Uganda.
- e) Continue to compensate those who lost cattle and other properties during insurgencies.
- f) Ensuring the expeditious revitalisation of the socio-economic infrastructure of Teso which was destroyed by insurgency and cattle rustling, using a separate framework specifically established to handle the recovery of Teso sub-region. Also, programmes for Bunyoro and Busoga, which were impacted by the war, will be started.
- g) Continue the provision of psycho-social support and other related services to women and girls in post-conflict situations with special attention being given to child-headed households through the PRDP programme.
- h) Continue construction of multipurpose water reservoirs (mini lakes) in catchment areas which have already been identified for human consumption, irrigation, farming and livestock, in the formerly war-ravaged and conflict areas, including Karamoja.
- i) Continue provision of psycho-social support and other related services to women and girls in post-conflict situations with special attention being given to child-headed households through the PRDP programme. Also, support will be extended to children who suffered from the nodding disease.

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## 2.5 EMPOWERING SPECIAL INTEREST GROUPS

The NRM recognises the challenges facing the special interest groups, which include women, youth, PWDs and workers, in access, benefiting and participating in the overall development process. As a result, we continue to undertake deliberate measures to mitigate the plight faced by these groups. The measures have, in particular, included empowerment of women, youth, PWDs and workers in Uganda to participate in decision-making at various levels of governance. In addition to political participation, the NRM has introduced special economic empowerment programmes aimed at emancipation of these formerly marginalised groups.

### WOMEN

The NRM Government has remained committed to enhancing gender equality and women, disability, age, race, ethnicity, religion, culture and customs. This explains why the gains for Ugandan women have been widely commended both within and outside the country.

Over the last five years, the NRM has particularly consolidated the advocacy and awareness campaign programmes for women empowerment in all parts of the country, which have led to improved participation of women in decision-making at all levels, including at the household. We have, in addition, enacted various gender specific laws namely;

- (a) The Domestic Violence Act, 2010
- (b) The Prohibition of Female Genital Mutilation Act, 2010.

## Achievements

The following achievements have been registered:

- a) Enhancing Gender equity and equality.
- b) Expanding programmes for elimination of gender-based violence throughout the country.
- c) Upholding all the affirmative action clauses in the Constitution of Uganda and enact laws that empower women in the political, economic and social sectors, especially the laws on the family, property, education and health.
- d) Providing psycho-social support and other related services to women and girls in post-conflict situations. In addition, special attention will be given to child-headed households.
- e) The implementation of affirmative action for women participation in the decision-making processes at both central and local government levels, was another milestone that is likely to have a significant impact on the development path of the country, especially in the long-term. Proportion of Women in Parliament increased from 18% to 35% in 2011.

## Way Forward

The NRM will pursue policies and programmes to further consolidate these gains and accelerate progress, as a priority area for the NRM Government, in line with Uganda Vision 2040:

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a) Come up with a Uganda Women Entrepreneurship Programme (UWEP) aimed at promoting a conducive business environment and building institutional and human capacities that will encourage and support the entrepreneurial initiatives of rural women.

A revolving fund of the programme will contribute to the creation of a sustainable source of funding to offset the perceived risk in lending to under-collateralised women entrepreneurs

b) Continue to protect the rights of women and girls through provision of services and programmes to promote maternal health, end child marriage and teenage pregnancy. In addition, tackle the stagnating prevalence of HIV/AIDS among women and girls and implement a National Policy and Action Plan to eliminate Gender Based Violence (GBV) and Female Genital Mutilation (FGM). The policy will guide all actors on provision of services to GBV survivors and actions to reduce incidences of GBV at family, community and institutional levels.

c) Continue sensitising and raising awareness, enforcing the law as well as providing support to communities to abandon FGM.

d) Implement affirmative action strategies in accordance with the constitutional and statutory provisions to enhance the empowerment of women.

e) Ensure the provision for gender and equity budget compliance in the Public Finance Management Act 2014 is operationalised by Government



agencies and institutions to integrate a gender perspective in their plans and budgets so as to ensure equal opportunity and benefit for women, men, boys and girls.

f) Harmonise domestic policies with regional and international processes that seek to enhance the status of women for strengthened collaboration and regional integration (EAC, COMESA, IGAD, ICGLR, AU and the UN).

## **CHILDREN**

The NRM Government recognises the fact that the level of development of a country is reflected in the wellbeing of its children. In Uganda, children constitute about 56% of the total population and have a high dependency ratio.

### **Achievements**

The following achievements have been registered:

- a) Through the universal immunisation programmes, we reduced under-five mortality from 137 to 69 between 2010 and 2015.
- b) Strengthened mechanisms for ensuring survival and protection of children.
- c) Enhanced awareness and advocacy about care and responsibilities of parents and guardians for children.

- d) Supported the issuance of birth certificates, as a right for the children.
- e) Strengthened the law enforcement and security intelligence to curb child sacrifice.
- f) Strengthened surveillance against child labour, abuse and denial of education.
- g) Created political stability so that children are not separated from their parents as a result of war.
- h) Provided free education for the children.



Bukatira Primary School

## Way Forward

In line with the Vision 2040, the NRM Government will focus on improving the wellbeing of children. The following will be the NRM Government's priorities for the children in the next five years:

- a) Strengthen and invest in child protection systems in the country at all levels. Formulate and implement relevant legal policy frameworks that respond to the needs of children, improvement of capacities and professionalisation of probation and social welfare services. We will also enhance prevention and referral of child abuse cases through mechanisms like child helpline, justice system among others, which will be strengthened and invested in.
- b) Establish a family inspection system to ensure that children are not harmed or abused in homes.
- c) Promote and increase access to quality and affordable basic services (education, health, nutrition, shelter, safe water) to children, especially the vulnerable. This will include increasing investment in education, health and nutrition programmes that enhance early child development.
- d) Advocate for investment in children at all levels to improve their wellbeing. This includes care and protection of children in private and public institutions, ensuring abandoned children are internally fostered and adopted so as to minimise international adoption and institutionalisation of children.

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e) Progressively build juvenile homes in all regions, for corrective actions against children who break the law.

## **YOUTH**

The youth remain central to Uganda's development focus as one of the key pillars of NRM policy. This is so, because the NRM government realises the importance of youth in the development of the country.

Our investment in infrastructure is not only reducing the cost of doing business in the country but also creating jobs for the youth.

### **Achievements**

The following achievements have been registered:

The NRM empowered the youth to participate in decision-making through Local Government Councils, Youth Councils and representation in Parliament and cabinet.

Through UPE, USE, free Higher Education and the Student Loan Scheme, the NRM is empowering the youth to effectively participate in the economic development of the country so that they have a better future. Today, about 40,000 youth graduate from universities annually. This is a big achievement although it creates a good challenge of jobs for the youth.

Many youth have been educated during NRM's tenure and some are contributing to the development of the country through gainful employment.

We have introduced a five-year sh265b Youth Livelihood Programme to provide startup capital for the youth to create jobs for themselves and employ others. So far, sh54.4b has been disbursed to 70,000 young people across the country in the first year alone.

Created over 2.5 million casual, temporary and permanent jobs, a majority of which engaged the youth. This was achieved through the implementation of infrastructure and other Government and private sector projects over the last five years.

## Way Forward

The biggest challenge the youth face today is finding employment. This requires the youth to have skills that are needed in the job market. Our policy, therefore, will be to continue educating the youth and imparting on them the relevant skills that will make them marketable in the job market. This will also entail giving the youth career guidance on what skills are on demand in the job market. Furthermore, we will continue to create an enabling environment that makes Uganda a preferred investment destination, thus, attracting investors who in turn create jobs for the youth. Besides, our investment in infrastructure such as roads, power generation and transmission, the education and health services will create jobs for the youth.

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Skills training picture to go here

In addition, we will embark on the following in the next five years:

- (a) Increasing competitiveness and productivity of the youth through capacity building and empowerment for self-employment. Our goal is to support the youth acquire skills that will enable them get jobs.
- (b) Initiating, strengthening and streamlining all programmes and services to target the youth.
- (c) Consolidating youth participation in decision-making and governance at various levels.
- (d) Strengthen and fully implement countrywide the existing youth

targeted programmes such as the Youth Livelihood Programme and Skilling Uganda. The Youth Livelihood Programme will benefit at least 280,000 youth, basing on the first year's success.

(e) Set up internship programme for youth at universities and tertiary institutions to gain experience, which is critical when seeking formal employment.

(f) Set up centres for re-tooling graduates so that they can become employable.

(g) Consolidate vocational skills training, entrepreneurship and promote decent work for the youth.

(h) Enhance capacity of young farmers to engage in market/commercial agriculture.

(i) Encourage youth to protect the environment and support their involvement in green business.

(j) Support communities in the elimination of substance abuse at household level. The initiative is driven by the need to address the plight of the youth and other vulnerable groups in relation to drugs, alcohol and substance abuse in formal and informal institutional set ups.

(k) Continue to attract investors both local and foreign as a vehicle for job creation for the youth.

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## **PEOPLE WITH DISABILITIES (PWDS)**

Disability undermines productive capacity of an individual, limits their ability to access services and is associated with additional costs such as increased need for private transport, medical care, assistive devices, rehabilitation services, personal care and support.

The NRM Government is committed to upholding the fundamental rights of people with disabilities and to sensitise the population to appreciate and understand that disability is not inability.

### **Achievements**

The following achievements have been registered:

- a) To ensure sustainable contribution of PWDS to national development, the NRM Government institutionalised a mechanism of disbursing conditional grants to Local Governments to support PWDS' income-generating activities.
- b) We have also constructed schools for children with disabilities. These schools include Salaam Primary School in Mukono district, Mbale SS for the deaf in Mbale district, Wakiso SS for the deaf in Wakiso and Lalo Primary School in Lira district for the deaf.
- c) We have ensured PWDS are empowered through political representation from the grassroots to national levels.



## Way Forward

The NRM Government will undertake the following key interventions towards PWDs' empowerment:

- a) Progressively revamp four regional institutions for PWDs – Salama Primary School, Mbale SS, Wakiso SS and Lalo Primary School and also introduce marketable courses for them.
- b) Continue promoting employment opportunities for PWDs through mobilising resources for the special grant for PWDs and community-based activities for their empowerment to participate in development on equal basis with others.
- c) Operationalise the Special Needs and Inclusive Education Policy to improve accessibility, retention and completion rates of children with disabilities in education.
- d) Progressively provide for PWDs components and slots in all Government programmes.
- e) Continue advocacy and awareness to promote employment of PWDs, in line with the legal and regulatory frameworks.
- f) Enhance implementation of the law on access to buildings for persons with Disabilities.

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g) Health workers to be given special needs training to enhance their capacity to handle PWDs.

## **ELDERLY**

Approximately 4.7% of the Ugandan population, corresponding to about 1.6 million people, is currently aged 60 years and above. Of these, 53% are women and 47% male. The NRM Government recognises the role played by senior citizens in the development of the country.

### **Achievements**

The following achievements have been registered:

In order to harness the long experience and make use of the institutional memory, including ensuring their welfare, we will establish the National Plan of Action for Older Persons. As part of this plan, we have put in place the Social Assistance Grants for Empowerment (SAGE), where every month over sh2.75b in total is currently delivered directly to the beneficiaries through MTN Uganda's Mobile Money Services.

We have also established and consolidated participation of the elderly in decision-making at the local government level through councils for the elderly.

b) Ensure the availability of drugs for older people in all Government Health centres.

- c) Fully operationalise the National Plan of Action for Older Persons.
- d) Progressively roll out SAGE to cover the whole country.

### **Way Forward**

The NRM Government will undertake the following in the next five years:

- a) Consider reviewing the Constitution to include representation of the elderly in Parliament.
- b) Ensure the availability of drugs for older people in all Government Health centres.
- c) Fully operationalise the National Plan of Action for Older Persons.

### **AFFIRMATIVE ACTION FOR URBAN POOR**

Over the years, the NRM has paid special attention to the socio-economic situation of the poor living in the country's urban centres.

### **Achievements**

The following achievements have been registered:

- a) We have improved the workplace environment by constructing markets, providing clean water to the urban poor in Kampala. All slum areas now have piped water. We piloted the construction of toilets and bathrooms in Kawempe. So far 55 have been built.

b) We have, in particular, also provided seed funding to micro-enterprises of women, youth and men operating hair salons, market stalls, boda bodas, motor-vehicle repair garages and those engaged in urban farming.

## Way Forward

The NRM aims at reducing urban poverty during the next term through provision of quality social services such as roads, water and sanitation, health and education. We also have plans of empowering vulnerable groups by facilitating sustainable gainful employment.

We will do the following:

a) Support small businesses. Many urban dwellers strive to establish small businesses for their wellbeing.

Their hard work is, however, often hampered by their inability to access any form of financial support to start or expand their small businesses. The NRM has been providing some grants to such groups in areas like Kisenyi, Owino (St. Balikuddembe) Market and those operating in roadside markets. Considerable progress has been made in sustainable improvement of the lives of the beneficiaries and their families in this regard.

b) Continue to provide seed grants to groups and individuals, with particular focus on the urban poor youth, women and men engaged in businesses such as market vending, boda boda, urban farming, salons, car washing, motor-vehicle repair garages, carpenters and various artisans.

c) Create a dedicated credit facility with affordable interest rates for the

urban poor. The Microfinance Support Centre will diversify its portfolio to cover both the rural and urban poor such as boda boda operators, taxi drivers, market vendors, car washers, mechanics.

d) Providing and improving market work places. As already pointed out, our programme of constructing markets will continue with the view to provide better working environments and create work opportunities for unemployed people in urban areas. As part of this programme, we will construct and upgrade roadside markets on our highways, including providing them with power, storage and sanitation facilities.

e) There are many young people in the city and other urban centres that are unemployed. Some of these simply roam the city as they have no skills to enable them look for jobs. Some end up as street vendors and doing many other types of menial work to earn a living. These will be trained in various disciplines in vocational and technical institutes at a government cost after which they will be given start up kits to start their own businesses.

f) There are many people who have acquired work experience in the informal sector jobs, but are not certified in a way of confirming their capabilities and enabling them to get employment in formal establishments. These include welders, mechanics, carpenters, machine operators, plumbers, tailors and other artisanal work. The NRM government will give certificates to such people through the Business, Technical, Vocational Education and Training (BTJET) programme.

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g) Many of the youth are either employed or working on their own in informal establishments, but lack both the requisite tools and the funds to acquire them. These include youth working in garages, workshops and car washing bays. The NRM will provide toolkits such as those for vehicle maintenance used in garages, carpentry works and car washing

h) Support and promote Common User Facilities. Many artisans have acquired skills to make items or innovatively make spare parts but lack machines/equipment necessary for perfecting their work because of the high costs. The NRM will provide Common User facilities to be accessed by the artisans, including Jua Kali, at affordable rates.

i) Managing markets and taxi parks. In order to protect market vendors and taxi drivers and owners from unscrupulous middlemen, the NRM will ensure markets and taxi parks are managed either by the municipal authorities or associations of the market vendors and taxi drivers themselves.

There will be no tendering out of markets and taxi parks to private business people.

j) The NRM will undertake to provide improved housing to the urban poor. We will also continue prioritising the programme of providing improved safe water and sanitation to the urban poor. Water kiosks installed in some areas, will be upgraded to have pre-paid metres to make water affordable.

k) After successfully piloting construction of toilets and bathrooms in Kawempe, this project will be rolled out in all divisions of Kampala.

## 2.6 CORRUPTION

NRM recognises corruption and mismanagement of state resources, human rights abuses and administrative injustices as key negative elements of governance, which are injurious to the economy. Over the years, the NRM government has put in place a number of measures to eliminate corruption and promote the principle of zero tolerance to corruption.

### Achievements

a) Declaration of the zero-tolerance policy. The Government declared a zero-tolerance policy to corruption. This indicates the Government's commitment to fighting the vice and requires taking prompt and decisive action to respond to all incidences of corruption, actively promoting ethical conduct, effectively implementing measures to prevent occurrences of corruption and widely disseminating the results of the actions taken.

b) Unearthed corruption. We unearthed corruption in the Uganda National Road Authority (UNRA), Ministry of Public Service's pension fund and the Office of the Prime Minister (OPM). Following reports of widespread corruption in UNRA top officials were suspended and a commission of inquiry set up to probe graft in road construction projects. The pension fund scam was reported by a whistle-blower, top ministry officials including a Permanent Secretary were interdicted and the case is now before court. Regarding OPM, the matter was probed by Parliament and the Police. The principle accountant has since been convicted.

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c) Establishment and strengthening of national anti-corruption institutions. At the institutional level, NRM Government set up the Inspectorate of Government as the lead agency to both prevent and combat corruption. It is now fully constituted with a wide mandate in the fight against corruption.

A number of other bodies with functions closely related to anti-corruption have been set up or strengthened and these include: the Directorate of Public Prosecutions (DPP) which has the powers of investigating and prosecuting, Criminal Intelligence and Investigation Directorate (CIID) and the Public Procurement and Disposal of Public Assets Authority (PPDA). The Anti-Corruption Division of the high court has been established to speed up handling of corruption cases.

d) Establishment of the Inter Agency Forum (IAF). This provides a co-ordinating mechanism and is actively involved in investigating and prosecuting corruption cases and is also involved in public awareness.

e) Legislative instruments designed to focus on combating corruption. Various laws on the fight against corruption have been passed. Key among them is the Anti-Corruption Amendment Act 2013 and Whistle Blowers Act 2010.

f) Development of strategic anti-corruption policies. Several anti-corruption strategy policies, including the National Anti-Corruption Strategy 2009-2014 and the National Strategy to Fight Corruption and



Rebuild Ethics and Integrity in Uganda 2008-2013 have been established. These policies address corruption as part of good governance for anti-corruption agencies and anti-corruption reforms in corruption-prone sectors.

g) Information on action against corruption. Strengthening civic competence to demand for performance and accountability by providing information on accountability and anti-corruption action through sub-county barazas.

h) Regional and International co-operation. Corruption occurs at all strata in society and many have felt the magnitude of its impact. The fact that corruption is a problem that cannot be dealt with in isolation makes international co-operation and experience sharing vital in this war. Hence, Uganda is part of the regional and international efforts aimed at addressing the scourge.

### **Way Forward**

Though the Government has registered significant strides in combating corruption, we still have some residual challenges. Appropriate measures will be put in place by undertaking the following:

a) Strengthening Anti-Corruption Institutions. The institutions to be strengthened include; the Inspectorate of Government, Anti-Corruption Court, the Judiciary, DPP, Criminal intelligence and Investigations

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Directorate (CIID), Office of the Auditor General, and Directorate of Ethics.

b) Strengthening enforcement. We will continue to strengthen enforcement of Anti-corruption laws like the Whistle Blowers Protection Act 2010 and the Leadership Code.

c) Implementation of performance contracts. Performance contracts will be introduced in the public service and government agencies.

d) Upright nurturing of society. A value system that socially and institutionally promotes zero tolerance to corruption will be nurtured with special focus on the youth.

e) Strengthening Public Sector Management and Administration. The NRM Government will continue to ensure that public officials are fully responsible and accountable for all the resources under their control.

f) Implementation of Barazas. Barazas will be held in all districts and will be supervised by Resident District Commissioners (RDCs). Top NRM party officials will be required to attend. In the Barazas, citizens will be given information on the funds government has sent to them and what they were meant for. This will be followed by asking the citizens to acknowledge whether projects for which the funds were meant are either in place or were not implemented. Action will be taken against officials who fail to account.

g) Timely implementation. Action will be taken against companies that fail to complete contracts on time. Furthermore, public officials who delay to execute government programmes without a reasonable explanation will be dealt with.

h) Ensuring satisfactory completion of works. Disciplinary action will be taken against public officials who approve payments where shoddy and incomplete works have been carried out and the contractors are paid.

i) National Identity Card usage. Data obtained from the Identity Card project will be used to eliminate ghost workers in various government departments.

j) Performance Time frames. One of the causes of corruption is delay in decision making in government departments and agencies. For instance it takes ages to approve a construction plan by an urban authority, registering land, getting land from Uganda Investment Authority, NEMA approval of EIAs and many others. Such delays lead to officials asking for bribes from clients. In order to mitigate delays, government departments and agencies will be given time frames within which to complete transactions, especially with the private sector. Failure to complete within the given time frame will be reason enough for the IGG or other anti-corruption agencies to call for an investigation into the conduct of the official(s) involved.



# CHAPTER THREE

## **CONSOLIDATING GROWTH, EMPLOYMENT AND MACRO-ECONOMIC STABILITY**

GROWTH

MACRO-ECONOMIC STABILITY

## **3.0 CONSOLIDATING GROWTH, EMPLOYMENT AND MACRO-ECONOMIC STABILITY**

### **3.1 GROWTH**

Growth performance has been a result of increased effort put on production and productivity enhancement at both household and enterprise level. Public investment in energy and infrastructure has also significantly contributed to the fair growth rates achieved during incidences of global financial crises.

#### **Achievements**

Growth performance of the Ugandan economy averaged 5.4% per annum since 2011. In real terms, this has translated into doubling of the value of goods and services produced from Uganda (sh23 trillion to sh59 trillion) between 2010 and 2015. In the same period, in real terms, total investment increased by 50% , exports grew by 5.8% per annum, while savings grew by 15% on average.

The poverty level has dropped from 24.3% in 2009 to 19.7% in 2012/2013. One of the indicators of this trend is the increase in the percentage of households living in iron-roofed houses, which grew from 61% in 2005/2006 to 68% in 2012/2013. This increase is noticeable in both rural and urban areas showing growth from 56% to 61% and 83% to 86% respectively. While the percentage of households living in grass thatched dwellings dropped from 38.2% in 2005/2006 to 31.6% in 2012/13.

To sustain growth, the NRM Government has set the pace for increased production, productivity and value addition in a number of sectors such as agriculture and mining. In particular, the growth achieved over the years is mainly attributed to export diversification from over-reliance on earnings from a few traditional commodities such as coffee, tea, cotton, tobacco and copper, to services (tourism, hotels and ICT), horticultural products (flowers and vegetables), fish and food exports to the region.

### **Way Forward**

To achieve the middle income status by 2020, Uganda must grow consistently by more than 7% per annum. In this regard, NRM will sustain the effort towards production, productivity and value addition in order to enhance incomes, industrialisation and job creation. In particular, the NRM Government will undertake the following:

- a) Introduce targeted incentives for the private sector-led value addition and industrialisation.
- b) Address constraints that sustain high lending rates in financial institutions. The measures will include consolidating national identification of citizens, strengthening land titling, strengthening the Credit Reference Bureau, further capitalisation of public financial institutions to finance priority sectors and also ease access to affordable credit.
- c) Fast-track skills development to address skills gaps in the mining, oil and gas and other sectors.

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- d) Strengthen the social security sector policy and legal frameworks to enhance national savings.
  - e) Enhance value addition for traditional and non-traditional exports to increase export earnings through agro-processing, mineral beneficiation and selective manufacturing.
  - f) Increase the stock and quality of strategic infrastructure, particularly to facilitate access to production inputs and markets thus making the country more competitive.
  - g) Strengthen the informal sector businesses with a view to nurture and facilitate their growth into medium and large scale enterprises.
  - h) Increase access to quality farm inputs and continue modernising agriculture.
  - i) Increase access to medium and long-term development finance by rationalising development banking, and promote medium-term and long-term savings mobilisation.
  - j) Enhance integration between Foreign Direct Investments (FDIs) and Local Business Firms through reduction of supply rigidities, reduction of bureaucracy in business licensing, increasing access to capital, enhancing the development of local content, and reducing information asymmetry.
  - k) Promote sound public investment management systems with the view to improve efficiency and effectiveness of implementation of public programmes by strengthening capacity for project preparation and analysis at sector and local government levels.



- l) Raise insurance penetration by creating awareness, institutionalising risk management in all sectors of the economy, and promoting the supply of the needs driven insurance products.
- m) Invest in power generation to attain affordable and competitive tariffs regionally and internationally.
- n) Invest in programmes that promote Uganda as a tourism destination.
- o) Strengthen the capital markets so as to mobilise more capital to expand businesses and to increase investment opportunities in the country.
- p) Start the Islamic and Agency banking to promote financial access and affordable credit.
- q) Put in place mechanisms for operationalising the Diaspora bond.

### **3.2 MACRO-ECONOMIC STABILITY**

#### **Achievements**

Macro-economic stability has been achieved through control of inflation, public expenditure and maintenance of correct monetary policies. Consequently, inflation has on average been kept at single digit level over the last decade, except for 2011/12 where the external global crisis led to inflation rising above 25%.

Since 2011, the country has registered a decline in both headline and core inflation. Headline inflation rates were highest in November 2011 at 30.6% (and core at 25%) but declined to 2.9% in June 2014.

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Private sector growth has steadily recovered from the effects of the global financial crisis of 2011/12.

The depreciation of the shilling is a global trend that could benefit Uganda's exporters in the short run. The trend is exacerbated by the declining earnings from exports.

NRM will pursue the policy of boosting exports and tourism promotion to offset the short run negative impact of the depreciation of the shilling.

### **Way Forward**

In order to address the macro-economic stability issues, NRM will pursue the following:

a) Maintain monetary policies. We will maintain macro-economic stability through continued pursuance of prudent monetary policies that support high growth and low inflation.

We will continue to capitalise Bank of Uganda to enable it implement prudent monetary policies.

b) Increase exports. The NRM will strengthen measures aimed at removing structural bottlenecks to production, productivity and value addition so as to produce enough for local and export markets.

c) Build confidence among investors. NRM will build on the existing success in providing an enabling environment to enhance investor confidence.

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- d) Continue promoting foreign investments with a view to increase Foreign Direct Investments and create jobs, which will also have a positive impact on production, exports and the strengthening of the shilling.
  - e) Establish a commercial bank by merging Post Bank and Pride Microfinance limited, and recapitalise Housing Finance Bank to enable it play its core role in financing mortgages.
  - f) Immediately recapitalise the Uganda Development Bank with sh500b, which will be scaled up to support long-term development financing.
  - g) Pursue the import substitution policy so that we reduce expenditure on importing goods, which impacts on the strength of the shilling.
  - h) Enhance utilisation of the local content in all investments.



# CHAPTER FOUR

## **PUBLIC AND PRIVATE SECTOR INSTITUTIONAL DEVELOPMENT**

PUBLIC SECTOR

PRIVATE SECTOR AND

RELATED NON-STATE DEVELOPMENTS

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## **4.0 PUBLIC AND PRIVATE SECTOR INSTITUTIONAL DEVELOPMENT**

The public sector comprises the Executive, the Legislature and the Judiciary, while the private sector consists of business entities, the civil society, academia and media, which all ought to function in a singular ethos that rallies all Ugandans and their production around a common goal, which is national development.

Significant progress has been made in public and private sector institutional development. These are outlined in the section below.

### **4.1 PUBLIC SECTOR**

a) Re-establishment of the fabric for normal functioning of the State, namely:

- (i) Public Service
- (ii) Police
- (iii) Army
- (iv) Election of leaders
- (v) Protection and promotion of human rights and freedoms
- (vi) Free participation in social, cultural and economic development
- (vii) Demand for accountability
- (vi) Environmental protection
- (vii) Independent foreign policy.

The institutions of the state have over the years been strengthened through review and enactment of new legislations, implementation of institutional reforms and financing and staffing.

b) Designed and implemented customised public finance and accountability systems which have enhanced efficiency in procurement and payment and made it difficult to defraud public funds.

c) Ensured separation of roles among the Executive, Judiciary and Legislature, which enhanced accountability and achievement of results.

d) Implementation of key reforms that led to enhanced efficiency and effectiveness which resulted from the reduction in the size of the public service to optimal and affordable levels in line with revenue and GDP levels.

e) Deepening of decentralisation which put services in reach of the majority of the population.

## Way Forward

In the next five years we will focus on:

a) Improving implementation of policies and programmes — Implementation of government policies and programmes will be strengthened through capacity building for improved investment management. In particular, the institutional framework for implementation of Government programmes will be strengthened by filling staffing and other professional capacity gaps, avoiding duplication of roles and ensuring timely execution of projects and programmes.

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b) Strengthen the Office of the Prime Minister by operationalising the Service Delivery Unit.

c) Enforcement of critical reforms and innovations — The architecture of government will be strengthened to ensure alignment to the delivery of the required transformation into a middle-income country by 2020. This will involve fast tracking public service reforms and enhancing innovation in public financing mechanisms, implementation and front-end service delivery. The reforms will include streamlining mandates, roles and functions among institutions to curb overlaps, conflicting mandates and improve co-ordination within government.

c) Labour productivity and poor work ethic — Empirical data shows that on average Ugandans work and produce less than nationals of many other countries, which is mainly attributed to environmental factors, poor nurturing and mentoring, managerial/white collar oriented education systems, wrong training approaches and mismatched skilling. Further to appropriate orientation and strengthening of the education curricula, the teaching and training approaches will be reviewed with a view to demystify science subjects.

d) Limited financing — Local governments remain heavily reliant on the central government for funding (with conditional grants accounting for about 85% of their funding) and with dwindling local revenues insufficient to support financing of local service delivery. Government has achieved a significant reduction in donor funding of the national budget from over 50% to less than 20%.



Increase in growth and domestic revenue mobilisation will enable further reduction of dependence on donor support. Local governments will also be supported through the local economic development strategy to raise local revenue. The medium-term strategy is, in addition, to gradually increase central government transfers to Local Governments, as the national envelop expands.

## **4.2 PRIVATE SECTOR AND RELATED NON-STATE DEVELOPMENTS**

The NRM government recognises the role that the private sector plays with regard to national development. To this end, through implementation of liberal macro-economic policies, we have been able to provide an enabling environment for the promotion and development of the private sector. We have also promoted civic rights and strengthened commercial justice and property rights.

### **Way Forward**

In the next five years we will develop the private sectors by taking several initiatives, including:

a) The need to foster and cultivate business acumen and innovation

It is recognised that whereas Ugandans are good at establishing business enterprises, these enterprises usually collapse within a period of less than three years. This is attributed to poor business acumen, limited enterprise management skills and limited access to credit. Due to the wide appreciation and success the entrepreneurship development model of

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Enterprise Uganda has received, it will be decentralised to the regional level. Innovation centres for incubation of private technological innovations will be established and supported in all science public universities as a means of nurturing indigenous private sector enterprises and technology.

b) Cost of doing business — Cost of doing business remains high due to such factors as the high cost of energy and transportation of goods, low labour productivity, bureaucracy emanating from slow reforms in the business regulatory regime (especially related to procurement, logistics and supply) and weaknesses in the financial services sector.

One-stop business centres will be established in Kampala and other regional towns (Jinja, Gulu, Mbarara, Kabale, Hoima and Arua) to reduce cost of doing business across the country. Specially trained Uganda Registration Services Bureau staff will be deployed in the centres and facilitated through hotlines and broad band IT services to timely process business registrations and clearances.

c) Promote private sector participation in Public Private Partnership.

d) Strengthening CSOs — Most CSOs remain reliant on external funding which in some instances affects the message / issues they present as well as their sustainability. CSOs will be supported to domestically mobilise resources for their activities. CSOs will be encouraged to participate in implementation, planning and monitoring of government projects and programmes. Government will also enhance its participation in capacity building of CSO staff and mobilising them around national objectives.

# CHAPTER FIVE

## **AGRICULTURE**

## 5.0 AGRICULTURE

Agriculture remains the biggest occupation for a majority of Ugandans through private participation of individual homesteads and other investors.

The agriculture sector is critical in provision of employment, food security, export earnings and supply of raw materials for industry. It currently contributes about 25% of Uganda's GDP. The sector has continued to employ more people (72%) despite faster growth of both the services and industry sectors. It has also registered growth from zero percent three years ago to now 3% per annum.

Over the years the NRM has through various interventions like NAADS, invested in transformation of agriculture in Uganda, from peasantry to commercial agriculture. In some cases, where the people have heeded the NRM call, transformation can be seen through the change in people's lives as a result of improved incomes from commercial agriculture.

### Achievements

The following achievements have been registered:

a) Aggressive re-planting of coffee which has enabled mitigation of effects of coffee wilt, which increased the country's coffee exports and earnings to 3.8 million (60kg) bags and about \$420m, respectively, in 2014.

b) Regarding tea, five new factories were established at Kyaruhanga, Rusekere, Kabalore, Bwindi, Buhweju and Rugyeyo. This has increased the number of tea factories in the country to 28. More than 150 million seedlings have been planted in the last three years in Kanungu, Kabale, Kisoro, Ntungamo, Rukungiri, Sheema, Buhweju, Mbarara, Bushenyi, Mitooma, Kabarole, Kamwenge, Kyenjojo, Nebbi and Zombo districts.

c) Cotton growing is bearing positive results. Besides the two old textile and three cotton wool manufacturing factories, a new factory, Fine Spinners, producing yarn garments and textile was opened.

d) Sugar cane growing and the production of sugar has been a resounding success. The country is now self-sufficient in sugar, having reached total sugar production of 520,000 metric tonnes, surpassing the domestic consumption needs of 380,000 metric tonnes.

e) This comes against a background of a 100,000 metric tonnes sugar deficit by 2010. Today, Uganda is a net exporter of sugar.

f) Our exports in tea, fish, cotton and tobacco continued to perform well in terms of foreign exchange earnings in spite of the various sector specific challenges.

g) The NAADS programme has been restructured to focus on procurement of farm inputs and machinery. NAADS is being boosted by UPDF under Operation Wealth Creation, where households have been supported with various agricultural inputs to enhance household incomes, food security and agricultural transformation.

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h) A single spine extension services for more effective agricultural extension service has been established with the intention of having three extension service officials at sub-county handling veterinary, agricultural and, where applicable, fisheries issues.

i) Also to boost agriculture, Mobuku, Kibimba, Olweny and Doho irrigation schemes have been rehabilitated. Various small-scale irrigation demonstrations have also been implemented in a number of districts.

j) A total of over 531 valley dams were constructed in the cattle corridor districts and Karamoja region using government-owned equipment providing more than 1,000,000 cubic metres of water storage.

k) Crop farming has been initiated in Karamoja as part of the programme to curb cattle rustling and provide food security in the region.

l) Maruzi and Aswa ranches were rehabilitated and restocked with over 1,500 breed-able heads of cattle.

m) We implemented strategic interventions to control major diseases, vectors and pests, namely: Banana Bacterial Wilt (BBW); Maize Lethal Necrosis; Coffee Leaf Rust; Black Coffee Twig Borer pests; Foot and Mouth Disease; Contagious Bovine Pleuro Pneumonia (CBPP); PPR; CCPR; and African swine fever.

n) Established a vaccine production plant — BENTEC — for thermo stable NCD vaccine under the Presidential initiative. The vaccine is already on the market.

o) Established a veterinary drugs factory in Lugazi (EramU Ltd), worth \$15m and a National Referral Laboratory (Biosecurity level 3 – BSL).

p) Agricultural equipment including tractors, multi-purpose threshers, ox-ploughs, earth moving equipment were provided to some districts, commercial farmers and associations.

q) In order to improve agricultural mechanisation, value addition and household incomes, we provided to various districts the following: mobile milking machines, milk coolers, maize mills, honey equipment, juice extractors, coffee haulers.

r) Milk production now stands at 2.1 billion litres annually up from 1.5 billion in 2010 while processing companies have increased to 53.

s) Six new sugar factories have been set up.

t) In order to support value addition for maize, 40 maize mills and associated equipment were distributed to women groups and millers.

u) The private sector is already playing a significant role in adding value to fruits, milk, poultry and pork products. The Uganda Industrial Research Institute has put up some processing factories like the fruit factory in Arua and Mpigi, a potato processing factory in Kabale and a peanut butter factory in Lira.

## Way Forward

To boost agriculture and in effect improve personal and national revenue the NRM in the next five years will undertake the following:

a) Four-Acre Land Model: Mobilise and support small scale farmers along the four-acre model concept where: one acre is dedicated to a perennial cash crop such as coffee, tea and cocoa. One acre is dedicated to fruits, one acre is dedicated to pasture for dairy cattle for daily income and one acre is dedicated to growing of food for food security and high value crops such as vegetables.

Each of the selected homesteads for the four-acre model will be supported to start poultry and for non-Muslims piggery projects in their back yard. Under this plan, a homestead will, for example, earn sh7m-10m from an acre of coffee, about sh10m from an acre of fruits, about sh3m from dairy farming, plus earnings from poultry and piggery, which will add up to a gross income of about sh25m per year or \$7,200. Thus, such a household will have moved to a middle-income status.

Homesteads with less than four acres will be supported to become food secure and engage in high-value crops like horticulture and rearing livestock like poultry, zero-grazing dairy, apiary and piggery for non-Muslims.

The four-acre model complemented by other Operation Wealth Creation (OWC) initiatives involving systematic distribution of improved seeds,



planting and breeding materials, the single spine extension services, improved post-harvest handling storage and value addition will be the main strategy for commercialising and transforming small-holder and peasant agriculture in the country.

b) In order to transform peasant agriculture to commercial, co-ordinate the OWC and also follow the production value chain from the farmers to the final consumer.

c) Under OWC, we will restructure government so that all the state agencies involved in the production chain are co-ordinated and linked with the private sector. We will put in place a mechanism to ensure that all poverty alleviation-related programmes are well co-ordinated to ensure that services reach the intended beneficiaries.

d) Our investment in agriculture will be aimed at increasing exports of specific commodities such as: Coffee from the current 3.6 million bags (60kg) to 6 million bags; maize – from the current 185,000 metric tonnes to 1.5 million metric tonnes; tea – from 65,000 metric tonnes to 130,000 metric tonnes; and Beans – from 32,000 metric tonnes to 500,000 metric tonnes

e) Support individuals and companies, including the Uganda Prison Services, in seed production, and other planting materials in order to meet the demand for seeds, which is increasing as more homesteads transform from subsistence to commercial agriculture. In addition a mechanism for the certification of producers of seeds, planting material and breeders will be established.

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- f) Support companies and individuals in livestock breeding in order to meet the demand for dairy products, beef, poultry and piggery.
- g) Promote use of manure, organic fertilisers, inorganic fertilisers and appropriate irrigation technology to beat climate change challenges.
- h) Promote mechanisation through availing machinery for hire at affordable rates, for bush clearing, ploughing, harrowing, planting, harvesting and making silage and hay to make it easy for medium and large-scale farming. As part of agriculture mechanisation 40 tractors and implement will be delivered before the end of FY 2015/2016. These will be given to organised farmers in 10 districts to get tractors. More 50 tractors will be available in FY 2016/2017. A hire service for the tractors is being worked out.
- j) Invest in disease and pest control and also harmonise the levels of pesticides and acaricides acceptable in international markets.
- k) Support research institutions carrying out research in agriculture together with other scientists at universities.
- l) Continue with the Agricultural Finance Credit scheme operated through commercial banks with support from the Government with a view of keeping interest rates low. Furthermore, partner with some microfinance institutions to reach out to more farmers. Also, work with the insurance sector to design measures that ease insurance in agriculture in order to increase agriculture financing and sensitise farmers on this undertaking.
- m) Improve the quality of agricultural produce by investing in agricultural marketing infrastructure such as storage facilities. In particular, we will

collaborate with the private sector to ensure that there are enough well-equipped silos in the cereal-growing areas. Encourage district councils to pass by-laws that discourage drying of produce on open grounds. Farmers will be educated on the best practices in post-harvest handling to ensure that cereals like maize have the right moisture content required in the market.

n) Put in place measures to ensure that Good Agricultural Practices (GAP) are domesticated and complied with to attain internationally acceptable standards of our products.

o) Invest in value-addition. Will continue to invest in value-addition by completing the fruit factory in Soroti and setting up other value addition factories for products where response from the private sector is not forthcoming.

p) Self-sufficiency in rice production. Rice is now a key staple foodstuff in the country. However, we are not producing enough for the local market. We continue to import rice yet we can produce it locally. This trend must be stopped because it affects the county's food security. In order to make the country self-sufficient in rice production; first, introduce irrigation schemes like Doho which are meant for rice production and concentrate on rice production. Secondly, promote rice production in the areas that are suitable for rice production. Thirdly, ensure the right seeds are provided to the rice growing areas.

q) Promote cotton growing to sustain the country's textile industry needs, including supporting the acquisition of ginning equipment by farmer co-operatives so as to increase earnings from cotton by the farmer.

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r) Promote cassava production in all parts of the country and seek investors to establish factories for value addition and production of cassava-related products.

s) In order to revive the fish industry, we will create a regulatory body, which will among others, be responsible for policing the lakes against illegal fishing, to avoid overfishing, ensuring breeding sites are protected and restocking fish in all water bodies.

t) Build two tea factories in Kabale and Kisoro.

The NRM is convinced that the above measures will guarantee the transformation of agriculture from subsistence to commercial. This will lead to increased incomes in the rural areas and create opportunities for manufacturing and services sectors to grow due to increased demand of goods and services.

## **5.1 WATER FOR PRODUCTION**

The abundant fresh water sources in Uganda provide numerous opportunities to increase water for production and boost agricultural, and industrial activities. The NRM attaches importance on water for production as it is an engine in the production process. We will continue to invest in various technologies to provide water for production.

## Achievements

As one of the interventions to increase storage, the NRM Government started a programme to use government-owned equipment through cost-sharing arrangements to enable private farmers and other developers construct small water-for-production facilities (mostly valley tanks) as a means of promoting self-supply and building capacities of local authorities. This is envisaged to improve access to water for production. .

Following this successful pilot, the NRM government has so far procured and deployed seven sets of equipment as follows: Karamoja region (2), Kiruhura (1), Nakasongola, Luwero and Nakaseke districts (1), Sembabule, Gomba and Bukomansimbi districts (1), Lyantonde District (1), Kyankwanzi, Kiboga and Kibaale districts (1).

Progress has been realised in the provision of water for production and storage for multi-purpose use as indicated below:

### Large Reservoirs

The total storage created to date is 10,368,141 m<sup>3</sup>, with the implementation of the following by the NRM government:

a) Constructed Akwera Dam in Otuke district with a total capacity of 1,070,000m<sup>3</sup> the dam can provide water to 254,760 heads of cattle for a continuous dry period of four months.

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- b) Constructed Leye dam in Kole district with a total capacity of  $1,000,000\text{m}^3$  that can provide water to 238,095 heads of cattle for a continuous dry period of four months.
- c) Construction is ongoing on Andibo dam in Nebbi district. This will create a storage capacity of  $3,300,000\text{m}^3$  that can provide water to 785,715 heads of cattle for a dry period of four months, irrigation of 400 hectares and domestic water supply to 500 homesteads.
- d) Completed construction of Kobebe dam in Rupa sub-county Moroto district providing  $2,300,000\text{m}^3$  of storage that will provide water to 547,620 heads of cattle for a continuous dry period of four months.
- e) Completed construction of Arechet dam in Matany sub-county, Napak district providing  $2,100,000\text{m}^3$  that will provide water to 500,000 heads of cattle for a continuous dry period of four months and drip irrigation systems.
- f) Completed construction of Longoromit dam in Lodiko sub-county, Kaabong district providing  $1,400,000\text{m}^3$  of storage capacity that will provide water to 333,330 heads of cattle for a continuous dry period of four months and drip irrigation systems.
- g) Completed construction of Kawomeri dam in Abim districts providing  $1,200,000\text{m}^3$  of storage capacity will provide water for 285,715 heads of cattle during a continuous dry period of four months.
- h) A total of 36 valley tanks have been constructed in Karamoja with the government equipment providing  $360,000\text{m}^3$  of storage that will provide water to 85,715 heads of cattle for a continuous dry period of four months.

i) A total of 255 small valley tanks have been constructed in Kiruhura providing 528,442m<sup>3</sup> storage capacity that will provide water to 125,820 heads of cattle for a continuous dry period of four months.

j) A total of 49 small valley tanks have been constructed in Sembabule with government equipment providing 58,849m<sup>3</sup> storage capacity estimated to water 14,012 heads of cattle for a continuous dry period of four months.

k) A total of 127 valley tanks have been constructed in Lyantonde with government equipment, providing 168,600m<sup>3</sup> storage capacity estimated to water 40,143 heads of cattle for a continuous dry period of four months.

l) A total of seven fish ponds have been constructed in Bukomansimbi with government equipment providing 7,000m<sup>2</sup> of surface water area. One valley tank has been constructed providing a 3,000m<sup>3</sup> of storage capacity.

m) A total of 10 valley tanks have been constructed in Nakasongola with government equipment providing 32,000m<sup>3</sup> storage capacity estimated to water 7,620 heads of cattle for a continuous dry period of four months.

n) A total of five valley tanks have been constructed in Nakaseke with government equipment providing 15,000m<sup>3</sup> storage capacity estimated to water 3,570 heads of cattle for a continuous dry period of four months.

o) A total of 17 valley tanks have been constructed in Luwero with government equipment providing 39,000m<sup>3</sup> storage capacity estimated to water 9,285 heads of cattle for a continuous dry period of four months.

p) A total of 12 valley tanks have been constructed in Kiboga with government equipment – providing 14,000m<sup>3</sup> storage capacity estimated to water 3,330 heads of cattle for a continuous dry period of four months.

q) A total of 20 valley tanks have been constructed in Kyankwanzi with government equipment – providing 74,000m<sup>3</sup> storage capacity estimated to water 17,620 heads of cattle for a continuous dry period of four months.

### **Rehabilitated and de-silted dams in the cattle corridor**

The following dams have been rehabilitated and reconstructed: Ajamaka dam in Kumi, Akwera dam in Otuke, Nakakabala valley tank in Kiboga, Kakinga dam in Sembabule.

### **Irrigation Schemes**

Three irrigation schemes (Mobuku in Kasese, Doho in Butaleja and Agoro in Lamwo) were reconstructed. We have also completed the construction of a pilot irrigation scheme in Rakai district and commenced on the construction of Nyakiharó Water supply system in Kabale district.

## **Way Forward**

The NRM government will invest in water for production infrastructure to boost commercial agriculture and industrial activities. Emphasis will be placed on construction of large and small-scale water schemes for irrigation, livestock and rural industries. We will increase cumulative storage from 27.8 to 55 million cubic metres by 2019/20. In the long run, we will pump the water from large reservoirs to a high point and then extend it by gravity to reach more areas so that the water is brought nearer to the users for home consumption, irrigation, livestock and industrial use.



a) Large Reservoir — Design review is ongoing for six dams (Acanpii dam in Oyam district, Namatata dam in Nakapiripirit district, Katabok dam in Abim district, Bigasha dam in Isingiro district, Ongole dam in Katakwi district, Mabira dam in Mbarara district). Construction of these dams is expected to commence by January 2016 and they will create a total of 28mm<sup>3</sup> (28 billion litres) of water storage as below:-

### Dams to be built in 2016

FACILITY	DISTRICT	CAPACITY (MM <sup>3</sup> )
Acanpii Dam	Oyam	2,390,000
Namatata Dam	Nakapiripirit	11,800,000
Ongole Dam	Katakwi	4,000,000
Bigasha Dam	Isingiro	6,410,000
Katabok Dam	Abim	2,300,000
Mabira Dam	Mbarara	1,100,000
	<b>TOTAL</b>	<b>28,000,000</b>

b) Distribution of equipment — We are finalising the procurement of construction equipment used in the construction of valley tanks/dams to be distributed in Teso, West Nile and the Northern regions. In the course of the next five years, we will also provide other deserving areas: Buyende, Kaliro, Kayunga, Masindi, Buliisa, Kyegegwa districts.

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c) Rehabilitation of old dams — Plans are already underway to rehabilitate 15 old dams in the Teso region. Rehabilitation of Ogole dam in Katakwi district will commence this financial year. Furthermore, we carried out technical assessment of 104 dams in the cattle corridor. Although they are being used by the communities they are dilapidated. All these will be rehabilitated.

d) Bulk water supply — To promote commercial agriculture, NRM Government will sustainably use water resources for irrigation, livestock and aqua-culture. Bulk water transfer systems will be built to cover long distances and large areas to provide water for multi-purpose use. We have completed feasibility studies for bulk water supply schemes for Bukanga (Isingiro), Nyabushozi and Kazo in Kiruhura district, Kakuuto and Kooki in Rakai district and Kabula in Lyantonde district, Nakasongola, Nakapiripirit, Moroto, Katakwi and Amuria districts. Feasibility study and design of Kikatsi Sanga Kanyaryeru bulk water scheme in Kiruhura district is ongoing and construction will commence after the designs are completed

e) Water Reservoirs for irrigation — To mitigate shortages at local level, large and medium water reservoirs will be developed. The NRM Government will construct large and small-scale irrigation schemes to increase water for production.

We are undertaking detailed feasibility studies and design of 12 irrigation schemes in the following areas: Labouri in Serere district, Ongom in Alebtong district, Namalu in Nakapiripirit district, Mubuku II in Kasese

district, Amatur in Bukedea district, Doho II in Butaleja District, Rhino camp — Wadelai in Nebbi/Arua districts, Biiso in Buliisa district, Kateete in Kanungu district and Pabbo in Amuru district, Tochi scheme in Oyam district, Kibimba-Katonga in Gomba/Mpigi/Butambala districts and Musamya in Kayunga district. The feasibility studies and designs were completed, construction will commence within the next five years.

Olweny irrigation scheme in Lira district is under construction and will be completed by January 2016.

Furthermore, we will reconstruct Odina irrigation scheme in Soroti district and Kiige Irrigation scheme in Kamuli district. The government has also finalised engineering designs for Rwegaju irrigation scheme in Kabarole district.

f) To improve water consumption levels, the NRM Government will invest in the development of water for industrial purposes, by putting in place the necessary infrastructure to support the re-use of water. Water will be useful in the nuclear and oil refining industries, which require considerable amount of water for cooling.

g) Water for Production. Through water for production, avail machinery for construction of valley dams/tanks and for drilling bore holes where borehole usage is appropriate and ensure availability of water for both animals and irrigation. Provide support to scientists at Makerere University to develop a solar water pump. This is going to revolutionise agriculture through affordable irrigation systems.



# CHAPTER SIX

## **INDUSTRY**

## 6.0 INDUSTRY

Right from the time of assuming leadership in 1986, the NRM has consistently emphasised the transformation of Uganda from a peasant to an industrialised modern society.

The strategy to achieve this includes making Uganda competitive by reducing costs of production through construction of infrastructure and human capital development. It also encompasses adding value by processing and increasing exports of higher value, especially from agricultural and mineral resources. This, the NRM believes has a high multiplication effect which will not only create jobs but also result in product diversification, greater efficiency, and technical skills for modernisation and higher productivity.

Significant growth has been registered in industrial development over the period of the NRM Government averaging over 5% per annum and 6% contribution to GDP. In particular, this has been in the areas of manufacturing, mining, quarrying and construction.

Currently, the sector is estimated to be directly employing more than three million people. A significant number are working in value addition ventures. These are mostly manufacturing industries with heavy production concentration of foods and beverages, leather and foot wear, textiles and clothing and metal works. Micro, small and medium- scale enterprises (MSMEs) currently dominate the country's manufacturing sector.

The NRM sets out to develop the country's industry through exploitation and development of natural resources, agro-processing and knowledge-

based industries. With the electricity supply constraints eliminated, our focus over the next five years will be put on establishing industries to produce our basic needs in order to reduce on the country's import bill.

We will also embark on setting up the heavy iron and steel and petro-chemical industries. Development of these industries will spur further industrialisation and increase production and productivity in the agricultural sector as well. This will be achieved by providing affordable credit and promoting existing MSMEs and attracting foreign direct investments.

## **Achievements**

The following achievements have been registered:

a) In order to reduce the cost of doing business while ensuring balanced regional development, the NRM introduced the policy of having industrial parks in all regions of the country. About 22 were gazetted across the country. The development of the parks is at various levels with the Kampala Industrial and Business Park, Bweyogerere Industrial and Business Park and the Luzira Industrial Park progressing well.

b) We introduced the one-village-one-product programme in 2010, with a view to demonstrate value addition using appropriate technologies within villages. The Government has so far provided value addition equipment to 11 districts. The technologies provided so far are for adding value to: Apiary, maize, shear nut, rice, pineapple, coffee, groundnuts, sweet potatoes, banana fibre, cassava, poultry and carpentry. Training is also provided and follow-up inspection done.

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c) Through the Uganda Industrial Research Institute's (UIRI) research and development programmes, we set up model processing facilities in various parts of the country. This is aimed at facilitating adaption and commercialisation of technologies that enhance income generation at community and household levels. These facilities include: Piloting of production and commercialisation of toothpicks from bamboo tree materials in Kabale; growing and packaging of mushrooms in several districts of South Western Uganda for the domestic market and export; production and packaging for the local market and export of pea nut butter at Lira; Production and packaging of juices from pineapples and citrus fruits in Mpigi and Arua; production and packaging of beef sausages in Arua and Busia; and many others.

d) The NRM through UIRI also supported over 50 incubates to develop and commercialise their innovations. These included: the Newcastle vaccine for poultry (which does not require refrigeration); innovations of various milk products; innovations of various fish and beef products; innovations of various juices; and many others.

e) The Uganda National Bureau of Standards (UNBS) was strengthened through acquisition of modern laboratory testing equipment; provision of a home, Standards House, for UNBS; and establishment of pre-verification mechanisms to avoid sub-standard imports of food, electrical and electronics, used vehicles and spare parts, textile garments, chemical products including creams, toys and mosquito nets.

f) Over the years we have strengthened certification of products through development of up 1,350 standards. We have harmonised with



EAC and COMESA a total of 300 standards, a move which has further facilitated regional trade.

g) We have limited the export of raw hides and skins which has increased the country's earnings from semi-processed hides and skins to over \$60m per annum.

h) Over the last five years, six Sugar factories have been established; namely: Kaliro Sugar Factory, Mayuge Sugar Factory, Luzinga Sugar Factory, Kamuli Sugar Factory, Ssezibwa Sugar Factory and GM Sugar Factory. The sugar millers generate about sh500b per annum, while the farmers earn sh150b and the country is receiving over sh120b in taxes per annum. The country's sugar surplus, for export, will increase significantly by 2016.

## Way Forward

The NRM will do the following in the next five years:

a) Focus on mineral (processing) in the areas of fertiliser production from phosphates at Tororo, cement production from limestone in Tororo and production of iron and steel in Tororo and Kabale.

b) Promote establishment of mini-industries at zonal or sub-county level.

c) Establish the cement, iron and steel industries, a venture to be spearheaded by the Uganda Development Corporation (UDC).

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d) Continue investment in infrastructure such as roads, railways, power generation and transmission will bring down the cost of doing business in Uganda. Furthermore, bring down the cost of power to not more than six US cents so as to make Uganda attractive to investors.

e) The industrial parks will be developed with infrastructure; roads, railways, water, Internet and power. We will also construct warehouses where investors can come and set up their machinery and start working. This will attract the many SMEs who are constrained with resources to buy land and invest in civil works.

f) Support technological innovation by increasing the innovation fund to help anyone with scientific ideas that need to be developed into business ideas. This fund will also be extended to the many youth who are trained in computer science and are already developing various computer applications.

g) Support to the Kiira vehicle project will continue until a car is put on the road. Also, support scientist working on other projects of that nature.

h) Establish the following industries through UDC:

i) Three more tea processing plants in Kabale, Kisoro and Kanungu.

ii) Iron and Steel industry in Muko - Kabale, Jinja, Kampala and Tororo.

iii) Lake Katwe salt factory.

iv) Sheet glass project in Masaka.

i) Seven zonal agro-processing facilities will be established at Arua, Soroti, Luwero, Kayunga, Ntungamo, Masaka and Kasese to provide access to quick processing of agricultural products and ease marketing.

j) Spatial planning for industries. We will review the Industrial Licensing Act, 1969, to ensure industries are established in designated areas, in line with physical and land use plans.

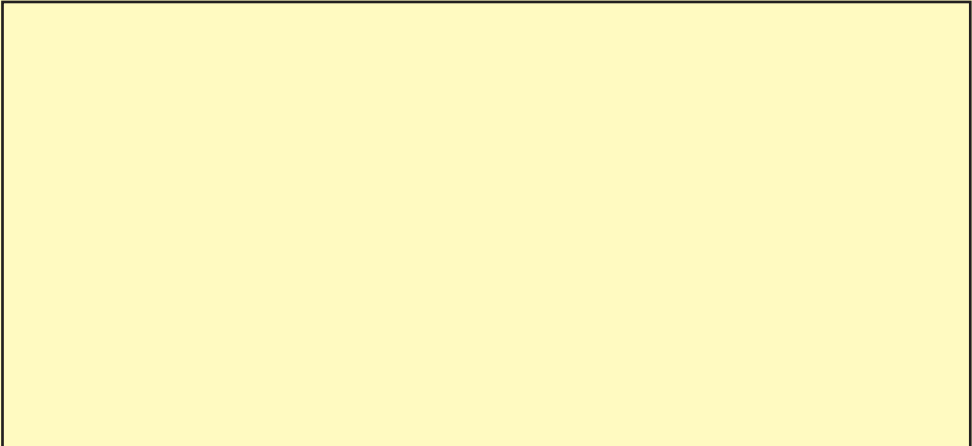
k) The UDC will be strengthened through the review of the law to give it the necessary legal framework and mandate to operate more effectively.

l) The UNBS will be strengthened through additional resourcing to enable it to effectively carry out its mandate of providing technical guidance and inspection of industries in the country. It will, however, be given timeframes within which a company applies for certification should be cleared or if it doesn't qualify, it should be communicated to.

m) The UNBS will increase its surveillance to ensure that there is no dumping of poor quality goods in Uganda as this is not only harmful to the health of Ugandans, but also affects local industries producing similar products. This will be coupled with increased surveillance by URA to ensure that no goods come in untaxed or under-declared in value.

n) Continue working with our sister states in the EAC to eliminate bottlenecks that affect free movement of goods and services within the Community.

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xxxxx Sugar factory. The developments in the sugar sub-sector have enabled the country to produce over 500,000 metric tonnes

o) With the big EAC market, we will work with our sister countries to invest in big projects like car assembling.

p) Start five more sugar factories. The developments in the sugar sub-sector have enabled the country to produce over 500,000 metric tonnes against domestic consumption of 360,000 metric tonnes. The country now has a surplus of over 140,000 metric tonnes. One of the new factory is under construction in Amuru , which is expected to start in 2017.

We are now aiming at exporting 500,000 metric tonnes.

Overall, our investment in transformation of agriculture from subsistence to commercial agriculture will create a market for industrial or manufactured goods, hence, lead to attraction of more investors both local and foreign. These efforts will create more jobs for Ugandans.

# CHAPTER SEVEN

## **TOURISM**

## 7.0 TOURISM

The NRM recognises tourism as an important source of growth with great potential for employment creation and foreign exchange earnings.

Tourism has been growing consistently since the restoration of peace and security, and now accounts for around 9.9% of GDP, amounting to \$2.13b in 2014 compared to \$0.8b in 2006. Foreign visitors brought into the country an equivalent of \$1.3b in foreign exchange earnings in 2014, from \$662m in 2010.

To encourage tourism wildlife conservation efforts have been stepped up to curb poaching and encroachment. NRM has ensured mitigation of human-wildlife conflicts in areas neighbouring national parks and wildlife reserves, including implementation of deterrents and other measures to stop wildlife endangering people's lives and property.

The NRM government is committed to protecting and preserving the country's eco-systems with a view of utilising these resources for nature-based tourism, environmental mitigation and sustainable use by communities neighboring protected areas.

### Achievements

a) In order to enhance tourism promotion and marketing, we restructured the Uganda Tourism Board (UTB) and increased its budget from sh1.4b in 2011 to sh11.6b in 2015 to enable the tourism sector

market the country in key foreign markets of USA, Germany, UK, South Africa, Sweden, Denmark and Norway.

b) A Single Tourism Visa was launched in 2014 to ease the access of visitors to the three East Africa States of Uganda, Kenya and Rwanda and joint EAC marketing efforts commenced in the same year

c) We have continuously supported regional tourism promotion efforts of the Buganda Expo and initiatives in the Toro, Bunyoro, Ankole, Busoga and Kigezi clusters. Others include the Eastern Tourism Forum Culture and faith-based initiatives for example Namugongo Martyrs' shrines. We have also supported revival and strengthening of the wildlife clubs in schools.

d) The number of institutions offering tourism-related courses has more than doubled since 2011 to 89 in 2014. They are currently churning out over 15,000 graduates per annum, with 65% of the graduates being female.

e) We have beefed up security in the national parks both for the tourists and wildlife as a result of collaboration among the UPDF, a 1,500 strong ranger force and the Tourism Police force of 152. Uganda Wildlife Authority has also created an intelligence unit manned by 80 persons to fight poaching.

f) The animal population in national parks is increasing as a result of the strict vigilance. Aerial wildlife census in Murchison Falls, Queen Elizabeth, Kibaale, Toro Semiliki, Bwindi Impenetrable and Kidepo Valley

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national parks revealed the elephant population has increased by 24% from 4,462 in 2010 to 5,489 in 2014.

g) The NRM government has ensured the communities around the national parks and wildlife reserves benefit from the proceeds from the parks. Through the revenue-sharing agreement, communities around the periphery of the parks have continuously, in particular, been supported financially to construct schools and health units.

h) Overtime, government has put in place measures to mitigate human-wildlife conflicts by constructing elephant trenches, planting Mauritius thorns (live fences), buffalo walls, using scare-shooting, capturing and trans-locating crocodiles, applying pepper spray and chili cakes. A number of trenches (a total of 190km) have been dug in parts of some parks such as Murchison Falls, Kibaale and Queen Elizabeth to control elephants and buffalos from invading communities.

i) A total of 1,540km of roads were maintained in all the wildlife-protected areas and we have worked also worked on the following major tourism roads:

I. Construction of Kabale- Kisoro-Bunagana road (101km) was completed.

II. Construction of Kampala- Entebbe Express highway (51km) is underway.

III. Ishaka – Kagamba road (35km) is being tarmacked.



IV. Masindi-Hoima-Kyenjojo road is in good murrum condition. The contract for tarmacking it has been awarded and work is due to begin.

V. Construction of Kabale — Lake Bunyonyi, Kihikihi-Katunguru, Ishasha – Katunguru, Hoima-Biiso-Buliisa-Wanseko, Luuku-Kalangala will commence in FY 2015/2016.

j) The exclusion zones for existing investors within the protected areas was negotiated and mutually agreed on, which enabled reduction of the zones from a radius of 25 square miles to five square miles in Queen Elizabeth and Murchison Falls national parks. As a result, prominent brands like Serena Hotel and Bomah Hotel have expressed interest in investing in the parks.

k) A number of concessions have been finalised and rolled out for the establishment of more accommodation facilities in the national parks, which has increased the number of rooms and diversified hotel services therein.

## Way Forward

Overall, the tourism sector supported by the Presidential Initiative on Sustainable Tourism will be strengthened to enhance tourism product development, promotion and marketing.

Investment in the road infrastructure, ferries and air transport will make it easy for tourists to move around the country, thus, contributing to promotion of tourism. We will also classify/grade hotels and restaurants and ensure the standards consistent and maintained.

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The NRM government will, in particular, undertake the following:

a) Funding tourism promotion and marketing will be further increased to enhance presence in the existing tourism source markets of Europe and USA and intensified in new sources such as China. Enhance commercial diplomacy to increase focus on tourism promotion and marketing by Uganda's missions abroad. Also, strengthen the Uganda Tourism Board (UTB) to tell the story of Uganda's tourist attractions to the world and also invite world celebrities to tour Uganda at our cost as part of tourism promotion. In addition, give UTB targets to accomplish every year.

b) Continue with the programmes of branding the country and its tourism products, including continuing to work on improving the image of the country abroad which was damaged by past leaders.

c) Upgrade the Hotel Tourism Training Institute at Jinja to international standards to facilitate adequate skilling in the hospitality industry

d) Assess the possibility of establishing a national airline with the aim of facilitating the development of Entebbe International Airport into a regional hub, direct connectivity of the country to the major existing and upcoming markets for tourists to Uganda, and promoting the export of high value agricultural products.

e) Continue with wildlife conservation and preservation of cultural heritage for sustainable tourism, environmental protection and sustainable use by communities neighbouring protected areas.

- f) Expand and develop Namugongo Martyrs' shrine into an elaborate and inter-connected tourism centre and trail, under the Public Private Partnership (PPP) arrangements, with the view to make it an all-year round domestic and international tourists' destination.
- g) Redevelop the Source of the Nile as a world-class tourist attraction site and turn it into a modern international and domestic tourism centre.
- h) Develop Kalagala and Itanda tourism sites under PPP arrangements.
- i) Promote water sport on lakes and rivers to attract tourists.
- j) Support the Uganda Wildlife Education Centre to establish a marina and operationalise a tourism circuit on Lake Victoria as part of the domestic and international tourism development.
- k) Design and construct a high-level bridge at Murchison Falls, as additional scenery for tourism promotion.
- l) Develop new products, as part of the tourism diversification drive, including construction of canopy walk bridges in the Bwindi and Kibaale national parks to ease animal viewing.
- m) Support the design and redevelopment of Kabaka's Lake as an international urban tourism site.

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n) Support construction of additional accommodation infrastructure in the national parks by giving incentives to investors already providing hotel services in the parks to expand. Among others we will remove the exclusion zones in Queen Elizabeth and Murchison Falls national parks and gazette areas for hotels only.

o) Excavate about 30km of trenches every year in order to reduce the problem of human — wildlife conflicts and also erect an electrical fence in some sections as deemed appropriate.

p) Develop infrastructure on Mt. Rwenzori by attracting investors to establish cable cars and zip lines.

q) Continue to support the regional tourism promotion clusters, including supporting the development of district and zonal tourism associations in key tourism areas of the country in order to enhance compliance to set standards, joint marketing, self-regulation, capacity building and development of the gift and crafts industry.

r) Support the media to play an effective positive role in the promotion and marketing of tourism within the country and abroad. This will minimise negative and sensational reporting in the media.

s) Invest in and promote sports to enhance the marketing of Uganda when our sportsmen and sportswomen excel.

# CHAPTER EIGHT

## **HARNESSING NATURAL RESOURCES**

MINERALS

OIL AND GAS SUB-SECTOR

ENVIRONMENT

## 8.0. HARNESSING NATURAL RESOURCES

Sustainable management of natural resources is considered vital by the NRM for a country like Uganda. Therefore, the NRM government will encourage investment in natural resources so that this sector contributes fully to the transformation of the country. The ultimate goal is value-addition to the natural resources as a way of creating jobs and earning better revenue from them while also ensuring their sustainable exploitation for generations to come.

### 8.1 MINERALS

Minerals have a great potential of contributing to economic growth and poverty alleviation through exports. They are also essential in employment creation over the medium-term through value-addition. Furthermore, sustainable exploitation of minerals will provide vital resources needed to fund the backlog of infrastructure investments.

#### Achievements

Out of aerial geophysical surveys carried out, the NRM government has been able to locate and quantify commercial mineral deposits in Uganda. As a result new geological maps have been produced showing significant increase in known mineral resources base in the country.

The mineral deposits discovered and found to commercially be viable include:

a) Iron ore: In addition to the previously known iron ore deposits of Muko

(30million tonnes), Bukusa (23 million tonnes), and Sukulu (45 million tonnes), new reserves were discovered at Buhara in Kabale (48 million tonnes), Nangara in Kisoro (eight million tonnes) Rugando, Butogota in Kanungu (55 million tonnes), bringing the total reserves to 116 million tonnes of iron ore in the country with a gross value of \$15.6b.

b) Gold: a total of 7.8 million ounces of gold have been proven as follows: at Tiira (500,000 ounces) and Alupe (800,000 ounces) both in Busia, Kamalenge in Mubende (5 million ounces), Mashonga in Bushenyi (1 million ounces), Kampano in Ibanda (500 ounces). These put the total gross value of gold in the country at \$10.9b.

c) Vermiculite reserves have increased from five million tonnes to 54.9 million tonnes at Namekhara in Manafwa district and the reserves have a gross value of \$11.5b.

d) Limestone/marble reserves in the country have increased from the known 30 million tonnes in Hima, Dura Muhokya and Tororo to over 300 million tonnes after quantifying reserves in Karamoja.

e) Nickel (Ni)-Platinum Group Elements (PGE): Ground magnetic and Transient Electromagnetic (TEM) surveys were undertaken in Karuma, Kiryandongo district. Also ground geochemical surveys were undertaken and confirmed nickel, copper, and cobalt anomaly. In other words good grades of the three minerals exist.

Other minerals found to be commercially viable include: beryl, bismuth, columbite, tantalite, chromite, diamond, tin (cassiterite), wolfram (Tungsten),

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asbestos, clay, diatomite, feldspar, granite gneiss, graphite, gypsum, kaolin, kyanite, marble, mica, rock salt, silica sand, talc, cobalt, lead, zinc, uranium, vermiculite and nickel.

Other minerals whose commercial reserves have been established include Copper (6 Million tonnes), Cobalt (5.5 Million tonnes), Columbite -Tantalite (3.5 Million tonnes) , Niobium (130 Million tonnes), Tin (3.5 Million tonnes), Tungsten /wolfram (2.155 Million tonnes), Rare Earth Elements (73.6 Million tonnes), Phosphates (280 Million tonnes), Kaolin (3.8 Million tonnes), Gypsum (2 Million tonnes), Salt (22 Million tonnes), Glass sand (2 Million tonnes), Dimension stone (2 Million tonnes) and Aluminous clays (3 billion tonnes).

In addition, 19 updated geological maps with new mineral potential zones at a scale of 1:250000 have been produced and these include:- Fort Portal, Kampala, Mbarara, Homa Bay, Masaka, Kabale, Jinja, Arua, Didinga, Mbale, Masindi, Hoima, Moroto, Aloi, Gulu, Packwach, Kaabong-Lodwar, Kitgum and Kapenguria.

The maps can be accessed through a geological and mineral information system portal at [www.uganda-mining-go.ug:81/ugandaGMIS](http://www.uganda-mining-go.ug:81/ugandaGMIS).

In the Karamoja region, geological mapping have been completed in two map sheets namely; Panyangara and Muruarium in Kotido District. Geochemical sampling continued in Abim District. Government also continued to sensitise stakeholders in the Karamoja region about the planned airborne geophysical surveys of Karamoja mineral resources of Karamoja; and Mining Policy and Legislation. Training of 1,000 local artisanal and small scale miners (600 men and 400 women) to improve livelihood, health and safety of the citizens involved in mining for social and economic transformation was done.



## Way Forward

The NRM Government will promote and ensure rational development and utilisation of mineral resources in a safe and sustainable environment for socio-economic development. Specific focus will be on:

a) Continuing to carry out surveys to establish the geological and mineral potential of the country and improve monitoring and regulation in the mining sector. In addition, the NRM government will review the mining policy and mineral legislations to improve the investment climate in the sector.

b) Increasing private sector investment in the mineral sector. The private sector will be encouraged to invest in value addition in all the minerals being exploited.

c) Promoting the setting up of tin, tungsten and beryl smelting plants to produce pure metals from these ores.

d) Investing in Kilembe copper and cobalt mine by setting up refining plants in order produce pure metals (cathodes), which can be used to manufacture finished products like copper wire and steel.

e) Increasing the stock of skilled human capital along the mineral development value chain.

f) Supporting the development of a strategic industry-double pronged approach.

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g) Working with the private sector, set up an integrated steel factory using gas from Lake Albert or that imported from Tanzania. Also, consider using the high quality iron ore from Muko and Butogota.

h) Strengthening the regulation of the mining sector.

i) Investing in Sukuru Phosphates will be by setting up a Comprehensive Industrial complex planned to produce 300,000 tonnes per year of superphosphate fertilisers, 300,000 tonnes per year of iron steel products, 400,000 tonnes per year of sulphuric acid and generation of 12MW of electricity.

j) Increasing the stock of skilled human capital along the mineral development value chain.

## **8.2 OIL AND GAS SUB-SECTOR**

The NRM Government is consciously and strategically developing the oil and gas sector to ensure that the country gets the maximum possible benefits. The initial phase involved building our own local capacity to assess the existence and quantities of the oil and gas.

We have ensured the country benefits from taxable incomes applicable in line with the legal frameworks governing the petroleum exploration, development and production activities. The National Oil and Gas Policy gave direction to the enactment of the necessary laws and creation of institutions required for the sustainable harnessing of the petroleum

The main laws put in place for smooth management of the sector are: the Petroleum (Exploration Development and Production) Act, 2013, which created the Uganda Petroleum Authority to regulate the petroleum industry, monitor and ensure compliance; the National Oil Company to manage the country's commercial interests in the sector; and the Petroleum Refining, Conversion, Storage and Transportation Act 2013, which provides for the facilitation of investment and development of oil and gas infrastructure. The Public Management Act 2015 provides for the management of the oil revenue.

In addition, sound environment management mechanisms have been put in place to protect biodiversity, sensitive ecosystems and wildlife in the Albertine Graben region.

## **Achievements**

The following achievements have been registered:

- a) Some 21 wells discovered have been confirmed to have 6.5 billion barrels of oil and 500 billion cubic feet of gas. A total of 106 exploration and appraisal wells have been drilled out of which 120 had hydrocarbons, registering one of the highest drilling success rates in the industry.
- b) A total of 17 of the wells said to have oil have been taken up by investors for development. The remaining four were returned to the Government for non-commerciality.
- c) Appraisal of 16 wells has been concluded.

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d) Feasibility studies for the oil refinery and an export pipeline have been completed.

e) The Government has developed a National Content Policy and Implementation Strategy and Plan covering tenets of employment for Ugandans; procurement of locally produced or available goods and services; national enterprise development; enhanced vocational and higher education and training; and measurement and monitoring of national content.

f) Three international oil companies were licensed to undertake exploration of oil and gas in the country, namely:

- Tullow
- CNOOC
- Total

These companies all hold equal equity participation in the existing contract areas. Investment in seismic surveys, exploratory and appraisal drilling reached a total of \$2.832b by the end of 2014.

g) Establishment of a Petroleum Technical Institute in the country.

h) Regulation of expatriates in the sector enabling the contribution to employment in the country. Some 52% of direct and 95% indirect and induced jobs are occupied by Ugandans.

i) Under a Public Private Partnership (PPP) arrangement, we refurbished

the 30 million-litre Jinja strategic fuel storage facility and restocked it.

j) Government has procured a consultant to implement the Resettlement Action Plan and compensate land owners for the Uganda portion where the pipeline for the refined petroleum products from Eldora (Kenya) to Buloba — near Kampala — is laid.

k) The feasibility study and the preparations of tender documents for the Kampala-Kigali Pipeline have also been completed. A decision was made by the Governments of Uganda, Kenya and Rwanda to develop the pipeline as a strategic regional infrastructure under the Northern Corridor Integration Projects Summit.

l) The tender for the Engineering Procurement and Construction contractor for Eldoret-Kampala segment was advertised on 9<sup>th</sup> September 2014 and prequalification of the firms was completed, now awaiting financial closure so that the tender documents are provided to the shortlisted firms.

m) In order to ensure implementation of sound environmental management in the Albertine Graben area, Management Plans for protected areas like the Queen Elizabeth, the Murchison Falls, the South Maramagambo Forest Reserve to adequately provide for oil and gas activities have been put in place.

n) Nakasongola strategic fuel reserve is undergoing development.

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## Way Forward

To exploit the oil and gas the following will be done:

The NRM Government will build a refinery with capacity to produce 60,000 barrels per day in two phases. Under phase 1 the refinery will produce 30,000 barrels per day, thus meeting the current local demand of 23,000 barrels per day. It will take three years to be constructed while the second phase that will see the refinery produce 60,000 barrels daily will take five years.

The refinery will be constructed under a PPP arrangement. Investment in the refinery will lead to creation of petrol chemical industries thus resulting in jobs and supply of petroleum products to the local and the East Africa regional market. Local self-sufficiency in petroleum products will also save the country the foreign exchange we spend on importing petroleum products hence giving a better balance of trade position.

The NRM government will build an export pipeline to enable export of oil with the Eastern Africa region and international market.

Continue collaborating with the E.A partner states in the development of shared infrastructure and harnessing of the natural resources.

## 8.3 ENVIRONMENT

Uganda's environment endowment is largely constituted by its water resources, wetlands, biodiversity and ecosystem, and forests. The NRM government has put in place elaborate policies, laws and regulations to guide the management of the environment for the betterment of society.

### 8.3.1 FORESTS

The NRM recognises the important role forests play in the ecosystem. Therefore, it is our duty to ensure that the forest cover is not only protected but increased for sustainable development.

#### Achievements

The NRM government, under the Farm Income Enhancement and Forestry Conservation Project undertook tree-planting activities, among other project activities, in selected districts to enhance afforestation and also boost household incomes. The following are some of the achievements:

- a) Supply of seed and seedlings. A total number of 72,442,172 high quality tree and fruit seedlings were planted. Out of these, 20,000,000 were distributed to the community while the rest planted by National Forest Authority (NFA).
- b) Plantation management. A total of 24,333 hectares were maintained

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through weeding, pruning and thinning in plantations areas of South Busoga, Katugo, Mwenge, Bugamba, Mbarara, Lendu, Mafuga and Opit-Abera. Some 1,229km of fire break lines were opened and maintained in the same plantations as well.

c) Private tree farmers. Some 52,000 hectares have been established by the private sector in various central forest reserves under license.

d) Local institutions and communities within Lake Victoria and the Nile catchment areas have been supported to plant 882 acres of trees in Bugiri, Kamuli, Mayuge, Jinja, Kayunga, Mukono, Wakiso, Mpigi, Masaka/Kalungu, Rakai and Isingiro districts.





### 8.3.2 WETLAND MANAGEMENT

The NRM Government commenced demarcation of critical wetlands. So far the following has been done to ensure the integrity of the wetland ecosystem is regained and maintained:

a) A total of 1032.7km wetland boundaries have been demarcated in 16 districts, including Kampala, Jinja, Mbale, Gulu, Lira, Masaka, Bushenyi, Isingiro, Rakai, Kaliro, Bulambuli, Masindi, Arua, Mukono, Iganga and Wakiso districts. These are critical wetland, which serve as sources of the municipal/town council water systems and also sinks for waste water and sewerage from urban centres.

b) A total of 4,502.9ha of degraded wetland sections restored in Kampala, and Buhweju, Kasese, Sheema, Amuria, Mbarara, Kabarole, Mubende, Hoima, Kisoro, Bukedea, Isingiro, Rakai, Kaliro, Rukungiri and Bushenyi districts. The restoration is aimed at securing and maintaining their hydrological, ecological and biodiversity integrity. This is contributing to increased catchment water discharge volume and thus enhancing and sustenance of hydroelectric power, water for production, agriculture production, tourism development and construction potentials.

#### Way Forward

In the next five years, we will continue protecting wetlands.

We will also educate the people on how to use the wetlands sustainably.

## 8.4 RESTORATION OF FRAGILE ECOSYSTEMS

The NRM Government attaches great importance to fragile ecosystems for the intrinsic and economic value these offer to livelihoods. As such Uganda is a party to various international conventions and has prioritised restoration of fragile ecosystems in its national and sector-planning frameworks.

### Achievements

The following achievements have been registered:

From 2011, the NRM Government embarked on restoration of degraded and protection of fragile ecosystems in selected parts of the country and the following has been achieved.

a) A total of 13 ecosystem management plans were developed and are now implemented in Okole in Lira, Rwizi in Mbarara, Namatala-Doho in Mbale, Ssezibwa in Mukono, Kyamugambire in Bushenyi, Kiiha-Kacukura in Masindi, Mohoro in Kabarole, Kanzutsu and Kahokya in Kasese districts. These plans ensure that communities are involved and supported to promote use of the ecosystems under a win-win situation for the environment, people and wildlife.

b) Total distance of 57km along the shores of Lake Nakivale within the Nakivale Refugees land in Isingiro district was restored between February and April 2013 and its now under natural regeneration.

c) Some 58,000 tree seedlings distributed to schools in Kumi, Pallisa and Kibuku districts at the upper catchment of Lake Kyoga. The trees have been planted on 23ha of land as good conservation practices demonstrated in schools.

d) Over 80sq.km of Akadot wetland in Nyero, Mukongoro and Kanyum sub-counties in Kumi district within the upper catchment of Lake Kyoga has been restored. The restored wetland has now regained its ecological functions and social-economic values. The community in the adjacent wetland have been educated and empowered to monitor their wetlands from any encroachers in accordance with the law.

## **8.5 PROTECTION OF THE THREATENED OR ENDANGERED TREE SPECIES**

Following the presidential directive on the protection of the shea butter trees, the NRM government initiated a programme to protect them.

### **Achievements**

The following achievements have been registered:

- a) Awareness and sensitisation of local communities through meetings and radio spot messages to preserve the tree.
- b) Enforcement of environmental laws which has resulted in reducing cutting of shea butter trees for charcoal production.

c) By-laws by the district local governments to strengthen enforcement aimed at protecting the shea butter trees and other endangered species like the tamarind.

d) A national strategy for conservation and sustainable use of the shea butter tree resources has been developed in collaboration with district local governments, the academia, NGOs and the private sector.

## **8.6 PROTECTION OF WATER CATCHMENT AREAS**

Considering that the country is faced with increased environmental degradation and climate change the NRM government has given priority to protection of water catchment to address these challenges and ensure that water resources related projects are sustainable.

### **Achievements**

The following achievements have been registered:

a) Developed a framework for catchment-based water resources management and development where all stakeholders are brought together to address issues that affect them through preparation and implementation of Catchment Management and Development Plans (CMPs). The CMPs include priority actions for development and management of water resources to meet the needs of the various socio-economic activities. So far CMPs have been prepared for seven catchments in the country

namely Rwizi catchment in South-western Uganda, Mpanga and Semliki catchments in western Uganda, Aswa catchment in northern Uganda, Lwakhaha catchment in Eastern Uganda and Okok and Awoja catchments in North- East Uganda.

b) Work is also ongoing in four other catchments of Katonga, Kagera, Wamala and Mporogoma. Implementation of priority actions identified and presented in the CMPs such as afforestation, wetlands restoration, river bank restoration, water harvesting, water resources monitoring and mapping, and water permitting has already been initiated in each of the seven catchments.

c) The country has been divided into four major basins or regions called Water Management Zones (WMZs) with technical staff already deployed to each of these regions to back up, train and support local government staff in bringing services closer to the people.

d) Municipal solid waste composting facilities. NRM government introduced a support project for Clean Development Mechanism (CDM) for municipal solid waste management in Lira, Soroti, Mbale, Jinja, Mukono, Fort Portal, Kasese, Mbarara and Kabale under Phase I. The towns of Aura, Gulu, Tororo, Busia, Entebbe, Mityana, Hoima and Masindi have been covered under phase II with solid waste management equipment like skip loaders, skips, and wheel loaders; while the town of Arua, Masindi and Hoima have been provided with full Clean Development Mechanism Project.

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e) Using satellite technologies to improve capacity to detect disasters. The NRM Government has deployed second generation geostationary weather-satellite receiving equipment from European Space Agency called the meteosat at the base station in Entebbe. The meteosat weather satellite is a type of satellite that is primarily used to monitor the weather and climate of the Earth.

The system installed in Entebbe receives data from 12 channels with most critical channels providing data on clouds and cloud development systems from the entire African region, parts of the Indian Ocean, the entire Atlantic Ocean and eastern parts of the Americas. More importantly it captures data of the entire Ugandan atmospheric conditions. In addition, the meteosat satellite has channels that monitor other environmental phenomena such as wild fires, effects of pollution, dust storms, vegetation cover, as well as secondary data like boundaries of ocean currents, wind flow regimes and onset and decay of large-scale weather systems.

f) Operationalise the Environment Protection Force (EPF). The NRM government established the Environment Protection Force (EPF) and so far 150 out of 600 have been deployed since December 2011. These were deployed to enhance forest law enforcement in areas such as Budongo, Mabira and Matiri.

The EPF has also been deployment in major urban areas and fragile ecosystems to control environmental degradation. An operational handbook is being developed to assist them in day to day compliance and enforcement-related activities. This has led to timely compliance assistance, enforcement and restoration.

### **Way Forward**

In order to protect the environment sustainably for the present and future generations, the NRM government will, in the next five years, focus on the following:

a) Increasing involvement of the population in tree planting through Greening Uganda Programme which is aimed at planting 100 million trees in the next five years. The following will specifically be done:

- i. Step up the supply of free and/or subsidised tree seedlings.
- ii. Support private initiatives in production of tree seedlings.
- iii. Sensitise land owners to plant trees as a means to generate income and promote afforestation on bare hills.
- iv. Support partnership between National Forest Authority (NFA) and the private sector.

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Forest reserve picture here: The NRM Government will restore degraded forests

b) Restoring degraded natural forests in forest reserves. Continue to implement a phased approach to sustainable forest management through improving low stocked and/or degraded natural forests using the landscape approach, strengthen the policing to protect forest reserves and forests against illegal activities



c) Re-surveying and demarcation of Central Forest Reserves (CFRs) boundaries. The total external boundary of 12,000km of the 506 CFRs under the management of NFA requires opening, re-surveying and regular maintenance. Continue opening forestry boundary, re-surveying and demarcation with permanent concrete pillars to effectively secure the integrity of the Central Forest Reserves.

d) Forest Plantation Development. Invest in plantation development at a rate of 2,500 ha per year while maintaining the existing and subsequent young forest crops.

e) Solid Waste Management. Scale up the municipal solid waste composting facilities in all municipalities and towns.

f) Environmental Protection Police: Continue with the operationalisation of the Environmental Protection Police.

g) Reducing Emissions. Implementation of the Reducing Emissions from Deforestation and forest Degradation (REDD+). This is a climate change effort that highlights the contribution forests makes to reducing the effects of climate change through reducing emissions. It provides positive incentives to managing forests sustainably with an aim to reduce emissions. It is expected that a REDD+ strategy for the country will be ready by 2018.

h) NEMA Vs. Impact assessment fees. We will review the regulations and guidelines regarding EIAs to avoid long delays and the high fees charged.

i) Introducing tree planting exercise on all national holidays.



# CHAPTER NINE

## **TRADE**

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## 9.0 TRADE

The NRM policy on trade is to promote exports in the regional and international markets. The investment in infrastructure like roads and the railway will promote trade by making Ugandan goods competitive. So far the NRM government has made significant progress in diversifying the country's exports from the traditional primary products of coffee, cotton, tea, tobacco and copper to include flowers, fish, maize and several other foods and high-value horticultural products.

The European Union (EU) and Common Market for Eastern and Southern Africa (COMESA) countries continued to be the main export destinations. On the other hand, Kenya and India continued to be the main source of our imports. A number of new trading partners are also emerging such as the United States of America, South Africa and China.

Between 2010/11 and 2014/15, Uganda's exports grew at an average of 10%, while the imports grew at 8%. The increase in the country's imports is majorly attributed to imports of equipment for oil exploration and other industrial equipment and consumptive products. In addition to foodstuffs, the country is now able to export some manufactured products within the Eastern Africa region such as beverages and processed foodstuffs.

## Achievements

The following achievements have been registered:

- a) We have strengthened the institutional frameworks for trade regulation, standards certification and conducting negotiations and export promotion, industrial research, trade and co-operatives development.
- b) Our exports increased by 32% between 2010 and 2014.
- c) One-stop border posts have been developed to facilitate faster and more efficient clearance of goods at the border points of: Mirama Hills, Busia, Malaba, and Mutukula. Cross-Border Trade Committees have been established to address challenges of informal cross-border traders. We are implementing the E-Single Window introduced in May 2014.
- d) A number of achievements were made following protracted negotiations within the EAC common market. These included:
  - (i) Cash bonds on Uganda-destined goods mainly on high-value products like cars, electrical product and sugar by the Republic of Kenya were removed.
  - (ii) Uganda and Kenya harmonised Axle Load control measures on weigh-bridges by implementing a Gross Vehicle Mass (GVM) of up to 52 tonnes depending on vehicle configuration.
  - (iii) Unnecessary check-points and weigh-bridges along the Northern Corridor were removed.

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(iv) The Kenyan Government removed requirements for physical inspection, transit permits, payment of transit fees, and possession of import permits from countries of destination for Ugandan exporters of Hides and Skins.

(v) The 16% VAT on services (Port Charges) for all goods cleared for transit into Uganda was removed.

e) Through the One Village One Product (OVOP) programme over 26 enterprises from 21 districts were given value-addition equipment.

f) At least 15,442 primary co-operative societies have been registered in the country to date.

g) A large number of SACCOs have been registered and are serving as a major source of cheap finance capital for micro beginners and small enterprises.

h) Some 20 storage warehouses have been put in place with a certified capacity of 208,000 metric tonnes.

## Way Forward

We will do the following in the next five years:

a) Promote co-operatives and other associations together with the one-village-one-product and the agricultural zoning policy for bulking and trade efficiency.

b) Strengthen the Uganda Development Corporation (UDC) to spearhead the establishment of strategic industries where the private sector interest has not been forthcoming for a long time.

c) Continue fast-tracking the EAC economic and political integration in line with the vision of having a single monetary union and achieving political federation of all the EAC member states.

d) Sensitise, organise and support the business community to take advantage of AGOA, EVERYTHING BUT ARMS, COMESA, EAC and the Chinese markets. Also, give the Uganda Export Promotion Board targets to increase the volume of exports to these markets.

e) Invest in air cargo to facilitate exports. Freight charges from Entebbe to Europe which buys most of our horticultural products are the highest in the region which makes our goods less competitive in the export market. For instance it costs \$1.35 to export a kilogramme of horticultural product to Europe. From Addis Ababa, it costs 78 US cents to export a kilogramme of a horticultural product to Europe. The cargo planes should be seen as part of the transport infrastructure to reduce the freight costs thus making our goods competitive in the market.

f) Undertake institutionalisation of phytosanitary measures in order to ensure standards of high quality of exports.

g) Advertise Ugandan products in trade expos worldwide.

h) Finalise negotiations for the US-EAC Trade and Investment Treaty and launch the negotiation of the Continental Free Trade Area Agreement, and implementation of the WTO Trade Facilitation Agreement.

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- i) Continue with expansion of the road networks to promote connectivity between production zones and markets.
  - j) Continue aiming at minimising post-harvest losses through construction of improved storage facilities.
  - k) Continue constructing market structures in more urban centres in order to provide clean and appropriate workplaces for market vendors and also improve market infrastructure within the country.
  - l) Intensify sensitisation of farmers and traders on regulations governing quality standards, grading and packaging to enhance competitiveness of our products.
  - m) Negotiate bilateral trade agreements so as to promote exports. Give our embassies targets to promote trade between Uganda and the host countries.
  - n) Empower Uganda National Bureau of Standards to carry out its mandate of protecting Ugandans against substandard goods and for it to appraise companies that apply for certification in a shorter period.
  - o) Address the challenges SMEs face some of which include delayed payments by big supermarkets, access to credit, equipment and workplace.
  - p) Stop charging local traders rent in foreign currency.
  - q) Facilitate the transformation of informal SMEs to formal through registration so that they can access credit and other privileges
  - r) Eliminate common livestock diseases like foot and mouth disease in order to promote the export of beef and other livestock products like poultry and pork.



# CHAPTER TEN

## **INFORMATION AND COMMUNICATION TECHNOLOGY**

## 10.0 INFORMATION AND COMMUNICATION TECHNOLOGY

The NRM government recognises Information and Communication Technology (ICT) as one of the key drivers of efficiency and effectiveness in service delivery, production processes and communication. This is demonstrated by the creation of a dedicated Ministry of ICT and establishment of the National Information and Communication Technology Authority of Uganda (NITA-U).

The NRM liberalised the sector from state monopolies as early as 1994 in order to speed up ICT penetration. Currently, there are more than 22 million mobile phone subscribers and over 13 million internet users. The mobile money transactions have reached a record high of about sh18 trillion according to the finance minister's FY 2013/2014 budget statement. The sector currently contributes over 8% to the economy and employs more than 1 million people directly.

### Achievements

The following achievements have been registered:

a) The development of the National Backbone Infrastructure (NBI) was planned in three phases. So far Phase I and II connecting 22 districts and 30 ministries and departments have been completed. The NBI is used for data connectivity, internet and also telephones. This has tremendously increased the operational efficiency in service delivery as well as the security of government information sharing and speeding up decision making. In particular, NBI connectivity has enabled efficiency in government finance payment systems by ministries and districts.

b) The NBI has so far been extended to connect 82 public office sites and seven public universities. The universities connected are: Kyambogo University, Makerere University Kampala, Mbarara University of Science and Technology, Gulu University, Makerere University Business School, Busitema University and Uganda Management Institute.

c) The average unit cost of internet band width reduced from \$650 per MB per month to \$300. This has realised savings of \$350 per 1 MB per month reducing government expenditure by sh5.287b per annum.

d) In partnership with the Korean Government established the Information Access Centre (IAC). This is to be an innovation centre, where incentives like internet bandwidth, mentorship, training and IT Infrastructure will be provided to the innovators.

e) Several innovation centres have been established by the private sector and are operational. Government is working with them through the umbrella ICT Association of Uganda (ICTAU) and supporting their innovations.

f) Acquired five acres of land for the establishment of an ICT Park in Namanve Industrial Park.

## Way Forward

The NRM Government's ICT programmes for the next five years will be geared towards increasing creation of jobs for the youth and enhancing production and consumption of local innovation.

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These programmes will also facilitate building of businesses and save us from spending a lot of money on foreign systems and licenses.

The savings will in turn be channeled to support innovators. Development of the ICT sector will stimulate economic growth and production efficiency both in the service industry and local manufacturing.

In particular, the NRM will undertake the following:

a) The NRM government will continue to extend the NBI Network to districts, departments and agencies that are yet to be connected. In addition, at least 50% of the UPDF barracks and all regional police headquarters and police stations will be connected to NBI for communication, surveillance and internet connectivity.

b) Three fibre optic network links will be created:

i. North-western route through Kamdini, Pakwach, Arua, Yumbe, Moyo, Adjumani, and Nimule with links to DRC and South Sudan.

ii. South-western link connecting Kasese and Mpondwe, also linking to DRC.

iii. North-eastern route connecting Soroti and Moroto.

c) An alternative route to the sea cables through Mutukula to Tanzania and Katuna to the Central and South African Submarine Sea Cables will be implemented to reinforce the network supply to Uganda.

- d) The Free and Open Source Software (FOSS) Policy and Strategy to encourage promotion of ICT innovations will be operationalised. This will help the youth to utilise affordable software and develop applications that will be marketable.
- e) The Intellectual Property legislation will be reviewed and operationalised to enhance innovation.
- f) We will develop an ICT innovation framework, which will, among others, guide on innovation areas, funding opportunities and innovation partners, clients and innovation resources.
- g) Existing innovation hubs will be supported through training, affordable bandwidth, mentoring and innovation infrastructure.
- h) A mentoring and coaching centre for SMEs will be established for quality assurance. This measure will also be complimented with support to SMEs certification and standardisation of local products.
- i) Government target areas for innovation will be identified and linked up with private sector innovators, with a view of developing viable solutions for commercialisation.
- j) Establish multi-purpose ICT parks which will attract both foreign and domestic entrepreneurs.
- k) Establish ICT innovation Centres of Excellency.
- l) Create and implement appropriate incentive schemes for BPO operators and IT innovators. Furthermore, we will market Uganda's BPOs to the external market.



# CHAPTER ELEVEN

## **HUMAN CAPITAL DEVELOPMENT**

PREGNANCY TO BIRTH

EARLY CHILDHOOD DEVELOPMENT

EDUCATION AND TRAINING

SPORTS

COMMUNITY COMPONENT

HEALTH

WATER SUPPLY AND SANITATION

## 11.0 HUMAN CAPITAL DEVELOPMENT

The human resource is Uganda's most important resource which ought to be turned into human capital so as to bring out its full production potential for fostering development and transformation. Human capital development comprises four key components, namely:

- i) Health
- ii) Education and training
- iii) Community components (social protection, family and socialisation and water and sanitation).
- iv) Sports

The NRM's initial effort was focus on social and economic reconstruction and poverty eradication. The NRM Government has now moved the country to a wealth creation phase, so expenditures in these sectors must be seen as investments in future human capital, which will drive the wealth creation thrust. The private sector has a solid stake in this drive and will be mobilised to participate fully in the development of the requisite human capital over the next five years and beyond.

To realise this, the NRM will follow a cost-effective approach integrating the three pillars mentioned above tracing the human capital development along the life cycle.

The stages of this cycle are:



- i. Pregnancy to birth.
- ii. Education and Training.
  - a. Early Childhood Development.
  - b. Primary school age (6 – 12).
  - c. Lower secondary school age (13-16).
  - d. Upper secondary school age (17-18).
  - e. Tertiary and University (19-24).
- iii. Young adulthood – Community Component.

## **11.1 PREGNANCY TO BIRTH**

The foundation for good human capital must start from pre-pregnancy whereby future mothers are well looked after with proper nutrition and training during adolescence so as to give birth to healthy babies. Having fully identified and embarked on gradually solving most problems in the health sector we will fully integrate pregnancy to birth into the formal education and training curriculum in addition to increasing its coverage in health care and education.

### **Achievements**

The following achievements have been registered:

Current antenatal care coverage indicators show that 95% of pregnant women visit a skilled health professional at least once, while 48% visit at least four times to any health provider during pregnancy.

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This has resulted in the reduction of the mother-to-child HIV/AIDS transmission from 9.8% to 5% between 2010 and 2014. Also, the access to Prevention of Mother to Child Transmission (PMCT) services increased from 53% to 74% in 2014 against a target of 95% .

### **Way Forward**

- a) Integrate pregnancy to birth component into the formal education and training curricula.
- b) Strengthen and expand pregnancy-to-birth education in health care and gender and social development functions of government.

## **11.2 EARLY CHILDHOOD DEVELOPMENT (ECD)**

Children's cognitive development is one of the most important foundations of human capital development and is achieved through a process of introducing appropriate brain stimulation exercises, proper environmental sanitation and nutrition. In addition, parents play vital roles in children's birth, nurturing, education and balanced growth in general.

The NRM identified issues of: limited mainstreaming of ECD in education, health and community development services; low concerted community involvement and linkage with service delivery arrangements; inadequate structured training of caregivers in brain stimulating exercises for babies and young children that lack both government and community involvement. It was also the case with limited and incomprehensive pre-

school nurturing that excludes the majority of children and unstandardised mostly informal sector running low quality ECD education. The benefits of supporting ECD have been enormous ranging from improved growth and development to better schooling outcomes. The NRM Government has been severally focusing on them.

## **Achievements**

The following achievements have been registered:

- a) Full immunisation has increased to 95% (Millennium Development Goal target was 90%).
- b) Proportion of population accessing improved drinking water source within a radius of 1km as of 2014 is 70% for urban and 65% for rural areas.
- c) Developed and started implementing the national Nutrition Action Plan.
- d) Latrine coverage 68% (2013).

## **Way Forward**

The NRM government will revitalise the community development officers to play their role in community development making use of women, Youth, PWD councils to educate the population on leading healthy lifestyles. In particular, NRM plans to continue addressing the ECD gaps in the following ways:

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a) Cognitive development will be institutionalised as a foundation pillar for human capital development to be contributed to by the health, education and social development sectors with appropriate interventions developed in household, community and institutional settings. The process will involve both training and re-training of the relevant caregivers in different brain stimulating exercises for the children and will culminate in the provision of pre-school preparatory nurturing for all children in the country.

b) Due to the need to ensure proper mental development of our children and as a means of preparing them for formal primary education, as an initial step, we will introduce ECD training in existing Primary Teachers Colleges (PTCs), development of a relevant ECD training curriculum and provide the necessary supervision support.

c) Communities will be empowered in terms of knowledge, facilities and services to be able to support and absorb the designed interventions.

d) The voluntary Village Health Teams (VHTs) will be replaced with a multi-purpose cadre of Community Health and Extension Workers (CHEWs), at the sub-county, who will be paid out of pooled programme resources to ensure effective and sustainable services. The CHEWs will be instrumental in mobilising communities for health, education, production, and all other development initiatives that will be designed to transform the life of Ugandans.

e) The most important support needed for the preventive drive is environmental sanitation. Under this approach, communities and

households will be mobilised to be front runners in building the foundation for human capital by ensuring hygienic environments both around communities and within households.

f) Families and households will be educated on the value of balanced diets and also empowered to provide it to their members.

g) Communities will also be sensitised about other aspects of child protection that may threaten their proper growth into either desirable human capital or decent and valuable human being.

h) Households and community members will be sensitised about the benefits of child registration and the dangers that might befall the child if his or her birth is not registered. Similarly, households and communities will be alerted on other dangers that might harm the child and thereby prevent his or her proper growth.

i) In order to support the proper and healthy growth of children in families, household members will be informed about and, if need be, educated in proper parenting. They will be assisted and empowered to realise their full potential to the benefit of both the children and the nation as a whole. Some of the parenting issues will involve spousal communication, decisions on timing of childbirth, child spacing and the numbers of children they want to have. These decisions will have to be made in the context of parental responsibilities in terms of the obligation to provide their children with proper nutrition, care, education and all other needs that ensure a child's proper growth to maturity.

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## 11.3 EDUCATION AND TRAINING

The NRM Government has made tremendous achievements in the education sector over the years. The major change came with the liberalisation of education and introduction of Universal Primary Education (UPE) and Universal Secondary Education (USE). These were followed by free higher and technical education and the Student Loan Scheme. The liberalisation of university education and the introduction of private students in public universities increased access to university education. Our task now is to improve the quality of education across the board. We will review the education system to align it to the current and future manpower skills requirements. The NRM's specific achievements and roadmap under each of the education and training sub-sectors are reviewed in the sections below.

### 11.3.1 PRIMARY SUB-SECTOR

#### Achievements

NRM's main achievement in primary education has been increasing access to education for all children through UPE.

The following achievements have been registered in the last five years:

- a) The pupil enrollment at primary education level increased from 7.3 million to 8.5 million pupils.
- b) A total of approximately 1,190 classrooms have been constructed, which

has enabled us to bring down the pupil-classroom ratio from 58:1 to 54:1. This brings the total number of classrooms to 104,906 today, up from 40,440 in 1986.

c) Approximately 641 teachers' houses have been constructed.

d) Approximately 2,041 teachers have been promoted since 2011 in line with the previous NRM manifesto.

e) Provided an increment to the teachers' salaries of 15% in FY2012/13, which will progressively grow over the years until increments accumulate to 50% pay rise from the initial hike.

f) Paid teachers better salaries than those offered by most private schools.

g) Continued with professional development to enhance competencies and training in: Early Grade Reading methods, Safe School Initiative, Pedagogical Leadership Skills Training, Continuous Professional Development (CPD), and Re-tooling.

h) Provided boarding primary schools in Karamoja and island regions.

i) Paid additional allowances of 30% of basic salary to teachers in 18 hard-to-reach, hard-to-stay areas.

j) Undertook Monitoring Learning Achievement (MLA) inspection strategy, which focuses on ensuring learning achievements.

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## Way Forward

Having registered the above achievements, the NRM target in the next five years will be improving the quality of education. Specific interventions in primary education will include:

a) Continue implementing the policy of having a primary school per parish to reduce on the average walking distances to school for pupils and further bring education nearer to the population. In line with this policy Government will accept to take over community schools if the communities willingly offer them.

b) Continue with construction of classrooms to meet the targets of 50:1 pupil-classroom and teacher-pupil ratios.

c) Continue with the construction of teachers' houses to improve their welfare. We will start with houses for head teachers and senior women teachers before gradually spreading out to cover other teaching staff. In the meantime, Local Governments will be advised to post teachers near their homes, where possible so that they stay in their private homes and are not burdened with rent as we increase the stock of teachers' houses.

d) Continue to increase the budget allocation to text books and scholastic materials with the view to reduce the pupil-text book ratio in line with the set standards.

e) One of the challenges affecting the quality of primary school education is inadequate inspection. Inspection at that level is a responsibility of local governments.



f) In order to strengthen inspection in schools and training institutions, we will establish a semi-autonomous body in charge of inspecting schools. The new body will have powers to compel district officials to take action on its reports and if they fail, Government will act on them.

g) Introducing the continuous assessment examination system at primary education level and integrating the results in the final marks.

h) Increasing community participation in the affairs of the schools in their respective areas and report problems to Resident District Commissioners (RDCs) regarding teacher absenteeism and cases of sending away children from school for not paying contributions agreed upon by the Parent's and Teachers' Associations (PTAs). It's illegal to send away pupils whose parents haven't paid contributions agreed upon at school.

i) We will continue sensitising parents on feeding their children and providing uniforms.

j) Gradually increase the teachers' pay to competitive levels to enhance professional commitment and morale. Their will progressively grow over the years until increments accumulate to 50% pay rise from the initial hike in.

k) The NRM Government will offer free sanitary pads to address the school dropout rate of girls.

l) Working with women councils, community development officers and sub-county chiefs, we will sensitise the parents on the dangers of marrying off girls when they are still young.

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Every head teacher will be required to report to police any girl who has dropped out of school as a result of being married off or having been made pregnant. The parents who marry off young girls will be held responsible in accordance with the law. Similarly, the one who marries a girl who is under age or impregnates her will be held responsible in accordance with the law.

m) Improving teacher and instructor competencies (content, knowledge, skills and pedagogy) and practices for the delivery of the early grade numeracy and literacy in the primary school curriculum, targeting primary school teachers and instructors.

n) Continue with implementation of the Karamoja Primary Education Project (KPEP) aimed at school construction and rehabilitation.

n) Provide free scholastic materials such as mathematical geometry sets, exercise books, pens and pencils.

### **11.3.2 SECONDARY SUB-SECTOR**

Overall, the introduction of USE has gone a long way in increasing the number of children accessing secondary education. The initial focus in introducing USE was to ensure that as many children as possible get a chance to study. Previously, nearly 90% of the pupils dropped out of the school system after primary school level.

The greatest achievement of USE has been the huge leap of girls' enrolment. The drive has enabled increased participation of women in leadership, decision-making and policy-making at various levels. In order to have a

firm base for the human capital students will be exposed to the highest brain development opportunities and the state-of-the-art problem-solving tools which mold their future careers.

## Achievements

a) The number of children who started in senior one and completed senior four (transition rate) increased from 50.9% to 70.5% between 2011 and 2015.

b) A total of 93 new seed schools were constructed. This brings the total number of government secondary schools to 1,078 in the 971 sub-counties.

c) A total of 254 laboratories and 43 libraries have been rehabilitated in various schools.

d) A total of 700 secondary schools were constructed and rehabilitated.

e) Universal Post-Primary Education and Training (UPPET) programme was enhanced with the Universal Post O'level Education and Training (UPOLET) programme continued with the progressive improvement of the curriculum to meet job market requirements.

f) Finalised the first phase of the curriculum review process, which is based on eight learning areas and is aimed at removing the current content overlaps, reduce content overload and impart the required practical skills in the learner. This is hinged on the modern approach of "Teaching Less and Learning More" to be implemented in 2017.

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## Way Forward

We will continue strengthening USE and the free higher education. The NRM will address the key persistent and emerging issues in secondary education as follows:

- a) Continue with the policy of establishing a government secondary school in every sub-county. In line with this policy Government will accept to take over community schools if the communities willingly offer them.
- b) Increase access through construction of more classrooms.
- c) Build teachers' houses.
- d) Improve student-teacher and student-text book/scholastic material ratios in order to further improve the quality of secondary education.
- e) Continue with implementation of model schools in various regions of the country to enhance equity in delivery of higher and tertiary education.
- f) Introduce the continuous assessment examination system at secondary school level.
- g) Recruit secondary school teachers to meet the increasing demand.
- h) Strengthen basic learning techniques that prepare one for career formation.

i) Strengthen soft skills, which promote self-esteem, conscientiousness and a generally positive attitude to work.

j) Strengthen early talent identification and nurturing.

k) Provide free scholastic materials such as mathematical geometry sets, exercise books, pens and pencils.

l) Promote e-learning and computer literacy in order to enhance learning outcomes.

m) The NRM Government will offer free sanitary pads to address the school dropout rate of girls.

### **11.3.3 BUSINESS, TECHNICAL, VOCATIONAL EDUCATION AND TRAINING (BTVET)**

#### **a) Formal BTVET**

NRM has paid special attention to BTVET as part of the solutions for filling the technician level skills gaps in the economy and as a solution for skilling school leavers, graduates and unemployed youth. To-date 90 districts have at least one BTVET institution, which is gradually being equipped to provide quality training.

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## Achievements

- a) Increased access to BTVET at post-primary school, post-lower and upper secondary school and for university graduates by constructing and rehabilitating vocational and technical institutes.
- b) We constructed 20 new BTVET institutions between 2011 and 2015 at regional and district levels in addition to rehabilitating most of the existing ones. Today, in 70 districts there is one technical school.
- c) Supported non-formal in-service and new labour market entrants' training.
- d) Increased the variety of courses and the corresponding surge in BTVET enrolments from 23,536 in 2010 to 39,700 in 2014, an increase of 40%.

## Way Forward

- a) Continue with the programme of establishing technical and vocational institutes in each constituency but initially starting with districts. So far 70 districts have benefitted from the programme and 32 will be covered. In addition, we will rehabilitate and equip BTVET institutions.
- b) We will increase the participation of women and the disadvantaged persons such as PWDs in BTVET skills development programmes.
- c) We will increase international certification, particularly in such areas as oil, gas, industrial machinery, transport and other technicians' certification.

d) Institutionalise internship and apprenticeship, with the view to increase exposure of the up-coming labour (students) to work systems and practices. Furthermore, we will promote collaboration between BTVET institutions and the private sector to facilitate imparting of practical knowledge and skills in the students.

e) Establish a skills development agency to enhance our focus on post-education and training skills that are critical for improved productivity.

f) Promote and establish regional centres of excellence among BTVET institutions to ensure production of a critical mass of relevant technical skills.

g) Review the BTVET curriculum to ensure that the technical institutions in the country produce technicians who meet the increasing requirements of various sectors of the economy.

## **b) Informal Sector skills development**

The NRM Government prepared and passed the BTVET Act 2008, which duly recognises non-formal training.

The Directorate of Industrial Training (DIT) is the body mandated by law to prescribe rules for accreditation, assessment, certification and inspection of non-formal training.

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## Achievements

The following achievements have been registered:

- a) Since the inception of the non-formal training programme in 2010, government has been and still supports over 300 private training providers to expand and foster market led expansion of BTVET supply.
- b) Some 79,999 unemployed youth were given (employable) skills relevant to the world of work during the period 2010/11-2014/15.
- c) The trainees (refer to 'b' above) have been assessed and certified by the Directorate of Industrial Training.
- d) In order to operationalise the recognition of prior learning through the Uganda Vocational Qualifications Framework (UVQF), vocational qualifications for 120 occupations from level one up to level five have been developed.

## Way Forward

In the next five years we will do the following:

- (a) The Uganda Vocational Qualifications Framework for 60 occupations will be expanded from the current level five to eight.
- (b) The Directorate of Industrial Training (DIT) will be restructured in order to facilitate the implementation of an Accreditation, Assessment and



Certification Programme (AACP). This programme will ensure that Ugandans, especially the youth, attain international standards/qualifications, which will reduce unemployment.

(c) In order to enhance inclusiveness, with regard to skills delivery, certification, assessment and certification process of the trainee beneficiaries will emphasise the Recognition of Prior Learning (RPL).

### **11.3.4 UNIVERSITY AND OTHER TERTIARY EDUCATION AND TRAINING**

Like primary and secondary education, tertiary education has also seen a great leap in enrolment following the liberalisation of admissions to include private students. This has attracted significant private sector participation in delivering university and other tertiary education.

#### **Achievements**

The following achievements have been registered:

- a) We enacted and implemented the Student Loan Scheme where a total of 1,201 (939 male; and 262 female) students from 108 districts were selected as the maiden beneficiaries of higher education financing.
- b) A public university in West Nile sub-region (Muni University) was opened in 2014.
- c) Opened the Lira Constituent College of Gulu University in 2013.

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d) Established the Kigumba Petroleum Institute to build capacity to train technicians for oil and gas, as well as other sectors.

e) Total enrolment to university increased from 136,541 in 2011 to 155,801 in 2014.

f) Total enrolment to other tertiary institutions increased from 55,343 in 2011 to 58,401 in 2014.

g) There was marked increase in the ratio of female-to-male graduates in universities and other tertiary institutions, which has enhanced the level of female participation in leadership, in formal and informal sectors.

h) There has been an increase in the diversity of courses offered at university level in the country.

i) Busitema University was expanded with campuses at Namasagali (offering Bachelor of Science in Natural Resource Economics); Arapai (offering Animal Production and Management); Nagongera (offering Science and Education) and Mbale (offering Health Sciences) in collaboration with Mbale Regional Referral Hospital.

j) Provided funding of over sh640m for research programmes for Masters and PhD programmes through the National Council for Higher Education.

k) We provided support to 100 students of science education in fulfillment of the presidential pledge to Kisubi Brothers University (a constituent college of Uganda Martyrs' University).

## Way Forward

NRM plans to address the emerging issues of university and tertiary education as follows:

- a) Unemployed graduates lacking the requisite vocational/market skills will be retrained and re-tooled to fit into the existing job market requirements.
- b) Emphasis will be placed on supporting training of courses whose graduates are currently needed by the local job market.
- c) A special programme will be set up to rehabilitate, expand and equip lecture rooms at public universities and other tertiary institutions to cater for the increasing numbers of students.
- d) Open Soroti University. This will bring the number of public universities to seven, which is an indication of the NRM Government's commitment to providing university education to the people.
- e) We will introduce centres of excellence for technical and vocational training for post-secondary and tertiary students to enable production of a critical mass of high quality technicians that continue to be on great demand in the economy.
- f) The capacity for teaching science and technology will be enhanced through rehabilitation and expansion of Science Technology Innovation (STI) learning facilities in eight institutions: Makerere University, Kyambogo

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University, Mbarara University of Science and Technology, Gulu University, Busitema University, Muni University, Uganda Management Institute and Makerere University Business School.

g) We will increase capitation grants with a view to improving the quality of tertiary education.

h) Start a Constituent College of Busitema University in Karamoja.

i) We will support universities to effectively collaborate with the private sector in research and development work aimed at creating new technological innovations and products. In this regard, universities will be supported to establish and maintain incubation facilities for PhD graduates with promising science and technological innovations. Successful innovations will be provided with seed capital in form of affordable loans and grants so as to establish private companies for commercialisation of their inventions. For proper implementation of this programme, universities will also be supported to specialise in particular disciplines.

j) The National Council for Higher Education will be strengthened and empowered through increased funding and staffing to improve inspection and supervision of universities and other higher institutions of learning.

k) Operationalise the legal requirement for accountability for non-tax revenue collected by universities and other tertiary institutions.

l) A framework will be put in place for supporting the development and

commercialisation of innovations, especially those from education and training institutions.

## **11.4 SPORTS**

The NRM Government recognises the role of sports in the health and wellbeing of the body and mind of individuals. This is why we urge all Ugandans to do physical exercises and participate in sports. By doing this they will continuously strengthen their body systems and fend off lifestyle diseases.

Sports, in particular, has made significant contribution to livelihoods of many youth who are earning a living out of it. Besides personal benefits it also contributes to marketing Uganda when our sportsmen and women win medals at regional and international levels.

We have, whenever possible, supported national sports teams to participate in regional and international competitions.

This year (2015) we witnessed the impressive performance of the She Cranes, the national netball team, qualifying for the World Cup and are now ranked eighth in the world. It took the personal intervention of the NRM chairman, President Yoweri Museveni, to raise funds for the team to travel to Australia for the tournament. From this experience, we will ensure sports is budgeted for properly so that our sportsmen and women participate in regional and international tournaments when they qualify.

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## Achievements

The following achievements have been registered:

- a) Supported annual school competitions and training of teachers of physical education and coaches.
- b) Established the East Africa Military Games Authority.
- c) Hosted CECAFA football tournaments.
- d) Supported different sports disciplines through their respective associations such as FUFA.

## Way Forward

We will do the following:

- a) Continue with the training of teachers of physical education, including conducting sports in-service training for teachers annually, as a means of strengthening physical education and sports in schools.
- b) Emphasise physical education and sports in the curriculum at all levels of education and training in the country.
- c) Strengthen the policy and legal frameworks governing sports in order to enhance professionalism and integrity in sports. Complement this with support for training coaches of various disciplines to improve the performance and attain professionalism.

d) Support the construction of sports facilities throughout the country. For instance the high altitude athletics training centre in Kapchworra is under construction.

e) Give incentives to private investors interested in setting up sports academies in Uganda. Ugandans graduating from these academies will market Uganda when they excel.

f) Support all sports associations to identify and nurture talent at local and national level.

g) Facilitate national teams to participate in international tournaments when they qualify.

h) Work closely with different sports associations and develop a plan to develop respective sports disciplines in the country so that they excel at regional and international levels.

i) Increase Ugandan athletes' exposure to international events to enable them to gradually excel and break international records.

j) Promote sports in the country by doing the following:

I. Develop and institute a policy of affirmative action for persons talented in sports.

II. Provide bursaries and scholarships for elite athletes.

III. Put in place a national rewards scheme for excelling national athletes.

IV. Put in place a pension scheme for nationally acclaimed sports persons.

V. Put in place incentives for private sector investment in sports.

## **11.5 COMMUNITY COMPONENT**

Adolescents and young adults ought to be supported to adopt appropriate attitudes, values and life styles. This community approach will be pursued together with the Prosperity for All and quality of life improvement agenda. In the consideration of health and education issues of adolescents and young adults, the community component of human capital development must be emphasised in order to harness opportunities needed in designing interventions to mold the attitudes and mind sets of young people. This calls for development of a conducive and supportive environment in which the adolescents and young adults complete their studies and develop their careers.

### **Achievements**

The following achievements have been registered:

- a) Re-introduction of community centres with new ICT-based resource centres, on pilot basis. The centres are meant for information, education and recreation for communities particularly targeting the youth and strengthening functional adult education.
- b) Literacy rate has increased from 43% in 1986 to 75% today.



c) Implemented programmes such as patriotism clubs, aimed at supporting adolescents and young adults to adopt appropriate attitudes, values and life styles.

d) Through the support to universities and other tertiary institutions provided conducive and supportive environments for adolescents and young adults to complete studies and develop careers.

### **Way Forward**

The NRM Government, having accomplished major improvements in social welfare, will over the next five years champion a community-based qualitative change in the human resource that is being produced out of the various systems empowering it with soft skills to make it effective human capital. The undertakings will include:

a) Establishing a formal institutional framework for implementation of the community component as part of the community development work of Government.

b) Accelerating the roll out of ICT-based community centres in the country.

c) Integrating the community component into policy and planning of the Government.

d) Strengthen mobilisation of communities and their leaders to support community component in development.

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## 11.6 HEALTH

The NRM policy on health is that all Ugandans should have access to high quality health care in order for each one of them to contribute to social and economic development. The NRM government will focus on preventive health care as it is less expensive and easier to prevent illness than to cure it. We will ensure that all Ugandans have access to well-equipped health facilities and well trained, motivated health workers in addition to developing systems to support health care.

The NRM government took health services near the people in order to offer them better health services. We did this through our policy of having a Health Centre III with a maternity ward and a laboratory in every sub-county.

A Health Centre III is manned by a clinical officer with the capacity to diagnose common diseases. At the constituency level, we have a Health Centre IV with two doctors and 50 staff plus a theatre. We have also established a general hospital at the district and a regional referral hospital.

A Health Centre III at sub-county level serves a population within a radius of five kilometres. Each of these health centres should have two clinical officers with a total of 19 staff. They receive supplies of drugs every two months.

There are challenges in the sector, which we promise to handle. For instance there are 225 sub-counties without Health Centre IIIs and 100 constituencies (including the newly created) without Health Centre IVs.

These are being planned for as indicated in the way forward.

The immunisation programme under the NRM reign coupled with taking health services nearer to the people has led to a rapid increase in population. It is a result of children prevented from contracting the 11 killer diseases through immunisation.

We have registered tremendous success in the health sector as a result of increased government expenditure on the health sector from sh1.6b in FY1987/88 to sh1.27 trillion in FY2015/16.

### **General Achievements**

The following achievements have been registered:

- a) Improved life-expectancy to 58 years from 51 years in 2009.
- b) Reduction in maternal mortality from 435/100,000 in 2010 to 360/100,000 live births in 2015.
- c) Reduction in infant mortality from 76/1000 in 2010 to 44/1000 live births in 2015.
- d) Reduction in under five mortality from 90/1000 to 69/1000 (2011-2014) live births.
- e) Percentage of expectant mothers helped by skilled health workers to deliver has increased to 60% (2014) up from 38% in 2010.

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- f) Percentage of pregnant mothers going for HIV testing has increased to 85%.
- g) Pregnant mothers with HIV and started on ARV treatment is 95% from 30%.
- h) Babies who acquire HIV from their HIV positive mothers have dropped from 28,000 per year (2012) to less 5,000 per year (2014).
- i) Reduction of HIV Prevalence to 7.3% (2011).
- j) Increased health units as follows:
- I. 156 hospitals (both Government and private).
  - II. 193 Health Centres IVs.
  - III. 930 Health Centre IIIs.
  - IV. Health Centre II at about 2,790 (but these are being transformed into Immunisation Centres).
- k) Improved accessibility by the population to health facilities, which is now at 75% within 5km of reach.
- l) Improved immunisation coverage for children, which now stands at 95%. Increased the number of vaccines for immunisation against the 11 killer diseases, including cancer of the cervix.
- m) Improved health infrastructure and technology for both diagnosis and treatment.
- n) Improved staffing level in the health sector (by more than 80%). Some 10,000 health workers have been recruited into the primary health services (Health

Centres IIIs and IVs with two Medical Officers at each Health Centre IV.) Also, 2,151 health workers have been recruited in the regional and national health care systems.

o) More than 500 housing units have been put up for the health workers at different facilities — Masaka, Hoima, Fort portal, Mbale, Mbarara, Kabaale, Arua, Moroto, Mubende, Mulago, Butabika (in Kampala), Gulu, Lira and various health centres and hospitals.

p) Improved remuneration of health workers. A retention allowance of sh1.5m (total pay sh2.5m) given to all medical officers in Health Centre IVs.

q) Scholarships and bursaries totaling to 3,000 have been availed to health workers for training in the various fields.

r) Improved capacity to diagnose and control dangerous disease outbreaks such as Ebola and Marburg fevers.

s) Local capacity to manufacture critical medicines including ARVs and anti-malarial drugs.

t) Improved stocks of essential medicines, vaccines and health supplies in all health units (stock out level of less than 20%).

u) Reduced transmission of HIV from infected mothers to their new born babies (from 28,000 to less than 5,000 per year).

v) Improved efficiency and effectiveness in service delivery.

(w) The development of the Health Insurance Law is near completion after a thorough and wide consultative process.

## 11.6.1 HEALTH INFRASTRUCTURE

### Achievements

- a) Expanding and equipping Mbarara, Masaka and Mubende Regional Referral Hospitals was completed in 2012.
- b) Upgrading Moroto hospital to a regional referral hospital started in 2013 and is near completion.
- c) Rehabilitating, expanding and constructing Nakaseke, Kiryandongo, Anaka, Moyo, Nebbi, Entebbe, Iganga, Mityana and Moroto hospitals is nearing completion.
- d) Constructing Kawempe and Kiruddu (Makindye Division) Hospitals is to be completed soon. These two hospitals, in addition to the already completed Naguru Hospital, will help in decongesting Mulago National Referral Hospital.
- e) Reconstructing, expanding, remodeling and re-equipping of Mulago National Referral Hospital is to be completed early 2016.
- f) A wide range of capital developments have taken place at the Uganda Cancer Institute, which is being transformed into the East African centre of excellency in cancer care and treatment.
- g) The National Referral Women's and Neonatal Hospital is under construction.
- h) The Uganda Heart Institute has been developed to a level that allows performance of open heart surgery.
- (g) Ambulances have been supplied to the following hospitals: Masindi,

Kitgum, Apac, Bugiri, Pallisa, Buwenge, Lyantonde, Itojo and Bukwo.

i) The Uganda Virus Research Institute has developed capacity to locally detect dangerous viral fevers such as Ebola.

j) Constructing the National TB Laboratory at Butabika (Kampala), which has been upgraded to a supra national TB laboratory is near completion.

k) Constructing the National Public Health Laboratory is near completion at Butabika.

l) Constructing the following regional blood banks was completed: Mbarara, Mbale, Gulu, and Fort Portal.

m) Expanding the Nakasero Central Blood Bank and Laboratory has been completed.

n) Civil works have begun on the following health centres/units: Kassanda, Ngoma, Kiganda, Mwera, Kyatungo, Kikamulo, Kabuyanda, Mwizi, Kitwe, Rubare, Atiak, Obongi, Pakwach, Buvuma, Budondo, Ntenjeru, Kojja, Bwinjanga, Nankoma, Bugono, Kiyunga, Kibuku and Budaka. All of them will be completed in 2016.

o) Buliisa Hospital construction was completed and it is operational.

p) Solar power has been extended to all health units as was promised.

q) There has been massive capital development funded by the Government in all the regional referral hospitals in the last five years. These are Mbarara, Arua, Fort Portal, Kabale, Masaka, Hoima, Gulu, Lira, Soroti, Mbale, Jinja, Mubende and Moroto hospitals.

## Way Forward

In order to consolidate the achievements in the health sector, the NRM government will:-

(a) Complete the following hospitals, whose construction/rehabilitation is ongoing: Women's Hospital at Mulago, Mulago National Referral Hospital, Kawolo, Kayunga, Yumbe, Uganda/East Africa Cancer Institute and National Laboratory Centre.

(b) Complete renovation and expansion of 26 Health Centre IVs and IIIs.

(c) Complete the construction of 69 housing units for health workers in Karamoja region.

(d) Begin Phase II Expansion and re-equipping of the following hospitals:

i. Mbarara (Phase II), Mbale, Itojo; Kambuga, Kisoro, Kitagata, Lyantonde, Rakai, Kalisizo, Gombe, Bundibugyo, Kiboga, Kamuli, Bugiri, Masindi, Kitgum, Apac, Adjumani, Kaabong, Atatur, Tororo, Pallisa, Abim, Bududa.

ii. All other general hospitals under other government departments.

(e) The NRM government will construct the following new hospitals:- Gomba; Lwengo; Kamwenge (Rukunyu), Kaberamaido, Nakasongola, Katakwi, Amolatar, Kween, Rukungiri, Amuria, Manafwa, Isingiro and Luwero hospitals.



f) Provide beds, mattresses, side lockers, medical blankets and bedsheets to all hospitals within the current financial year.

(g) Continue to implement the health infrastructure policy of having and functionalising Health centre IVs in every political constituency, and health centre IIIs per sub-county. Health Centre IIs in sub-counties without Health Centre IIIs will be upgraded and expanded in line with the policy of having Health Centre IIIs in every sub-county.

(h) In partnership with the international partners, the NRM Government will construct a state-of-the-art International Hospital at Lubowa.

(i) Construct new blood banks, at Kabale, Arua, Moroto, Soroti and Lira regional referral hospitals.

(j) Scale up the installation of oxygen generation plants to all regional referral hospitals and general hospitals.

(k) Construct a central vaccine store.

(l) Expand the National Medical Stores.

(m) Complete construction and equip the Uganda Cancer Institute and also establish specialised Radio-diagnostic and cancer treatment centres at Mbale, Mbarara, Gulu and Arua regional referral and teaching hospitals.

(n) Complete expansion, construction, equipping and staffing of the Uganda Heart Institute.

## 11.6.2 DISEASE PREVENTION

### Achievements

(a) National immunisation coverage has improved from 56% to 95% in 2015. Furthermore, the number of immunisable diseases has increased to 11. Young girls are now vaccinated against cancer of the cervix.

(b) Since 2011, the government has, with partners, distributed 28 million treated mosquito nets thus achieving a universal net coverage (one net per two people). Malaria prevalence has reduced from 40% to 20% and malaria related deaths have also reduced.

(d) Diagnosis of TB has improved due to the use of modern technology. Uganda has achieved MDG target of reducing TB related deaths by half.

(e) Maternal and Neonatal tetanus have been eliminated and the country was certified by World Health Organisation (2012).

### Way Forward

The NRM government will ensure that all strategies under the health sector contribute to the improved health of every Ugandan. To achieve this, service delivery will be organised around the following clusters: health promotion, disease prevention and community health interventions, reproductive health, maternal, neonatal and child health, prevention and control of communicable diseases and outbreaks (malaria, viral

hemorrhagic fevers). Also, prevention and control of non-communicable diseases, including cancer and lifestyle diseases.

In order to have a well regulated health care system which is responsive to the health needs of Ugandans, the NRM Government will undertake the following interventions:

### **11.6.3 HEALTH SECTOR GOVERNANCE**

#### **Achievements**

- a) Establish and fill managerial positions in all health facilities.
- b) Pass a law for Mulago Hospital to function as a tertiary care institution. The rehabilitation and equipping Mulago National Referral Hospital will enable the hospital to handle cases for which some patients seek treatment abroad. Most of these, like heart surgery and organ transplant, will be handled in the country.
- c) Pass the organ transplant law that will allow health experts to do organ transplant surgeries.
- d) The Health and Drug Monitoring Unit has done a commendable job in fighting corruption in the sector. The unit will be strengthened to carry out its monitoring role more effectively.

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e) Health sector service and service delivery standards will be developed and operationalised for quality assurance of both the health infrastructure and in administering of treatment.

#### **11.6.4 HUMAN RESOURCES**

In order to improve on the human resource in the health sector, the NRM will undertake the following:

(a) Recruit health workers to 100% staffing level by 2018. To avoid delays in the recruitment, health workers will be posted by the Ministry of Health immediately after completion of registration to fill gaps within the ceiling of staff needs in the sector. The Health Service Commission and the District Service Commissions will only be required to validate their appointments.

(b) Offer bursaries where the hard-to-reach areas identify students willing to study courses in nursing, midwifery, laboratory technicians, clinical work and medicine at degree level. After studies, the students will be bonded to work in areas, which nominated them.

(c) Continue with the construction of staff houses in all health facilities.

d) Create training opportunities through scholarships and bursaries to deserving health professionals. As already pointed out under Good Governance section, District Service Commissions will be given more funding to carry out recruitment, including confirmation and promotion of workers in a regular and timely manner.

(e) Training and facilitating highly specialised health professionals in cancer care, organ transplant, neurosurgery, bone surgery, in order to reduce on referrals abroad.

(f) Attract international experts in different health disciplines as a means of knowledge and technology transfer into Uganda;

(g) Continuously improve the remuneration of health workers, especially those in hard-to-reach parts of the country.

(h) Create community health extension workers and place two at every parish.

### **11.6.5 MEDICAL PRODUCTS, VACCINES AND MEDICAL TECHNOLOGIES**

(a) Increase funding to National Medical Stores. Today, government supplies medicines and drugs to all Health Centre IIIs and IVs every two month. However, sometimes drugs and medicine stocks run out, especially at the end of the two month cycle.

Therefore, in order to solve this problem, we will progressively increase the budget of the National Medical Stores.

(b) Also, the distribution of drugs will put into account the population served instead of giving all health centres the same amount of drugs as it is now.

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(c) As pointed out above, there are some sub-counties without Health Centre IIIs. These sub-counties were not being considered in drug distribution and as a result, they have been putting a lot of pressure on the neighbouring sub-counties that have Health Centre IIIs thus sharing medicines that were meant for one sub-county being shared by two or more sub-counties, hence, leading to early stock outs. We are going to sort out this problem by giving more drugs to Health Centre IIIs that are currently serving the neighbouring sub-counties that don't have health centre IIIs.

(d) Furthermore, we will ensure that drugs/medicines that are manufactured locally are given first priority during procurement.

(e) Strengthen the capacity of the National Drug Authority (NDA) in detecting and fighting against counterfeit medicines, vaccines, equipment and other health supplies.

(f) Use of modern technologies in the diagnostic services e.g. modern laboratory equipment and modern imaging equipment. We will also ensure regular and continuous maintenance and servicing of both laboratory and imaging equipment in all hospitals.

### **11.6.6 AMBULANCE SERVICES**

We will start a National Ambulance System. Instead of every health centre having an ambulance, which is normally abused by the in-charge of the health units, the National Ambulance System will have ambulances in strategic areas co-ordinated by a command centre.

Health units in need of ambulance services will call the command centre which will in turn send an ambulance nearest to that health unit. The ambulances will always be on standby, ready to respond to emergency calls.

### **11.6.7 HANDLING WOMEN-RELATED HEALTH ISSUES**

We will involve women in handling women-related public health issues. These include immunisation of children, including young girls against cervical cancer, educating women on parenting, including nutrition of children in particular and the entire family in general, child pregnancies; it's reported that 30% of maternal deaths are a result of child pregnancies, which also contributes to the girl-child drop out from schools, child spacing, attending ante-natal and post-natal clinics and giving birth with the help of a trained health worker.

It's our policy, therefore, that in order to solve women-related health issues, we involve women in public health advocacy. We will train and facilitate the executives of women councils in every village in public health advocacy so that these women leaders regularly impart the same knowledge to fellow women in the villages by guiding them to observe the following:

- a) Ensure that parents immunise their children, including young girls against cervical cancer.
- b) Nutrition for the children and the entire family.

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c) Hygiene and good sanitation in the family; promote hand-washing, boiling of water and clean pit latrine coverage and use.

d) Ensure that young girls are not married off. The women councils should report to the authorities those who marry and those who marry off underage girls. Furthermore, the women councils should report the men or boys who impregnate (defile) young girls. To ensure this issue is well handled, we will have a woman police officer in charge of women issues at every police establishment. These will also handle cases of violence in marriages.

e) Mobilise pregnant women to attend ante natal and post-natal clinics and give birth at health centres or hospitals. Ensure that pregnant women get Mama Kits from health centres.

f) Child spacing, placement and contraceptive usage. The women councils will be educated on the dangers of poor child spacing, placement and the importance of family planning to enable them sensitise all the women in the villages. Malaria poses the biggest health problem in the country. The councils will also mobilise women on the use of mosquito nets. They will also be involved in their distribution.

g) To mobilise the population to test for HIV. Those found positive to be advised to seek ARV treatment. Also to advise families, especially couples planning to marry, to screen for sickle cells and HIV.

h) Sensitise communities to guard themselves against lifestyle diseases such as cancer, diabetes and high-blood pressure.



Health promotion and education through Women Councils will help to increase community awareness on diseases and their prevention, hence promoting a healthy lifestyle of the people of Uganda. In particular, this approach will reduce on both infant and maternal mortality.

### **11.6.8 REPRODUCTIVE HEALTH**

After the reduction of maternal mortality from 435/100,000 to 360/100,000, the NRM Government will continue investments in reproductive health with a view of increasing access to services. This way, the NRM will continue to implement the sharpened reproductive, maternal, neonatal and child health plan, and provide emergency obstetric and neonatal, antenatal care and family planning services at all Health Centre IVs and Health Centre IIIs.

### **11.6.9 IMMUNISATION AND CHILD HEALTH**

The NRM government will ensure that 100% of the children are immunised against all the 13 vaccine preventable diseases. Furthermore, we will continue to sustain the gains in ensuring that all babies are born protected against neonatal tetanus.

### **11.6.10 PREVENTION AND CONTROL DISEASES**

#### **a) HIV/AIDS**

I. The NRM government will continue to implement policies for comprehensive HIV prevention, care and treatment. The number of patients on life-saving ARVs, will be increased from 800,000 to 1.4 million thus achieving the target of 90% of all HIV positive people.

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II. The Government will provide ARVs to 100% of all HIV positive pregnant mothers, children and adolescents.

III. In the usage of ARVs, instead of a cocktail of drugs one had to take daily, through research and working with the private sector, now one needs to take one tablet a day.

### **b) Tuberculosis (TB)**

The NRM government will continue to sustain the gains achieved in improved diagnosis and management of TB in the country.

### **c) Malaria**

The NRM government is committed to the eradication of malaria. We will implement the Malaria Reduction Strategy so that the country achieves reduction to less than 10% by 2020. This will be achieved through universal distribution of treated mosquito nets and the scaling up of other interventions such as larvicidal and indoor residual spraying.

### **d) Neglected Tropical Diseases (NTDs)**

The NRM government will sustain the gains achieved through eradication of some of the NTDs diseases such as the Guinea Worm, Bilharzia and River Blindness.

## **e) Emerging Diseases and Outbreaks**

The NRM government has done well on detection and control of viral hemorrhagic fevers such as Ebola and Marburg fever. Government will scale up the surveillance of these zoonotic diseases to ensure early detection and control of the outbreaks.

Prevention and control of non-communicable diseases such as cancer, mental disorders.

Introduce screening of cancers of the cervix and prostates at earliest opportunity at both private and public Health Centres and treatment of cancer at regional hospitals in the country, including immunisation of young girls against cancer of the cervix.

### **11.6.11 HEALTH INSURANCE**

In order to improve access to health services in the country, we will start a phased implementation of the Universal Health Insurance Scheme. To-date, wide consultations have been finalised and the Bill is in place awaiting its enactment.

## **11.7 WATER SUPPLY AND SANITATION**

The NRM government attaches importance to availing water to the population in both rural and urban areas. Our policy is to bring safe water

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services near the population using various technologies, including piped water, boreholes, spring wells. We will continue prioritising investment in provision of water services to the population as part of achieving our goal of transforming our society. This will be coupled with sensitising the population on keeping proper sanitation and hygiene in their homes.

In the water sector, we will continue with the NRM policy that every Ugandan should have access to clean safe water. As our resource envelop improves coupled with the current research by our scientists to develop a solar water pump, we will transform the hand pumps, wells, and others by connecting them on a solar pump, thus serving the villages with piped water.

### **Achievements (Rural Water and Sanitation)**

The following are the achievements registered:

From June 2010 to 2014, a total of 4,840,000 people have been served with clean safe water in the rural areas of Uganda within a radius of 1km, representing safe water coverage of 65% through spring protection, borehole drilling with hand pump installation, piped gravity flow schemes and piped schemes for rural growth centres.

#### **a) Water sources**

The table below shows the trend in water points developed in the last four years.

## WATER SOURCES

SOURCE	2011	2012	2013	2014
Protected springs	301	297	308	406
Shallow wells	642	664	628	599
Boreholes	814	795	803	868
Piped/Tap water	388	406	367	450
Rain water (Tanked) 10m <sup>3</sup>	1,066	1,156	1,321	1,196

The most predominant technology has been the deep drilled boreholes fitted with hand pumps with a maximum limitation on the amount of water that can be extracted at a given time. The NRM government is upgrading the water supply technology option from hand-pumped deep wells to small piped water systems for Rural Growth Centres in order to support modernisation and socio-economic transformation.

### b) Large piped Gravity Flow Water Supply (GFS) systems

Completed rehabilitation of Tororo-Manafwa GFS serving Manafwa/Tororo/Mbale districts with 1,200 connections. Construction of the large piped Gravity flow water supply systems in Kanyampanga (Kanungu district), Lirima (Manafwa district), Bududa-Nabweya (Bududa district), Bukwo (Bukwo district), Nyarwodho (Nebbi) started and are at different levels of completion as indicated below as of November 2015.

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Each of these supply systems will provide 5,000 connections:

- i) Kanyampanga Gravity Flow Scheme at 95% completion.
- ii) Bududa-Nabweya Gravity Flow Scheme at 60% completion.
- iii) Lirima Gravity Flow Scheme at 80% completion.
- iv) Bukwo Gravity Flow Scheme at 30% completion.
- v) Nyarwodho Gravity Flow Scheme at 70% completion

c) Subsidising construction of water tanks

The rain water harvesting programme at household level was promoted on a pilot scale in the districts of Sheema, Isingiro, Kamuli and Bugiri. The principle behind the pilot programme was the strategy that entailed cost sharing between the central government (60%) and the beneficiary household (40%). The tank sizes promoted were of 6,000 litres while households that can afford to construct bigger tank sizes encouraged.

d) Small piped water supplies in Rural Growth Centres

Constructed to completion piped water supplies of Lwanda (Rakai), Kahama (Ntungamo), Singla & Wadelai (Nebbi), Kabumba (Ntungamo), Ongino (Kumi), Jeza, Muduma and Katende (Mpigi) each with 800 connections.

Development of solar-powered mini-piped water schemes in rural areas.

Construction of 35 solar-powered mini-piped water schemes started in the following areas:

### SOLAR-POWERED MINI PIPED WATER SCHEMES

1	Amudat-Amudat	13	Tojjwe-Buvuma	25	Lunyolya – Luwero
2	Geregere-Agago	14	Ntenjeru A-Kayunga	26	Kakubansiri – Gomba
3	Gwenotowm-Nwoya	15	Luwero - Ngogolo	27	Nakatete – Lwengo
4	Kilanga-Yumbe	16	Kikandwa-Mubende	28	Panyadot – Kiryandongo
5	Kololo (Ofua)-Adjumani	17	Dwaniro-Rakai	29	Kikomazi – Mpigi
6	Lolelia-Kaabong	18	Kashenyi-Isingiro	30	Kigalagala - Jinja
7	Iningo-Serere	19	Kanoni-Kiruhura	31	Buyuge – Kaliro
8	Kasolwe-Kamuli	20	Kyankwanzi	32	Atutur – Kumi
9	Bulyakumbi-Kaliro	21	Lokorete – Moroto	33	Rwot Konya - Otuke
10	Nabukalu-Bugiri	22	Ngora – Morukakise	34	Kifuyo-Namayingo
11	Nakalanga-Mayuge	23	Nsozibiri-Jinja	35	Manyamye – Butaleja
12	Aloka-Inomo-Apac	24	Munduya – Busia		

e) Piped water supply systems in the hard-to-serve areas

Nationally, 41 out of 111 districts have safe water coverage below the national average of 65% as of June 2014.

Over time, the groundwater supply technology options have been the preferred technology for provision of safe water to rural areas with this technology applicable in almost 70% of the country.

In the water-stressed areas of the country, the NRM government has for the past two years designed and piloted a customised water supply system,

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which involves the development of large diameter groundwater wells that are drilled to deeper depths (200 metres) and tapping the several water zones in the ground (aquifers) in a concept referred to as the development of well-fields. The pilot well-fields have been developed in Bugiri and Namayingo Districts (the sub counties of Banda, Buyinja and Bulamba) after a successful pilot programme. This will be replicated in other areas.

### **Way Forward (Rural Water)**

In the next five years, the strategy is to increase the number of connections through piped water systems, construction of large piped gravity flow schemes and various water technologies. We will ensure that there is a water point in every village in order to increase access to safe clean water coverage within a radius of one kilometre from the current 65% to 100%. This will be achieved through the following:

- a) The following Gravity Flow Schemes will be constructed. Nyarwodho – Phase II (Nebbi), Lirima – Phase II (Manafwa), Bukwo – Phase II (Bukwo), Bududa-Phase II (Bududa), Bukedea (Sironko, Kween, Kapchorwa, Bulambuli), Ogili (Agago), Ntoroko(Ntoroko), Potika (Lamwo), Bwambara – Bugangari (Rukungiri), Orom (Kitgum), Nyamugasani(Kasese), Ngoma – Wakyato (Nakaseke).
- b) Rehabilitate and expand Nyabuhikye and Kikyenyekye (Ibanda), Shuuku



and Masyoro (Sheema), Lukalu (Butambala), Bitsya (Buhweju) water systems.

c) Construction of 60 solar-powered mini-piped water schemes distributed across the country.

d) Develop 5,000 point water sources through drilling of boreholes across the country. We will also work on connecting pumps on some of the existing boreholes with high yields so that water is pumped into a tank and the people collect it from a tap. This will stop the lining up at a borehole as many taps will be connected. 2,000 boreholes have already been identified to start with. In the future, the water pumped into the tank will be extended to the villages.

e) We will review the policy of the maintenance and repair of boreholes so that the Government takes over the role of repairing boreholes, which has been the responsibility of the community.

f) After the successful pilot in Bugiri and Namyingo districts , large ground wells will be developed in several water-stressed parts of the country, including Karamoja region, the low-lying, dry expanses of Isingiro, Ntungamo, Kiruhura, Yumbe, Zombo, Koboko, Moyo, Kiboga, Kyankwanzi, Nakaseke, Nakasongola, Rakai, Buyende and Kaliro districts. Overall, as a policy, we will target the disadvantaged areas to improve access to water.

## Achievements (Urban Water and Sewerage)

Access to improved water supplies in the urban areas, based on the estimated total population served in both big and small towns is 70% (57% for small towns and 77% for large towns). In addition, over 40 urban centres have been handed over to the NWSC for operation and management.

As a result, significant improvements have been realised in the provision of water and sewerage services in these various urban centres. The National Water and Sewerage Corporation (NWSC) has carried out a number of interventions including extension of the network to the new growth areas, enhancing production capacities and increasing connections.

NWSC

The following 117 towns have been provided with piped water:

TOWN	DISTRICT	TOWN	DISTRICT	TOWN	DISTRICT
1	Abim	40	Kamudin	79	Mateete
2	Adjumani	41	Kamuzinda	80	Mayuge
3	Agweng	42	Kanungu	81	Moroto
4	Alebtong	43	Kapchorwa	82	Mpondwe
5	Amolatar	44	Karenga	83	Mpugwe
6	Amuria	45	Kasanje	84	Muhanga
7	Bududa	46	Kasensero	85	Mutara
8	Bugoye	47	Kasunganyanja	86	Najjembe
9	Bukedea	48	Katakwi	87	Nakapiripirit
10	Bukomansimbi	49	Kazo	88	Nakaseke
11	Bukwo	50	Kibito	89	Namalu
12	Bulegeni	51	Kicucu	90	Namutumba
13	Bundibugyo	52	Kiganda	91	Nkoni
14	Busematya	53	Kigorobya	92	Ntungamo Municipality
15	Busiu	54	Kikagati	93	Ntuusi
16	Bwera	55	Kinogoji	94	Ntwetwe
17	Bweyale	56	Kinoni	95	Nyakigumba
18	Dzaipi	57	Kinoni	96	Ochero
19	Hima	58	Kiruhura	97	Omugo
20	Ibanda	59	Kisoko Corner	98	Omungenyeni
21	Ibuje	60	Kitgum	99	Ovujo
22	Irundu	61	Kiyenje	100	Oyam
23	Isingiro TC	62	Koboko	101	Paidha
24	Kaabong	63	Kotido	102	Purong
25	Kabango	64	Kuru	103	Rubindi
26	Kabira	65	Kyabugimbi	104	Rubona
27	Kabuga	66	Kyamulibwa	105	Rugaga
28	Kachumbala	67	Kyarushozi	106	Rugendabara
29	Kagarama	68	Kyeibara	107	Rushere
30	Kagongo	69	Kyeirumba	108	Ruti-Rugando
31	Kagwara	70	Kyempene	109	Rutookye
32	Kahunge	71	Lefori	110	Rwenanura
33	Kaihura	72	Lodonga	111	Rwene
34	Kakiri	73	Luwero	112	Rwenkobwa
35	Kako	74	Lyantonde	113	Rwimi
36	Kakumiro	75	Mabona	114	Singla
37	Kakuuto	76	Makanga	115	Suam
38	Kakyanga	77	Manafwa	116	Wakiso
39	Kalisizo	78	Matanyi	117	Zirobwe

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### **11.7.1 THE KAMPALA WATER SUPPLY PROJECT**

a) Water Service Coverage: As at December 2014, water supply coverage for NWSC big towns alone stood at 77%. The corporation has laid over 1,200kms of pipe line in all areas of operation. The total number of water connections has increased from 250,000 connections in 2012 to over 450,000 connections as of June 2015.

b) Sewerage Services Coverage: The NRM government has expanded sewerage services by an average of over 300 sewer connections per annum. Construction works under the Kampala Sanitation project at Lubigi were completed, and by December 2014, 102 sewer connections had been completed under the project and handed over to NWSC.

Works on the construction of a sewage treatment plant in Bugolobi and attendant sewerage collection infrastructure for Nakivubo and Kinawataka catchment area is in progress and expected to be completed by the end of December 2016.

c) Expansion of piped water system in Greater Kampala: Works to improve water supply to the greater Kampala South (Namasuba, Ndejje, Lubowa, Bunamwaya, Nyanama, Kisigula and Kyengera to Nsangi) is in progress. This will increase water supply by 50 million litres per day. This measure will improve water supply in water-stressed areas of greater Kampala. Construction works for Katosi Water treatment plant will commence in January 2016.

d) Urban Poor Water Service Provision: As a way of serving the urban poor, the NRM in 2006 launched a programme of extending water to the slum areas of Kampala. The total number of water kiosks has been increased from 7, 748 to 8,290 kiosks as at end of June 2015. A total of 1,613 prepaid metres have been installed in Kampala urban poor areas, namely, Kisenyi I and II, Ndeeba, Kawempe, Mengo, Kagugube. Through this intervention, the point of sale cost of water has been maintained at sh32 per 20-litre jerrican of water.

Aware that the urban poor who dwell in slum areas don't have good sanitation facilities such as toilets and bathrooms, the NRM in 2011 piloted a programme providing public toilets and bathrooms in Kawempe. So far, 56 public community toilets have been installed in various locations in Kawempe. Tender bids for constructing 45 more public toilets are being evaluated and works will start soon.



Public toilets and bathrooms in Kawempe

## 11.7.2 REHABILITATION AND EXPANSION OF THE EXISTING WATER SUPPLY AND SEWAGE SYSTEMS

The status of implementation of interventions to improve service delivery in Hoima, Masindi, Arua, Bushenyi, Gulu, Mbale, Kasese, Mbarara, Masaka (Kako), Nsangi and Buloba as at June 2015 is as outlined below:

TOWN		PROJECT	PROGRESS
a)	Masindi /Hoima Albertine Graben Cluster (North)	Water Supply and Sanitation	The feasibility study for this project is ongoing and it will be completed in January 2016.
b)	Kasese/Fort Portal Albertine Graben Cluster (South)	Water Supply and Sanitation	The feasibility study will be completed in May 2016
c)	Mbarara/Masaka South Western Cluster	Water Supply and Sanitation	The feasibility study for this project has been initiated and will be completed in January 2016
d)	Arua	Water Management and Development	The design for this project has been completed and construction work has commenced. Project completion is expected in October 2016
e)	Bushenyi	Water Management and Development	The design for this project has been completed. Procurement of Works contract is expected to be completed in November 2015. Project completion is expected in May 2017

f)	Mbale	Water Management and Development	Procurement of construction contract for the works contract is expected to be completed in December 2015. Project completion is expected in July 2017
g)	Gulu	Water Management and Development — Integrated to improve Living Conditions	The design for the first phase of this project is currently underway and expected to be completed in July 2017
h)	Kako	Water Supply	The project was completed and commissioned
i)	Buloba	Water Supply	The project is already completed

### Way forward (Urban Water - Small Towns)

The NRM government will, in the next five years, complete provision of piped water to 19 towns. Of these, construction work in 11 towns is ongoing. Procurements for the construction of 60 towns is being processed and the design work is underway.

## ONGOING PIPED WATER PROJECTS

	TOWN	DISTRICT
1	Bugongi	Sheema
2	Bukakata	Masaka
3	Bukwo	Bukwo
4	Bulisa	Bulisa
5	Dokolo	Dokolo
6	Kagoma	Serere
7	Kaliro	Kaliro
8	Kalongo	Agago
9	Kyere	Serere
10	Luuka	Luuka
11	Midigo	Yumbe
12	Ntungamo	Ntungamo
13	Nyarubungo	Isingiro
14	Nyehanga	Mbarara
15	Ocapa	Serere
16	Okollo	Arua
17	Ovujo	Maracha
18	Pajure	Pader
19	Sanga	Kiruhura

## PIPED WATER PROJECTS AT PROCUREMENT LEVEL

	TOWN	DISTRICT
1	Kapelebyong	Amuria
2	Kasagama	Lyantonde
3	Kayunga	Kayunga
4	Kinuuka	Lyantonde
5	Kiyunga	Luuka
6	Kyamuhunga	Bushenyi
7	Mpara	Kyegegwa
8	Nakasongola	Nakasongola
9	Namagera	Jinja
10	Nyahuka	Bundibugyo

The 33 towns below will be designed for piped water supply.

## PIPED WATER SUPPLY TO BE DESIGNED

TOWN	DISTRICT	TOWN	DISTRICT	TOWN	DISTRICT			
1	Aboke	Kole	12	Buseruka	Hoima	23	Lwanika	Bugiri
2	Amuru	Amuru	13	Buyala	Jinja	24	Mukura	Kumi
3	Anyeke	Apac	14	Kabura	Mbarara	25	Nakaloke	Mbale
4	Atapara	Oyam	15	Kagadi	Kibaale	26	Namaganga	Jinja
5	Awach	Gulu	16	Kal	Lamwo	27	Namasagali	Kamuli
6	Baale	Kayunga	17	Kasanda	Mubende	28	Nazigo	Kayunga
7	Bala	Apac	18	Kikingura	Masindi	29	Nyabweru	Kisoro
8	Barakala	Koboko	19	Kitanga	Kabale	30	Nyakashaka	Buhweju
9	Bugobya	Jinja	20	Kyakabadima	Kibaale	31	Ofwo	Nebbi
10	Buhimba	Hoima	21	Kyenda	Mubende	32	Rwenshaka	Rukungiri
11	Buliima	Masindi	22	Lokung	Lamwo	33	Wobulenzi	Luwero



Supply for the towns below is at design level.

PIPED WATER SUPPLY TO SMALL TOWNS								
TOWN	DISTRICT	TOWN	DISTRICT	TOWN	DISTRICT	TOWN	DISTRICT	
1	Amudat	Amudat	15	Kambuga	Kanungu	29	Namwendwa	Kamuli
2	Barr	Lira	16	Kapelebyong	Amuria	30	Namwiwa	Kaliro
3	Binyinyi TC	Kween	17	Katovu	Lwengo	31	Ngoma	Nakaseke
4	Budaka	Budaka	18	Kiwoko	Nakaseke	32	Nyeihanga	Mbarara
5	Buggadde	Mayuge	19	Kotido	Kotido	33	Nyero	Kumi
6	Bulopa	Kamuli	20	Kumi - Ngora	Kumi/Ngora	34	Okokoro	Maracha
7	Busolwe	Butaleja	21	Kyabi	Sembabule	35	Ovisoni	Arua
8	Butaleja	Butaleja	22	Lukaya	Kalungu	36	Pabbo	Amuru
9	Buyende	Buyende	23	Lumino	Busia	37	Pacego	Nebbi
10	Bwondha	Mayuge	24	Lwemiyaga	Sembabule	38	Pallisa	Pallisa
11	Gomba	Gomba	25	Magodesi	Tororo	39	Rukungiri municipality	Rukungiri
12	Idudi	Bugiri	26	Musita	Mayuge	40	Tirinyi- Kibuku	Kibuku
13	Iki Iki	Budaka	27	Namagera	Jinja	41	Zombo	Zombo
14	Kabwangasi	Pallisa	28	Namukora	Kitgum			



# CHAPTER TWELVE

## **CULTURE**

## 12.0 CULTURE

It is during the NRM reign that the people are enjoying the right to live, display and promote their culture without fear. Traditional leaders exist where communities have them as a part of their culture and reached consensus on having them and their roles.

The NRM recognises the role played by traditional leaders in culture and development. Through the leaders, people have an identity and can also mobilise them to participate in development programmes, which in effect compliments government's efforts. For example several traditional leaders mobilise their people to participate in development activities like fighting poverty, planting trees, farming, and taking children for immunisation.

### Achievements

The following are the achievements registered:

- a) We have held all traditional leaders in respect and worked for their protection and continuity.
- b) Lived to the promise of returning assets, which were confiscated by government in 1966, to cultural and traditional institutions that owned them.

- c) Continued giving financial facilitation to traditional leaders.
- d) We have similarly protected and promoted our languages, oral traditions, performing arts, music, festive events, positive cultural beliefs, organisational culture, values and social practices, traditional craftsmanship, indigenous knowledge and practices.
- e) Several books and dictionaries have been written in different languages.
- f) Encouraged teaching in mother languages.
- g) Encouraged parents to help their children learn their mother tongue.

### **Way Forward**

We believe that enhanced knowledge about our origin and way of life is a sense of pride and motivation to preserve positive aspects of our culture, which will enhance the desire for better living standards, innovation and development. So we will do the following:

- a) Continue identifying, verifying and returning assets that belong to cultural and tradition institutions that may be in Government possession.

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- b) Work harmoniously with cultural and traditional leaders for the development of their respective kingdoms and Uganda as a whole.
  - c) Stand for the continuity of the traditional leaders and institutions.
  - d) Institutionalise a national value system that will, among others, be based on positive aspects of our culture and transformational requirements for modernity.
  - e) Continue to support strengthening of our cultural institutions as custodians of our heritage to play an effective role in giving the different people in Uganda their unique identity.
  - f) Support the development and promotion of indigenous knowledge through documentation of local knowledge, blending indigenous technology with scientific technology to promote development of the local artisan and craftsmanship.
  - g) Continue providing financial support to individual cultural leaders.

# CHAPTER THIRTEEN

## **ENTERTAINMENT**

## 13.0 ENTERTAINMENT

The NRM government has created a conducive environment, which has enabled the emergence of the entertainment industry, which is made up of musicians, comedians, film actors and dramatists.

The growth of the industry is majorly attributed to the prevailing peace and security. It is now booming and providing gainful employment to a number of our youth and young adults.

### Achievements

The following achievements have been registered:

- a) Variously promoted the entertainment industry by supporting individuals, groups and associations of entertainers.
- b) Allowed artist to operate undeterred.
- c) Passed The Copyright Law to protect the artistes' creations.

### Way Forward

The NRM will, among others, undertake the following:

- a) Promote and support the development of the entertainment industry.



- b) Promote Uganda's visual and performing arts through:
- i) Continued support and establishment of regional cultural centres and museums.
  - ii) Supporting the redevelopment of the National Theatre and the National Museum to international standards.
  - iii) Supporting the development of the local film industry and visual and performing arts.
- c) Strengthen the enforcement of the Copyright Law and also work with artistes to fight piracy, which is a big threat the industry.
- d) Set up a fund to assist artists to develop and market themselves and their trade, so that Ugandan entertainers market to the international scene.
- e) Support innovations aimed at improving traditional arts, music and music instruments to make them appeal to international consumption and commercialisation.
- f) Continue to support initiatives aimed at making Uganda an international attraction in art and entertainment.
- g) Support the emerging film industry by assisting actors to get training and equipment. Especially pay attention to Wakliwood, a film-making group, develop to international standard.



# CHAPTER FOURTEEN

## **LABOUR AND EMPLOYMENT**

## 14.0 LABOUR AND EMPLOYMENT

The NRM recognises and upholds the role of workers together with their employers in the economy. We are committed to providing gainful employment to all Ugandans and promoting a decent work agenda. In this regard, we were able to increase the proportion of Ugandans in gainful employment from 70.9% to 75% over the last five years, against a rapidly increasing labour force.

In actual numbers, over 2.5 million casual, contractual and permanent jobs in the formal and informal sectors were created in the past five years. In order to further enhance job-creation, we will continue to focus on skilling and re-skilling of the working population particularly, the youth.

The NRM will prioritise provision of an enabling environment and incentives for investments in agricultural-based value-addition (manufacturing) and the service sector as the main areas for job-creation over the next five years. Furthermore, the NRM government's investments in infrastructure, agriculture and strengthening service delivery institutions will provide significant employment opportunities for our population.

Overall, the legal framework, especially the Workers Compensation Act and the Labour Arbitration and Settlement Act, formulated by the NRM has been commended as one of the best in the region.

## Achievements

a) Continued to provide an enabling environment to the private sector that facilitated job-creation, particularly in the sectors of manufacturing, services (tourism, ICT, trade), mining, construction and agriculture. Sub-sectors worth noting for creating jobs over the last five years include: ICT which created more than one million jobs; the construction sub-sector which is estimated to have created over 400,000 jobs; the manufacturing sub-sector, where over 200,000 jobs were created; and the hotel and hospitality sub-sector that is estimated to have created about 100,000 jobs.

b) The NRM's direct investments in infrastructure development, agricultural improvement and in the programmes for strengthening decentralisation and institutions at the centre continues to create jobs both in the formal and informal sectors. At the centre, in particular, the NRM government continued to fill the staffing gaps in various ministries and departments, including recruiting a significant number of teachers in several districts.

c) A deliberate effort has been made to enable the youth to create their own employment and also employ others through the Youth Livelihood Programme where sh54.4b has been disbursed as start-up credit at affordable interest rates to 70,000 youth.

d) Through construction and reconstruction of markets more workplaces have been created in several towns, municipalities and Kampala City,

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which has provided additional informal employment opportunities for our people in urban centres. Over 20,000 workplaces have been created so far.

e) A Business Out-sourcing Programme (BOP) has been put in place where jobs have been created for young IT professionals.

f) The Skilling Uganda Programme has been operationalised and funded to impart relevant skills to the youth and certify those in the informal sectors.

g) Support has been provided to the youth in form of affordable credit and grants to various individual and associations such as boda boda operators, market vendors, and youth working in garages and car washing bays.

h) The Industrial Court has been fully constituted and is fully operational. The Court is fast-tracking cases to clear the backlog of industrial cases.

## **Way Forward**

In addition to continuing with labour and job-creation programmes and policies, the NRM will pursue the following:

a) The programme of developing industrial parks will be further promoted by fast-tracking provision of roads, water, and power in these parks. Also, we will consider putting up ready-to-use warehouse structures for foreign investors and local SMEs that find it hard to invest in buying land and putting up structures for their factories.

- b) Encourage the youth to undertake integrated patriotism, skilling and elementary military science training in order to re-orient mind-sets, attitudes and perceptions of the youth towards vocational skills, hard work and national values. This will improve the country's labour productivity and also make it more competitive within the region.
- c) Organise a crash vocational training programme for over 50,000 unemployed graduates in humanities and social sciences to enhance their employability skills.
- d) Support youth who come up with innovations, especially in software applications, to commercialise their products.
- e) Prioritise investment in infrastructure like rail, roads, power dams and power transmission. Investment in these sectors on their own create jobs, but overall investment in infrastructure will continue to bring down the cost of doing business, which will in turn attract private investment and creation of jobs
- f) The ongoing skilling programmes in the country will be stepped up to enhance capacity of school leavers for self-employment and employability. In addition to these initiatives, unemployed graduates will be re-skilled in vocational disciplines to enhance their employability and capacity for self-employment.

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g) Continue with construction of markets to provide workplaces and employment opportunities for market vendors in the following towns; Entebbe, Arua, Mbarara, Soroti, Busia, Kasese, Masaka, Moroto, Tororo, Lugazi and Kitgum. In Kampala City, the following markets will be constructed: Nakulabye, Ntinda, Busega, Kasubi and Kansanga. In addition, we will improve roadside markets along highways to provide better workplaces to those in the industry. They will be provided with power and better storage facilities so that their goods don't perish.

h) Enhance the capacity of implementing agencies such as the Business, Technical and Vocational Education and Training (BTVET), the Directorate of Industrial Training (DIT), the Technical and Industrial Education and Training (TIET) with a view to produce graduates with skills that are relevant to the country's current needs.

i) Review the minimum wage with a view to match the cost of living and growth achievements in the economy. The pay for public servants will, on the other hand, be harmonised and periodically reviewed within affordable levels to ensure high productivity and morale.

j) Mobilise and sensitise workers on ethics and attitudes to work, including imparting of multi-skills to enable them to remain relevant and competitive in the labour market at national and international levels.

k) Empower disadvantaged groups of society like rural women, youth and the disabled by giving them equal opportunity to skilling and employment.



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Introduce/strengthen comprehensive secondary schools in the country to enhance vocational skills education/training with the view to produce school leavers who are equipped with vocational skills and are oriented towards technical work.

l) The curriculum and science teaching methods at all levels of education will be reviewed to ensure the education system supports production of graduates with the required appropriate skills.

m) We will continue to pursue the following labour tenets: Security of tenure at the workplaces, safety and health issues in workplaces, expansion of social protection coverage for workers and their families and working towards social dialogue between employees and employers.

n) Put emphasis on value-addition for our primary products in the agricultural, mining, oil and gas sectors with the view of creating jobs, for our people, increase national earnings from exports and reduce the import bill. This will lead to sustainable job-creation and gainful employment.

o) We will continue to protect our children from all forms of child labour, including combating all forms of human trafficking.

p) The framework for labour unions and the workers to co-operate as partners with government and employers will be strengthened. This will include developing effective and progressive workers' unions for effective dialogue.

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q) Instill patriotism and progressive work ethics with a view to curb violent and confrontational approaches to resolving labour and employment issues.

r) Through our embassies abroad, identify countries we can export labour to in an organised manner so that Ugandans that get employment abroad are not exploited.

s) Strengthen the enforcement of the various labour laws to ensure that workers are not exploited and mistreated.

# CHAPTER FIFTEEN

## **INFRASTRUCTURE DEVELOPMENT**

ENERGY

TRANSPORT

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## 15.0 INFRASTRUCTURE DEVELOPMENT

Uganda has been deficient in infrastructure, especially regarding energy, roads, air transport, water transport and railways. In particular, Uganda needs an efficient transport system that facilitates domestic, regional and international connectivity to support its growth and competitiveness.

Strengthening and improving the level of competitiveness of the Ugandan economy continues to remain central to the NRM policy goals and thus we have prioritised infrastructure development to overcome bottlenecks in the economy. The impact of infrastructure development on Uganda's competitiveness cannot therefore be under-estimated. It is estimated that investing an additional 1% of Gross Domestic Product (GDP) in transportation and communications on a sustained basis increases the GDP per capita growth rate by 0.6%.

### 15.1 ENERGY

The NRM Government is committed to improving electricity generation and supply to support industrialisation as well as ensuring universal access to affordable, reliable and modern energy. We have, already, made commitments at regional and international level to improve electricity generation and sharing among partner states through the Eastern Africa Power Pool (EAPP) in a bid to rationalise the generation and use of modern energy.

## Achievements (Power Generation Capacity)

The following achievements have been registered:

a) Development of Karuma Hydropower Project (600MW): Construction of the dam is ongoing and good progress has been made including the construction of the Main Access Tunnel, Tail race Tunnel, the Adits and the Escape Ventilation Tunnel. The project completion time is estimated to be the end of 2018.

b) Isimba Hydropower Project (183MW). The initial development phase, which included construction of camps, access roads, provision of electricity to the construction area and the engineering designs is complete. Works have commenced on the construction of the cofferdam and one dyke upstream the river has been closed.

c) Ayago Hydropower Project (840MW). The feasibility study for this power plant was completed and government signed a Memorandum of Understanding (MoU) with M/s China Gezhouba Group for the construction of the plant and the transmission line under an engineering procurement, construction arrangement.

d) Achwa Hydropower Project (83MW): This project, which is to be developed by a consortium of PAC SPA and Berkerly Energy Fund is expected to reach financial closure by the end of 2015.

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The feasibility for the associated transmission line, financed by Government of Uganda was completed in June 2015. The firm licensed to develop the site is finalising negotiations of the Power Purchase Agreement (PPA) with Uganda Electricity Transmission Company Limited (UETCL) and is also negotiating an implementation agreement with the Ministry of Energy and Mineral Development.

e) Muzizi Hydropower Project (44.7MW): The project is at an advanced stage of packaging. The procurement process for the contractor is at bid evaluation stage.

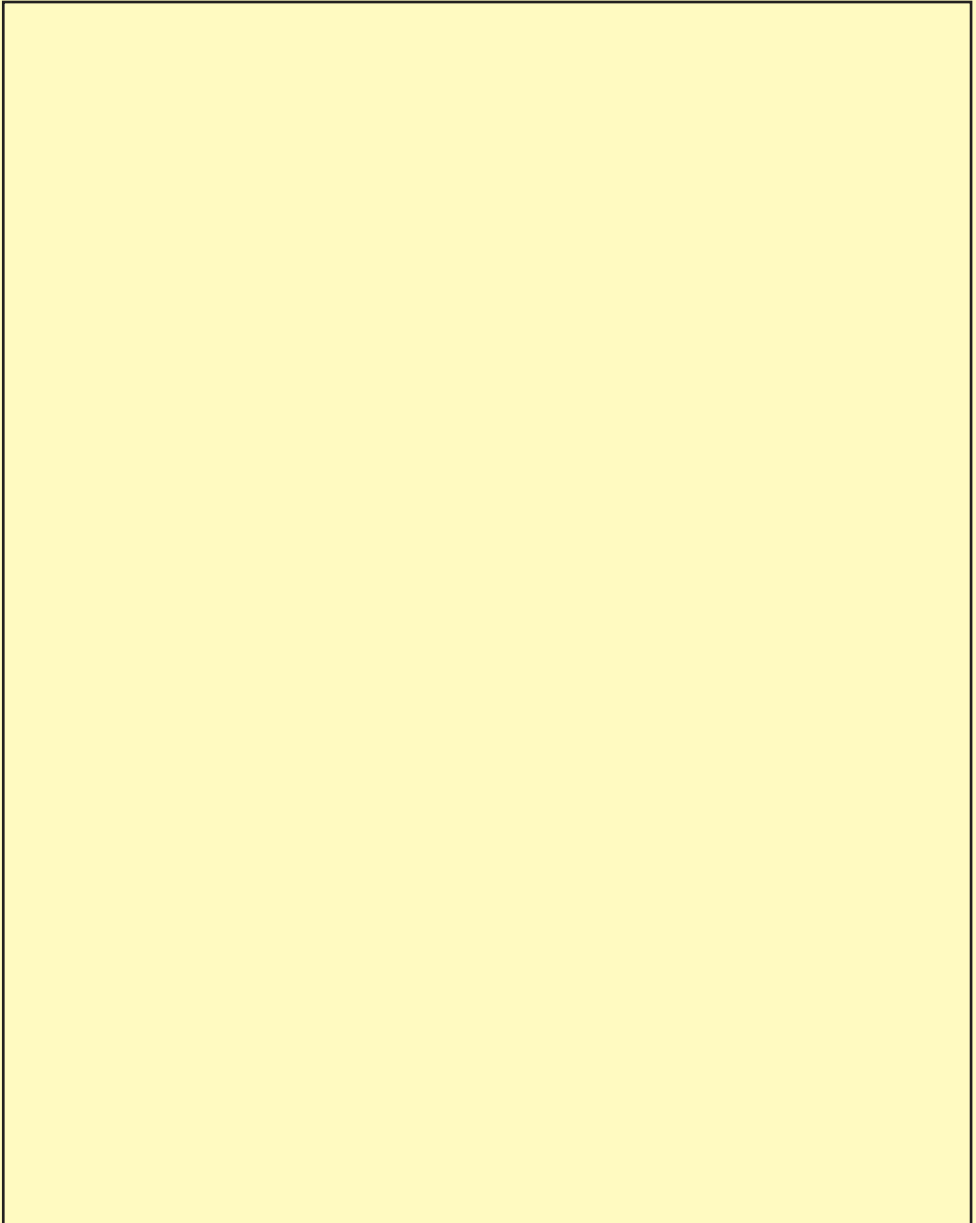
f) Small Hydropower Project (64MW): Feasibility studies have been completed for small hydropower sites totaling over 64MW and their construction will commence next financial year. These include:

- Nyamwamba (9.2MW)
- Rwimi (5.54MW)
- Siti 1 (6.1MW)
- Nengo Bridge (6.7MW)
- Waki (4.8MW)
- Muvumbe (6.5MW)
- Lubilia (5.4MW)
- Nyagak III (4.4MW)
- Siti II (15MW)
- Kyambura (7.6MW)

The rehabilitation of some of the small hydropower sites is ongoing.

g) Other energy sources of power generation: Kakira Sugar Works power station has been upgraded and is now generating 50MW out of which it sells 20MW to the national grid. Plans are under way to upgrade Kinyara Sugar factory's to 35MW and will sell 25MW to the national grid. Sugar and Allied Industries Ltd in Kaliro is generating 6.9MW and Mayuge Sugar plans to provide 6.3MW to the national grid. The Sugar Corporation of Uganda Limited (SCOUL) at Lugazi is generating 30MW. Government has also embarked on surveys in wind energy sources. The first phase of the project is being implemented in Karamoja and around Lake Victoria regions. So far, seven pilot small wind turbines for electricity generation in areas around Lake Victoria and Karamoja region have been installed.

h) Nuclear Power Development: The strategy to develop the nuclear power roadmap has been drawn. The strategy identifies major nuclear power infrastructure and proposes pre-feasibility studies to be undertaken to provide recommendations on how the infrastructure issues will be addressed in the short, medium and long term. The set of these recommendations will, therefore, constitute the nuclear power roadmap for Uganda. Studies so far undertaken include: survey of potential sites for nuclear power development, study on integrating nuclear power into the generation capacity plan 2015-2040 and review of policy, legal and institutional framework for nuclear power development. Results of the survey of potential areas indicate Kyoga Basin as the most suitable area for nuclear power installations. While the study on integrating nuclear power into the generation capacity plan 2015-2040 recommended that nuclear power should be included in the future energy mix with the earliest year of commissioning being 2026 and latest 2034.



Kakira Sugar Works Power plant



## Achievements (Power Transmission Infrastructure)

The Government has continued to expand the transmission network through the implementation of the Resettlement Action Plan (RAP); undertaking feasibility studies and construction of new transmission lines and sub-stations as highlighted below.

NEW POWER TRANSMISSION LINES			
LINE		KILO-VOLTS	COVERAGE
1	Bujagali-Tororo-Lessos	220kV	127km
2	Isimba Interconnection Project	132kV	40km
3	Karuma-Kawanda; Karuma-Lira	400kV, 220kV and 132kV	378km
4	Kawanda-Masaka	220kV	142km
5	Mbarara-Mirama Hill-Birembo	220kV	66km
6	Mbarara-Nkenda	132kV	160km
7	Mutundwe-Entebbe	132kV	35km
8	Nkenda-Fort Portal-Hoima	220kV	234km
9	Opuyo-Moroto	132kV	160km
10	Tororo-Opuyo-Lira	132kV	260km

*These projects will expand the transmission infrastructure by about 2,002km*

The following sub-stations are being upgraded:

- Lugogo
- Mutundwe
- Queens Way
- Bujagali switchyard

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Four new sub-stations to boost power supply to the proposed industrial parks are being constructed and these are:

- Namanve South
- Luzira
- Mukono
- Iganga

### **Achievements (Access to Modern Energy Services)**

#### a) Grid-based Rural Electrification

Over the last one year, a total of 2,609km of Medium Voltage (MV) lines and 1,775km of Low Voltage (LV) lines have been completed and commissioned. Ongoing projects total to 1,938km of MV lines and 1,633km of LV distribution lines. These will be completed in FY2015/16. The new customer connections made under the Rural Electrification Programme include 46,000 new connections on the national grid and 1,968 new solar PV connections.

Five district headquarters were connected to the national grid over the past one year. These districts are: Buliisa, Adjumani, Moyo, Amuru and Otuke. Kalangala district has been connected to solar PV/diesel hybrid powered generation plant and the district is now on 24-hour service, bringing the number of districts served to 103 (92%).

The major schemes under construction include:

Mayuge-Namayingo-Lumino-Busia

Kapchorwa-Bukwa-Suam

Buhimba-Narweyo-Nkoko-Bukumi,

Arua-Maracha-Koboko

Nyapea-Zombo-Zeu-Warr-Vurra

Nebbi-Nyaravur-Packwach-Panyamur with tee-off to Parombo

Mayuge-Bwondha

Apac- Chegere

Mityana-Lusarira-Mannyi

Kasambira-Busandha-Ikumbya.

In addition, some 171 small schemes covering 678km on MV lines and 728km of associated LV networks are under construction in Wakiso, Butambala, Mpigi, Mityana, Mubende; Masaka, Sembabule, Rakai, Gomba, Kiruhura, Nakasongola, Luwero, Nakaseke, Hoima, Kayunga, Mukono, Jinja, Luuka, Kamuli; Manafwa, Mbale, Tororo, Sironko, Butaleja, Budaka, Bulambuli, Bududa, Serere, Soroti, Pallisa, Kapchorwa, Kumi, Mbarara, Sheema, Bushenyi, Ibanda, Ntungamo, Rukungiri, Kabale, Kanungu, Kisoro, Kasese, Rubirizi, Gulu, Kitgum, Pader, Otuke, Lira and Lamwo districts.

Works are ongoing to connect five additional districts — Zombo, Koboko, Maracha, Yumbe and Namayingo — to the national grid.

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In addition, procurement is under way for works contractors to supply power to the three districts: Nwoya, Kaabong and Kotido. These works will commence in FY 2015/16. Government has secured funding for feasibility study to connect Buvuma district headquarters to the national grid. This will bring to 100% coverage of the district headquarters.

**(See Appendix for all the planned rural electrification projects)**

b) Solar-based Rural Electrification for Social Services — Government is increasing investments, mainly in solar-generated electricity, to enable delivery of social services especially where the national grid has not reached. Solar-electricity is used to support health services through lighting, microscopy and other diagnostic services and the cold chain (storage of vaccines). It is also applied in pumping water in rural water schemes and schools, providing lighting and power for science laboratories.

c) Health Centres. During the FY 2014/2015, government provided solar energy packages to 59 Health Centres (HCs) in six districts. Some 18 HCs in Masindi were connected to solar energy, 20 in Sironko, 10 in Mbale seven in Mayuge, three in Amuria and one in Bukwo.

An additional five health centres were provided with solar energy packages in the Bukwo, Sironko, Masindi and Bundibugyo districts.

d) Water Supply Schemes: Government commissioned 33 solar-based water-pumping schemes in 14 trading centres. The schemes are: Anaka, Purongo and Alero in Nwoya; Itula, Obongi and Lefori in Moyo; Adwari, Okwang and Orumo in Otuke; Kaabong and Karenga in Kaabong; Palenga in Gulu; Erussi in Nebbi; Kati in Arua; Midigo, Kuru, Lodonga, Omugo and Kubala in Yumbe;

Alangi in Nebbi; Koboko in Koboko; Usuk, Toroma and Magoro in Katakwi; Mucwini, Lagoro and Namukora in Kitgum; Kamod in Serere; Paloga, Madi-Opei and Palabek-Ogili in Lamwo and Alebtong in Moroto.

e) Schools: During the past one year, Government completed the installation of solar energy packages in 74 post-primary schools in 28 districts. Also, solar packages were provided in some eight schools in Tororo district; six schools in Bukwo district; five schools each in Kween, Kitgum and Mbale district; four schools in Arua district; three schools each in Bulambuli, Sironko, Kole, Amuria and Serere districts; two schools each in Kapchorwa, Katakwi, Maracha, Yumbe, Zombo, Kasese, Rukungiri and Hoima districts; one school each in Pallisa, Kaabong, Alebtong, Lira, Moroto, Napak, Ntungamo and Lyantonde districts.

### **Achievements ( Electricity Transmission)**

a) Electricity transmission lines are now 1,627km compared to 1,427km in 2006. The medium voltage (33kV and 11kV) power distribution line is now a total of 15,178km compared to 6,245km we had by 2006. The low voltage distribution lines connecting electricity to consumers is now about 18,000km compared to 8,448km in 2006.

b) We have now connected or are in the process of connecting all the district towns except for Kaabong, Nwoya, Buvuma and Kotido. If you were to go back to 1986, as the base year, 33 towns which constitute headquarters of the current 112 districts had no electricity.

## Way Forward (Electricity Generation)

The focus of NRM will be on:

a) Completing the power plants listed below:

PLANT		CAPACITY	PLANT		CAPACITY
1	Karuma	600MW	14	Maziba	1.0MW
2	Isimba	183MW	15	Ndugutu	0.5mw
3	Aswa-Agago	88MW	16	Neengo Bridge	6.5MW
4	Kakaka	7.2MW	17	Nkusi	4.8MW
5	Muziizi	44.5MW	18	Kyambura	8.3MW
6	Kikagati	16MW	19	Ntono	2.5MW
7	Kinyara	25MW	20	Nyagak III	4.5MW
8	Rwimi	10.54MW	21	Nyamwamba	9.2MW
9	Lubilia	5.4MW	22	Esia	0.11 MW
10	Nshungyezi	38MW	23	Sindoro	5.6MW
11	Mitaano	2.9MW	24	Siti	21.5MW
12	Muvumba	4.5MW	25	Solar power	20MW
13	Muyembe	3.2MW	26	Waki	5.4MW

b) Completing the transmission lines below:

LINE	KILO-VOLTS
1	Opuyo-Moroto - Ayago Interconnection project
2	Bulambuli (Atari) - Mbale Industrial Park
3	Hoima-Kinyara-Kafu
4	Lira – Gulu – Agago
5	Mirama – Kabale
6	Nkenda – Mpondwe – Beni

c) Increasing power generation capacity to drive economic development. The NRM Government will build additional electricity generating capacity at Murchison Falls (700MW), Oryang (392MW), Uhuru (350MW), Kiba (300MW), and Albatros thermal plant (50MW). This will give Uganda a capacity of 4,356MW. We will also explore and develop another 300MW of electricity from the geo-thermal potential in the country. The Rwenzori region, the *Ebitagata* in the Katwe area has the potential to generate energy.

d) Expanding the electricity transmission grid network.

e) Increasing energy efficiency.

f) Promoting the use of alternative sources of energy, including continuing to build the capacity needed to exploit nuclear energy using the locally available uranium deposits.

g) Strengthening the policy, legal and institutional framework.

h) Connect Buliisa, Adjumani, Moyo and Otuke districts, to the national grid, as well as complete supply to Nwoya, Kotido, Kaabong and Buvuma.

## **15.2 TRANSPORT**

The NRM Government recognises that reliable transport infrastructure, including roads, railways, air and water transport, is very crucial for a landlocked country like Uganda. It is a prerequisite for opening up production zones to markets. Transport is one of the key cost pushers for producers and manufacturers. The cost of transport adds 25% to the cost of goods while electricity at current prices adds 14%.

The two account for 39% of the cost of goods. The cost of transport in Uganda is very high, compared to a country like China. Transporting a container of goods by road from Mombasa to Kampala, a distance of 1,154kms, costs \$2,100 (\$1.82/km), while transporting a similar container from Shanghai to Beijing in China, a distance of 1,207.5km costs \$1,500 (\$1.24/km), representing a difference of about 40 percentage points between the two countries.

### **15.2.1 ROADS INFRASTRUCTURE**

The road network is the dominant transport mode in terms of scale of infrastructure and the volume of freight and people movements in Uganda. It is, therefore, important that it is developed and maintained in a condition that allows effective, efficient, and sustainable movement of goods and passengers.

#### **Achievements**

In the past five years, we have increased the length of paved national roads from 3,264km in 2010/11 to 4,000km in 2015. Overall, the national road network increased from 10,500km in 2011 to 21,000km in 2013/14, representing a 5% increase. Some 70% and 80% of the paved and unpaved roads, respectively, are in good condition. Now it is possible for one to move on first class tarmac roads to regional centres, district headquarters and borders with neighbouring countries of Kenya, Rwanda, Tanzania, South Sudan and Democratic Republic of Congo.



The following roads have been constructed:

- Matugga-Semuto-Kapeeka (41km)
- Gayaza-Zirobwe (30km)
- Kabale-Kisoro-Bunagana/Kyanika (101km)
- Fort Portal-Bundibugyo-Lamia (103km)
- Busega-Mityana (57km)
- Kampala-Kalerwe (1.5km)
- Kalerwe-Gayaza (13km)
- Bugiri-Malaba/Busia (82km)
- Kampala-Masaka-Mbarara (416km)
- Mbarara-Ntungamo-Katuna (124km)

These have been substantially completed:

ROADS CURRENTLY UNDER RECONSTRUCTION/REHABILITATION	
1	Gulu-Atiak-(74km)
2	Hoima-Kaiso-Tonya (92km)
3	Jinja- Mukono (52km)
4	Jinja-Kamuli (58km)
5	Kawempe-Kafu (166km)
6	Mbarara- Kikagati-Murongo Bridge (74km)
7	Nyakahita-Kazo-Ibanda-Kamwenge (143km)
8	Tororo-Mbale-Soroti (152km)
9	Vurra-Arua-Koboko- Oraba (92km)

ROADS CURRENTLY UNDER RECONSTRUCTION/REHABILITATION	
1	Atiak-Nimule (35km)
2	Fort Portal-Kyenjojo (50km)
3	Iganga (Nakalama)-Tirinyi-Mbale (97km)
4	Iganga-Kaliro (32km)
5	Ishaka-Rugazi-Katunguru (55km)
6	Kafu-Kiryandongo (43km)
7	Kam dini-Gulu (62km)
8	Kampala-Entebbe Express Highway with a spur to Munyonyo (51km)
9	Kampala-Northern Bypass Phase II (17km)
10	Kamwenge-Fort Portal (65km)
11	Kiryandongo-Karuma-Kam dini (59km)
12	Lira-Akia and Lira town roads (21.4km)
13	Mbarara By-pass (40km) — The dualing is also being designed
14	Moroto-Nakapiripirit (93km)
15	Mpigi-Kabulasoke-Maddu-Sembabule (135km)
16	Mukono-Kayunga-Njeru (94km)
17	Mukono-Kyetume-Katosi/Kisoga-Nyenga (74km)
18	Musita-Lumino-Busia/Majanji (104km)
19	Namunsi-Sironko-Muyembe-Kapchorwa (65km)
20	Nansana-Busunju (47km)
21	North Eastern Road Asset Management Project for Tororo-Mbale-Soroti-Lira-Kam dini (340km)
22	Ntungamo-Kagitumba-Mirama Hills/Ishaka-Kagamba (72km)
23	Olwiyo-Gulu-Kitgum-Musingo (233km)
24	Pakwach-Nebbi (54km)
25	Villa Maria-Sembabule (38km)

## Way Forward

The Uganda National Road Authority (UNRA) Road Rehabilitation Programme will be supported by a fully funded Road Maintenance Programme, which will ensure roads, once brought to fair or good condition, will not deteriorate from the attained state.

In the next five years 2,000km of new roads will be constructed. This will increase tarmac roads from 4,000km to 6,000km. This period will also witness a reconstruction or rehabilitation of sections of national roads and turning specific sections into dual carriages.

Some 2,205km of gravel roads will be upgraded to tarmac, 700km of old paved roads will be rehabilitated and 2,500km of paved roads and 10,000km of unpaved roads will be maintained. In undertaking the road construction and maintenance, special attention will be paid to giving preference to local companies and conditional subcontracting, as provided for in the PPDA legal provisions.

Strategic roads to support exploitation of minerals, oil and gas, as well as, tourism activities will be considered. Community access roads will also be opened to link farmers to markets and social services.

In line with the broad strategy on urbanisation, Express ways within the Greater Kampala Metropolitan Area and other urban areas including; the Kampala Southern by-pass, the Kampala-Entebbe Express way with spur to Munyonyo (51km), Kampala-Jinja Express way (77km), Kampala-Bombo

Express way (35km), Kibuye-Busega-Mpigi Express way (33km) among others, will be constructed during the next five years. These are expected to improve connection with other countries within the region and reduce traffic congestion which has a higher cost on the economy.

The following works are to be designed:

Manafwa-Bududa ring road in Bududa district.

Simu corner-Masira-Bulago-Bumasobo-Buyaga in Bulambuli district.

Kayunga - Isimba - Mbulamuti - Kamuli.



Artistic impression of KKKK Express way to be constructed

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Construction of the following roads will start in FY2015/2016:

- Hoima-Wanseko (111km)
- Rwekunya-Apac-Lira-Acholibur (243km)
- Soroti-Katakwi-Moroto-Lokitanyala (208km)
- Mubende-Kagadi-Ndaiga(140km)
- Lira-Kamdini (66km)
- Dualling Kibuye-Busega-Mpigi (33km)
- Kampala-Jinja (77km)
- Kampala Southern By-pass (18km)
  - Masaka-Bukakata (41km)
  - Kyenjojo-Hoima-Masindi-Kigumba (238km)
  - Tirinyi-Pallisa-Kumi/Pallisa-Mbale (111km)
  - Mbale-Bubulo-Magale/Lwakhakha (45km)
  - Rukungiri-Kihihi-Ishasha/Kanungu (78km)
  - Kapchorwa-Suam (77km)
  - Muyembe-Nakapiripirit (92km)
  - Buhuka-Kabwoya (43km)
  - Ntoroko-Karugutu (53km)
  - Mbale-Nkokonjeru (21km)
  - Luuku-Kalangala (60km) phase II

The following roads have been prioritised for construction in the next five years:

- Moroto-Kotido (101km)
- Namagumba-Budadiri-Nalugugu (30km)
- Kamuli-Bukungu (64km)
- Luwero-Kiwoko-Butalangu (29km)
- Kamuli-Namwendwa-Kaliro
- Nebbi-Golli (14.4km)
- Ocoko-Inde (32.8km)
- Mityana-Kanoni (37.2km)
- Kyegegwa-Kazo-Buremba-Bisozi (Rwamwanja) (87km)
- Atiak-Moyo-Afoji (104km)
- Jinja-Buwenda-Mbulamuti (80km)
- Kitgum-Koputh (165km)
- Atiak-Kitgum (108km)
- Pajule-Pader (18km)
- Kotido-Kaabong (64km)
- Angatun-Lokapel (47km)
- Kashozi-Buremba-Kariro (53km)
- Kashwa-Kashongi-Ruhumba (33km)
- Nakawuka-Kasanje-Mpigi (20km)

- 
- Kisubi-Nakawuka-Nateete (27km)
  - Nakawuka-Mawugulu-Nanziga-Maya (15km)
  - Buwaya-Kasanje-Mpigi and Kibibi-Mityana (90km)
  - Kayunga-Bbaale-Galiraya (88.5km)
  - Katine-Kalaki-Lwala-Kaberaido-Ocero (50km)
  - Najjanankumbi-Busabala and Mukono-Seeta-Namboole (30km)

The following roads will be designed in FY 2015/2016:

- Namalu-Nabilatuk-Lokapel (45km)
- Luwero-Zirobwe (36km)
- Masindi-Buliisa (85km)
- Buloba-Mpigi (40km)
- Kapeeka-Ngoma-Masindi (109km)
- Soroti-Serere (28km)
- Kamengo-Buvumbo landing site (40km)
- Muduma-Mpigi (50km)
- Kyenjojo-Kigarale-Kahunge-Rwamwanja-Kihura

## **DISTRICT ROAD EQUIPMENT**

### **Background**

In order to improve on the district feeder roads for better internal movement of goods and services, the NRM Government re-introduced Force Account Scheme (direct labour using equipment and gangs) for the maintenance and rehabilitation of district and urban roads.

## Achievements

In 2012, the NRM Government acquired assorted equipment from China for the maintenance of district and urban roads. The light equipment from this consignment was allocated to district and Urban Local Governments for routine mechanised road maintenance. Heavy equipment was allocated to the Urban Road Resealing Unit (URRU) and the District Road Rehabilitation Unit (DRRU). The Ministry of Works and Transport also retained some equipment under the zonal pools to meet requests from Local Governments for periodic maintenance.

## Way Forward

In order to improve the capacity to maintain district and urban roads, the NRM Government has started the process of procuring additional road equipment from Japan to supplement the available fleet.

A total of 859 pieces of assorted road equipment worth \$155m will be procured. It will include motor graders, wheel loaders, excavators, bulldozers, wheeled backhoe loaders, vibro rollers, pneumatic tyres rollers, pedestrian rollers, plate compacters, tampers, dump trucks, cargo Trucks, water bowsers, low bed tractors, self-loading trucks, mobile workshops and bitumen distributor tanks.

Each district will get a road unit consisting of a motor grader, wheel loader, tipper, and a water bowser. Other beneficiaries include UNRA, KCCA, Ministry of Works and Transport (8 zonal units and force Account), Mount Elgon Labour Based Training Centre (MELTEC) and the proposed National Construction Company. The zonal units include: Arua, Gulu, Karamoja, Mbale, Jinja, Hoima, Luwero and Mbarara.

## 15.2.2 BRIDGES

Many bridges along important unpaved feeder and district roads are often damaged during rainy seasons, making them impassable. A number of them were constructed during the colonial and immediate post-colonial period and were not reconstructed during the previous governments. The NRM has now undertaken rehabilitation/construction to make them all-weather bridges. The following bridges have been constructed:

a	Aswa bridge on Gulu-Kitgum road
b	Bulyamusenyi bridge connecting Nakaseke and Masindi districts
c	Awoja bridge on Mbale-Soroti road
d	Muzizi bridge connecting Kibaale with Kyenjojo districts
e	Nsongi bridge in Kabarole district
f	Nsongya bridge in Kabarole district
g	Daca, Ure, Envetre and Uzu-rungo bridges on Arua-Wandi-Yumbe road
h	Kyanzuki – Kasese-Kilembe road
i	Birara Bridge in Kanungu district
j	Alla and Enyao bridges in Arua district
k	Nyacar and Pakwala bridges in Nebbi district



Construction of the following bridges is ongoing:

- a) Nyalit and Seretyo on Kapchorwa – Suam.
- b) Apak bridge in Lira district.
- c) Goli and Nyagak Bridges in Nebbi.
- d) Cido – Nebbi – Goli in Nebbi district.
- e) The new Nile bridge at Jinja.
- f) Nyamugasane bridge in Kasese district.
- g) Mitaano Bridge in Kanungu.
- h) Ntungwe Bridge in Kanungu.
- i) Leresi on Butaleja-Leresi-Budaka road.
- j) Kabaale bridge linking Kyankwanzi to Ngoma in Nakaseke.
- k) Nalakasi and Lopel bridges in Karamoja.
- l) Kasozi bridge (Lugogo) linking Ngoma to Buruli.

The following bridges in Kasese are due for construction.

- a) A bridge on Maliba-Nkenda-Bugoye-Nyakalingigo road.
- b) Ruboni bridge to access Mt. Magaritta tourist site.

The following bridges are being designed:

- a) A bridge on River Semlik connecting to the Democratic Republic of Congo.
- b) Kasozi (Lugogo) bridge linking Ngoma to Buruli.

In addition, a total of 112 bridges will be constructed in the next five years.

## 15.3 AIR TRANSPORT

Uganda Vision 2040 advocates for Uganda to capitalise on its geographical location to develop Entebbe International Airport as a regional hub. This will require transforming the airport to Class 4F standard by improving and expanding it.

### Achievements

Overall, as a result of the investments in the sub-sector, we have registered the following:

- a) International air passenger traffic through Uganda grew to 1,343,963 passengers at an average annual rate of 12.4%.
- b) Although domestic passengers at Entebbe International Airport declined at an average annual rate of 5.4% from 25,458 passengers, transit passengers grew to 94,583 passengers at an average annual rate of 11.53%.
- c) Imports by air grew by an average 5.69% per annum to 21,723 tonnes while exports grew at an average 3.75% per annum to 33,978 tonnes in the same period.
- d) Aircraft movements grew at an average 5.75% per annum to 30,364. Over flights grew at a higher average annual rate of 15.23% to 13,199 movements.

e) Rehabilitated and developed the upcountry airports as indicated below.

i. Arua Airport: Phase 1 of the construction of a new terminal building was completed. Construction of taxiways, apron and access road to the new terminal is ongoing. The process of acquisition of extra land for the expansion of the airport is in progress.

ii. Gulu Airport: Repairs of the runway, taxiways and apron are ongoing. The master plan for further development of the airport and detailed engineering designs were completed. The process of acquisition of extra land for expansion of the airport has started.

iii. Tororo Aerodrome: Land acquisition for expansion of the aerodrome is in progress.

iv. Jinja Aerodrome: Improved security and safety by constructing a perimeter wall.

v. Mbarara Aerodrome: Works on the perimeter fencing are 85% complete.

vi. Kasese Aerodrome: Development of the detailed engineering designs and acquisition of extra land for expansion has been completed.

vii. Pakuba Aerodrome: An electric perimeter fence constructed to enhance safety.

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viii. Kidepo Airfield: An electric perimeter fence was constructed, while construction of staff quarters at the airfield is in progress.

ix. Soroti Aerodrome: The contracts for mobile portable airfield ground lighting system installation and repairs of the runway, taxiways and apron have been awarded.

x. Nakasongola Aerodrome: Rehabilitation works are going on.

Other construction works included completion of the improvement of lighting and stabilisation of power supply at Kasese, Mbarara and Kisoro and the ongoing construction of 10,000-litre water reservoirs at Arua, Gulu, Soroti and Kisoro airfields.

## Way Forward

In the next five years, the NRM government will upgrade Entebbe International Airport, which is Uganda's principal international gateway, to accommodate current and future air traffic and promote service excellence.

The NRM government has already committed itself to spending about \$325m (Phase1 - \$200m and Phase2 - \$125m) to finance this project. The scope of works for expansion and upgrade will include, among others, construction of a new cargo centre, new passenger terminal, strengthening and widening of runways and associated taxi ways, rehabilitation and expansion of aprons, and the replacement of navigation aids and communication systems.

In addition, the NRM government will undertake the following:

- a) Develop a new international airport at Kabaale (Hoima) to facilitate the development of the oil refinery.
- b) Revive the national airline to facilitate the development of Entebbe International Airport into a hub.
- c) Improve and upgrade aviation security at Entebbe International Airport.
- d) Revitalise and re-equip the East African Civil Aviation Academy (EACAA) Soroti and develop it into a centre of excellence in aviation training.
- e) Develop and upgrade Arua, Gulu, Jinja, Kasese and Soroti airfields.
- f) Maintain all upcountry aerodromes.
- g) Improve human resource capacities, and strengthen relevant policy legal and regulatory frameworks.

## **15.4 RAILWAY TRANSPORT**

The process of construction of the Standard Gauge Railway (SGR) started with the completion of preliminary engineering studies, solicitation of funding and launching of the construction process. Joint formal agreements to build the railway have been signed by Kenya, Rwanda and South Sudan.

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## Way Forward

Over the next five years, the NRM government will focus on the upgrade of the country's railways from the traditional one metre-wide system to a faster and modern 1 and a-half metre wide SGR; and development of the Greater Kampala Metropolitan Area Light Rail Mass Transit System, as outlined in the sections below.

### ● **Standard Gauge Railway System**

In fulfillment of the targets of the Uganda Vision 2040 and the National Development Plans, and in a continuous quest to foster faster socio-economic transformation of Uganda, the Government has embarked on the development of the Standard Gauge Railway (SGR) together with partner states of Kenya, Rwanda and South Sudan. This regional project will be a seamless transport system stretching from Mombasa through Nairobi, Kampala to Kigali and Juba, respectively.

In Uganda, the electrified SGR will be 1,700km with a design speed of 120kph and will be used for both freight and passenger traffic.

The SGR network in Uganda comprises:

- a) Eastern SGR Line from Malaba to Kampala via Tororo, Busembatia, Iganga, Jinja, Kawolo and Mukono.
- (b) Northern SGR Line from Tororo to Nimule via Mbale, Kumi, Soroti, Lira, Gulu and Atiak with a spur from Gulu to Vurra (Arua) via Pakwach.

(c) Western SGR Line from Kampala to Mpondwe (at the Democratic Republic of Congo border) through Mityana, Kamwenge and Kasese and  
(4) Southern SGR Line from Bihanga to Mirama Hills (at the Rwanda border) through Mbarara and Ntungamo with a branch to Muko.

This transformational project will not only reduce the cost of doing business and increase the country's competitiveness but also significantly attract Foreign Direct Investment (FDI) in the manufacturing and mining sectors that have great potential to create vast employment opportunities.

The international road/rail freight transport cost will reduce by 70%. The travel time from Mombasa to Kampala will reduce from 10-14 days to 1-2 days. The SGR is a green transport system that will significantly reduce pollution levels by about 80%. In addition, the SGR will reduce road wear and tear, road accidents, and associated social challenges. In line with the Pan-African strategy, the SGR will connect Uganda to all its neighbouring countries thus enhancing regional integration and promoting international trade.

Development of the SGR project has started with implementation of the EPC/Turnkey contract of the eastern and northern routes traversing 26 districts. In the next five years, the SGR will be the Government's main infrastructure development project. It will be a major landmark and will demonstrate the resolute commitment of the NRM Government to transform Uganda into a middle-income country.

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## 15.5 INLAND WATER TRANSPORT

In order to foster development of less expensive, energy efficient and environmentally friendly transportation system, Government will continue to invest in inland water transport infrastructure on major lakes and river crossings namely Lakes Victoria, Kyoga, Albert, Bunyonyi and also River Nile. The development of inland water transport will take a multi-model approach to ensure better connectivity between various modes of transport and reduce the cost of transportation.

Government initiatives under the water transport sub-sector will mainly focus on construction and rehabilitation of the inland water landing sites and their access roads/rail, procurement of ferry services, improvement of water transport safety through surveys and mapping of inland transport routes as well as institutional reforms.

Specifically, government will undertake the following:

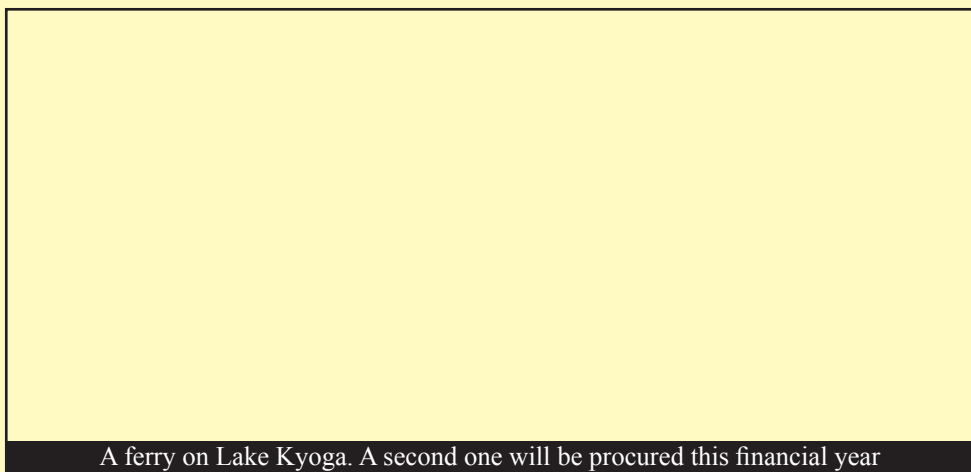
- a) Modernisation of Port Bell.
- b) Modernisation of Jinja Pier.
- c) Rehabilitation and upgrading of *MV Pamba* and *MV Mwanga*.
- d) Improvement of access infrastructure i.e. access roads, rail lines, community and Tourist jetties.
- e) Construction of a new port at Bukasa.
- f) New ship to replace *MV Kabalega*.
- g) Improvement of navigation safety and security.



- h) Establishment of efficient and reliable water transport services.
- i) Institutional reforms and establishment of a Maritime Administration.

### ● Ferries

- a) Procure a second ferry on Lake Kyoga for Namasale-Zengebe crossing.
- b) Procure a new ferry for Bukungu-Kagwala-Kaberamaido crossing on Lake Kyoga.
- c) Procure a new ferry for the Wanseko-Panyimur crossing.
- d) Procure a new ferry for Namasale-Lwampanga.
- e) Procure a new ferry for Sigulu Islands (Bugiri district).
- f) Procure a new ferry for Lake Bunyonyi in Kabale.
- g) Provide a ship for Lake Victoria Islands.
- h) Procure a ferry for Kikongo-Namoni crossing.
- i) Procure a ferry for Kumi -Katakwi crossing.
- j) Design construction of landing sites at Ggaba-Lutembe and Butebo.
- k) Maintenance and improvement of all ferry landings.



A ferry on Lake Kyoga. A second one will be procured this financial year



# CHAPTER SIXTEEN

## **LANDS, HOUSING AND URBAN DEVELOPMENT**

## 16.0 LANDS, HOUSING AND URBAN DEVELOPMENT

Social transformation entails access to decent shelter by the population in both rural and urban settings and land, as a factor of production, is a crucial resource for transformation.

### Achievements

a) The construction and renovation of 13 regional land offices has been completed in Wakiso, Mbarara, Masaka, Jinja, Mbale, Arua, Masindi, Mukono, Fort Portal, Lira, and Gulu and Kibaale. A Records and Archival Centre has been constructed in Entebbe and a National Land Information Centre in Kampala to support the development and implementation of the Land Information System (LIS). In Kampala City, Mukono, Masaka, Jinja, Wakiso and Mbarara, the six regional offices have been equipped and refurbished.

b) Computerised the Land Registry and decentralised the management of land records. The design of the Land Information System is complete and data conversion/scanning of cadastral maps for the six regional centres of Kampala, Wakiso, Mukono, Jinja, Masaka and Mbarara is also complete.

c) Systematic demarcation is being rolled out with a pilot in Ntungamo (2,443 parcels surveyed, titles for 700 parcels have been processed and issued), and more deed plans are being prepared to enable title preparation.

In Iganga 53 area adjudication team members were trained, 785 parcels of land were adjudicated, surveyed and plotted and titles processed and issued. In Kabale, mobilisation, training and sensitisation have been carried out, 70 area adjudication members trained. A total of 200 area adjudication team members from in and around Mbale were trained; 1,500 parcels surveyed and the application forms for issuance of freehold titles for 1,250 parcels have been filled, the District Land Board has approved 1,250 applications for issuance of freehold land titles and titles for 200 parcels are being processed. A programme review is underway in preparation for a national roll out.

d) We have increased the Land Fund to enable bonafide occupants to acquire full ownership rights through acquisition of land titles. The fund has in the last five years been allocated sh42b which was used for acquisition of 21,000 hectares of land in Kibaale, Ankole, Toro and Buganda. Land Fund Regulations were put in place to support the operations of the fund.

e) The Government has supported the expeditious settlement of land disputes using both customary and legal means especially in parts of Uganda which suffered under insurgency through a dispute resolution desk at the ministry of lands. A committee on illegal land evictions was set up and it has stopped evictions in the Buganda, Bunyoro and Ankole regions. LC Courts and traditional leaders have been trained in Northern and mid-Western Uganda.

f) We have developed physical plans for Kampala, other municipalities, town councils and town boards and rural growth centres to ensure that

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all urban centres grow in a planned manner. Some 22 municipalities and 113 out of 168 town councils have Physical Development Plans.

g) The 14 municipalities of Jinja, Tororo, Mbale, Soroti, Moroto, Lira, Gulu, Arua, Masaka, Mbarara, Kabale, Entebbe, Fort Portal and Hoima are currently benefiting from a \$150m loan for plan implementation and infrastructure development, which includes construction of tarmac roads and other infrastructure such as bus terminals, abattoirs, street lighting, proper drainages, and pedestrian walkways.

### **Way Forward**

a) Implement the additional initiatives required to create an efficient and effective land administration system.

b) Implement the National Land Policy and reform the relevant laws to be in consonance with it.

c) Undertake systematic registration of individual and communally-owned land.

d) Implement a programme of action for strengthening institutions and mechanisms for land dispute resolution and mediation at the local government level.

e) Increase the amount of money allocated to the Land Fund.

f) Continue to enforce the law to protect the rights of lawful and bonafide tenants.

## 16.3 HOUSING

The urban population is increasing rapidly. This increase in urbanisation represents both challenges and opportunities. If properly planned, regulated and monitored, urban housing markets can help to stimulate urban economies.

### Achievements

- a) Capitalised the National Housing and Construction Corporation (NHCC) to be a lead agency in providing housing in urban areas.
- b) We are providing support to private real estate developers in order to reduce on the housing deficit in urban centres.
- c) Some 100 houses under the Kasooli low-cost housing project have been completed. The beneficiaries will be people from the Kasooli community, who will buy the houses through affordable mortgages.
- d) A draft housing policy with an implementation plan has been developed to address new and emerging issues and challenges at both global and national level that impact on the housing sector with varying implications. It will address the deteriorating housing conditions countrywide and to bridge the shortfall in housing stock arising from demand that surpasses supply, in both rural and urban areas.

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e) Integrated housing projects have been identified as priority projects in the following districts on the basis of regional balance and under the PPP model in: Arua, Jinja, Kabale, Lira, Mbarara, Ntungamo and Wakiso totaling to 6,500 housing units. Wakiso, Jinja, Lira and Mbarara have so far committed land for the project.

f) A pilot project on institutional housing for teachers and medical workers has been developed to be implemented on two sites; Plot 2-14, School Road, in Old Kampala — for 240 teachers and Mulago Doctors' Village – for over 2,000 medical workers.

g) There is a draft National Housing Policy to facilitate use of renewable sources of energy for urban and local authorities ensuring that any approved building plan has guarantee for solar energy application.

### **Way Forward**

a) Implement the National Housing Policy to guide the development of housing, including social housing to address the housing deficit.

b) Review and implement the National Housing Policy to guide the development of housing, including social housing to address the housing deficit.

c) Attract international financiers to partner with government and the private sector to provide affordable housing finance and real estate projects in the country.



- d) Increase the role of the public sector in putting up houses in organised settlements both in rural and urban areas.
- e) Under the Transforming of Settlements of the urban poor in Uganda (TSUPU) Project, the slums in the five municipalities of Jinja, Mbale, Arua, Kabale and Rukungiri will be upgraded.
- f) Support comprehensive planning for both urban and rural areas to promote orderly development of settlements.
- g) Promote nucleated settlements in rural areas to free land for large scale commercial farming.
- h) Encourage the formation of a housing provident fund where workers make regular savings for them to build personal houses.
- i) Support the development of housing co-operatives as a vehicle for delivering affordable houses.
- j) Capitalise the National Housing and Construction Corporation (NHCC) to be a lead agency in providing low and middle-income houses in urban centres. It now plans to build houses in Namungoona under the middle-income housing project and will put up more in Naalya, Bukerere, Luzira, Lubowa, and Mbarara town.
- k) Government, through National Housing and Construction Corporation,

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will implement the Kireka Slum Redevelopment project in Kireka-Banda slum area. The urban poor will be included in the planning, providing views, decision-making and implementation. The overall objective of this project is to transform the informal settlement in Kireka into a well-designed and planned human settlement to enhance the urban environments and social economic development through the adoption of mixed development approaches and development partnerships.

l) NHCC to start construction of its Namungoona middle-income housing project and is in negotiations to access funding for construction of houses at Naalya, Bukerere, Luzira, Lubowa, and Mbarara.

### **16.3.1 PLAN FOR HOUSING IN URBAN AREAS**

The NRM Government will plan for housing for the city and synchronise it with the Kampala master plan. The city is now almost saturated with building leaving no space for middle-income housing. The areas coming up in the surrounding districts of Wakiso and Mpigi will be planned in respect to infrastructure like roads, power and water. As we plan for dual carriage roads up to 30km out of the city, we will also incorporate extending utilities along the road to facilitate housing development. In addition to Kampala City, the NRM Government will also plan for housing estates in all the municipalities for development by the private sector. We will also plan for eradication of slums in municipalities through a low-cost housing scheme.

## **16.3.2 SUPPLY OF HOUSES**

In order to implement the housing plans mentioned above the NRM government will address the supply and demand side on housing. We cannot continue with individuals, especially low and middle-income earners to build their own houses in the city, municipalities and towns. Therefore:

a) We will encourage institutions like the National Social Security Fund (NSSF) to develop the large pieces of land they own like Temangalo, Lubowa, and Nsimbe for housing.

b) NSSF will also be encouraged to buy more land for housing development in the areas surrounding the city and other municipalities for housing development.

c) NSSF has guaranteed to partner with any housing developer who puts up well priced houses to buy them and offer them on the market.

d) We will also recapitalise NHCC to enable it offer more houses for sell to the public.

e) The planned housing in all urban areas will attract private real estate developers to invest in construction of houses for sale.

## **16.3.3 MORTGAGES**

On the demand side, we will invest in the mortgage sector to make it possible for Ugandans to own homes. Many people struggle to build

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houses, with mortgages one should be able to pay to own a house through monthly payments to the bank just like paying rent. This shouldn't be as difficult as raising money to build a house. Through the sale of pool houses, government has accumulated sh30b in Housing Finance Bank.

In order to make it easy for Ugandans to own houses, the NRM government will use the money to recapitalise Housing Finance Bank to enable the bank finance mortgages. Since NSSF owns 50% shares in Housing Finance Bank, when the NRM government injects sh30b, NSSF will also be required to contribute the same amount. As a result, the bank will be capitalised with sh60b.

## **16. 4 URBAN DEVELOPMENT**

With the country developing fast, several urban centres are coming up. This poses a big challenge which the NRM is prepared to effectively handle. In several sections of this manifesto we have paid attention to several issues related to urban centres, but it is also worth specifically singling out aspects of urban planning.

### **Achievements**

The following achievements have been registered:

a) Revised the obsolete Town and Country Planning Act to the current Physical Planning Act, 2010.

- b) Developed the National Physical Planning Standards and Guidelines.
- c) Secured funding to the tune of \$150m under the Uganda Support to Municipal Infrastructure Development (USMID) to support infrastructure development in 14 municipalities. A number of kilometres of roads are being re-developed, complete with modern amenities such as walkways, bicycle lanes and street lights in addition to other urban infrastructure (like drainage, greening, solid waste management and transports terminals) and related capacity building.
- d) Secured funding (under the Competitive Enterprise Development Project (CEDEP) to prepare the first National Physical Development Plan.
- e) Prepared a draft Urban Policy to guide urban development in the country.
- f) Secured funding from the Government of Korea to carry out a study on development of two satellite towns in Mukono and Wakiso districts.
- g) Secured funding under the Albertine Region Sustainable Development project (ARSDP) to prepare local Physical Development Plans for eight urban centres in the Albertine Graben and also develop infrastructure (roads, markets, slaughter houses, fish landing sites) in Hoima and Buliisa districts.

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## Way Forward

- a) Elevate the status of Arua, Gulu, Mbale and Mbarara municipalities to regional cities.
- b) Elevate five towns to strategic cities. These are Fort Portal (tourism), Hoima (oil and gas), Jinja (industry), Nakasongola (industry) and Moroto (mining). Develop a National Physical Development Plan (NPDP) and at least three more regional Physical Development Plans (PDPs).
- c) Develop a National Physical Development Plan (NPDP) including physical plans for all cities, municipalities, town councils and town boards.
- d) Set up a quality unit and information system for Physical Planning linked to key Local Governments and the Land Information System.
- e) Develop sub-regional PDPs for the Kampala-Jinja corridor and the Karuma-Lira-Gulu corridor, and others identified as priority in NPDP.
- f) Develop PDPs along the Northern Corridor Infrastructure Projects (NCIP) (to identify and plan development nodes such as industrial hubs and tourism towns).
- g) Re-tool the Directorate of PP&UD (three departments) – give them an ability to train, set up, support, supervise and monitor plan preparation and implementation at the local government level.
- h) Urgently restructure and fund Local Governments to prepare and implement physical planning which is properly integrated with economic,

## 16.4.1 KAMPALA CITY

Under the NRM Government, Kampala City has been established as a body corporate operating as the Kampala Capital City Authority (KCCA), which has turned a once rotting city into a fast-growing one with new features of modernity. Emphasis has been on revamping the city infrastructure: roads, markets, road lights and creating order.

### Achievements

The following achievements have been registered:

a) Some of the key roads worked upon are;

1	Access2 Road (0.1km)	14	Kabusu Road (1.2km)	27	Mutungo-Biina Road (2.08km)
2	Banda Circular Road (1.9km)	15	Kalerwe-Tuula Road (2.9km)	28	Muwafu Road (0.23km)
3	Buganda Road (2.12km)	16	Kamuli Link (0.58km)	29	Nakasero Rise (0.35km)
4	Bukasa Ring Road (3.0km)	17	Kawempe-Mpererwe Road (3.3km)	30	Nakasero Road (1.56km)
5	Bukoto-Kisasi Road (3km)	18	Kimera Road (0.9km)	31	Nsambya-Hanlon Road (1.9km)
6	Butikiro Road (1.0km)	19	Lakeside Road (1.0km)	32	Ntinda-Kiwatule Road (3.01km)
7	Buvuma Road (0.27km)	20	Lourdel Road (1.0km)	33	Radio Maria (0.55km)
8	Canon Road (0.65km)	21	Lumumba Avenue (0.9km)	34	Shauriyako 1&2 (0.25km)
9	Church Road (0.4 km)	22	Martyrs Gardens A and B, Link 0.67km)	35	Soweto Road (1.2km)
10	Coronation Road (0.27km)	23	Martyrs Rise and Drive (0.30km)	36	Ssekabaka Kintu Road (1.04km)
11	Jinja Road (2.85 km)	24	Mbogo Road (1.9km)	37	Wanainchi Road (0.4km)
12	Kabakanjagala Road (1.0km)	25	Mutundwe (4.5km)	38	Wandegeya Market Access Road (0.61km) and Parking
13	Kabalega Crescent (0.3km)	26	Mutungo I & 2 Road (1.5km)	39	William Street (0.9km)

b) We completed Wandegeya Market, which now has 870 working vendors out of a possible 1,200. We are in the process of re-allocating these work spaces to new vendors.

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c) KCCA has significantly reduced on the time taken to review and approve building plans from four weeks (30 days) to under (14 days) two weeks.

d) We have continued to de-silt and clean drainage areas across the city as a way of promoting public health and undertaken sensitisation campaigns on improving sanitation even at household levels. This has been done through the sanitation and health week campaigns, end-of-month clean up exercise carried out in the different divisions and the use of different media to encourage city residents to improve hygiene levels in their areas of abode.

e) We have put in place an emergency response team for unblocking drainages in flood prone areas. This is because storm water usually carries a lot of debris, which chokes drainages in a very short time leading to flooding. This effort is complimented by teams of drainage de-silters and collection of garbage.

### **Way Forward**

In the next five years we plan to do a number of things in the short, medium and long-term. These are:

a) Continue constructing markets.

KCCA plans to increase working places in the city by constructing more public markets.



KCCA will procure land for the following markets; Kasubi, Kansanga and Nakulabye.

So far it has procured land and is developing funding proposals for the following markets: Usafi, Ntinda, Gaba, Kitintale, Bukoto and Nabutiti. Construction of markets in Kasubi, Nabutiti, Gaba, Kitintale, Bukoto and redevelopment of Nakawa market will create 22,800 work spaces.

b) Undertake fumigation and pest control in public areas, including markets and health units and enforce proper hygiene in public places such as restaurants, butchers, hotels and industries.

c) Medium-term City traffic decongestion plans — The NRM Government has made a deliberate effort to rejuvenate the passenger rail services. Upgraded several roads and junctions to increase capacity by specifically:

i. Upgrade and signalise key junctions and road links in the city under the second phase of the Kampala Institutional and Infrastructure Development Programme (KIIDP II) in line with the five-year Development Plan (2013/14 -2017/18). A total of 28 junctions will be upgraded.

ii. Work with the private sector to construct multi-parking facilities/ transport terminals.

iii. Construct a bridge linking Nsambya junction with the city centre (Nasser/Nkrumah) to ease the pressures on road space. This is expected to be financed by the Chinese government.

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iv. Construct 35km of roads in different divisions using Government funding.

v. Reconstruct and upgrade Ntinda Industrial Area road network to concrete standard.

vi. Construct flyovers at Kitgum House and Clock Tower with Mukwano Road being widened to a dual carriageway under financing from the Japanese Loan to the Government of Uganda, Government funding and African Development Bank. This is expected to start in FY 2016/17.

d) Long-term city traffic decongestion plans (more than five years)

Under this:

i. We will construct more roads and upgrade junctions.

ii. Develop a land-use plan that is co-ordinated with transport infrastructure in line with the Kampala Physical Development Structure Plan (KPDP) that promotes the use of mass transport for inter-satellite cities, which will predominantly be through Bus Rapid Transit (BRT), mass commuter rail and light rail.

iii. Develop the road network to ensure that car accessibility to all parts of the metropolitan authority is done smoothly with efficient junctions, accurate journey time and parking information.

## **15.4.2 DECONGESTING KAMPALA CAPITAL CITY AND WIDENING THE ROADS LEADING OUT OF KAMPALA**

With the creation of Kampala Capital City Authority (KCCA) and consequently central government managing it directly, many roads (about 172km) have been rehabilitated or constructed to good condition.

NRM will undertake the following on roads in Kampala City:

- a) Construct a total of 92km of roads.
- b) 31 junctions are to be signaled and co-ordinated with a modern Traffic Control Centre to regulate the flow of traffic.
- c) Construct two new fly-overs at Clock Tower and Kitgum House. This will also include the widening and making Mukwano Road dual carriage.
- d) Kampala-Bombo Express way (50km); a feasibility study and detailed engineering designs are ongoing. The design will be done by December 2016.
- e) Kampala-Nansana-Busunju Express way (55km): procurement of a consultant to undertake a feasibility study and detailed engineering is ongoing. The designs will begin in June 2016.
- f) Kampala-Mpigi Express way (32km); the design was completed. The project is being appraised for financing.
- g) Kampala-Bujjuko dual carriage, this one will also be designed.
- h) Kampala Outer Beltway (Ggaba-Seete-Matugga-Wakiso-Nsangi road (64km); the design will commence this financial year.

After the feasibility studies and the engineering design mentioned above, funds will be found to construct the said roads as a priority.

### ● **Development of the Greater Kampala Metropolitan Area (GKMA) Light Rail Mass Transit System**

In order to develop a prosperous metropolitan city as enshrined in the Uganda Vision 2040, a modern urban Light Rail Mass Transit (LRT) system will be developed within Greater Kampala Metropolitan Area (GKMA), which are Kampala, Wakiso and Mukono districts. These districts account for over 70% of industrial production and 50% of Uganda's GDP.

The LRT is a modern high-capacity passenger transit system that will run from Mukono through Kampala City centre to Bujuuko and from Entebbe to Bombo on the outskirts of Kampala. It will also link to Mpigi and Kakiri. In addition, LRT ring lines will be developed to ease passenger movement to form an integrated urban transport system.

To improve the integration and connectivity of the GKMA transport systems, the current Kampala Railway Station will be developed as a multi-model transport hub to serve as an interchange for all modes of transport — international, intra-city and intercity. The LRT system will have a capacity of 15,000 passengers per hour and will reduce public transport costs by over 60%. In addition, the system will reduce traffic congestion, travel times and motor accidents. The LRT will be a green transport system that will significantly reduce emissions and help rejuvenate the GKMA economic development and prosperity. This will be the first modern mass public transport system in the country and will transform GKMA into a world class city thus attracting more investment to the benefit of Uganda's citizenry.

# CHAPTER SEVENTEEN

## **INTERNATIONAL AND REGIONAL CO-OPERATION**

## 17.0 INTERNATIONAL AND REGIONAL CO-OPERATION

Under NRM Government's tenure, Uganda enjoys good relations with her neighbours and the rest of the world. We did not achieve this on account of compromising our sovereignty but expressing our interests unequivocally at all levels. Therefore, we will continue with our policy of peaceful and friendly relations with all countries, especially our neighbours, on the basis of respect for each other and mutual benefit.

In addition, we will pursue a policy of commercial diplomacy to protect trade and investment. The NRM will continue championing Uganda's constructive contribution to regional and international economic development, peace and security, particularly through the EAC, International Conference on Great Lakes Region, IGAD, African Union and the United Nations. This is also within the broad framework of NRM's foreign policy aimed at promoting Uganda's interest abroad. Some of the achievements realised in the pursuit of this policy are outlined below.

### Achievements

- a) Championing the fast-tracking of the EAC integration, which resulted in the signing of protocols such as the Customs Union, Monetary Union and the Free Movement of Persons, Labour and Goods.
- b) Obtaining commitment from regional Heads of State to fast-track 14 projects under the umbrella of the Northern Corridor Integration Projects.

These include power generation and transmission, oil pipeline development, human resource capacity building, commodities exchange, issuance of East African tourist visa, use of national identity/voter/student cards as travel documents, single customs territory, defense co-operation, peace and security co-operation, air space management, Standard Gauge Railway, fast-tracking political federation and communication technology.

c) Signing of the EAC member countries defence pact and subsequent joint training missions aimed at establishing an EAC joint force.

d) Hosting important international and regional meetings such as the World Parliamentary Association, IGAD and EAC Heads of State.

e) Contributing to the pacification of Somalia through AMISOM.

f) EAC-COMESA-SADC Tripartite: The NRM Government is engaged in negotiations for the EAC-COMESA-SADC Tripartite Free Trade Area to remove some of the inconsistencies and costs in regional integration brought about by overlapping memberships. The Tripartite FTA was signed in June 2015 in Egypt.

g) Contributing to the reduction of hostilities and prevention of full-blown war in Southern Sudan.

h) European Union (EU): The European Union and EAC signed the Economic Partnership Agreement (EPA) on 14<sup>th</sup> October 2014 in Brussels. This agreement is expected to provide legal certainty for businesses by

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enhancing free and unlimited access to the EU market (28 member states) and 500 million consumers.

i) Successfully nominated Hon. Sam Kuteesa for the 69<sup>th</sup> President of the United Nations General Assembly.

## Way Forward

The NRM government has designed a number of strategies and approaches to ensure pursuance of meaningful regional and international engagements that are beneficial to Uganda. These include:

a) Fast-tracking implementation of national key infrastructure projects to enhance the country's competitiveness while at the same time preparing to eventually fit into the EAC convergence criteria.

b) The Northern Corridor Integration Projects are critical to Uganda as they will facilitate trade between the country and the region. NRM will, therefore, remain committed to the full implementation of these projects basing on earnings from some of the country's resources such as oil and gas, as well as minerals.

c) NRM will continue to pursue the engagement with other EAC member states to pursue and attain the realisation of an EAC political federation.

d) The current peace and security prevailing in Uganda is only guaranteed by both the capabilities of the UPDF internally and externally and by the



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absence of terrorist threats in the region. The NRM will, therefore, continue to support UN and AMISOM pacification and peace keeping programmes in the region.

e) Construct/rehabilitate all our missions abroad including purchase of properties to house identified strategic missions.

## **CONCLUSION**

The thrust of the 2016 Manifesto is to transform Uganda into a middle-income country. This is a journey that the NRM embarked on when it came to power in 1986. Since then, a lot has been done and achieved. The once chaotic, unstable, socially and economically dislocated country has been radically transformed.

In this manifesto, whose theme is "Taking Uganda to Modernity through Job-Creation and Inclusive Development", the NRM will strengthen security, macro-economic stability and attract local and international investors.

It will also promote agriculture, improve the education and health sectors, develop the oil and gas sector, continue to invest and develop tourism, enhance democracy and create jobs for sustainable development.



# APPENDIX

# APPENDIX

## PLANNED RURAL ELECTRIFICATION PROJECTS

No.	Scheme Name	District
1	Drummal Tabiro Primary School	Wakiso
2	Katende – Kabuye - Magezi	Mpigi
3	Katonga Technical in Nindye Parish	Mpigi
4	Mark Mat Agro Processors Ltd	Mukono
5	Karambi Trading center	Kabarole
6	Nombe Bugarama Katinda - Additions	Bushenyi
7	Bakabaale Elders Scheme in Naigobya	Luuka
8	Laroo Forest Wards - Additionals	Gulu
9	Iraga St. Mauritz	Lira
10	Andruvu Community - Mvra Sudan - Oluko Community	Arua
11	Alengo Village	Arua
12	Ogayi Community	Arua
13	Ociba Community	Arua
14	Kikyusa Model Village	Wakiso
15	Miles Integrated Farm	Wakiso
16	Sumba Trading Center	Wakiso
17	Butiti Ranch	Nakasongola
18	Meridian Tobacco Factory	Arua

No.	Scheme Name	District
1	Kiryandongo-Kiyuya Trading Centres	Kiryandongo
2	Kizibu and Kididima Trading Centres along Kigumba - Masindi road	Masindi
3	Nyakabaale, Mboire, Nyakayata to Apondorwa Trading Centres	Masindi
4	Kisanja, Kiyingi, Kihanguza, Kijumbura, Nyakanyika to Kichubanyombo park gate	Masindi
5	Kinuma Trading Centres on Kigumba road - Miirya sub-county	Masindi
6	Bujenje to Kihara and from Bwijanga to Kikungure and Ntooma trading centres	Masindi
7	Marongo, Kwawiny, Buhere to Bulima TCs	Masindi
8	Buseruka, Kabwooya and Kyangwali sub-counties	Hoima
9	Masindi Port	Masindi
10	Nyakabale Trading Center	Hoima

No.	Scheme Name	District
11	Nyamiti Ward in Kagadi	Kibaale
12	Rukooge Cell in Hoima	Hoima
13	Mpeefu and Kyaterekera Sub-counties	Kibaale
14	Nyakarongo-Nyaruziba and Extension to Kasasa and Rubona in Buyaga west	Kibaale
15	Kigwera, Kyabadima, Hamuji, Kyabasaale, Kashangari to Kamuyanga in Buyaga west	Kibaale
16	Mailo Mwenda and Kijumya villages	Mbarara
17	Kagorogoro, Karuka, Kacurajenyi, Kikonje -Kajara	Ntungamo
18	Omukasusano, Rwensinga, Nyakatonzi -Kajara	Ntungamo
19	Nyakasharara, Iterero, Kitibiko, Burisa -Kajara	Ntungamo
20	Bigaaga Trading Centre and Environs( <i>Additional</i> s)	Kabale
21	Kishasha, Nyaruiza Trading centres	Kabale
22	Kigano, Kashekye to Kyogo TC	Kabale
23	Kabaesi Parish to Hamabale	Kabale
24	Hamuhabo, Kabirango to Kitooma	Kabale
25	Iboroza, Kaine, Ntungamo and Kacwampare villages	Ntungamo
26	Kasaana Trading Centre (Rushenyi county)	Ntungamo
27	Kemyenda Village (Rushenyi county)	Ntungamo
28	Omukidebe TC (Rushenyi county)	Ntungamo
29	Kakiika Stage, Kajara	Ntungamo
30	Kamuninga, Ruzumo TC, Kajara	Ntungamo
31	Rwempongo village	Mbarara
32	Rwobuyenje - Kakiika village	Mbarara
33	Katojo school - Nyamiyaga PS, Kitoma Cell	Mbarara
34	Kafunjo village	Mbarara
35	Rushansa village	Mbarara
36	Mailo Mukaga TC and Environs	Mbarara
37	Akeirungi Village & Environs	Mbarara
38	Omukiiko and Environs (Kisuro - Omukatindo - Nyarwashama - Omukiiko)	Isingiro
39	Mugarutsya and Environs	Mbarara
40	Milo 12 - Rumuri - Mukabira/Mukasasano	Isingiro
41	Rweizingiro Tech Sch and Environs	Isingiro
42	Butenga TC	Isingiro
43	Ntungamo Municipality Schemes	Ntungamo
44	Kabura Moslem SSS, Endinzi High School, Kihanda SSS	Isingiro
45	Rubiri Cell, Rwagaaaju and Rwenjeru in Biharwe	Mbarara
46	Kokundeka Memorial School	Mbarara
47	Kanga Village in Rubaya	Mbarara
48	Kabura - Nyakagera	Kabale
49	Grid extensions in Ruhama	Ntungamo
50	Kayonza Wood Works and Environs	Kisoro
51	Nakalembe –Manyama -Nsangala, Nakalembe - Kyabakaga,	Sembabule

No.	Scheme Name	District
	Nakalembe - Kabasanda	
52	Kyebongotoko - Nsangala	Sembabule
53	Nambirizi, Katwe, Rwebusisi and Lwabaana	Sembabule
54	Kabale - Lwendaula - Ndagwe - Makondo with t-off to Kisaayi and Kagogwa	Rakai
55	Kyaluubu Trading Center	Masaka
56	Kyamaganda Trading Center	Masaka
57	Kamutuuzza Trading Center	Masaka
58	Malongo Trading Centre	Lwengo
59	Kakondo Trading Centre	Lyantonde
60	Rwaramba and Environs, Rwaramba - Kyawagonya	Lwengo
61	Kakyenkye Village	Kiruhura
62	Kyakabuga	Kiruhura
63	Rusororo Trading Centre	Kiruhura
64	Kibega 1	Kiruhura
65	Kabulasoke Trading Centre	Masaka
66	Kakyafu, Ntuula & Lwamagwa	Lwengo
67	Kagganda and Kyooko Villages	Masaka
68	Nzizi, Kasaana and Kakunyu Villages	Masaka
69	Nakalembe, Kamuli, Kibengo, Lusalira Kyabakaga Trading Centres	Sembabule
70	Nkunyu, Buzinga, Lwabuwoko and Kyangwe Trading Centres	Masaka
71	Kiryangoma, Bunyere and Ndegeya - 1 Trading Centres	Masaka
72	Kirumba & Kyazanga Villages	Lwengo
73	Musubiro, Kyalutwaka, Namulaba Village & Kigusa TC	Lwengo
74	Mpango Tourist Lodge And Nyakahita Trading Centre	Kiruhura
75	Kyapa, Nyankumba TC, Akayanja and Kitaka TC	Kiruhura
76	Akageti and Kasharara TC	Kiruhura
77	Lwenanga, Katovu, Kibati Lwebiriba, Lwanga Site and Environs	Lwengo
78	Busibo and Mpamba Trading Centers	Lwengo
79	Phida TC – Bukulula - Mirambi-Kasambya tee-off to Misojo –Mbale	Sembabule
80	Buyongo, Katwe and Bugenge TC	Sembabule
81	Kisabwa, Kawawa, Kisojjo TC	Lwengo
82	Kitaasa TC	Bukomansimbi
83	Kyalulungira – Kiziba	Rakai
84	Mannyi	Rakai
85	Kibaale Community Center In Byakabanda Sub-County	Rakai
86	Kyabi-Kikoma-Nabinoga	Sembabule
87	Nabigasa and Environs	Rakai
88	Sanga - Lake Mburo National Park, Sanga Sec Sch	Kiruhura
89	Nyakasharara - Kyeibuza HC - Kikatsi	Kiruhura

No.	Scheme Name	District
90	Bukwika, Mujunjo, Kanyegamire and Karoro Villages	Kabarole
91	Rubona & Kabate Villages	Kabarole
92	Kafuro, Kirungu sub-county Hqtrs TC	Rubirizi
93	Kikumbo TC	Rubirizi
94	Mugambwa, Mwongyera, Katafari, Kakari, Ngoro Villages	Rubirizi
95	Kayanga Village	Rubiriizi
96	Nyabubare Village	Rubiriizi
97	Katunguru B Village	Rubiriizi
98	Kyankanda, Bwoga, Katinda and Kibarya Villages, Rwegwes sub-county	Buhweju
99	Kabegamire TC	Buhweju
100	Ekiyanja TC	Buhweju
101	Kagando, Ibuga and Rugendabara	Kasese
102	Mwaro, Kabukero, Kinyayobyoy, Kivengenyi and Karusandara TC	Kasese
103	Kanyangeya, Kyondo and Kyalanga Villages	Kasese
104	Kidodo Village	Kasese
105	Kikonzo Quartres Village	Kasese
106	Ahapida, Kagoro, Kakinga, Buyingo and Nyabwiyi	Kasese
107	Rural Electrification Schemes in Bukonzo	Kasese
108	Musumba, Lyemitagu, Kyanika & Busonga Villages	Rubirizi
109	Tumu Hospital and Environs	Buhweju
110	Nyamabuga Village	Kyenjojo
111	Ndeija in Rwampara	Mbarara
112	Buheesi Village, Kaigereka, Nyamiseke, Rwensenene & Kiyombya	Kabarole
113	Muzizi Areas and Mountains of the Moon University	Kyenjojo
114	Kakabara – Bufunjo - Katooke in Kyegegwa	Kyegegwa
115	Kijura – Kyaruhinga - Kagwera Farm - Masongora	Kyegegwa
116	Schemes in Ntooma	Kyegegwa
117	Kyamuhoro – Kyererezi - Nsorro	Kabarole
118	Kanyambeho & Kaisibutwa Village	Kabarole
119	Rwengaju Model Village	Kabarole
120	Ikoba - Rwakiratira	Kyenjojo
121	Kahihi Trading center	Kyenjojo
122	Kikonda - Rwaitengya	Kyenjojo
123	Mukunyu - Mirangaga	Kyenjojo
124	Kyamutansa in Nyatungo sub-county	Kyenjojo
125	Nyabugando Village	Sheema
126	Kooga Village	Sheema
127	Kyabasenene, Nyakinengo, Runyinya and Environs	Bushenyi
128	Nyamirima, Misigano, Nyakabaga and Environs	Bushenyi

No.	Scheme Name	District
129	Kigoma, Kibingo, Rutooma and Kyarwanga Villages	Bushenyi
130	Kyampebwa and Katuma Villages	Bushenyi
131	Kagonje Trading Centre and Environs	Bushenyi
132	Katookye, Kalaba, Omukatani Villages	Bushenyi
133	Kyadogo Trading Center	Bushenyi
134	Kyamungwe and Nyakabira Villages	Sheema
135	Kyenjiri, Karugorora, Murari, Nyakarama and Bugona Villages in Bugongi	Sheema
136	Kagorogoro and Butsibo Villages TC in Kashozi	Sheema
137	Omukashansa and Kitokye Villages in Kashozi	Sheema
138	Kyarikunda Village in Bugongi	Sheema
139	Rutooma, Nyakaraire and Karera Villages	Sheema
140	Rwakizibwa, Katooma and Butsibo Villages	Sheema
141	Nyakabare, Rwamunena, Nyakazuma and Kirundo Villages	Sheema
142	Rweigaga and Kacerere	Sheema
143	Nkinga, Nyakishojwa, Kichwamba, Katanda, Kahoza and Kyankuwe Villages	Mitooma
144	Mukikunuko, Kanyabwanga, Bukuba, Omukarere, Kacwampare and Environs	Mitooma
145	Kitagata TC - Kitagata Farm Institute & Environs	Sheema
146	Nyakashambya, Nyanga and Environs	Sheema
147	Kyempisi and Buzima Villages in Shuuku	Sheema
148	Rutooma, Karukwereza, Kamushasha and Kyamurari Villages	Bugongi
149	Kyarugome TC in Kyeibanga	Sheema
150	Bugorobi & Nyakanyinya in Kyeibanga	Sheema
151	Kibanga, Nyaburare and Nyakabirizi Villages in Kyeibanga	Sheema
152	Rushabya - Rwakahungu	Sheema
153	Karyango TC	Sheema
154	Omukarere and Kyabahaija TC	Sheema
155	Rushoroza, Katagata and Rushozi HC in Kagongo	Sheema
156	Rwamujoho, Kabingo & Kitowa Village	Sheema
157	Rwemigobora, Ekihangire, Igorora & Muhire Village	Bushenyi
158	Rwamuhama, Kanyunya and Rwentuha TC	Sheema
159	Ekinaku, Mihambo and Environs	Sheema
160	Nyabikyerere	Bushenyi
161	Kashanjure, Karwesheshereka, Omukarere & Kyabahaija and Kakinga Village in Kagaango sub-county	Sheema
162	Omurungali - Nyakabanga SS	Bushenyi
163	Rutooma Village in Kitwe Kyeizooba	Bushenyi
164	Mutojjo Village, Migina	Sheema



No.	Project Name	Districts	Areas Covered
1	Amuru - Anaka – Olwiyo	Nwoya	Anaka Hospital, Anaka Market, Anaka SS, Olwiyo TC
2	Kiziranfumbi – Kabaale, Kisaaru Tea Factory, Buswekera TC, Karongo – Kyakabaale, Bugambe Tea Estate – Nyamalobo, St. James SSS, Bulindi TC, Kyarikuube TC, Bujumbura cell & Nyamyerima – Kihomboza	Hoima	<i>Bujugu, Kyabakanda, Kyakatoro, Kisambo, Kyarwesambya, Butimba, Kidoma, Kanywabango, Kigaaga, Kyapaloni, Majengo, Kabaale, Nyamasoga, Kisaaru Tea Estate Offices, Wairagasa, Mburara, Kyangwali, Kisaaru, Nsozi PS, Kikooro, Butoole, Ngoma, Kyabalanga, Kyakadongo, Kihamba, Kyakabaale, Katanga, Nyamalobo, St. James SS, Kiziniro, Bulindi PS, Kyakiruube, Buswekera, Nyamyerima Kihomboza, Bujumbura Cell</i>
3	Rubaare - Kyempene Project & Isingiro - Kitwe Interconnection	Ntungamo / Isingiro	Kakamba, Kagyenyoo, Kasana, Rubaare, Rwabaramira C.O.U & Rubaare Cheese Processing Plant

No.	Scheme Name	District	Areas to be Covered
1	Moroto - Nakapiripirit, Moroto - Moroto Cement Factory and Moroto - Katikekile including the re-configuration of Moroto - Opuyo and Moroto Town Feeders	Nakapiripirit	Napiyananya, Loreng PS, Lowken, Apenyenya, Lolachat TC, Nabilatuk I, Nabilatuk II, Nabilatuk III, Lonukaf, Awach PS & Mission, Italian Juliano Agri site, Mwanakolo Village, Namalu, Nabulengele, Lolegae sub-county headqtrs, Loyaraboth, Lolachat Catholic Mission, Nakuli, Natapararengan TC & Water Pump, Meturori Police Barracks, Alamachar, Hill View Hotel, Moruita Army Barracks & NARO Offices at Nabuin Zardi, Kamongole, Karinga, Nakapiripirit Technical Institute in Karinga & Katanga
		Moroto	Loputuku, Moroto Cement Factory, Apostles of Jesus Seminary & Tororo Cement Factory
		Amudat	Amudat District Headqtrs, Amudat Market, Ochengege, Amudat TC-2, Ngoshon PS, Pokot, Nabokotom PS, Alakas & Acustom
2	Moroto - Kotido - Abim with T-off to Kacheri	Kotido	UPDF at Nakapelimoru, Panyangara, Kotido Dist, headqtrs, Kotido UN Offices, Kotido Mixed PS, Kotido Police Barracks, Army Barracks, Prisons, Kotido HC IV, Kanawa, Lokitelaebu TC, HC & sub-county headqtrs, Kakora, Lamukula street, Lodipdip Market, Kotido PTC, Locirang TC & Locirang Army Barracks
		Abim	Oryetene, Atugu, Otalabar, Alerek, Loyoroit, Ananita Market, Arembwola, <i>Abim District Headqtrs, Technical Institute, Alerek University</i>

No.	Scheme Name	District	Areas to be Covered
			<i>&amp; Abuk TC</i>
		Napak	Napak District Office Block, Lotomei Water Pump, Lomuno TC, Kalokengel PS, Lotomei s/county head qtrs., St. Andrew Mixed SS, Aweitaba Riam Settlement, Lopei TC & Lopei HC III
3	Kotido - Kaabong - Kidepo with t-off to Nam Okora - Karenga - Kidepo	Kaabong	Rengen TC / Sub-county Headqtrs, Koputh sub-county / Sidok TC, Lochom, UN / WFP Kaabong, Kaabong TC, Kaabong Hospital, Komole Mission, Kathile HC III, Lmeget, Kapedo TC / Mission / UPDF Barracks, Apoka National Park, Karenga TC & Sub-county Headqtrs, Orom, Karenga HC, Kalebong Corner, Lomeris, Kachikol, Lolelia TC & Lolelia Barracks, Nachakunet PS, Kabongo East S/C, Lokolia TC, Meusi PS, Karapata PS, Lotim TC & Kawarakol TC

No.	Scheme Name	District
1	Usuk HC II, Onera, Usuk Mission, Orungo Corner, Obulengorok, Aketa, Ongongoja, Old Ongariam, Ocuunia, Magoro, Kamenu, Opeta, Kanapa, Opeta Tourist Site, Omodo – Toroma – Kokorio, Toroma – Lake Bisina, Toroma – Ariet – Apapai, Toroma - Omodoi	Katakwi
2	Gang Chulu Corner - Omot TC, Kalongo TC - Opyelo - Kotomor HC II, Kalongo TC - Lapono - Paimol - Omiya Pacwa, Kalongo TC - Lapono - Paimol - Omiya Pacwa, Kalongo TC - Kuywee - Toroma - Wol TC, Kubwor PS & Mia - Do Solutions Ltd Agro Demonstration Farm	Agago
3	Corner Alango – Putuke, Lugum A, Lobule, Labolomo & Lagoro - Buluzi	Kitgum
4	Ameni Parish	Soroti
5	Dokolo - Atur - Agoga - Oryema	Dokolo
6	Corner Amachi - Armach – Pango, Nyamisente - Akachipa – Bata, Kakooge A - Orlando TC & Corner Onywako TC	Lira
7	Extensions in Lira; Opem Primary School and Environs, Acet Maize / Rice Millers, Amai Water Pump, Ocean Community Health center, I Can Uganda at Barr TC, Lira Mixed Farm, Bar Apwo Community & Boroboro East Parish	Lira
8	Apii Trading center, Nubi - Barlwala - Wipip, Abongodero Hill & Aruba, Farm View Hotel, Abeli Girls SS & Luka Memorial PS	Kole
9	PH Industrial Farms & Wii - Layibi Village	Gulu
10	Maruzi Ranch - Atera Farm & Barapok and Igoti Villages	Apac
11	Extensions in Pader; Pader Water Pump, Lutheran World Federation - Kubwor – Arebwola, CCF Pader Girls SS & Pader Central High school	Pader
12	Katerema - Kagwara – Magoro & Mwello TC	Tororo
13	Soko Market, Achillet, Agola, Mudodo, Musukire & P'otela in Rubongi sub-county	Tororo
14	Korubudi and Papera TCs, Lwala - Pabona TC, Migana, Miganja & Mulanda Store	Tororo
15	Siwa - Namwanga - Luinga – Pangweki & Sikiliza - Payita - Panyakeno & Lwala TCs	Tororo
16	Gaba and Nyamalogo TC, Pawanga TC, Rendere - Chawolo Village & Chawolo - Silongo	Tororo

No.	Scheme Name	District
17	Nyem - Nyem TC, Koitangoro - Kalait TC, Kalait & Aukot	Tororo
18	Yakango - Kamuli - Loli – Sere, Sere, Liwiri & Mwenge in Paya, Nalwire – Sopsop, Kiwir - Nyabaja – Senda, Nangogera Town council – Were, Nangogera Town council - Maundo Parish - Okwira & Technical Institute	Tororo
19	Extensions in Kabale; Nyabugando and Akenyanya Trading centers, Kyasano and Rutundwe Villages, Nyakaisiru & Karorwa Villages, Kanyazuka, Rushaki & Nyakaika Villages, Bucundura and Rugoma TCs, Nyamasiizi-Nyakanengo-Kashonga, Ikumba-Bulimbe-Nyamabaale & NARO Kabale - Kagarama I - Kagarama II – Hakakomo	Kabale
20	Kasharara - Kabatera areas and Muramba HC & Rwaramba TC & Environs, Kuliruko - Kirwa - Rugabano with t-off to Gitufe	Kisoro
21	Nkunda Village / Parish, Nyanga sub-county in Kihiihi, Omukafene TC, Runyiinya Cell, Burambira TC, Buhumuliro – Kazinga, Omukentomi – Buzaniro, Jinja – Kasozha & Nyaka Primary School & Environs	Kanungu
22	Tee-off from Kihiihi to Ishasha, Kazinga and Mwanjari	Kanungu
23	Tee-off from Kyepatiko to Kagunga, Mashaku, Kalisunsi and Ntungwa	Kanungu
24	Tee-off from camp site to Munywegere, Kyempisi and Rukondo	Kanungu
25	Nyamakukuru - Nyarwanya – Kabirizi, Kigina / Bwanga – Rushoroza, Bwanga - Omukashanda - Kibirizi, Nyarushanje - Kicwamba - Ihondere - Kitanoga - Rwentaka	Rukungiri
26	Kakinga – Rwenkomo, Rumbugu Kanyamutwe - Kakinga - Kiborogota , Rwabigangura, Rwabigangura - Ndama - Karuhembe	Rukungiri
27	Buyanja - Kabagame - Kyamakanda – Kagarama, Omukibati – Kyanamira, Buhandangagazi - Nyakibungo – Kanombe, Kasheshe Bishop - Omurusheregenyi - Nyakabungo - Aketomi	Rukungiri
28	Omukarere - Mulago – Omukatooma, Kyandago, Omukagana - Mugulente - Omundeeba – Omukacele	Rukungiri
29	Kyamakanda areas, Keitumura cell & Rushasha Parish	Rukungiri
30	Nyamunuka II (Kigalama – Omukatojo & Kashusano, Kemishengo - Bwongera), Katinda - Nyakisa to Ihunga & Kibatsi TC in Rwamabondo TC along Kagamba - Ishaka road	Ntungamo
31	Kirombe TC, Kisangani - Nyakibige & Omukatogo, Rweza,	Ntungamo

No.	Scheme Name	District
	Rwentobo - Kizinga TC, Kyamugashe - Rubimbiri TC, Nyamisha – Kiborogota & Ruguma - Muyumbu - Kikoni Cell	
32	Kitara Farm - Rweshure -Rwampanga - Kakikjerere – Kashangura, Bihanga – Kyabweyerera & Ibanda University	Ibanda
33	Omukarere - Kabale & Kagongo	Ibanda
34	Ishogororo - Kakindo TC I & II, Nakasero and Ishogororo, Bihanga - Kitoro & Mukitoro	Ibanda
35	Kibati – Kabale	Ibanda
36	Kasaka - Kihangere - Myirime - Muziza - Katengyeto & Mushunga	Ibanda
37	Birere TC and Environs and Ruhimbo TC	Isingiro
38	Rugando Village, Rweshamiro Trading center in Kashari, Kinoni TC, Igororo - Farm 2 Market and Mubanda Village at Kamurisya	Mbarara
39	Bukiro Additions (Rwanyamahembe - Nyakayojo - Kakyererere Cell)	Mbarara
40	Nyabuhama Parish in Biharwe, Kikoma Cell in Rwebishekye in Buzibwera & Nyakinengo	Mbarara
41	Katereza in Rugando Rwampara & Coloma Primary school	Mbarara
42	Nyantungu - Rwamuhingi - Nyamiriro - Rukanja TC in Rubindi, Nshozi TC & Nyamitooma	Mbarara
43	Kakigani - Rwampara Memorial School - Kiteete, Kitwe 2 - Nyamatete - Kagongi - Nyakaronko, Kitwe - Rwakishakiy - Buhama - Butahe, Nyakabungo - Kitagata PS - Kabingo - Mwizi Kicwamba	Mbarara
44	Katenga - Omukabira - Rutaka - Nyakasharara with t-off to Kirembe - Rubumba, Omukayanga - Kayaga - Ngomba - Nyaruzinga & Bushungire	Mitooma
45	Tee-off from Kizinda Trading Centre to Mubabere, Kasozi, Kihungye, Bukuba, Kakombe, Omukatoma, Musimenta, Kibale, Kiyanga, Karisizo, Kalangala, Kigano, Nyegamire and Kashenshero	Mitooma
46	Tee-off from Kikuniko to Kachwampare, Rwenshama, Bitereko, Kikiriro, Kageti and Kasambya	Mitooma
47	Tee-off from Kyapa to Kati and Rwamuryori	Mitooma
48	Kashenshero - Kareboit - Kirera & Karebo, Kashenshero - Akisemiti - Oruyuta - Rwetaramo – Kirera & Nyakatete and Rukunyu TC	Mitoma

No.	Scheme Name	District
49	Extensions in Kamwenge; Nyabitusti Village, Rukoko 2 - Butemba – Mukasua, Nyakabungo and Ruboona Villages, Kankarara TC and Environs, Buhumuriro - Kehenerozo - Kyakabati – Kitoma, Mukibati and Mworora TCs, Kakazi TC & Rwemirama HC III in Kanara sub-county	Kamwenge
50	Extensions in Kyenjojo; Kabasa and Mparo TCs, Kikweete and Kyankuuta Villages, Ruhoko Parish in Kyenjojo, Nyakisi TC & Kasoga – Lyamugumba	Kyenjojo
51	Extensions in Kabarole; Mabale and Mugusu Villages, Kasesenge Observatory point – Kabende in Hakibale, Kyamahinda - Kyeragira and Kyensere in Bungaaki, Nyamihoti in Hakibale, Ntabago TC & Environs - Phase II, Kijenga Village & Buhemba Secondary School in Rugombe	Kabarole
52	Rubirizi - Kikumbi, Kabaseke & Omukashansa, Katungu - Kinoko	Rubirizi
53	Kabale - Kabale 132/33kV Interconnector & Mivumbe interconnecting line	Kabale

No.	Scheme Name	District
1	Nakaseke - Wakyato - Nabisojjo & Butalangu	Nakaseke
2	Mulungiomu – Bukiro, Nongo – Mulungiomu, Nakaseke Town Council offices, Kyasampanga, Kikubanimba - Nyongeza, Bututi & Katooke - Kisonga	Nakaseke
3	Installation of transformers at the following small scale industries; (Kanoni Maize Mill, Kabira, Kasambya, Kikwekwe Fruit Processing Factory, Katumba Zone in Kapeeka, Kololo Zone in Kapeeka, Kyondo Zone in Kapeeka, Zilambwa and Wakinoni)	Nakaseke
4	Kalege – Namusiga, Banda, Komamboga – Bulyana, Bulega – Namusala, Kiwoko – Kalagala & Namusala TC, Nakaseke – Nsaka and Kikondo	Nakaseke
5	Bujungwa, Songala and Wankati Radar Hills	Nakasongola
6	Makulubita Trading center and Environs, Mugogo, Ntinda – Kiddukulu, Katiiti – Bibbo, Kabembe - Vvumba Village, Ndeba Village in Kalagala sub-county , Lumudi and Kaswa areas	Luwero
7	Nalongo TC	Luwero
8	Bukomero - Bugabo - Dwaniro – Kyamukwenya & Kikooba Village / Mataagi	Kiboga
9	Kateera - Mukati - Jokero – Muwanga	Kiboga
10	Lwamata - Kisweeka, Lwamata Upper and Lower, Kiwawu, Bamusuuta, Nyanja, Kinafu & Kyesereka Villages, Kitutumura and Lunnya	Kiboga
11	Katanabirwa – Ntunda, Kyenda – Byerima, Ndibata TC & Transformer installations at; Kyakabunga, Kabirambazi, Lwanyeta, Lwamagaali, Kiyombya, Ntuuti, Kikolimbo, Bukwiri, Kikonda, Rwansama, Kalangi, Kayunga, Masodde - Wattuba & Kisekende	Kyankwanzi
12	Kikikiro - Banda – Mende, Sanda, Kiwazi, Mende - Kaaliti TCs & Busaku Village	Wakiso
13	Kabale in Masulita & Butiti – Kakipuuya	Wakiso
14	Kasanje Clustered Farms – Phase II (Strategic Horticulture at Nakawuka, Baine Farm at Owino TC, Kasanje - Bweyogerere Farm, Mako – Ziba - Kikaya, Nankonge – Kasaku & Ssisa Village)	Wakiso



No.	Scheme Name	District
15	Kwata - Senene - Mbazzi Parish, Gavu & Katuuso TCs, Kavule - Nakabiso Village & Kisamula	Mpigi
16	Kyanzanga – Kakooma & Extension of power to Tamu Foods Ltd	Lwengo
17	Bigasa - Bulenge – Kitera, Buyoga - Kagogo - Kasambya – Butayunja, Kikaawa and Kisaabwa in Butenga, Kyansi Parish and Community, Gayaza Kiwenjula	Bukomansimbi
18	Migina Village in Mukatongore, Nshwere – Empangu, Kakinga Village & Kariba Village	Kiruhura
19	Bulera - Muntetema - Kiryokya - Kyamusisi to Nalungi Parish, Namutumba Cycle, Kibuto & Bulamu	Mityana
20	Bwalula - Kitalya Prison - Gamba and Kitayita, Ssebobo & Tanda Community	Mityana
21	Nissi Farm at Butalale - Izegebe, Kikonge Namungo – Sekanyonyi, Makajo Barracks along Sekanyonyi - Kito road	Mityana
22	Kawoomya - Kiduuzi Transformers & Nabisooto Village	Mityana
23	Matte - Nakilagala - Kanyogoga – Kyakosi, Kanyogoga Farm & Kagembe Village Farm	Mityana
24	Namengo - Kiteredde & Lugango, Muteesa Memorial & Kisoga – Kikkati	Buikwe
25	Makindu - Busagazi Highland	Buikwe
26	Buvunya TC and Environs & Kasubi - Luwunga	Buikwe
27	Najja - Gulama - Bujaaya - Wankale	Buikwe
28	Kabanhe and Gedia Rocks, Friendship Village, Epic Industries Ltd, Mbalala Village & Bwanga Village in Katosi - Ntenjeru	Mukono
29	Miryante Vocational School, Balwenda TC & Hapuyo - Karumanyima - Kijuma - Kyegegwa	Kyegegwa
30	Kikomo – Kikobero, Hakyapa, Mabungo I & II, Nyarusiza & Mukyuse - Nyabulema	Kisoro
31	Shozi - Kabuga – Muganza, Nyamasida - Gorilla Valley Lodge	Kisoro
32	Muhanga - Nyakarembe – Kasheregenyi, Rukoro & Kagona	Kisoro
33	Kashaki - Nangara – Nyamweru & Bugongi Upper - Kaziniro – Bugungiro	Kabale
34	Kaharo - Nyakahita – Ahatojo & Kyobugombe - Rwesasi – Kitohwa, Kanjobe TC & Maziba Technical Institute	Kabale

No.	Scheme Name	District
35	Kacwekano - Bukoora – Habushasha & Kandago Parish	Kabale
36	Kashenyi, Ngomba, Murambi and Omukatooma	Ntungamo
37	Kashanda, Ruyonza, Kyafora, Omukatojo and environs	Ntungamo
38	Kabwohe, Nyakashambya, Nyamiku-Rwakitura and Environs, Bwoma, Ryakituha, Kinyemi, Nyakatete, Omukamwanyi and Mukasusano, Migina sub-county Hqtrers - Kikuuto Village, Rweicumu - Kyegando, Masheruka - Kabusikye & Mugonya Village, Kagaango and Environs	Sheema
39	Road Barrier - Kilembe and Environs, Izingo - Kisojo & Maliba & Kirembe – Kahokya, Busunga Water Pump & Hamukungu Landing site	Kasese
40	Wanseko Warehouse	Buliisa
41	Kibwona - Karujjuba areas	Masindi
42	Kyakapeya, Nyakakonge – Ngobyee, Kihemba – Kanenakubira, Kisalizi Health center & Environserve Limited	Hoima
43	Bucumbi, Nturagye, Kibanga & Nabitembe	Kibaale
44	Nyamango - Ruhogo - Mirongo - Butiti (Misandika) & Busanza - Nyabuharwa - Mukabayi	Kyenjojo
45	Mpinda – Rukinga, Rwengobe, Mukarere, Rwetuha TC	Kamwenge
46	Mukashasha & Kazekorera TCs, Mayoro - Byegoma - Bukunguru LS, Kanara – Kyakahunga, Nkoni - Kampala B - Tonwa	Kamwenge
47	Kitonzi - Muruhura - Kibanga	Kamwenge
48	Kanara – Rutooma, Kitonzi - Muruhura – Kibanga & UWA Center Kibale National Park	Kamwenge
49	Nyabani - Muyenga - Omukatogo	Kamwenge
50	Rwimi TC and Environs , Nyasozi, Bukorakore & Kabahanoga, Kasenda and Mukimya, Kateebwa NRM Monument & Mzee Nyabongo's Residence at Nyakigumba	Kabarole
51	Bifulubi - Kabale - Nkombe – Lwerere, Bulyowa, Baliita, Igamba Ward in Mayuge Town Council, Wakalendo & Kyebando Villages, Wairasa, Namadi - Bukatabira - Malongo - Bukagabo - Buluta - Nango - Namadi – Namoni & Namisu TC	Mayuge
52	Bumooli - Buswale – Mukorobi, Tanganyika - Mawa - Nanjala & Buloha, Buyondo Primary school & Lufudu - Simase - Nakodi	Namayingo

No.	Scheme Name	District
53	Kimbale TC, Mifumi PS, Kyemeire HC III, Budhaya HC II, Matovu - Nampere - Busoga TC, Itakaibolu TC & Buwolya and Kithodha	Bugiri
54	Tirinyi III Village, Bulangira - Kakutu - Soweto – Lyama, Kiriika Village, Kasasila and Molu Villages, Kagumu - Nabuli – Komolokin, Nabulaga - Nangaiza & Kitantalo TC	Kibuku
55	Lyama sub-county, Iki Iki - Kaderuna - Wasse – Kadege & Nalado and Nalwaya	Budaka
56	Sisuni Village and Environs, Mutongo - Sibanga – Namirama, Nabukhuya - Nairobi – Kampala & Sibanga - Bunamukheya	Manafa
57	Bukigai HC III, Bububyera TC & PS, Bushiyi – Bushibuya & Hakale TC	Bududa
58	Kabwangasi - Komol - Ayisu - Kodike in Kabwangasi S/C in Butebo, Kabwangasi - Kawojan - Banda Community, Pallisa – Apapa, Puti – Puti, Iki Iki Village & Agule - Cherekura - Apopong	Pallisa
59	Buginyanya Agricultural School and Environs, Kisabasi TC and Environs & Dunga Village & Jambula	Bulambuli
60	Bunyode Ward, Bukiyi and Dahami TCs, Bumulusya, Mutufu, Buwagama and Environs, Makutana, Bunawodya TC and Buzibidi TC	Sironko
61	Lwangoli Trading center, Makuutu TC and Environs, Namiganda and Environs, Buwalasi and Lwaboba Lower & Mbale CRO Stadium	Mbale
62	Nailinaibi - Kinabirye – Ntianda, Namazingili - Kakuba - Kisasi HC II, Watuba – Kigalagala & St. Camillus HC at Kamaka	Jinja
63	Nabikoote & Namukesu TCs, Bugono 'B' Village, Nambaale - Nabitovu – Kamira, Namungalwe - Kigulu – Namunkanga, Bukwanga – Naibiri & Nambaale - Nkofu - Irenzi	Iganga
64	Benet - Kitowoi - Kwosir - Kaptum	Kween
65	Kringi - Sengwer - Bulketwo – Nakawa, Chema and Tegeres & Kobilu - Feel Free - Kapsukunyo - Nakawa - Chepkwatit TCs	Kapchorwa
66	Kosire, Amus & Kidongole	Bukedea
67	Kadami Village, Mukura - Komolokima – Olekai & Mukongoro - Chapa - Oladot	Kumi
68	Kadeluni TC, Akisim TC and Environs & Agiu TC	Ngora
69	Kyere – Kamusala - Inningo – Kateta, Alungar - Atamaisi - Juba - Abuket - Kamurojo PS - Onyara - Nananga with t-off to	Serere

No.	Scheme Name	District
	Kampala & Omagoro	
70	Atwee Milling Factory	Amuru
71	Obangangeo in Loro Town Council	Oyam
72	Opilo HC & Illi Village	Moyo
73	GOBs Investment Ltd & Wii - Layibi Village, Tochi Youth center, Palenga – Aywee TC & Atto Radar Hill	Gulu
74	Corner Alooi - Amugu – Obangangoe & Awei - Ajuri - Amindit	Alebtong
75	Bangladesh Landing site, Anoga & Acii TCs & Awero - Anamido - Okade	Amolatar
76	Agweng TC - Angolocom PS, Amuca TC, Ogur - Okwer - Barongo - Abala with t-off to Adwoa & Punu Oluru – Olaha – Skyland High School	Lira
77	Tumangu TC and Health centers	Kitgum
78	Lamwo Police station, Kitgum Town College, Padibe SS & Kuci Gen High School	Lamwo

No.	Project Name	Districts
1	Kiganda - Mile 16 with tee-off Katabalanga & Kibyamirizi	Mubende
2	Ruhumba - Kashwa with tee-off Rwebishuri	Kiruhura
3	Wandi - Yumbe - Moyo	Yumbe, Moyo, Arua
4	Onduparika – Odramachaku – Abiria	Arua
5	Kibaale - Kikalu, Namalembe - Nakalama & Namutumba - Mazuba	Iganga / Namutumba
6	Kabowa - Lumuli - Budima	Jinja
7	Busitema - Busia	Busia
8	Bubiita - Bukalasi & Mayoka	Bududa
9	Wanale – Budwale and environs	Mbale
10	Nampologoma, Namulo, Bufuja, Manyame, Butenga and environs	Butaleja
11	Kyabadaza - Masankwa, Nyanama, Mpenja - Maseruka, Kiriri - Kasasa, Mpenja - Nsambwe - Kononi - Mamba - Mauki	Gomba / Butambala
12	Nakifuma - Nagojje, Walusimbi - Katogo - Mbaliga - Namele & Nakasajja - Kyampisi with tee-off Kasawo - Luwero	Mukono
13	Mubende - Kyabayanga - Ngangi with tee-off Kahirimbara, Kibaale - Kikwaya & Karuguza SS, Kibonge, Buronzi, Katete, Nyamarunda, Kitoro & Kabale PS	Mubende / Kibaale
14	Kiyagara – Bwizi, Biguri – Ntonwa, Ntara - Bwensamba	Kamwenge
15	Mitemula - Nakiyaga - Nkuke - Kyanamukaka with tee-offs Nkule - Ketengesa, Bukeri - Namirembe & Baale Landing sites, Kyanamukaka - Butamo	Masaka
16	Rukoni (Mail 36) - Rwoho - Ngugo - Bugamba	Ntungamo
17	Bugangari - Rwenshama with tee-off to Mirama Sub - county	Rukungiri
18	Karugutu - Ntoroko including Semiliki Safari Lodge	Bundibugyo / Ntoroko
19	Ngeta - Ayala - Alito - Ogur - Apala - Aloii - Adwari - Patongo	Kole, Lira, Alebtong, Otuke, Agago
20	Dokolo - Agwata HCIII, Aceng Dokolo - Atur, Dokolo – Apapai - Tiriri & Otuboi - Orungo - Acuna	Kaberamaido, Soroti, Amuria, Dokolo
21	Kagongo - Rwenshuri with tee-off Kigalama & Nyansimbo - Rwenkoobwa	Ibanda

No.	Project Name	Districts
1	Kiganda - Mile 16 with tee-off Katabalanga & Kibyamirizi	Mubende
2	Ruhumba - Kashwa with tee-off Rwebishuri	Kiruhura
3	Wandi - Yumbe - Moyo	Yumbe, Moyo, Arua
4	Onduparika – Odramachaku – Abiria	Arua
5	Kibaale - Kikalu, Namalembe - Nakalama & Namutumba - Mazuba	Iganga / Namutumba
6	Kabowa - Lumuli - Budima	Jinja
7	Busitema - Busia	Busia
8	Bubiita - Bukalasi & Mayoka	Bududa
9	Wanale – Budwale and environs	Mbale
10	Nampologoma, Namulo, Bufuja, Manyame, Butenga and environs	Butaleja
11	Kyabadaza - Masankwa, Nyanama, Mpenja - Maseruka, Kiriri - Kasasa, Mpenja - Nsambwe - Kononi - Mamba - Mauki	Gomba / Butambala
12	Nakifuma - Nagojje, Walusimbi - Katogo - Mbaliga - Namele & Nakasajja - Kyampisi with tee-off Kasawo - Luwero	Mukono
13	Mubende - Kyabayanga - Ngangi with tee-off Kahirimbara, Kibaale - Kikwaya & Karuguza SS, Kibonge, Buronzi, Katete, Nyamarunda, Kitoro & Kabale PS	Mubende / Kibaale
14	Kiyagara – Bwizi, Biguri – Ntonwa, Ntara - Bwensamba	Kamwenge
15	Mitemula - Nakiyaga - Nkuke - Kyanamukaka with tee-offs Nkule - Ketengesa, Bukeri - Namirembe & Baale Landing sites, Kyanamukaka - Butamo	Masaka
16	Rukoni (Mail 36) - Rwoho - Ngugo - Bugamba	Ntungamo
17	Bugangari - Rwenshama with tee-off to Mirama Sub - county	Rukungiri
18	Karugutu - Ntoroko including Semiliki Safari Lodge	Bundibugyo / Ntoroko
19	Ngeta - Ayala - Alito - Ogur - Apala - Aloji - Adwari - Patongo	Kole, Lira, Alebtong, Otuke, Agago
20	Dokolo - Agwata HCIII, Aceng Dokolo - Atur, Dokolo – Apapai - Tiriri & Otuboi - Orungo - Acuna	Kaberaido, Soroti, Amuria, Dokolo
21	Kagongo - Rwenshuri with tee-off Kigalama & Nyansimbo - Rwenkoobwa	Ibanda

No.	Project Name	Districts
1	Kasana - Watuba - Assidiq Islamic - Wankanya - Kiziba - Wanfufu with t-off to Zirobwe, Mulungi omu – Buseebwe, Buvuma Village – Kimu Stone quarry and Water Factory at Namawonja	Luwero
2	Buruli - Wabinyonyi - Kalungi - Katugo - Mayirikiti & Lwabyata areas & Kafu Rice Factory in Nakasongola	Nakasongola
3	Bukakata - Kalangala & Environs	Masaka
4	Kaliro - Nawaioko - Iyingo Landing site with t-off to Budini Mission – Saka Bridge	Kaliro
5	Bukendi Parish, Bumanya – Kimanto – Busiro, Kiyunga – Kamwirungu – Bumanya, Kiyunga SS - Namalemba – Bulike & Bulongo - Kamwirungu	Luuka
6	Bukoma - Musita – Namasenda & Luuka Town Council Offices	Luuka
7	Bufumba, Iganga B - Nawampiti - Bugobi – Buganga, Ginsenga, Nakabaale B, Nakabaale – Kiguga & Nakisene	Luuka
8	Kyamamundo – Busiro, Namadopye – Mawumo & Mawundo - Ikonko - Lwenika – Bukyango, Aupwae Bulanga Mill in Mawundo, Waibuga - Walubugu – Bugalyanga, Nakabale – Bukapala, Bulindi - Bulyamboli - Buwali	Luuka
9	Kasozi Village in Nawampiti s/county & Buwada - Bugonda - Nakela - Ikonko	Luuka
10	Transformer installations for; Namakale Village in Waibuga, Kigulamo Village in Bukanga, Waibuga Village in Waibuga	Luuka
11	Sima – Buwoya, Nakiswiga, Kiwalazi, Namumera & Lwanda, Luuka - Kigulama – Busalamu, Lambala – Buwala, Kalyowa & Busalamu - Kiroba	Luuka
12	Busesa – Kiwanyi ( <i>Buwoya, Kimwany, Kalalu, Bubbala, Bomozi, Lubila HC III, Bupala and Nakaweza</i> )	Iganga
13	Bunyantile - Nakibembe	Iganga
14	Busembatia - Kakoge, Busona - Nawampamba	Iganga
15	Nondwe - Kasozi – Kinyole, Idudi – Buyanga, Idudi - Mifumi – Nakisene, Idudi - Bumoozi – Butaba & Nakawuzo - Bukote	Iganga
16	Nondwe - Kasozi – Kinyole	Iganga
17	Idudi – Buyanga, Idudi - Mifumi – Nakisene, Buyebe, Butaba & Nakawuzo – Bukote	Iganga
18	Amuria - Kabelebyong & Obalanga	Amuria

<b>No.</b>	<b>Project Name</b>	<b>Districts</b>
19	Corner Omoro - Omoro TC & Otweoi - Akura - Apala	Alebtong
20	Arapai – Gama – Kamuda with t-off to Alobai, Arapai – Dokolo - Aberete – Gweri, Arapai – Ajikidaki – Dakabela – Olege, Aloet – Akaikai – Awaliwali I, II & III – Okolonga, Asuret – Mukula – Adacari – Omagero, Lale – Ocherakuru – Gwedom – Ocherakuru – Agora – Odera, Okeritok – Kyere – Omulala – Kamuda – Aukot	Soroti
21	Kalongo - Omomgolem I - Toror - Kandugulu - Kabulabula - Kagwara LS with t-offs to Opiya LS, Agwaet TC, Acorombo LS, Madaka & Akwangalet TC & Kandugulu - Ateng LS	Serere
22	Mukura SSS, HC III & Environs	Ngora
23	Tsekululu, Makoto and Busambasta TC	Manafa
24	Namalogo - Bukaya - Rassa – Makunda, Kilulu Village & Namwanyi - Makosi – Kama	Mbale
25	Corner TC - Nalungayi - Kotia Bududa - Kwarikwar & Kamon Kitonyogana - Kolir	Bukedea
26	Gulu - Olwiyo -Pachwach with tee-off Gulu -Koch Goma, Spur Agong, Spur Wii-Anaka and Spur Alelele Lira	Gulu / Nwoya



No.	Scheme Name	District
1	Tee-off from Lukaya to Kiti, Ttaba, Kasabwera, Kisitula, Kiwumulo, Kyamagundu, Lwabenge	Kalungu
2	Tee-off to Kabale III, Kibisi, Bukiri, Katonga water pump, Kalumaga, Kabongere and Kasambya	
3	Tee-off to Kyamulibwa, Towa, Kaipu mill, Nalunya	
4	Tee-off to Buwemba via Bulwadda	
5	Tee-off to Sala, Luvule and Kiryankuyege	
6	Tee-off from Kyamulibwa - Kigasa to Lukenke, Kambulala, Kikongolo, Kigasa 'B', Muttaba Bubamba, Kasekere, Kabuye and Kabale Lukaya	
7	Bwasandeku Parish, Bulingo, Kikukumbi, Kabisa, Kiwawo, Lusana B & Kakunya - Bakijulula	Kalungu
8	Kabisa-Kasambe-Kalungu rural, Ntare, Kikukumbi – Kawure –Soweto – Misenyi - Natita village, Bukulula - Lukerere & Rutengo, Buseke - Lugeye village & Kadungala - Kyamusasa village	Kalungu
9	Extension of Power to Radio Maria and Environs, Kirinda Village & St. Jude Bukoto Vocational SS	Masaka
10	Kaikolongo, Kambeta, Migamba, Kafuufu, Kiwala & Kituulo, Kakunyu	Lwengo
11	Installation of Transformers to Farms in Sembabule (Ndaiga Stock Farm, Kuis Investments Ltd, Kakinga Center, Kyebando, Kanoni Center, Rugamba TC & Ntusi TC)	Sembabule
12	Installation of transformers at (Buyanja TC I, Buyanja TC II, Bulanga, Kyarusozzi Health center IV, Kagogo, Nakinombi & Bulimbale Child Development center in Katovu)	Lyantonde
13	Kinuuka - Kasagama – Mpummudde & Kabale - Bugona - Kisamba	Lyantonde
14	Ndeeba - Kacheera - Lwanga Landing Site	Rakai
15	Kabonera - Luzinga - Makomago	Rakai
16	Kirema - Kiganda - Gosowola and Lusoro	Rakai
17	Katuntu Ward, Katuntu Village, Kibona Ward , Adrum Nursery and PS, Nkiro, Biwolobo, Kyabasita Kakunyu, Kirebe, Kikona and Nakisajja Villages, Kabale, Lwoyo – Kasankala, Baitabago – Buterere, Katerero and Sserinya Secondary School	Rakai
18	Kyamabale - Kisojjo - Kisambwa	Bukomansimbi
19	Lwemiyaga - Kigagezzi - Kayuga	Bukomansimbi
20	Kagologolo - Kayanja - Mirembe - Bulenge - Mbirizi 'A'	Bukomansimbi

