

NDP EVOLUTION

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Magazine

 **PROGRESS MADE
IN UGANDA'S
DEVELOPMENT
THROUGH THE
NATIONAL
DEVELOPMENT
PLANS (NDPS)**



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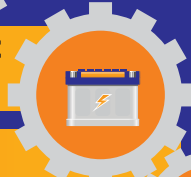
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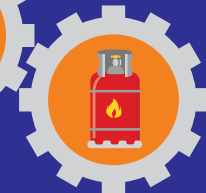
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THE ARCHITECTURE OF TRANSFORMATION: HOW WE ARE DRIVING UGANDA'S PROGRESS TO PROSPERITY

Fellow Ugandans and Partners in Development, I write to you both as the Prime Minister of the Republic of Uganda and the custodian of Uganda's most ambitious undertaking, aimed at transforming our Country into a modern, prosperous middle-income nation by 2040.

This mission, which is enshrined in our Fourth National Development Plan (NDP IV), is guided by the visionary leadership of H.E. Gen. Yoweri Kaguta Museveni, President of the Republic of Uganda.

The Office of the Prime Minister is the engine that drives the implementation of Uganda's Vision and national development priorities

Line ministries implement programmes, districts manage services, and the private sector creates jobs. But it is OPM that ensures all these efforts are coherent, coordinated, and directed towards our shared destination – Vision 2040. We are the integrator, the

accelerator, and the guarantor of accountability.

Allow me to highlight how we fulfil this mandate through four core functions, and the impact they are delivering across Uganda.

Function 1: Policy Coordination – Making the Whole Greater than the Parts

Uganda cannot afford fragmented policies. When sectors like agriculture, industry, infrastructure, and trade operate in isolation, we lose valuable resources and opportunities. OPM ensures every policy, budget, and programme aligns with NDP IV priorities. We convene ministries and districts, align budgets, and resolve conflicts before they stall progress.

Impact in Action:

- Iganga–Bulamagi Road Corridor: By uniting UNRA, Iganga District, and the Ministry of

Agriculture, Animal Industry and Fisheries, and reprioritising resources, OPM helped deliver a 32 km road that cut travel time to markets from 3 hours to 45 minutes. Farmers now earn 30% more, lifting 15,000 households from subsistence to market-oriented farming.

- Climate-Smart Agriculture in Karamoja: Integrating climate action, water infrastructure, and market access transformed yields. Farmers now harvest four times more drought-resistant sorghum, supplying breweries and strengthening food security.

Function 2: Implementation Monitoring – Turning Promises into Reality

The Office of the Prime Minister's NDP IV Implementation Dashboard tracks over 200 indicators in real time, ensuring accountability.

Impact in Action:

- Bugiri Health Centre IV: After OPM intervention, the facility was upgraded with a blood bank, 10 new delivery beds, and a steady drug supply. Maternal deaths dropped to zero within three months.
- Youth Startups: By eliminating unnecessary delays, OPM accelerated funding for youth innovators. Today, 10,000 youth groups have created 25,000 jobs – from electric boda bodas in Kampala to mango exports from Masaka.

Function 3: Stakeholder Synergy – Unlocking the Power of Partnership

Development on the scale of NDP IV requires the government, private sector, donors, and communities to work together. OPM is Uganda's chief convener, ensuring synergy over competition.

Impact in Action:

- Rwenzori Coffee and Tourism Cluster: By linking farmers, tourism operators, and investors, OPM enabled a UGX 120 billion project that created 8,000 jobs, raised farmer incomes by 40%, and turned Kasese into a top eco-tourism destination.
- Refugees and Hosts in Arua: OPM's Self-Reliance Strategy transformed resource competition into cooperation. Refugees and citizens now jointly

farm 500 acres, supplying international markets while fostering social harmony.

Function 4: Service Delivery – Putting Ugandans First

Development must be felt in everyday lives. OPM prioritises digital access, inclusive education, healthcare, and social protection.

Impact in Action:

- e-Citizen Portal: Over 2.1 million Ugandans now access 15 key services online, cutting processing times by 70%. Citizens save money and time as the government becomes more accessible.
- Girls in STEM: With gender-responsive budgeting, schools like Mary Hill High in Mbarara now boast modern STEM labs. Girls' physics enrollment increased from 30% to 65%, with students winning national science competitions.
- Senior Citizens Grant: Today, 350,000 elders receive monthly support, lifting 120,000 households out of extreme poverty and restoring dignity to the senior citizens.

Conclusion: Building A prosperous Country

From Iganga's roads to Kasese's coffee farms, from Bugiri's maternity wards to Mbarara's STEM labs, the OPM ensures that Vision 2040 is not abstract – it is lived daily.

Our pledge is clear:

- To coordinate until silos are broken.
- To monitor until every shilling delivers value.
- To unite stakeholders until partnership becomes culture.
- To deliver services until every Ugandan feels progress.

This is the architecture of transformation. This is how we build a Uganda that is prosperous, inclusive, and proud. Together, under H.E. the President's leadership, we are delivering NDP IV and advancing Vision 2040.

Thank you. God bless you. God bless Uganda.



Nabbanja Robinah

PRIME MINISTER OF THE REPUBLIC OF UGANDA

FOREWORD



It gives me great pleasure to present this special publication, *The Evolution of NDPs*, which chronicles Uganda's remarkable journey in national development planning — from the First National Development Plan (NDP I) to the Fourth National Development Plan (NDP IV). This magazine is both a historical record and a forward-looking guide, capturing the milestones, lessons, and aspirations that continue to shape our nation's quest for sustainable socio-economic transformation.

Over the past two decades, Uganda has witnessed significant progress in institutionalizing evidence-based policy formulation, strengthening coordination across government, and embedding long-term strategic thinking within Vision 2040. Each of the previous Plans — NDP I (2010/11–2014/15), NDP II (2015/16–2019/20), and NDP III (2020/21–2024/25) — has built incrementally upon the last, advancing our national priorities in infrastructure, human capital development, governance, and industrialization. Together, they have laid the foundation for the next phase of Uganda's transformation journey.

The Fourth National Development Plan (NDP IV), covering the period 2025/26–2029/30, represents the culmination of this evolutionary process. It is not merely another Plan

— it is a bold call to action anchored on the Tenfold Growth Strategy, aimed at propelling Uganda from a GDP of USD 53.7 billion in 2024 to USD 500 billion by 2040. NDP IV prioritizes accelerated investment in Agro-industrialization, Tourism, Minerals (including Oil and Gas), and Science, Technology, and Innovation (ATMS) — the key growth accelerators that will drive inclusive wealth creation, job opportunities, and improved quality of life for all Ugandans.

This publication also celebrates the spirit of partnership that has defined Uganda's planning experience. Our achievements have been made possible through the collaboration of Government institutions, the private sector, civil society, academia, development partners, and the citizens themselves — whose aspirations and resilience continue to inspire our work.

As we embark on the implementation of NDP IV, every Ugandan must see themselves as a stakeholder and active participant in national transformation. The journey to Vision 2040 demands shared commitment, accountability, and innovation at every level. Together, we can translate the vision of tenfold growth into tangible results that are felt in every household and community across our nation.

I commend the National Planning Authority team for producing this insightful magazine and for its continued dedication to planning for Uganda's prosperity. May this publication deepen public understanding, inspire renewed patriotism, and strengthen our collective resolve to achieve a truly transformed Ugandan society from a peasant to a modern and prosperous Country within a generation.

Prof. Pamela K. Mbabazi
Chairperson
National Planning Authority

ACKNOWLEDGMENT



On behalf of the Management and Staff of the National Planning Authority (NPA), I wish to extend my heartfelt appreciation to all those who have contributed to the production of this special publication, The Evolution of NDPs. This magazine serves as both a chronicle of Uganda's national development planning journey and a reflection of the collective effort that has defined our progress over the years.

The story of the National Development Plans — from NDP I to NDP IV — is a story of learning, resilience, and purposeful planning. Each Plan has built upon the experiences of its predecessor, strengthening our institutional capacity, refining our strategic focus, and sharpening our resolve to transform Uganda from a predominantly peasant society into a modern and prosperous nation. This publication captures that evolution with clarity and depth, showcasing the milestones, reforms, and partnerships that continue to drive our development agenda.

I would like to recognize the dedication of the NPA technical teams, programme working groups, and all stakeholders across Government, the private sector, civil society, academia, and development partners who

have supported the formulation and dissemination of the National Development Plans. Your insights, commitment, and collaboration remain the cornerstone of our planning success.

Special appreciation goes to the Division of Information Advocacy and Public Relations for spearheading the production of this magazine, and to our media and communication partners for their continued support in ensuring that the message of development planning reaches every Ugandan.

As we embark on the implementation of the Fourth National Development Plan (NDP IV), let this publication remind us of how far we have come — and how much further we can go together. The future we envision under the Tenfold Growth Strategy is within our reach if we continue to plan, act, and innovate with unity of purpose.

Joseph Muvawala (PhD)
Executive Director
National Planning Authority (NPA)

PROTECTING THE WEALTH CREATORS:

INTERVIEW WITH THE HEAD OF THE STATE HOUSE INVESTORS PROTECTION UNIT, **COL. EDITH NAKALEMA**



NDP EVOLUTION REPORTER

We would like to talk about your unit and I'm requesting that you start by giving us a brief overview of the State House Investors Protection Unit.

COL. NAKALEMA

Thank you very much. The State House Investors Protection Unit was established by his Excellency the President of the Republic of Uganda. He made the first announcement of his plans of establishing this unit on the 1st of May, 2023, which is always celebrated as International Labour Day, while in Buikwe. On 14th May, while at Kololo, presiding over the funeral service of the late Minister Engola (rest in peace), he announced that he had appointed Colonel Edith Nakalema to head the Investors Protection Unit. He tasked the unit and myself as its first leader to ensure that every investor, every wealth creator, is given immediate attention to ensure that

they are guided through the investment process - all wealth creators at all levels, both domestic and foreign (or local and international). The President prefers using the word wealth creators in addition to investors, because if you are to look for the academic definition of an investor, it will be too wide for a developing country like Uganda. If you want to protect all investors in their capacity as investors, because an investor will have invested a lot of capital in that investment that must pay taxes, that must employ other people, that must have some big capital to put as security with the investment authority. Briefly, that's how I would describe the word investor. But in this case, for us at the Statehouse Investors Protection Unit, the President directed us to protect every wealth creator, big or small, old or young, at whatever level. We have to ensure that everyone adding value to the country is helped - including even the welfare of their families and their communities, as long as they approach us for any guidance, particularly in the lines of value addition. We are meant to ensure that investors are given every attention. I would insist on the word, wealth creators, given my earlier description of the word investment.

So, we as the investors' protection unit, are supposed to guide everyone adding value to lives. I don't have to keep describing the where and how. Everyone adding value to lives and economic development, in our view, is an investor given the mandate we are given to ensure that we guide everyone adding value - authentic government ministries, departments and agencies - to ensure that nothing is not extorted from them, and they are not delayed. So, the main task of Statehouse Investors Protection Unit is to collaboratively coordinate with all government ministries, departments and agencies, as well as the private sector, to ensure that wealth creators are not diverted by any wrong elements and are not delayed in any government office or any private sector office as long as we can coordinate. It is our duty to collaboratively coordinate with all agencies established in the country to ensure that investors are well-guided, well-protected from wrong elements, and supported with authentic information and government facilities in those ministries, departments and agencies.

NDP EVOLUTION REPORTER

Thank you so much, Afande Edith Nakalema. Why do you think the President decided to announce the establishment of the State House Investors Protection Unit during the International Labour Day celebration?

COL. NAKALEMA

It was because there was an outcry. And I will say that the outcry hasn't gone away completely because wrong elements are nearly everywhere. That's why the fight against corruption is ongoing. And the government has established many agencies in the fight against corruption. It was about the president's goodwill to fight the corrupt and protect various creations and value addition, as well as improving livelihoods of Ugandans and all citizens in Uganda.

NDP EVOLUTION REPORTER

Thank you. Why was it Colonel Nakalema who was appointed to lead this unit?

COL. NAKALEMA

I will proudly say that the President has always put trust in me to fight the corrupt. I was the lucky army officer to be given the task of establishing and pioneering the leadership of the State House Corruption Unit. While the inspectorate of Government led by the Inspector General Government (IGG,)has always been in the fight against corruption, there are other agencies like the Leadership Court Tribunal, you know, like of course the Auditor General, who is meant to continue auditing books of accounts. So the State House units are directly under the supervision of His Excellency

the President. I wouldn't say they are quite enough but there are three State House units that are involved in the fight against corruption in different key sectors of government. There is the State House Health Monitoring Unit that follows up the drugs, the medicines, and the drugs personnel to ensure that Ugandan lives are not put in danger by wrong elements that may have infiltrated the drugs sector.

Then there is the Anti-Corruption Unit that is still doing great work in the fight against corruption. Then the current one, the State House Investors Protection Unit. These units derive their mandate from Article 94 of the Constitution of the Republic of Uganda, which gives his Excellency the President executive powers to appoint officers subordinate to him to do work on his behalf. So that's why I call myself lucky that I was given a mandate directly to work under the delegative powers of the President. So the President delegated me to protect the investors on his behalf, but we are also under the direct supervision of the President. We are lucky because we have a wide mandate of ensuring that those appointed by the President do what they are supposed to do.

NDP EVOLUTION REPORTER

Thank you so much. I will say congratulations and that will move me to my next question. As a unit, how do you receive complaints from investors?

COL. NAKALEMA

When His Excellency the President established the unit, we started our operations on the 26th of July 2023. That time at Buikwe on International Labour Day, he announced that he was going to establish another office directly under his office, he gave us the telephone lines. He directed the comptroller to establish an



Launch of the Online Portal for the State House Investors Protection Unit

information center, which is now very well established, supported by NITA with quick internet, because when you're serving Statehouse, you definitely give Statehouse the best. So we have the best internet connection, the best telephone connections, and our information center is 24 hours operational. So we receive conference calls through telephones, through emails, through our website, the Statehouse, And later on, when we started our work, we realized that there were a number of investors that were being defrauded using fake websites, duplicated websites, government and some other state bodies. So then we started with a successful electronic investor, who is a close contact of His Excellency the President. So we worked with those that were vetted by security, the private sector, but also good willed private investors or business persons, in particular Ron Kawamara, who is a very successful young man, but a big investor. Most of his businesses are online. He started Jumia Uganda, which later became Jumia East Africa. He has many businesses I identified a number of investors that were suffering from duplicated websites, and also fake ones which were fraudulently using government websites to defraud investors, both local and foreign. So, working with those successful private investors who know how to succeed in doing business online and using information technology solutions, we coordinated with NITA, National Information Technology Authority of Uganda, sat together with some heads of parastatal bodies like ERSB, like URA, and we came up with a portal, which again was under the guidance of the president. So we developed an electronic investors protection portal, and that portal is interconnected. We mobilized our key ministries, departments and agencies that have a direct role, a direct duty to promote, protect, and guide investors at all levels, local and foreign. And the Electronic Investors Protection Portal, abbreviated as EIPP, was commissioned by his Excellency the President on the 13th of December 2023, just less than five months after we started the unit.

We have seen great improvement in facilitating investors with authentic information, with quick answers to their questions or inquiries, but also we are receiving increasingly big numbers of foreign direct investments. So we thank His Excellency the President, for the good guidance, the good support and also good supervision in all that we are doing, because we coordinate with all agencies and through EIPP, a lot has been achieved, which I will highlight.

NDP EVOLUTION REPORTER

Thank you, thank you so much. I will now move on to my next question, and I would like to request you to share some specific examples where the State House Investors Protection Unit interventions have impacted investors or wealth creators, as you prefer calling them.

COL. NAKALEMA

Oh yes. Investments have come through the unit's operation; then there's the EIPP communication platforms; but also the physical interaction. One thing I have always liked with Ugandans is that they want physical interaction. Many times I also continue to persuade them to limit human interaction because human interaction is sometimes exploited by wrong elements because when you look for a person, they tend to kind of put you at ransom that you have to give them what they want before they serve you, which we fight at the investors protection unit and the anti-corruption unit that I was working with before the investors protection unit. It is always good to deal with institutional methods than working with individuals. It doesn't work well when you're working with or when you want to deal with individuals because people have different characters, others may actually not be corrupt but they may want to feel big by putting you at ransom kind of saying until you come to my place where I am comfortable, I will not give you a service.

So for us, we see a lot of great progress in supporting investments, in receiving more investors through our platforms, but also many have come physically and have been helped.

Last December when I was making a presentation at Africa Association of Public Administration and Management where we won a special award, we were up to three billion US dollars by April that had come through the portal. So, since I don't have the current figure I would go by that; it was three billion US dollars, and that was seven months ago. Many businesses have been coming on a daily. If you have been following us through the media, we meet big investors on a daily basis. Many ambassadors have visited us. We learnt recently that the Dutch investors are big in horticulture, and one of their banks has already injected 82 million dollars in the country. Her Excellency Ambassador Fredericka informed us that the Dutch investors are still leading in Uganda's Foreign Direct Investments (FDIs).



Receiving an award at AAPAM

Recently, we also had a big group from Japan and they are also increasingly enlarging their investments in Uganda. Most of them are still in automobiles, you know, vehicles. So the value of investments that are coming through the unit SHIPU is really going high.

The Uganda Investment Authority has been impressed and they are continuing to work with them. We see this on their portal, because it is the one-stop center. The Uganda Investment Authority is one of the key portals or websites that we directly access to show the investors the system of promoting investments in Uganda. Ours is to offer protection. So on the website of the Uganda Investment Authority, over 46 billion US dollars has come into the country. So, if you were asking me about the achievements, the portal, the Electronic Universal Protection Portal established by His Excellency the President who commissioned it, has increased FDIs by over 45% in less than two years.

We monitor the FDIs and, how they are coming. Actually, Professor Tiferi at the University of Ethiopia made an independent research, and when we were at the Africa Association of Public and Administration Management (APAM) competition, he told us that the Electronic Investors Protection Portal of Uganda has increased FDIs by 80%. It was a percentage we thought too high for us, but we were like, that one is independent researcher, and if that is his judgment, we cannot deny it, but we are modest to own up 80% because the unit has only been in place for only two years. But we associate ourselves with the success of the increase in the flow of investments in Uganda.

Clearly, as you read papers international and local, for the last two consecutive years, the Annual Investment Meeting (AIM) that takes place in Abu Dhabi has declared Uganda the best investment destination in Africa, and also third in the world.

The London School of Economics has also declared Uganda as the most profitable and rewarding economy in Africa and second in the world. So we see that the efforts, the establishments the President has put in place are adding great value to the economic development of Uganda. Definitely, there can never be any country that can successfully develop without supporting and promoting investments. Investments remains the backbone of national development.

NDP EVOLUTION REPORTER

Thank you so much. Afande, each time you talk about investors, what comes to the mind of Ugandans is actually foreign direct investment.

COL. NAKALEMA

That's true. But as a unit you also serve domestic investors and wealth creators. Actually for us at the Investors Protection Unit

we interact more with local investors on a daily basis. We have interacted with many groups of SMEs. There was a time last year when we had a big conference at the Office of the Prime Minister's (OPM) conference hall with leaders of SMEs, and they were over 200. We talked about issues or concerns that they are having in developing their small and medium enterprises. Among the key concerns that local investors have is the high interest rates on loans they get from commercial banks. They keep thinking that State House Investors' Protection Unit can reverse this. We don't have a direct answer to this, but we coordinate with the relevant agencies led by Central Bank of Uganda and the ministry of Finance. They also think or perceive, I actually call it perception -many local investors have a perception that Uganda has many many taxes that are also very high in terms of how much they pay. They think that there are many taxes, which is not actually true; but what has been lacking and what we thank God for is that because of the guidance of His Excellency the President, all heads of key agencies, led by the Uganda Revenue Authority, are continually educating the public about the taxes that used to be perceived as many and high. So there is a change and many times whenever local investors come here, we coordinate with the agencies that they complain about.



Meeting with KACITA, URA, Ministry of Trade and Kampala RCC

We have held a number of meetings and a lot has been resolved. So the issue of high interest on commercial bank loans is being addressed by the leadership of Bank of Uganda - the executive directors, especially the executive director of banking and supervision, and the executive director of finance at the Bank of Uganda. At one time we also had the Governor stepping in, when

he was still the deputy Governor. We have sat with many business persons, local investors at various levels; the Kampala City Traders association (KACITA), the Federation of Uganda Traders Association. Then we had Demba Sita, Mbarara Traders Association, we had those from Rida. We also had the leaders of Uganda Chamber of Commerce and Industry, regional leaders and national leaders, and we have interacted with the central bank leaders. The Minister of Finance is always represented by the Director of Economic Affairs, Mr Moses Kaggwa; and we have been serving many of the local business concerns or local investors' concerns. We also interacted with the leaders of oil palm growers from Kalangala and a lot of other investments in Kalangala through the oil palm growing and later on trading. We have achieved a lot in coordinating with the ministry of Energy and Minerals to solve the the ongoing challenge of gold fraud. So we organised a meeting with the permanent secretary and her commissioners at the ministry, the IGP, the Police Mineral Protection Unit, and the Anti-Corruption Unit.

We meet to ensure that our local investors are not left behind. In the mineral sector, we have our local miners, and they have an association, so we don't leave them behind. We have met some, we have not met all, but we have met some, the local artisans, the local groups that are involved in mining, from Kassanda, from Busia, many of them. And then we also invited the interested international investors. We had a big one-day conference here to discuss streamlining gold business in Uganda. We had some investors from Ghana recently who saw us with the ambassador of Nigeria, and he clearly said that there are many big Nigerian investors that have intentions of establishing a gold refinery in Uganda. So we are continuing to ensure that the unit achieves the objective His Excellency the President established it for, and that is collaborative coordinating with all agencies to ensure that investments in Uganda are protected, and those that are upcoming are protected from wrong elements and are nurtured so that we develop together.



Mediation meeting with chinese



Meeting with Eritrean Investor

Another success story is that there were three partners that established a big automobile industry, the first one to produce vehicles in Namanve, but they later disagreed. Their investment was close to 90 million dollars. They were about to kill each other. So what we did was to call in professional mediators from the judiciary. We sat here for two days and two nights until we resolved the matter. I also coordinated with the Minister of Defence. eventually they formed a joint venture with the National Enterprise Corporation (NEC). So we are increasingly adding value through mediation and investigations. People trust the unit because it is under the presidency. That's why we find ourselves somehow overstretched.

NDP EVOLUTION REPORTER

Afande, on the 5th of June, His Excellency the President launched the fourth National Development Plan. This is the first of three National Development Plans that aim at achieving the tenfold growth strategy that envisages growing the economy of Uganda from about \$60 billion now to \$500 billion by the year 2040 As the State House Investors Protection Unit, how do you plan to contribute to this vision?

COL. NAKALEMA

We are directly into that because, like I said earlier, investment is the backbone of national development. Our focus at the State House Investors Protection Unit is to ensure that every wealth creator is assisted in their sector, putting in mind the government priorities. So it's what we focus more on, because on our portal which we displayed, we have we have the planning tools of the country, including the NDP. Now we have also already uploaded the NDP IV. So we follow directly what the President and his government are prioritising. We are determined to ensure that we collaboratively and efficiently coordinate with the key agencies, the key prioritized sectors of agriculture and of tourism. You saw us participating at the Tourism expo. It was in June. I was among the panelists and we were giving confidence to tourists that they should turn into

investors, because once you come to Uganda and you see its beauty and its stable security, you get attracted. You see, I am lucky again to stand between security as a soldier, but also a soldier directly serving under the Commander in Chief of all armed forces, and also the President, the topmost executive in Uganda. So I have to ensure that I don't delay to act, because as soldiers, a command is not to be discussed. You implement a command immediately. A command is a command. So I ensure that those I work with are

implementing the commands. And now we have the five areas already identified to ensure that we follow the strategic plan of the NDP already established. We are working together with the National Science, Technology and Innovation sector, and because it's under the President. Also, the honourable Minister of Science and Technology, Dr Musenero works within State House and under the presidency.



Meeting with The Board and Management of Kalangala Oil Palm Growers Trust (KOPGT) and Ssese Oil Palm Growers Co-operative Society (SOPGCO)

We are promoting young innovators to ensure that their innovations don't die because of maybe unpatriotic people who would want to delay them for selfish interests. So we are ensuring that the sectors prioritised by government are well protected, and that's our focus. We are working with all these sectors that government has highlighted to ensure that we double or even triple growth by 2040, because we follow the operational tools of national development.

NDP EVOLUTION REPORTER

Thank you. What are some of the challenges that you may be facing as a unit in fulfilling your mandate?

COL. NAKALEMA

The challenges wouldn't be many because me being a soldier, I

don't look at anything as a challenge. We look at what is not yet possible to us as an opportunity for us to request the President to give priority to those areas that still have many concerns. So we request to brief the President about the areas that need improvement, and again that is our strategy. Otherwise the big challenge we have are the high expectations from local investors regarding the financing of their businesses. Many local investors come to us at State House Investors Protection Unit thinking that we can maybe redeem or help them with their loans for the President to pay, which is not possible. The President is for everyone and so there can't be a fund to rescue everyone with a loan, or who is falling short of their expectations in businesses. So that's what I would call a challenge, when people are expecting funds or to be financed by an office that was put in place to collaborate with other agencies to ensure that their investments don't die.



Visit from H.E. Ambassador Quispel of the Kingdom of the Netherlands

The second one would be the continued expectations of addressing every investor concern everywhere in the country. We are a small unit put in place to coordinate with agencies of government and parastatals. We are working together with the Private Sector Foundation of Uganda, but many investors expect us to solve problems even in their districts, even in their parishes. Some of them are now involving us in issues to do with Parish Development Model. But thankfully we work closely with the Anti-Corruption Unit, and so when there are concerns of corruption that need investigating we forward them to Brigadier General Henry Isoke. But I think he is also overwhelmed because the challenge of corruption is nearly everywhere and with everybody.

NDP EVOLUTION REPORTER

The last question, Afande. As we come to the end of this interview, what message do you have for both foreign and domestic investors, but also to the general public?

COL. NAKALEMA

My message to all wealth creators, everyone adding value, everyone investing in Uganda, and everyone, even the prospective investors, those that have thought, those that have a wish, my word to them is that at the State House Investors Protection Unit, we are open to receiving their concerns, through our Electronic Investors Protection Portal, which is easily accessible wherever they are. They don't have to travel to spend their transport to come and look for the office, which is located at Lumumba Avenue, Plot 51 B Nakasero Hill. We are open also physically when they come, but

let them ask us any question or even give us compliments about Uganda. We will brief the President about their prospects, about their expansion, about their wishes and about their achievements. So we are open to serving and ensuring that every investor at whatever level, small, micro, medium, big and manufacturers are all effectively protected from the wrong elements or corrupt, and are guided through the investment process on time or in time. That is our word; and to all Ugandans, let us develop together; let us get up and fight corruption from wherever we are. We cannot succeed when we are not fighting the corrupt. Let us eliminate the corrupt by interacting online. Let us reduce human interaction that is always exploited by the corrupt. Many corrupt people want physical interaction because then they negotiate their personal interests and forget the office. Those are the corrupt, but the government has put in place many, many agencies to fight the corrupt and we are leveraging technology as a country and ensuring that services are rendered online efficiently, effectively and collaboratively. So it is my hope that Ugandans are going to start refusing to pay any bribe because you don't have to look for an individual to give them money that they have not earned. Let us work together to ensure that corruption is fought from our families, to communities, to schools, high institutions of learning, then to the offices. We can together eliminate the corrupt after all. It is our responsibility. In the Constitution of the Republic of Uganda, every citizen has a duty, has a task to fight corruption. So when we fight the corrupt, we shall develop together. For us, we choose to fight the corrupt and to promote, to protect and support various wealth creators at all levels. I thank you all. It is our pleasure to work together and develop Uganda together.

Contribution of the Presidential Zonal Skilling Hubs to Uganda's Vision 2040 through the National Development Plan IV (NDP IV)



Eng. Raymond Kamugisha
Director, Presidential Projects and Industrial Hubs

By Eng. Raymond Kamugisha
Director, Presidential Projects and Industrial Hubs

A. What Zonal Skilling Hubs are

The Presidential Zonal Skilling Hubs were established in 2022 under the directive of His Excellency the President of the Republic of Uganda, with the primary goal of accelerating youth skilling, employment creation, and industrial value addition across all regions of the country. The initiative seeks to provide practical, hands-on vocational training to young Ugandans in marketable disciplines to foster self-employment, job creation, and entrepreneurship.

The project aligns directly with Uganda Vision 2040, which identifies industrialisation, human capital development, and inclusive economic growth as key pillars for transforming Uganda into a modern and prosperous country. By equipping youth with employable and entrepreneurial skills, the hubs are building the human capital base necessary to drive local industries and enhance productivity.

Within the framework of the Fourth National Development Plan (NDP IV), the hubs contribute to several strategic objectives – particularly Goal 1: Strengthening the productive base of the economy and Goal 2: Enhancing human capital development. The skilling hubs operationalise these priorities through skills development for industry, promotion of micro and small-scale enterprises, and support for innovation and value addition along various production chains.



The Zoning

The 19 Presidential Industrial Hubs are spread out through four regions as follows:

1. Central region – Mengo- Greater Mubende, Greater Masaka
2. Western region – Ankole, Kigezi, Rwenzori-Kasese, Rwenzori-Ntoroko, Tooro, Bunyoro
3. Eastern region – Busoga, Bukedi, Bugisu, Sebei, Teso and Karamoja
4. Northern region – Lango, Acholi, Madi, and West Nile.

These hubs complement and reinforce ongoing national programmes such as BTJET reforms, the Parish Development Model (PDM), and the Youth Livelihood Programme (YLP) by ensuring that beneficiaries of such initiatives acquire practical technical skills that enable them to manage their projects productively. Together, these programmes form a continuum of empowerment – from skills training to enterprise creation and community transformation.

B. How Zonal Skilling Hubs Work

To date, the Presidential Zonal Skilling Hubs have trained over 20,269 youths across various trades, including Carpentry and Joinery, Tailoring and Garment Design, Welding and Metal Fabrication, Hairdressing and Cosmetology, Brick laying and Concrete Practice, Bakery and Confectionery, Leather Design/Shoe making, Plumbing, Electrical installation, Motor Vehicle Mechanics, Knitting and Weaving. Each hub is designed to serve several districts within a zone, ensuring equitable access to skills development across the country.

Beneficiaries are selected through a transparent and inclusive process that prioritises vulnerable and unemployed youth, with particular attention to gender balance and regional representation. Selection is done in close coordination with local government structures and Resident District Commissioners (RDCs).

Partnerships are a central element of the project's sustainability. The hubs collaborate with Ministry of Local Governments to support training delivery, internship placements, and post-training mentorship.

OTHER COMPONENTS OF PRESIDENTIAL INDUSTRIAL HUBS

Many people only know about the Skilling component. However, there are three more little-known components that complement the Skilling component, and help the communities and graduates to improve their livelihoods and craft products that they can sell using the training they got from the training institutions.



State House Comptroller inspects the installation of Maize Value Addition plant at Bunyoro Zonal Presidential Industrial Hub in Masindi on 20th October 2025.

4-ACRE MODEL

The 4-acre model is a farm project that is used to train and mentor communities on, premised on the fact that one does not need a lot of land to succeed at farming; all it takes is having four acres of land. Used judiciously, these four acres can provide food sustenance and financial empowerment to a family.

"One acre can be used for dairy farming to raise money from milk, and another acre can be used to set up a banana plantation, which will be fertilized by the dung from the dairy farm," said His Excellency the President.

"The banana plantation can be interspersed with coffee, depending on the area. Another acre will hold the pasture for the dairy cows. The choice of product can be a banana plantation, coffee plantation, or fish farming depending on the climatic conditions of the area."

So far it has been rolled out in 10 hubs: Kayunga, Busoga, Bukedi, Lango, Acholi, Madi, West Nile -Zombo, Tooro, Kigezi and Ankole; but only eight hubs are fully operational: Bukedi, Lango, Ankole, Kigezi, Kayunga, Busoga Tooro, and Acholi.

VALUE ADDITION

This component works towards installing various machines that add value to the crops being produced in the communities surrounding the hub. Coffee hullers, rice hullers, maize mills and silos, and milk plants are some of the machines in question, to be placed according to the needs of the communities. Installation of such value addition equipment is ongoing in Mubende, Bunyoro, and other bases are being constructed in Sebei and Madi. A banana plant in Ankole PIH is already complete.



COMMON USER FACILITIES

To ensure sustainability beyond government funding, the hubs are adopting a self-sustaining model that includes production units, where trainees participate in value addition and income-generating activities during training. Even after training, the graduates can use the facilities, at a small cost, to produce, showcase and sell their products. In this way they hone their skills, but also use the hub as a market. Proceeds are reinvested into the hubs' operations, gradually building local ownership and financial resilience.

Sacco Formation

There are efforts also to establish linkages with financial institutions and industrial parks to facilitate access to credit and markets for graduates.

To this end, 176 SACCOs have been formed in the 19 sub regions of Uganda (Mengo, Busoga, Bukedi, Bugisu, Sebei, Teso, Karamoja, Lango, Bunyoro, Mubende, Tooro, Ntoroko, Kasese, Kigezi, Ankole, West Nile, Acholi and Madi.

The skilled learners were grouped into SACCOs (176 of them) and the president has already credited each SACCO with **Shs50 million**.



C. Achievements

The project has registered tangible outcomes since inception. Thousands of graduates have either secured formal employment, started their own businesses, or formed cooperatives to undertake joint enterprises. Many have ventured into agro-processing, tailoring, welding, and construction services, thereby contributing to local economic growth and import substitution.



STUDENTS THAT HAVE BEEN SKILLED FROM 1ST INTAKE TO 5TH INTAKE

S/N	HUB	GENDER		TOTAL
		MALE	FEMALE	
1	MMENGO	587	561	1,148
2	BUSOGA	472	489	961
3	KARAMOJA	575	469	1,044
4	SEBEI	571	578	1,149
5	BUNYORO	577	549	1,126
6	BUGISU	614	553	1167
7	LANGO	598	573	1,171
8	ACHOLI	606	568	1,174
9	MADI	477	412	889
10	TESO	485	466	951
11	ZOMBO	573	582	1,155
12	BUKEDI	484	443	927
13	KASESE	645	481	1,126
14	KIGEZI	454	475	929
15	MUBENDE	563	578	1,141
16	MASAKA	422	457	879
17	ANKOLE	654	572	1,226
18	NTOROKO	517	420	937
19	TOORO	626	543	1,169
	GRAND TOTAL			20,269

The initiative is also stimulating local industrial development by providing a steady pipeline of skilled artisans and technicians who support emerging small-scale industries, especially in rural and peri-urban areas. Communities report increased productivity, innovation, and household incomes among trained youth.

The President directed that all Presidential Industrial Hubs be expanded to double the number of students per Hub

Feedback from communities, employers, and beneficiaries has been overwhelmingly positive. Employers commend the hands-on quality of training, while communities appreciate the transformation of idle youth into productive citizens. Many graduates are now training others, creating a ripple effect of empowerment across their localities.

To scale up the success and serve even more Ugandans, the President has already ordered for an expanded budget allocation, an upgrade of facilities, and introducing innovation and incubation centres within hubs, which will significantly improve outcomes.

D. What the Future Holds

Looking ahead, the Zonal Presidential Industrial Skilling Hubs will focus on consolidating and scaling up operations under the NDP IV period. Plans are underway to fully operationalize all 19 hubs across the country, introduce digital skilling, and strengthen the innovation and entrepreneurship component to enhance industrial competitiveness.

The project's long-term vision is to establish each hub as a regional centre of excellence for industrial skills development and innovation, linked to local production value chains. This will create a steady flow of skilled youth driving Uganda's industrialization agenda in line with Vision 2040.

Ultimately, the Presidential Zonal Skilling Hubs are not just training institutions; they are catalysts for inclusive transformation, industrial growth, and national self-reliance. Through practical skilling, innovation, and enterprise promotion, the hubs are empowering Uganda's youth to be the architects of the country's economic future.

19
hubs in all sub regions and 9 in Kampala.

Weeding out corruption from Uganda

An interview with Brigadier General Henry Isoke



BRIGADIER GENERAL HENRY ISOKE
The head of the State House Anti-Corruption Unit (ACU)

The *Patriotic Post* brings you an interview with Brigadier General Henry Isoke, the head of the State House Anti-Corruption Unit (ACU), regarding its role in fulfilling Vision 2040 through implementing NDPs.

General Isoke:

I want to welcome you to the State House Anti-Corruption Unit, and thank you for reaching out to me to share some perspectives of what we do in terms of fighting corruption. My name is Brigadier General Henry Isoke and I head the unit.

NDP Evolution Reporter

General, what led to the creation of the State House Anti-Corruption Unit?

General Isoke

The State House Anti-Corruption Unit was established by His Excellency the President in December 2018, using his constitutional powers. He is accountable for all that goes on in this country, and corruption is one of the challenges this country has had for a long time. Realizing that there are existing anti-corruption institutions, he needed to give those institutions some backup to fill existing gaps, particularly where there was need for quick response to complaints. That, I think, was the main consideration he had in creating this unit.

NDP Evolution Reporter

What is the State House Anti-Corruption Unit's core mandate? And how does it differ from other anti-corruption bodies that we have?

General Isoke:

As I said, the core mandate is to quickly respond to complaints that are presented by the Wanainchi and the leaders, and that in a way makes it distinct from other anti-corruption institutions. We are very agile, but also, the other unique element about the Anti-Corruption Unit is that we work by coordinating with the various agencies. As you may be aware, there are about 22 anti-corruption agencies in the country. We network with these institutions and we are able to drive the war against corruption.

NDP Evolution Reporter

Indeed, there's strength in coordination. How do you receive, investigate, and follow up corruption complaints?



General Isoke:

We have a very robust system of receiving complaints. We have a 24/7 call center. For the sake of the public, the call center number is 0800-212-500. We have officers who are able to communicate in most of the major languages in the country. Anybody with a complaint is free to call that number. It is toll free and the complaint will be received at any time of the day or night.

On average we receive 150 to 200 complaints a day. These complaints are processed to levels of making them suitable for investigation, because at times the public may call on matters which may not really be directly in our mandate. So we process

those complaints, and after processing them, we assign them to teams. Our teams constitute a legal officer, a lawyer, and maybe two or three detectives. These teams are assigned to go to the field whether it is upcountry or in the local governments, or in the MDAs. That is one channel of receiving and handling complaints.

We also have within the unit a client's relations desk. It is manned by a senior officer with about four staff. This handles walk-in clients – whoever has a complaint but is not able to go through the call center, and maybe also wants to physically interact with our officers for confidentiality or clarifying their complaints. That is also another channel.





But we also get tasks or assignments. For example, His Excellency the President gets written complaints or other forms of complaint; so he tasks us, and we make follow-up. Other leaders like members of Parliament, ministers, and local leaders also present written petitions and we follow up those petitions. We go out there in the districts. For example, on average, we move to about 20 to 25 districts in a month to investigate cases which have been reported to us from the grassroots. And of course, we go to the MDAs, and it is a lot of work.

NDP Evolution Reporter

Thank you very much for sharing that number with us.

What key achievements can you highlight that you have registered since the establishment of the unit, and how have they contributed to our National Development Plans?

General Isoke:

Amidst a few challenges here and there which we shall maybe discuss later, we have certainly registered substantial achievements. One, I would say the coordinated approach. As I said earlier, we work closely with other agencies. The Office of the Auditor General, for example. We work closely with the IGG. We work closely with the CID and police. We work very closely with the office of the DPP. We work closely with all of these, the PPDA, and we work closely with the Directorate of Ethics and Integrity. We at times carry out joint investigations, and we certainly have played a role in strengthening that coordinated approach because fighting corruption is not a one-man task. It is a task where we must all work together. So one of the achievements that I think has been registered is that we have a very cordial relationship with all the stakeholders, particularly those mandated with fighting corruption. Then, of course, we have to sensitise the public.

Corruption remains a very big challenge, but the good news is that the masses are now well sensitized. His Excellency the President and overseer of this unit, has been at the helm of this sensitization. There is no single speech he makes and he does not talk about corruption. There is no single speech he makes without appealing to the masses to report the corrupt. And indeed the public out there has heard his appeal and we are able to receive all of these complaints. They are channeled somewhere, and we are able to receive them. We are a little overwhelmed, I must admit, but we are able to respond as much as we can. To me, I think that is a big achievement, that the public has somewhere to run; that in the Office of the President, the public is heard. Through this effort, we have been able to handle about 800,000 complaints in the last six to seven years of the existence of the unit. Because the complaints received are coded scientifically, and we can tell that by the end of



July, we registered over 800,000. So you can imagine if we are not there, maybe nobody would be receiving and responding.

Now, we have been able to arraign in court about 790 suspects. And out of these, about 55% are public servants, and about 45% are private individuals - lawyers who are involved in scams, engineers, doctors, all sorts of people in the private sector, but many of them elites. We have had about 140 convictions. Achieving a conviction is not a mean achievement. It takes a long time to investigate, it takes a long time to prosecute, and it takes a long time to secure a conviction. But through our coordination and effort with the police, the office of the DPP, we have been able to work together and get a number of people apprehended. And we believe gradually this is sending a deterrent message out there to those who are still engaged in acts of corruption.

NDP Evolution Reporter

Well, that is quite an achievement. And in the midst that, are you able to highlight for us a few cases where as a unit your intervention led to a very impactful outcome?

General Isoke:

Yes, quite a number. The most unpopular but highly talked about is the Karamoja mabati issues. This actually started here and we worked hand in hand with the CID, the DPP. We have handled cases of PDM. I think we have had about 80 to 90 suspects who have been so far arraigned in court, and I think we have got about 10 convictions. With PDM, we have made recoveries in terms of monies, close to 700 million shillings. But it has also sent a deterrent message, and all this has been backed up His Excellency the President's message. Wherever he goes, he says this money is meant for the poor, the peasants, who need to be transformed from subsistence to money economy. And whoever touches a shilling, we will go for him. I am sure that you must have had successful stories recently regarding PDM. It started slowly, but we are now getting people who are coming out clearly saying we have got our money. This is what we have done, and who knows, maybe as of now the percentage of those in subsistence is about 31%. Maybe it could be out of these modest contributions we are making. Appreciating the impact of corruption may be a little difficult, but I think slowly, given that now we are at peace, there is going to be a lot more concentration on issues of governance, issues of fighting corruption. And to me, I think those are quite visible achievements.



NDP Evolution Reporter

You have been talking about collaboration and coordination. How does the State House Anti-Corruption Unit collaborate with agencies like the IGG, the police, and the judiciary?

General Isoke:

For example, collaboration starts with even the Constitution. This unit, I should have said at the beginning, is multi-dimensional in terms of composition. We have detectives from the CID police, a whole section. We have elements from the military. I come from the military and I have some other colleagues who come from the military, seconded here because of their special skills. Some are lawyers, some are intelligence officers, and then we have also from the civil community. So we also have a civil component. So when it comes to recruitment of people of integrity, we fish out from those institutions, and that can only be done through collaboration. But

directly, we, for example, work with ISO very closely. You cannot go to do operations without intelligence. And ISO (Internal Security Organization), has a mandate to fight corruption. but they may not have the constitutional mandate to do investigations. So we work with them very closely. They give us intelligence and we are able to penetrate. We have done quite a lot working with ISO. We also work with the CID, as I said. They have attachments here.

We also have a forum where all the anti-corruption agencies come together and come up with strategies. Still work in progress, a lot to be done, but I think we are there.

Patriotic Post

For the last eight years since you have been in existence, what has been the public response or feedback so far about the State House Anti-Corruption Unit?

General Isoke:

I should take this opportunity to thank the public. The public has shown us extremely high goodwill. As I told you, we have a 24-7 call center, where we get between 150 to 200 calls a day, and that is, I think, a show of confidence. When we go out there to carry out sensitization, they come in big numbers, and the feedback we are getting is that this partnership between the unit and the public is good, it is working, and we need to strengthen it and ensure that we also have the other structures of the state, the structures, right from the grassroots - the sub-county, the parish, the districts; let them do their part, because corruption cannot be fought alone. The masses, once they are well sensitized, have good will. So we are getting a very good feedback.



NDP Evolution Reporter

What major challenges have you faced as the State House Anti-Corruption Unit, and how can they be addressed?

General Isoke:

Well, as a unit, I must again appreciate the government. The unit has been enabled, been given an environment in which it has been able to operate. And like all other institutions, there could be challenges, but we do not have challenges that are insurmountable. Maybe some of the challenges that I can highlight really go to corruption itself. As a vice, it is a very complicated vice. It is highly syndicated and you touch here, you are not touching all of it. It is like an octopus.

In some cases, some corruption cases are direct, so those ones are easy to handle. But in other cases, because of that syndicated approach, you get a little, but it does not move as fast as you would have wished. You may be the investigator, but you are not the prosecutor. If you are the prosecutor, you are not the judge. At times you want the witness, but the witness may not come because of various reasons - and the corrupt are able to do that kind of syndication.

You may be determined as an investigator, but you may not have control on other areas. So the nature of corruption itself is certainly a challenge. Then even the laws. While we also agree that possibly we have not used the laws enough exhaustively, but we think something could also be done.

I told you the number of convictions we had; that is a very high level of proof. You think you have investigated a case, you think you are 100%, but courts will require maybe another 50% on top. So it makes investigations low, it makes investigations expensive, and makes the whole thing very complicated. The level of proof, then, is certainly a challenge. Then you get a suspect interdicted, but the window of the period of interdiction is restricted to about six months. If you have not finished investigations, then this corrupt person will go back. And you are investigating, but you may need, for



example, an expert report from another department, maybe the forensics department, maybe the Auditor General's office, maybe the government laboratory and all of that, for which you may have no influence. Now the six months will pass and this person will go back. Now those are legal challenges. But all in all, I think it is a task that is manageable.

Then of course you have blackmail. As we handle these investigations, certainly you are stepping on some people's toes, and they say corruption fights back. Then you will find that at times some of my staff are being blackmailed, thus being harassed, with all sorts of things. But we know that is part of the game. We remain steadfast.

NDP Evolution Reporter

Thank you for remaining steadfast in this risky service. Now, within the National Development Plan, in what ways is the State House Anti-Corruption Unit contributing to improved service delivery and also good governance?

General Isoke:

Yes thank you for that question. As the anti-corruption unit, we certainly do contribute to the National Development Plan. One of the objectives of the NDP is to ensure social economic transformation of this country. And here social economic transformation, that is where you have some of these programmes we are talking about that His Excellency the President has initiated: talk about the PDM, talk about the Myoga, talk about the youth livelihood programme and others. But how do they thrive amidst individuals who would want to undermine them through corruption? So our assignment is to ensure that those programmes

are insulated against vices of corruption. And as I mentioned earlier, we have made some arrests and convictions. We do not just do arrests, but we also participate in sensitization. Many times when there are trainings in various institutions for example, some of my colleagues have been called upon to sensitize. All of this is meant to raise consciousness of leaders to ensure that social economic transformation succeeds.

So we are going through the hard and soft approach and and we think in that way we are contributing to the National Development Plan.



NDP Evolution Reporter

Thank you. As we conclude, what other message would you like to share with the public and also stakeholders in this fight against corruption?

General Isoke

Thank you. I would wish to appeal to Ugandans out there to take heed of His Excellency the President's continued call, appealing to all Ugandans out there to stand against corruption, because corruption is now our biggest obstacle to development. If we are going to achieve the Tenfold economic growth where we are able to attain the \$500 billion GDP as envisioned by His Excellency the President, then we must all put in our best efforts to ensure

that we reject corruption, we report corruption, and take action against corruption. It could be by taking advantage of the existing institutions like ours, the State House Anti-Corruption Unit, and calling the number given you. Where you cannot call, even write, we have a WhatsApp facility. If one called that number, they will guide you. Use e-mail, we have an e-mail, use the WhatsApp, and we join together. We believe that The NRM has fought many wars and defeated them. This is a little war that can be defeated. Here we say, see something, say something, and corruption will be defeated. Thank you.

NDP Evolution Reporter

Thank you very much General Isoke, for your time and your commitment to national service.

Elimination of Corruption is an Imperative for Accelerated Social Economic Growth



The Prime Minister, Rt Hon. Robinah Nabbanja, Hon. Muluri Mukasa, Minister for Public Service, Hon Akello Rose Lily, Minister of State for Integrity and Ethics, Hon Balaam Byarugahara, Minister of State for Youth and Children Affairs, and Heads of Anti-Corruption Agencies during the commemoration of the International Anti-Corruption Day 2024, at Speke Resort Convention Centre, Munyonyo. December 10, 2024.

Uganda Vision 2040 aims at transforming the country from a predominantly peasant and low-income nation into a modern, upper middle-income economy within three years, under the Fourth National Development Plan (NDP). The government is focused on expanding the size of the economy tenfold, from USD 61.3Bn in FY 2024/25 to USD 500Bn by 2040.

Already, several socio-economic indicators confirm that the country is on the right trajectory to achieving its Vision 2040 goals. For instance, in 2024, Uganda graduated to a lower middle-income economy from a Least Developed Country (LDC). Life expectancy increased to 68.2 years in FY 2023/24, up from 54.5 years in 2002, driven by improved access to health services and massive immunization campaigns. Poverty levels declined to 16.1% in FY 2023/24 from 24.5% in FY 2010/11, while the *share of Ugandans engaged in subsistence production reduced to 33% in FY 2023/24 from 69% in FY 2010/11.*

However, this trajectory can only be sustained and enhanced if corruption, the remaining major obstacle to Uganda's socio-economic growth, is eliminated. Uganda's development journey, as framed by the National Development Plans (NDP I-IV), underscores the conviction that sustainable growth cannot be achieved without integrity, accountability, and effective governance.

NDP IV presents anti-corruption not as a peripheral activity but as an enabler of Vision 2040. It calls for:

- Strengthening integrity systems and oversight mechanisms to close leakages in public finance management, procurement, and service delivery.
- Enhancing accountability and transparency in public institutions through digitization, stronger audits, and open information systems.

OPERATIONS

PDM Beneficiary visits



Head SHACU, Brig Gen Henry Isoke visiting a PDM Beneficiary in Unyama Sub county in Gulu City.



Head SHACU visiting a PDM Beneficiary in Omoro District called Alum Christine who invested her capital in vegetable farming.

- Enforcing strict sanctions against public officers and private actors implicated in corruption to restore deterrence and accountability.
- Promoting civic engagement and citizen reporting of corruption, ensuring communities play a direct role in safeguarding resources.
- Building institutional efficiency by aligning performance management and budgeting with realistic *Indicative Planning Figures (IPFs)* to prevent inflated or non-performing projects.

The concern of NDPs with corruption is not misplaced because, the vice undermines service delivery, diverts resources from priority sectors, and erodes public trust in government institutions. For this reason, the fight against corruption is central to development. The State House Anti-Corruption Unit (SH-ACU), working with ODPP, CID, PPDA, the Auditor General, ISO and other Anti-Corruption Agencies (ACAs), has been pivotal in safeguarding public resources and ensuring that national plans translate into tangible benefits for citizens. SH-ACU's interventions complement the work of other oversight agencies by receiving complaints, coordinating investigations, and following through on accountability measures.

Despite the challenges posed by corruption, Uganda under the stewardship of the National Resistance Movement (NRM) has registered remarkable achievements. From restoring peace and security, to building strategic infrastructure, to expanding

Recoveries



Stolen drugs being offloaded back to Joint medical stores in Kampala after being recovered during an operation.

access to education and healthcare, these gains underscore the resilience of Uganda's development journey. They also illustrate the urgent need to consolidate progress by defeating corruption, ensuring that every shilling spent translates into services and opportunities for citizens.

Tackling corruption has been a defining theme across all phases of Uganda's National Development Plans. Under NDP I, government emphasized institutional strengthening and laying the foundation for accountability structures. With the launch of NDP IV, Uganda has placed even greater

Co-ordination



Head SHACU together with PS, Ministry of Energy and Minerals, IGP, Abbas Byakagaba, Head SHIPU, Col Edith Nakalema, and other representatives during a meeting on illegal mineral crackdown at Naguru Police Headquarters.

priority on governance and anti-corruption as essential enablers of Vision 2040. By curbing financial loss and misuse of public assets, anti-corruption interventions ensure that resources earmarked for health, education, agriculture, and infrastructure reach their *intended beneficiaries*.

Through interventions in procurement fraud, abuse of office, and mismanagement of funds, SH-ACU, working with ODPP and CID, has arraigned 791 persons in court, including 368 Civil Servants and 423 Private Persons. Out of these, 133 convictions have been secured, comprising 77 Public Officials and 56 Private Persons. These interventions have saved or recovered over UGX 57.0925BN worth of public resources, since SH-ACU's inception. While substantial amounts have been recovered, these interventions also *send a strong deterrent message*, reinforcing the culture of accountability.

SH-ACU's interventions in flagship wealth-creation programmes, such as the Parish Development Model (PDM) and Emyooga have also advanced government's goal of transitioning the 33% of Ugandans still engaged in subsistence production into the money economy. With PDM revolving funds capitalized at over UGX 3.3 trillion and Emyooga savings exceeding UGX 87 billion, SH-ACU has acted to safeguard resources, recovering over UGX 628 million and exposing inflated figures worth UGX 13 billion. Over 100 abusers of PDM, including parish officials and SACCO leaders, have been arrested for diverting or extorting funds. These interventions, guided by H.E's strategic leadership, have restored confidence that resources reach intended households and directly support income-generating activities.

If such modest recoveries and deterrence have already saved billions in public resources, the question remains: *how much*

more could Uganda grow if corruption was fully defeated?

Strengthening service delivery has been at the core of SH-ACU's work. Uganda's NDPs consistently highlight service delivery in key sectors as the backbone of inclusive growth. However, where corruption thrives, services suffer. This has been clearly evident in SH-ACU's interventions, for example;

Citizens of Mpigi District petitioned H.E the President about the poor state of roads despite government increasing the Road Maintenance Grant to UGX 1Bn. SH-ACU's intervention uncovered UGX 242M of the 1Bn that had been stolen and disguised as fuel expenses.

In the education sector, H.E directed SH-ACU to investigate inflated enrollment figures used to determine capitation grants in Ntungamo and other districts. Following this, the Ministry of Education and Sports conducted a headcount, that revealed for USE and UPE, capitation grants had been inflated to the tune of Ugx 1.2Bn annually.

In 2014, government contracted Block Technical Service Ltd to construct 54 housing units for staff at Gulu regional Referral Hospital and these were expected to be completed in 2017. While a total of 9.9Bn has been paid to the contractor, the works remain incomplete to date. An Engineering Audit revealed that works paid for worth Ugx 4.1Bn were not done.

When such corruption is unchecked, it erodes public trust in institutions and government, while decisive anti-corruption action restores confidence and strengthens the legitimacy of governance structures. To increase such trust, SH-ACU has developed strong communication channels with citizens, through which complaints are lodged and acted upon. Since its inception in December 2018, SH-ACU has handled over 800,000 citizen complaints.

Central to this fight has been the personal commitment of His Excellency Yoweri Kaguta Museveni, who has consistently called for zero tolerance to corruption. From directing SH-ACU to investigate irregularities in flagship programmes like PDM, to urging law enforcement and oversight bodies to act decisively, H.E has championed anti-corruption as a patriotic duty. He has urged all citizens, especially the youth, to play their part in combating corruption.

Uganda's potential for transformation is undeniable. With abundant natural resources, a young and dynamic population, and strategic geographic positioning, the country stands on the threshold of

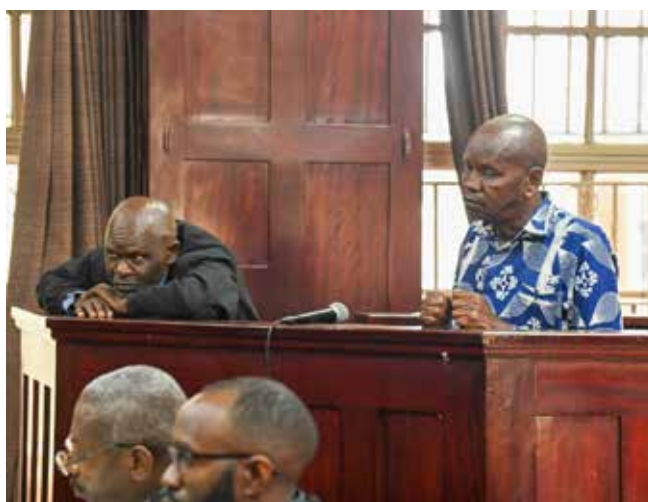
accelerated growth. What often slows this momentum is not a lack of vision or resources, but the diversion and mismanagement of those resources. Therefore, the elimination of corruption is not optional, it is an imperative for Uganda's accelerated socio-economic growth and realization of Vision 2040.

Ultimately, the vision of a corruption-free Uganda is not merely about prosecuting offenders, but about creating a governance culture where integrity is the norm and public resources serve the common good. In this sense, eliminating corruption is indeed an imperative for accelerated social-economic development.

Some civil servants being charged before courts of law



- ▲ Idris Walugembe, the former Town Clerk of Gombe Town Council, Butambala District, pleaded guilty at Butambala Chief Magistrates' Court to charges SH-ACU brought against him for giving out government jobs to ineligible applicants without meeting the minimum requirements.

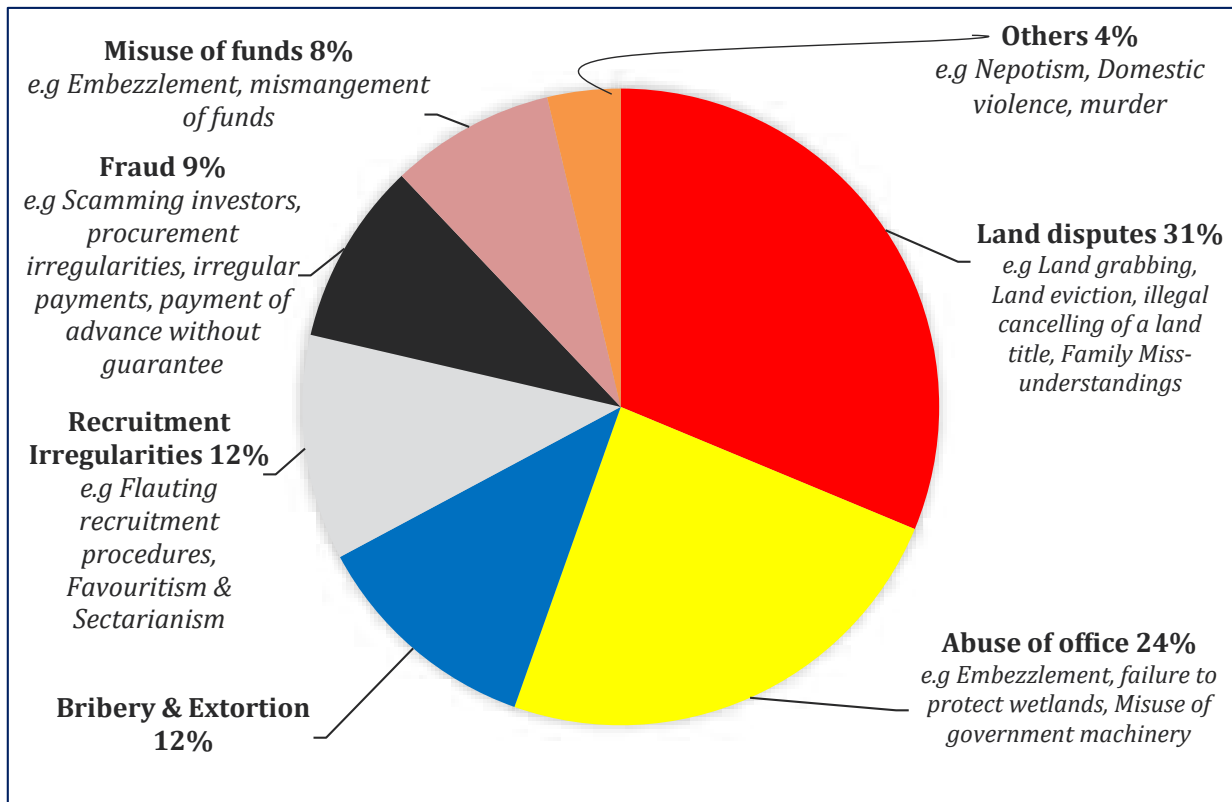


- ▲ The Anti-Corruption Division of the High Court sentencing Matsiko Mutwingire Abert, the former Chief Administrative Officer (CAO) of Ibanda District, and Nuwagira Tom, the District Natural Resources Officer for giving out 13 hectares of Ibanda Forest Reserve government land to individuals without following the proper procedures.

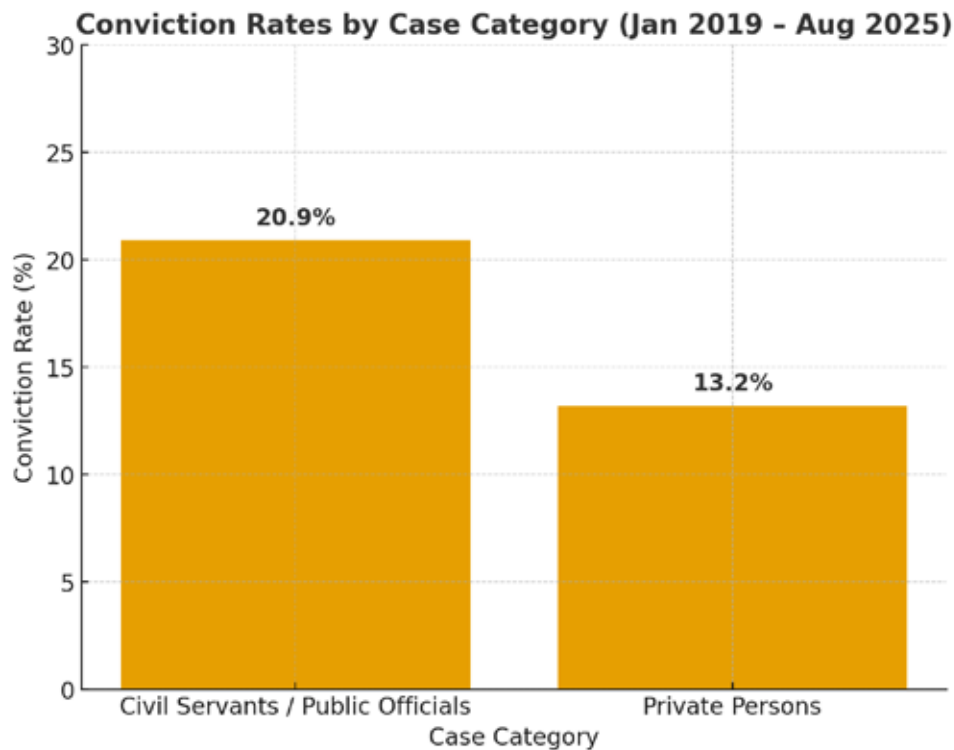
HIGHLIGHTS OF SH-ACU OPERATIONS

Indicator	Cumulative Total	Notes
Complaints received	800,000+	Total complaints handled to date
Persons arraigned in court	791	368 Civil Servants, 423 Private Persons
Convictions	133	77 Public Officials, 56 Private Persons
Funds saved / recovered	UGX 57.0925BN +	Massive increase due to high-value cases

Average Trend of Complaints registered by category over time



Case Outcomes (Convictions)





The Kyansozi-Kampiringisa-Muyira Road in Mpigi District is 6.5 km long. The road has not received maintenance for two financial years, as revealed during the unit's investigations in Greater Mpigi.



Mbizzinya-Kumbya Road is found in Mpigi District (7.3 km). It had taken on a financial year without maintaining it, yet it was constructed in the wetland, so the water floods when it rains heavily, which makes it difficult to access it. It was found out during the unit's investigations in Greater Mpigi.



Police, SHACU, and officials from the Office of the Prime Minister (OPM) take stock of recovered iron sheets from a truck at the OPM stores in Namanve, Mukono District. These sheets were returned by representatives of one of the officials implicated in the iron sheets scandal.



The Investigative team carrying out head counts in UPE schools in Ntungamo District during an investigation of the mismanagement of capitation grants in the district.



Head of Unit with his investigation team inspecting the incomplete housing units for staff of Gulu Referral hospital under construction in Gulu District.



PARLIAMENT SHINES IN IMPLEMENTATION OF THE NATIONAL DEVELOPMENT PLANS



President Yoweri Museveni (R), Speaker Anita Among (L) and Deputy Speaker Thomas Tayebwa at the opening of the regional sitting of Parliament in Gulu City in August 2024.

Uganda's five-year National Development Plans (NDP) are strategies for achieving the long-term goals of the Uganda Vision 2040, which aims to transform the country into a modern and prosperous nation.

From the inception of the NDP framework in 2010, the Parliament of Uganda has played a pivotal role in translating national aspirations into legislative action. Through NDP I, II, and III, Parliament has evolved into a more responsive, accountable, and development-oriented institution. As the

Parliament is poised to deepen its impact through strategic reforms, digital innovation, and inclusive governance.

Achievements of Parliament

The first NDP, implemented from Fiscal Year 2010/11 to 2014/15, focused on growth, employment and socio-economic transformation, evolving from the earlier Poverty Eradication Action Plan (PEAP). The Ninth post-independence Parliament, which served from May 2011 to May 2016, aligned its activities to the NDP1 and registered notable

The Ninth Parliament passed a total of 103 Bills to support infrastructure development, education reform, and public financial management, aligning with Uganda Vision 2040.

Through the adoption of committee reports, resolutions, ministerial statements, handling of petitions and questions for oral answers, Parliament represented the people, approved the budgets and prompted government action in several areas.

In that period, the Parliamentary Commission improved internal systems, including the restructuring of the Parliamentary Service, strengthened key departments including the Parliamentary Budget Office and the Department of Corporate Planning and Strategy, and the Department of Library Services. These offices contribute to core objectives of strengthened public finance management, monitoring and evaluation and support to evidence-based legislation.



Anita Among (MP)
RT HON. SPEAKER



Thomas Tayebwa (MP)
RT HON. DEPUTY SPEAKER

Milestones during NDP II (2015/16-2019/20)

The 10th Parliament that commenced on 21 May 2016 and ended on 11 May 2021, formulated a strategic plan (2020/21 - 2019/20) to provide a framework for delivering its mandate. The plan provided a policy to address institutional capacity challenges and other requirements in line with the NDP II priorities, focusing on sustainable development and democratic governance.



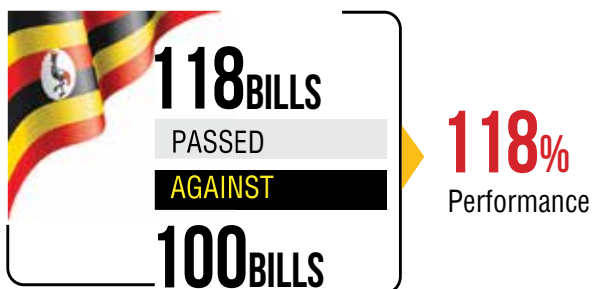
Delegates to the Second National Childrens' Parliament sitting held at the Parliament of Uganda.



The 11th Parliament in session presided over by Speaker Anita Among.

Achievements of the 10th Parliament included the following:

Enactment of legislation that has fostered good governance and human rights. It passed 118 Bills, against the planned 100 Bills representing the performance of 118%. This included amendments for more inclusive representation through amendment of the Parliamentary Elections Act to provide for representatives of older persons.



Secondly, under the oversight function, Parliament is responsible for holding the Executive arm to account by scrutinising its works, ensuring that it does not infringe on the rights of citizens or waste state resources and ensuring that it acts in public interest.



Robinah Nabbanja (MP)

RT HON. PRIME MINISTER AND LEADER OF GOVERNMENT BUSINESS IN PARLIAMENT



Joel B. Ssenyonyi (MP)

LEADER OF THE OPPOSITION IN PARLIAMENT

The oversight tools include internal (Questions for Oral Answer, Prime Minister's Time, committee system, and vetting of appointments among others) and external (Auditor General).

Through these tools, the Prime Minister and ministers respond to urgent questions and make ministerial statements. This responsiveness translated into actions of government service delivery, especially in response to emergencies, for example the Bududa landslides, Kasese floods and COVID-19.

Parliament also intensified scrutiny of public expenditure, with increased adoption of reports of the Auditor General and field oversight visits.

Thirdly, Parliament carried out outreach programmes as a way of opening Parliament to citizens.

The 10th Parliament was more visible and people-centred through activities like Parliament Week, Science, Technology and Innovation Week, Research Week, and outreach to local governments. Parliament had 833 outreach



Backbench
Parliamentary
Commissioners
(Clockwise):
**Hon. Solomon
Silwany; Hon.
Esther
Afoyochan;
Hon. Prossy
Akampurira; and
Hon. Mathias
Mpuuga.**

programmes against the planned 800, hence a performance of 104%. Furthermore, Parliament facilitated timely passing of the budget based on the revised budget cycle in Public Finance Management Act, 2015.



MPs and invited guests in a group photo after the launch of the Parliament of Uganda Strategic Plan in September 2025.

Parliament ensured that gender and equity issues were considered in the budgets by demanding certificates of gender compliance.

The 10th Parliament also appropriated grants for youth, women, persons with disabilities and the elderly.

It also amended its Rules of Procedure to enable virtual plenary attendance by Members of Parliament, which in effect, increased attendance.

International Engagement was another highlight, including hosting of the Commonwealth Parliamentary Conference and participation in global forums thereby elevating Uganda's legislative diplomacy.

Benchmarking visits by MPs sitting on different committees and staff to other jurisdictions with similar laws enabled the acquisition of expert knowledge in examination of Bills and enhanced the interest of the legislators in making laws, thereby improving the quality of Bills enacted.

Transformative Impact Under NDP III (2020/21-2024/25)

The 11th Parliament, whose five-year term ends in May 2026, served or implemented a strategic plan (FY 2020/21-2024/25) which provided direction for institutional growth was a basis for institutional and human capacity development and streamlining of linkages with relevant national, regional and international democratic governance institutions.

The plan was also guided by the Uganda Vision 2040, the NDP III, as well as regional and global planning frameworks such as Agenda 2063 of the African Union, the East African Community 2050 and the Sustainable Development Goals of the United Nations.

The 11th Parliament recorded several achievements during implementation of NDP III.

A key difference under NDP III was the Programme Based Planning and Budgeting that Government of Uganda adopted. It aimed to streamline implementation of NDP III programmes to deliver common results, enhance synergies, and to provide

Parliament ensured that gender and equity issues were considered in the budgets by demanding certificates of gender compliance.



Dr Theopista Mary Wenene

Deputy Head of Public Service and Deputy Secretary to Cabinet speaking at the launch of the Parliament of Uganda Strategic Plan



Adolf Mwesige Kasaija

Clerk to Parliament

for a coordinated framework for implementation monitoring and reporting.

Parliament embraced the Legislation, Oversight, and Representation (LOR) Programme under NDP III, reinforcing its constitutional mandate. LOR plays a central role in the implementation of budgets by ensuring effective resource allocation and the expected output is the Appropriation Act.

Parliament embarked on digital transformation, introducing the Bungeni Platform which enabled online petitioning, Bill tracking, and live streaming of debates. This enhances transparency.

In FY2024/25, Parliament enhanced its committee meeting rooms with appropriate working furniture and recording equipment that has boosted interaction with stakeholders and capacity for tracking business. Also, an ICT Policy was developed and awaits approval by the Parliamentary Commission.

Parliament also improved standards of legislative procedures through amendment of the Rules of Procedure of Parliament for example, the creation the creation of new committees, cotinuation of business on the Order Paper even after the prorogation of the House, and admission of journalists to cover Parliament while in session among others.

In continuation of the Gender and Equity Compliance requirements of the NDP, Parliament established a division within the Department of Corporate Planning and Strategy to oversee



Gender and Equity mainstreaming and tracking in the institution.

Parliament also took steps to build its capacity to support effective legislation. For instance, to address the space constraints, Parliament sought to expand its infrastructure, with construction of a modern Chamber.

The regional sitting enabled Parliament to closely engage with the citizens as they participated in the legislative process.

Citizen engagement was been strengthened through Parliament outreaches to various districts across the country, which has resulted in an increased interest in activities of the legislature that has over one million social media followers.

Parliament publishes notices in various mass media inviting the public to share their views on Bills under consideration of relevant committees, be them sectoral or standing. This gesture has enabled these committees of Parliament to receive expert opinions on the Bills under examination, hence improving

their quality. In addition, Parliament successfully concluded a Regional Parliament Sitting in Gulu City from 28 to 30 August 2024, dubbed, "Taking Parliament to the people".

The regional sitting enabled Parliament to closely engage with the citizens as they participated in the legislative process.

Pending a final review, legislative performance of the 11th Parliament as of November 2025, has been exceptional, passing 115 Bills and adopting 169 committee reports.



Rachael Mijumbi Emaasit,

Director for Coporate Planning and Strategy at the Parliament of Uganda



Launch of the Strategic Plan for the Parliament of Uganda for FY 2025/26 - FY 2029/30 on 26 September 2025.

Strategic Plan for NDP IV (2025/26-2029/30)

The goal of NDP IV is higher household incomes, full monetization of the economy, and employment for sustainable socio-economic transformation. The NDP IV implementation is structured along 18 programmes and Parliament belongs to the Legislation, Oversight and Representation (LOR) Programme.

In response, Parliament promptly developed a new Strategic Plan for the new planning period (FY2025/26 - 2029/30), informed by the Programme Implementation Action Plan of the LOR Programme under the NDP IV.

The plan prioritises strengthening of MPs capacity to scrutinise and enact laws, oversee government programmes and champion the welfare of all Ugandans.



During the NDP IV, Parliament will focus on four strategic objectives namely;

- a) To increase effectiveness and efficiency in legislative processes;
- b) To strengthen oversight and budget alignment to the NDP;
- c) To enhance effectiveness of representation; and
- d) To strengthen institutional capacity for legislation, oversight and representation.

Parliament aims to achieve the following key results by end of FY 2029/30, with FY2023/24 as the baseline year.

- (i) Improved legislative processes as measured by the proportion of laws enacted against Bills presented from 62.7% to 85%.

Parliament aims to achieve the following key results by end of FY 2029/30, with FY2023/24 as the baseline year.

- (ii) Improved alignment of the national budget to the NDP as measured by the Certificate of Compliance from 71.4% to 90%.
- (iii) Strengthened accountability of all government institutions measured by the proportion of unqualified audit opinions from 57% to 70%.
- (iv) Improved responsiveness of Parliament to the needs of the people as measured by the citizen scorecard from 57% to 75%.
- (v) Improved Programme performance from 69% to 90%.



Government Ministers (L-R): Hon. Joyce Moriku Kaducu (State Minister for Primary Education); Hon. Esther Davinia Anyakun (State Minister for Gender, Labour and Social Development); and Hon. Diana Mutasingwa Kagenyi (State Minister in the Office of the Vice-President) at the Parliament sitting in Gulu City in 2024.

Challenges faced by Parliament in implementing the NDPs



- Limited office space. This has necessitated the need to rent additional workspace for MPs and staff, which is costly.
- The legal provisions for programme-based reform to planning and budgeting under the NDP III, have never been amended. For instance, the Appropriation Bill, as provided for under Article 156 of the Constitution and the Public Finance Management Act, 2015 (PFMA) are still based on Votes and not Programmes.
- Inadequate time for the consideration of budgets, especially when MDA submit incomplete budgetary information or Ministerial Policy Statements in a draft form, just to meet the timelines stipulated in the PFMA.
- Technicalities in the processing of Private Member's Bills, such as obtaining the Certificate of Financial Implication from the Ministry of Finance, Planning and Economic Development. For instance, in 2024, only two out of 10 requests for a Certificate of Financial Implications were successful.

Conclusion



Parliament will continue to be at the centre of implementing Vision 2040, Uganda's long-term development blueprint, even as it pursues effectiveness and efficiency in executing its constitutional mandate.

With the policy and visionary guidance from the NDP framework, the Parliament of Uganda, under the leadership of the Rt Hon. Speaker, Anita Among and Rt Hon. Deputy Speaker, Thomas Tayebwa, has matured into a cornerstone of national

development, shaping policy, scrutinising government action, and representing citizens' voices.

Over the next five years, Parliament shall deliberately seek to improve the MPs capacity in scrutinising and passing laws; in reviewing, monitoring and supervising the programmes and policy implementation of the Executive, and in holding Government accountable on behalf of the people of Uganda.

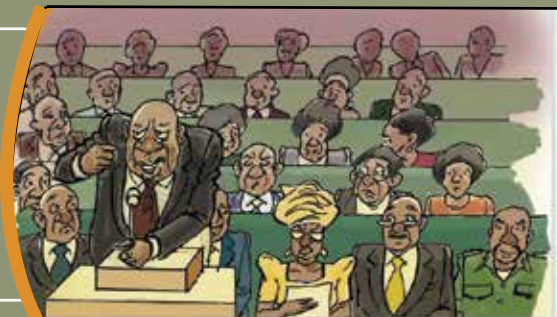


THE ROLES OF A MEMBER OF PARLIAMENT

#1

LEGISLATION

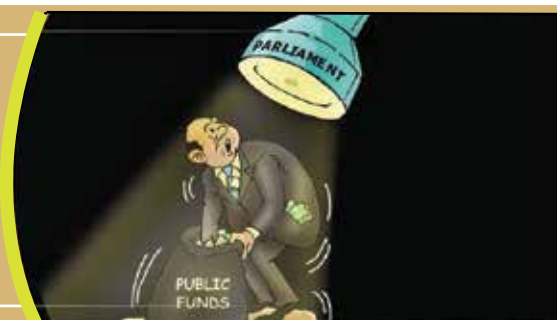
MPs debate and pass laws through which the Institutions of Government endeavour to guide the country's development.



#2

OVERSIGHT

MPs monitor and bring to the attention of ministers and the public the misuse of Government funds, violation of the rule of law and unlawful activities.



#3

REPRESENTATION

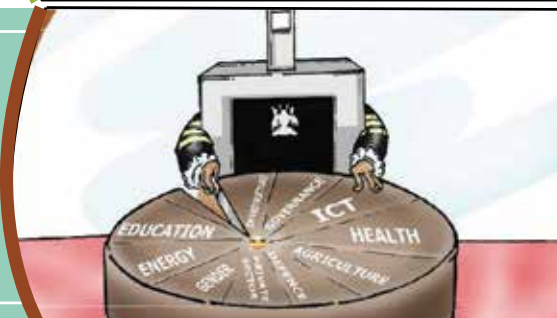
MPs represent their constituents' views in Parliament and bring to the attention of relevant ministers different matters of national concern.



#4

BUDGET APPROVAL

MPs analyse and pass (approve) the national budget for every financial year and approve loans.



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Progress made in Uganda's Development through the National Development Plans (NDPs)





Question & Answer Segment with Dr. Joseph Muvawala, the Executive Director of the National Planning Authority (NPA), on the Evolution of the National Development Plans (NDPs) from the First National Development Plan (NDPI) to the Fourth National Development Plan (NDPIV)



1. Could you briefly explain the genesis of Uganda's Comprehensive National Development Planning Framework (CNDPF)?

Uganda's Comprehensive National Development Planning Framework (CNDPF) is the current framework that guides Uganda's development planning efforts. It articulates the country's long-term aspiration (Uganda Vision 2040) and how this will be operationalized and achieved through the development and implementation of the six 5-year National Development Plans.

The Uganda Vision 2040 aims at transforming the Ugandan society from a peasant to a modern and prosperous country by 2040. This framework replaced

the Poverty Eradication Action Plan (PEAP), shifting from a poverty-focused agenda to a more comprehensive, long-term, and integrated development strategy. The first NDP (NDPI), launched in 2010, laid the foundation for economic transformation by aligning national priorities with strategic investments and policy reforms.

2. What were the key priorities of NDPI (2010/11 – 2014/15)?

The First National Development Plan (NDPI) focused on achieving growth, employment creation, and socio-economic transformation for national prosperity. The plan was designed basing on the "Egg Concept". This aimed at harnessing inter-sectoral linkages, functional relationships, and synergies among economic sectors, which had received insufficient attention in the past.

The concept identified primary growth sectors (sectors and sub-sectors that directly produce goods and services), complimentary sectors (sectors and subsectors that provide institutional and infrastructural support to primary growth and other sectors), Social service sectors (sectors and sub-sectors that provide services required to maintain a healthy and quality population, and human resources for effective engagement in rewarding economic activities), and Enabling sectors (sectors and sub-sectors that provide a conducive environment and framework for efficient

performance of all sectors of the economy). Particularly, its key priorities included:

- i). Infrastructure development, particularly in transport, energy, and ICT, to lower production costs and boost economic productivity. Human capital development with investments in health, education, and skills training to build a capable and competitive workforce. Agricultural modernization, aimed at increasing productivity, ensuring food security, and improving rural incomes. Industrialization and value addition, to stimulate job creation and enhance Uganda's competitiveness in regional and global markets.

NDPI laid the foundation for transforming Uganda into a modern and prosperous country in line with Vision 2040.

3. How did the Second National Development Plan (NDPII) (2015/16 – 2019/20) build on the gains of NDPI?

The NDPII was the second plan in the implementation of the Uganda Vision 2040, and its focus was mainly to propel Uganda into a middle-income status economy by 2020. The plan coincided with the start of the implementation of the SDGs and built on the lessons learnt during the implementation of NDPI. In particular, the plan sought to prioritize better by focusing on only three opportunities: agriculture, tourism, minerals, oil, and gas, and two fundamentals of infrastructure and human capital development.

The Second National Development Plan (NDPII) built upon the foundation laid by NDPI by focusing on accelerating structural transformation through strategic investments in key growth sectors. It prioritized the development of critical infrastructure, particularly in energy, transport, and ICT, to reduce the cost of doing business and unlock the country's production potential. Human capital development was also prioritized during this period. NDPII introduced an export-oriented growth strategy aimed at improving Uganda's trade balance and enhancing competitiveness in regional and global markets. It also deepened regional integration through initiatives that aligned with the East African Community (EAC) and other regional development frameworks.

In addition, NDPII placed greater emphasis on enhancing agricultural productivity and value addition, recognizing agriculture as a key sector for job creation and poverty reduction. During its development and implementation, focus was also put on alignment with the 2030 Global Agenda for Sustainable Development. This helped to incorporate Sustainable Development Goals (SDGs) to promote the attendant inclusive, equitable, and environmentally sustainable growth.



4. What were the major challenges encountered in implementing NDPI and NDPII?

The implementation of both NDPI and NDPII faced some challenges.

In the NDPI, while the Egg concept was relevant, it did not achieve its intended objectives because it captured almost everything with minimum prioritization, and investments were spread too thin to create the desired impact, particularly in the development opportunities. Further, silos continued to exist within and between sectors which also affected coordinated implementation of the plan.

NDPII faced some implementation challenges, leading to the non-achievement of the NDPII goal of attaining a middle-income status by 2020. Also, several implementation reforms were proposed but not implemented. Some of these include: performance contracts for political leaders, a moratorium on the creation of new administrative units, and consolidation of off-budget support under the budget, among others. This substantially affected the efficiency in the delivery of planned results.

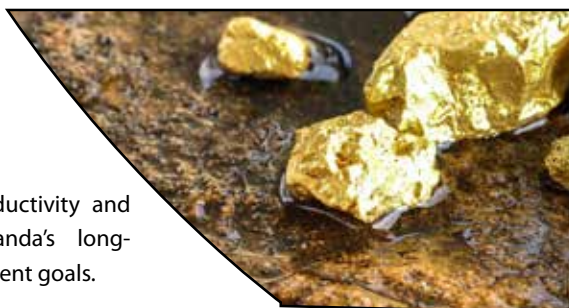
On the overall for both plans, inadequate and unpredictable financing limited the timely execution of key interventions, while the low absorption capacity of available funds, particularly at the local government level, undermined the effectiveness of planned investments. Bureaucratic inefficiencies and weak institutional coordination further slowed implementation, with overlapping mandates, limited accountability, and fragmented planning and budgeting processes affecting coherence and delivery.

Additionally, there was a lack of timely and reliable data to inform evidence-based decision-making and track progress effectively. The plans were also impacted by external shocks, including global economic fluctuations, regional instability, and the growing effects of climate change, all of which disrupted development efforts and strained national resources.

5. How did the Third National Development Plan (NDPIII) (2020/21 – 2024/25) shift the development approach?

The Third National Development Plan (NDPIII) marked a strategic shift in Uganda's development planning. Its focus was on sustainable Industrialization for inclusive growth, employment, and sustainable wealth creation to increase household incomes and the quality of life of Ugandans. The plan is built on the foundation laid in NDPI and II, particularly in addressing the binding constraints in infrastructure and human capital development to industrialize and increase household incomes. To bring households to the center of the development process, the plan introduced the Parish Development Model (PDM) as a delivery mechanism. Further, the plan introduced programme approach to: increase focus on common results; reduce duplication of efforts; strengthen alignment and sequencing between planning, budgeting, and implementation; address the silo approach that existed in the previous plans; and improve efficiency in the delivery of results.

NDPIII placed strong emphasis on increasing production and productivity in key areas such as agriculture, minerals, and manufacturing, as a pathway to industrialization and sustainable economic growth. It promoted an import substitution and export promotion strategy to reduce the trade deficit and improve Uganda's competitiveness in regional and global markets. The Plan also prioritized digital transformation as a key enabler for innovation, service delivery, and economic inclusion. In addition, human capital development through improved education, health, and skills training was identified as central to



unlocking productivity and achieving Uganda's long-term development goals.

6. What lessons from NDPI to NDPIII informed the formulation of the Fourth National Development Plan (NDPIV)?

Some key lessons learnt from the implementation of the previous plans informed the formulation of the NDPIV. These include:

- i). Peace, security, and macroeconomic stability continue to be prerequisites for effective implementation of the plans.
- ii). Macro level interventions need to be accompanied by planned micro-level household-based planning and interventions with deliberate mobilization of the households to engage in market-oriented production and achieve a full monetized economy. Good Plans in themselves, without collaborative implementation, sustained follow-up, and accountability for results, do not guarantee the realization of the desired change. Prioritization and sequencing of development interventions are key for generating impact from the constrained resource envelope. Political will and commitment are critical for the implementation of the key development reforms. Building domestic resilience is critical for insulating the economy from shocks.

For example, the economy remained resilient throughout the COVID-19 shocks, largely due to the existence of food security, and vulnerabilities were noted in areas where the economy largely depended on imports. Availability of financing alone without readiness for implementation is not sufficient for the delivery of development plans.

- iii). The Programme Approach remains the most feasible way to solving implementation silos and attaining collaborative implementation and follow-up of results. Notably, the country's development challenges across the different development planning phases have remained the same. More focus on implementation, follow-up, monitoring, and evaluation. Achievement of desired results in previous plans has been largely undermined by implementation gaps and weak follow-up & monitoring. The implementation gaps are largely explained by limited coordination among implementing agencies and a lack of readiness for priority projects.



7. What are the strategic focus areas of NDPIV (2025/26 – 2029/30)?

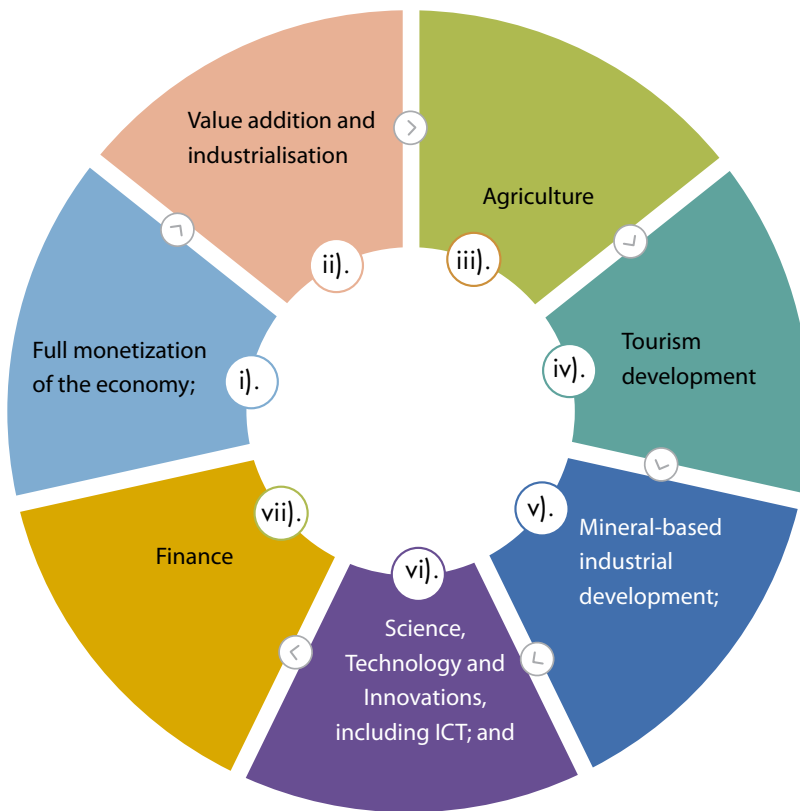
The Fourth National Development Plan (NDP IV) is the first in a series of three five-year plans designed to deliver Uganda's tenfold growth strategy, which aims at expanding the economy from USD 53.7 billion in FY 2023/24 to USD 500 billion by 2040.

The NDPIV is focused towards the consolidation of development gains. Consolidation of development gains will include maintenance of the development base in terms of peace, security and macro-economic stability.

The goal of the Plan is to "Achieve higher household incomes, full monetization of the economy, and employment for

sustainable socio-economic transformation". This goal will be achieved under the theme "Sustainable Industrialisation for Inclusive Growth, Employment, and Wealth Creation".

In pursuit of the goal, the Plan is focused on exploiting high-impact growth areas that will propel a double-digit growth over the NDPIV period and subsequently contribute to a 10-fold growth of the economy over the 15 years leading up to 2040. The government will aggressively invest in improving the country's competitiveness by prioritizing development opportunities and ensuring a rapid uptake of STI in the identified growth areas. These areas include:



The Plan will be delivered through five strategic objectives. These include:

- i). Sustainably increase production, productivity, and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services; Enhance human capital development along the entire life cycle; Support the private sector to drive growth and create jobs; Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT; and
- ii). Strengthen good governance, security, and the role of the state in development.

The Plan adopts a prioritization logic that emphasizes value addition in productive areas with great potential to drive socio-economic transformation. Cognizant of the resource constraint, only key interventions and flagship projects & investments with the potential to propel the economy to double-digit growth, coupled with the generation of new jobs and incomes for the majority of Ugandans, will be prioritized. These include interventions relating to:

- (i) Value addition in agriculture, tourism, minerals, oil & gas;
- (ii) Full monetization of the economy;
- (iii) Infrastructure to support value addition (such as energy generation, transmission, & distribution, STI parks, special export processing zones, industrial parks, and EACOP) and maintenance of existing infrastructure;

- (iv) The knowledge economy, including ICT;
- (v) Railways (Standard Gauge Railway and Meter Gauge Railway) to connect Uganda to regional and external markets and ease the cost of doing business;
- (vi) Reduction of the cost of credit, especially through the Uganda Development Bank (UDB) and Uganda Development Corporation (UDC); (vii) Cultural & creative industry and sports (including hosting of the African Cup of Nations (AFCON);
- (vii) Cost-effective solutions to deliver and consolidate gains in social services, such as preventive health care, primary schools for parishes without a primary school, and secondary schools for sub-counties without a secondary school;
- (viii) Greater Kampala Metropolitan Area (GKMA) as Uganda's major logistical hub, a catalyst and springboard for increasing productivity in all aspects of the economy, including Foreign Direct Investment (FDI), tourism, efficient public services, and highly improved quality of life; and
- (ix) Revenue generation interventions towards an efficient Domestic Revenue Mobilization.

Therefore, discretionary resources of the budget will only finance the NDPIV priority areas for inclusive growth, employment, and wealth creation.

8. How does NDPIV address the issue of financing development programmes?

NDPIV takes a strategic approach to financing by promoting innovative, diversified, and sustainable funding mechanisms to support the implementation of priority programs. Financing of development programmes is through both public financing and private financing. This Plan unlike others introduced Indicative Planning Figures (IPFs) within which the respective programmes planned, without exceeding the financing ceilings.

The overall cost of financing the planned programme interventions over the 5 years is estimated at around Shs. 593,646 billion of which Shs. 413,206 billion is contributed by the Public, while Shs. 180,439 billion is a private sector contribution. This means that 69.6% of the total resources expected to finance the NDPIV will be from the Government consolidated budget, while 30.4% is expected from the private sector.

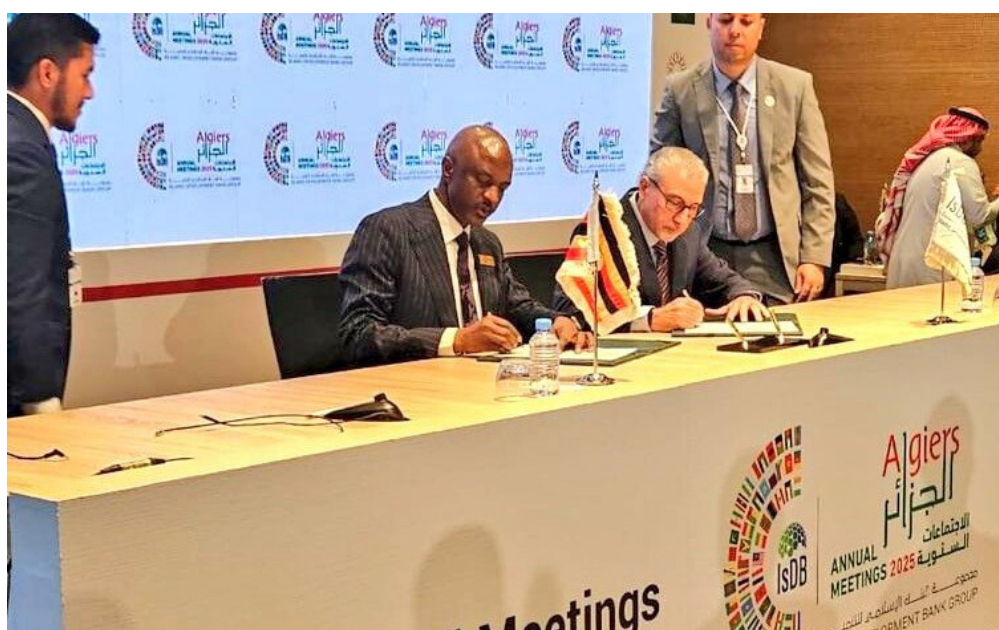
Regarding public funding, the Government shall prioritize the implementation of strategies that increase resources available to finance public investment as laid out in the Domestic Revenue Mobilization Strategy (DRMS). Domestic revenue mobilization is the only sustainable way to increase additional space for sustainable budget expenditures, foster national ownership, and reduce dependency on external assistance. This involves broadening the tax base by identifying and tapping into new sources of revenue, enhancing efficiency in revenue collection by minimizing leakages and ensuring compliance through improved enforcement mechanisms, and reviewing tax exemptions

to ensure that the existing ones are performing effectively, taxpayer registration and services, among other things.

The public sources include: using public debt while balancing concessional and non-concessional borrowing, and minimizing domestic borrowing. The others include: Development Assistance and Grants; Oil and gas revenue generation; Public Private Partnerships; and South-South Cooperation.

The Plan also emphasizes the use of private financing strategies. These include: Private Savings, Cooperatives (SACCOs); Retirement (Pension) Funds; and Blended Finance, including joint financing of regional projects with neighboring countries and developing non-traditional financing sources like venture capital and collective investment vehicles. The other private sources include: Foreign Direct Investment (FDI); Private Remittances and Diaspora Resources; Public-Private Partnerships; NGOs/CSOs-sourced funding; philanthropy; and Climate Finance.

To ensure that available resources are used effectively, NDPIV prioritizes improving efficiency in public expenditure through value-for-money audits, expenditure rationalization, and results-based budgeting. It also aims to strengthen public financial management systems to enhance transparency, accountability, and the timely release and utilization of funds. These measures collectively aim to create a more resilient and responsive financing framework capable of supporting Uganda's long-term development goals.



◀
Ramathan Ggoobi, the Secretary to the Treasury and Rami Ahmed, IsDB Vice-President sign the loan agreement in Algiers, Algeria

9. What role does the private sector play in NDPIV?

The private sector is positioned as a central driver of Uganda's economic transformation under NDPIV. The Plan emphasizes creating an investment-friendly environment by implementing policies that reduce barriers to business, enhance regulatory efficiency, and improve access to affordable and timely credit. By doing so, it aims to empower the private sector to lead growth, innovation, and job creation.

In line with this, the NDPIV strategic articulation specifies objective three as supporting the private sector to drive growth and create jobs. Several programmes and interventions are also designed in this regard. The NDPIV Programmes that directly link to the private sector include: The Private Sector Development and the Manufacturing Programme, including private sector opportunities that emanate from other Programmes that relate to the ATMS, that is, Agro-industrialization, Tourism, Mineral beneficiation, and Science, Technology and Innovation.

Moreover, the Private Sector is key in NDPIV financing. As alluded to earlier, these include: Private Savings; Cooperatives (SACCOs); Retirement (Pension) Funds; Blended Finance; Foreign Direct Investment (FDI); Private Remittances and Diaspora Resources; Public-Private Partnerships; NGOs/CSOs-sourced funding; philanthropy; and Climate Finance.

This private financing of the NDPIV is used as a strategic tool for accelerating infrastructure development and improving service delivery. This collaboration is expected to leverage private capital, technical expertise, and innovation to complement government efforts in sectors such as energy, transport, manufacturing, and digital technologies.

10. How does NDPIV integrate sustainability and climate resilience?

NDPIV places sustainability and climate resilience at the core of Uganda's development agenda. This is evidenced in both the NDPIV goal and theme. The NDPIV goal is to "Achieve higher household incomes, full monetization of the economy, and employment for sustainable socio-economic transformation". The NDPIV theme is to: "Sustainable industrialization for inclusive growth, employment, and wealth creation".

Particularly, the NDPIV Programmes that directly speak to sustainability and climate resilient objectives include: the Agro-industrialization Programme and the Natural Resources, Environment, Climate Change, Land, and Water Management Programme.

Beyond this, sustainability and climate resilience are integrated throughout the NDPIV programs by embedding environmentally responsible practices across all programmes. The Plan promotes the adoption of green energy solutions, such as solar, hydro, and other renewable sources, to reduce reliance on fossil fuels and lower greenhouse gas emissions. It also encourages sustainable agricultural practices that improve productivity while conserving natural resources and enhancing soil health.

In addition, NDPIV emphasizes environmental conservation through the protection of forests, wetlands, and biodiversity to maintain ecological balance and support livelihoods. The Plan strengthens disaster preparedness and climate adaptation measures, including early warning systems and community-based resilience initiatives, to safeguard development gains against the increasing risks posed by climate change.

11. How does NDPIV align with regional and global development agendas?

NDPIV is strategically aligned with key regional and global development frameworks. These include: The East African Community (EAC) Vision 2050; the African Agenda 2063; and the United Nations Sustainable Development Goals (SDGs). Beyond this, each respective Programme also highlighted the respective Programme-specific alignment to their respective regional and global development agenda. By so doing, it ensures that Uganda's national priorities contribute to but are also informed by broader regional, continental, and international objectives for inclusive and sustainable development.

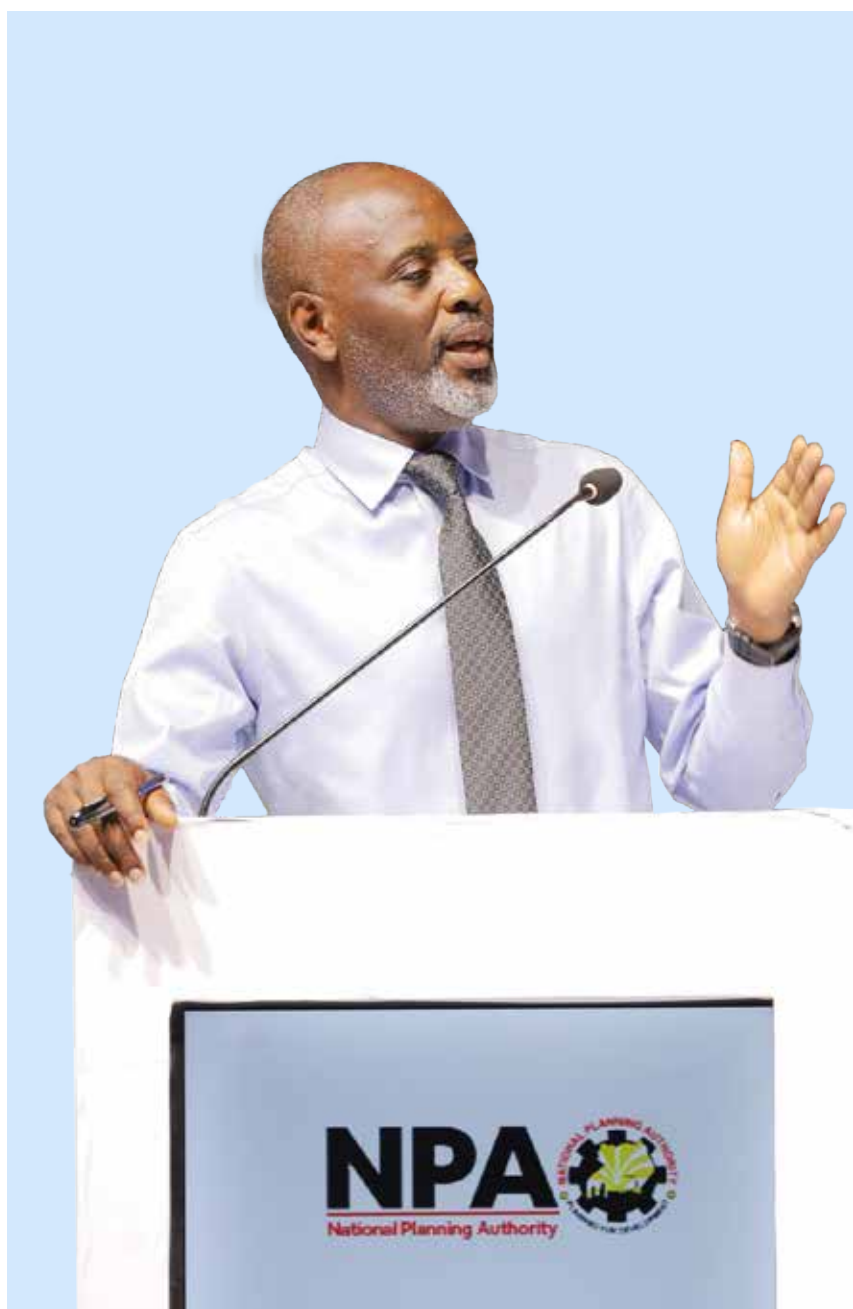
12. What are the key success factors for NDPIV implementation?

The successful implementation of NDPIV will hinge on several interrelated factors. First and foremost is strong political commitment and leadership at all levels to champion the Plan's priorities and drive coordinated action. Equally important is the need for effective governance structures, underpinned by transparency, the rule of law, and sound public sector management to ensure efficient resource utilization and policy coherence. Effective and timely financing of the Plan is also one of the key success factors for the NDPIV.

A robust monitoring, evaluation, and learning (MEL) framework is essential for tracking progress, measuring results, and enabling timely adjustments to implementation strategies. Inclusive stakeholder participation involving citizens, civil society, the private sector, and local governments is critical for fostering ownership, responsiveness, and relevance of development interventions.

Additionally, strategic partnerships with development partners, including regional and international institutions, will provide the technical, financial, and policy support needed to accelerate progress. Finally, institutional capacity strengthening, especially in planning, budgeting, and service delivery, alongside strong accountability mechanisms, will be vital to achieving the targets of NDPIV and sustaining development outcomes over the long term.

13. What message do you have for stakeholders regarding the implementation of NDPIV?



I call upon all stakeholders, including government institutions, the private sector, civil society, development partners, and citizens, to play an active role in the successful implementation of the Fourth National Development Plan (NDPIV). The Plan's goal and objectives can only be achieved through collective responsibility, inclusive participation, and unwavering commitment to Uganda's transformation agenda.

Government agencies must ensure efficient service delivery and policy coherence, while the private sector is encouraged to embrace opportunities for investment and innovation, particularly through public-private partnerships (PPPs). Civil society organizations should continue to play their vital role in advocacy, community mobilization, and promoting social accountability.

I also urge citizens to fully engage with and take advantage of government programs, while holding duty bearers accountable to ensure transparency, equity, and value for money. Development partners are called upon to align their support with national priorities and help scale impactful interventions.

NDP IV Sets Path to Double-Digit Growth



President Yoweri Museveni, on June 6 launched the Fourth National Development Plan (NDP IV) - the first in a series of three five-year plans designed to deliver Uganda's tenfold growth strategy, which aims at expanding the economy from USD 53.7 billion in FY 2023/24 to USD 500 billion by 2040. With a focus on value addition, industrialisation, full monetisation of the economy, and rapid uptake of science, technology and innovation, the Plan targets an annual growth rate of 10.13% by the end of the five-year period. It aims to create nearly 885,000 jobs annually, expand high-value exports, and raise GDP per capita to USD 2,942 as part of Uganda's broader goal of achieving a ten-fold economic expansion by 2040.

In pursuit of the NDP IV objective, the Plan is focussed

on exploiting high-impact growth areas that will propel a double-digit growth over the NDPIV period and subsequently contribute to 10-fold growth of the economy over the 15 years leading up to 2040.

The government will aggressively invest in improving the country's competitiveness by prioritising development opportunities and ensuring a rapid uptake of STIs in the identified growth areas. These areas include: Full monetisation of the economy; Value addition and industrialisation; agriculture; tourism development; mineral-based industrial development; ICT; and Finance.

The Plan emphasises value addition as a main strategy for accelerating growth, employment, and wealth creation to achieve higher household incomes and full monetisation.

The Plan prioritises the following, in line with the prioritisation logic and the Government's focus;

i) Value addition to agriculture (including fisheries and commercial forestry), Tourism, Minerals, and Oil & Gas (petrochemical industry, i.e., refinery and Kabalega industry park).

ii) Infrastructure to support value addition (energy generation, transmission, & distribution, STI parks, special export processing zones, industrial parks, and EACOP) and maintenance of existing infrastructure.

iii) The knowledge economy (Science, Technology, and Innovation), including Information Communication and Technology (ICT).

iv) Railways (Standard Gauge Railway and Meter Gauge Railway) to connect Uganda to regional and external markets and ease the cost of doing business.

v) Reduction of the cost of credit, especially through the Uganda Development Bank (UDB) and Uganda Development Corporation (UDC).

vi) Full monetisation of the economy through the various wealth creation initiatives, including Parish Development Model (PDM) and EMYOOGA.

vii) Cost-effective solutions to deliver and consolidate gains in social services (health and education).

viii) Greater Kampala Metropolitan Area (GKMA). GKMA is to be positioned as Uganda's major logistical hub, a catalyst and springboard for increasing productivity in all aspects of the economy, including FDI, tourism, efficient public services, and highly improved quality of life.

x) Revenue generation. Full implementation of the Domestic Revenue Mobilisation Strategy (DRMS) and seeking innovative revenue generation across all government entities.

Over the Plan period, double-digit growth of 10.13% by FY2029/30 is expected. This is expected to yield an annual average of 884,962 jobs. The GDP per capita is expected to reach USD 2,942, firmly entrenching the country's middle-income status.

Developments in the external sector are expected to contribute positively to growth on account of an increase in exports of high-value commodities. The overall trade balance deficit is expected to improve to 3.5% of GDP in FY2029/30 from 4.5% of GDP in FY2024/25 and average at about 3.6% during the NDPIV period.

The revenue-to-GDP ratio is expected to grow to 18.7% by FY 2029/30 from 14.5% in FY 2023/24, while the expenditure-to-GDP ratio will decline from 24.7% to 19.1% throughout the Plan.



Improved Health, Rising Life Expectancy Signal Uganda's Social Progress Under NDPs



Uganda has made significant strides in improving the well-being of its citizens, with major gains in health, education, and environmental restoration under successive National Development Plans (NDPs). Over the past decade, in-patient malaria deaths have dropped dramatically, life expectancy has risen, and access to both primary and secondary education has expanded.

On June 6, President Museveni launched the Fourth National Development Plan (NDP IV), which will cover the fiscal years 2025/26 to 2029/30. It is the latest in a six-part strategy aimed at accelerating Uganda's socio-economic transformation and laying the groundwork for a ten-fold economic expansion by 2040.

Throughout the execution of the previous NDPs, a strong foundation has been laid for faster growth and socio-economic transformation.

A significant reduction in malaria outbreaks has been recorded over the last 12 years. In-patient malaria deaths reduced to 4.9 per 100,000 in FY 2021/22 from 36 in

FY2010/11. This has mainly been due to the expansion of primary healthcare and the increased investment in preventive measures. The percentage of households that owned at least one insecticide-treated net increased to 100% in 2022 from 60% in 2011. Similarly, full household insecticide-treated net coverage has increased to 99% from 28% in the same period. To sustain these gains, there is a need to prioritise investments in prevention and functionality of primary healthcare facilities.

On average, Ugandans are now living longer. Life expectancy increased to 68.2 years in FY2023/24 from 50.4 in FY2010/11. This has been partly driven by improvements in access to health services and infant and maternal mortality rates. There has been an increase in the population living within a 5 km radius of a health facility to 91% in FY2020/21 from 86% in FY2016/17. In addition, between FY2006/07 and FY2022/23, infant mortality per 1,000 live births has reduced to 36 from 76. This decline has been largely driven by a decline in post-neonatal mortality. However, neonatal mortality stagnated at 27 deaths per 1000 live births for 10 years (2006-2016) before declining to 22 in 2022. There has also been an increasing trend in the prevalence of noncommunicable



diseases such as cancer, diabetes, and cardiovascular diseases. The country needs to focus on improving health infrastructure and systems, especially those related to childbirth, to reduce the neonatal mortality rate. This calls for accelerated investment in preventive, palliative, and specialised healthcare.

Since Ugandans are living longer, there is an opportunity to harness their demographic dividend with substantial investments in education, skills development, and job creation. This will ensure that the growing working-age population becomes a productive driver of economic growth. Uganda's population reached 45.9 million in 2024, up from 34.6 million in 2014, reflecting an annual growth rate of 2.9%. Children (0-14 years) make up 48% of the total population, highlighting the country's youthful demographic. This has created immense pressure on social services, particularly in education and healthcare, as the country grapples with a high dependency ratio of 81%, down from 87% in 2014. The fertility rate remains high at 5.2 children per woman, contributing to a large dependent population. Meanwhile, the working-age group (15-64 years) now makes up 54% of the population, offering the potential for economic growth if adequate jobs are created. However, the youth unemployment rate remains above 16.5%, and urbanisation has increased significantly, with 25% of the population living in urban areas, up from 18% in 2014.

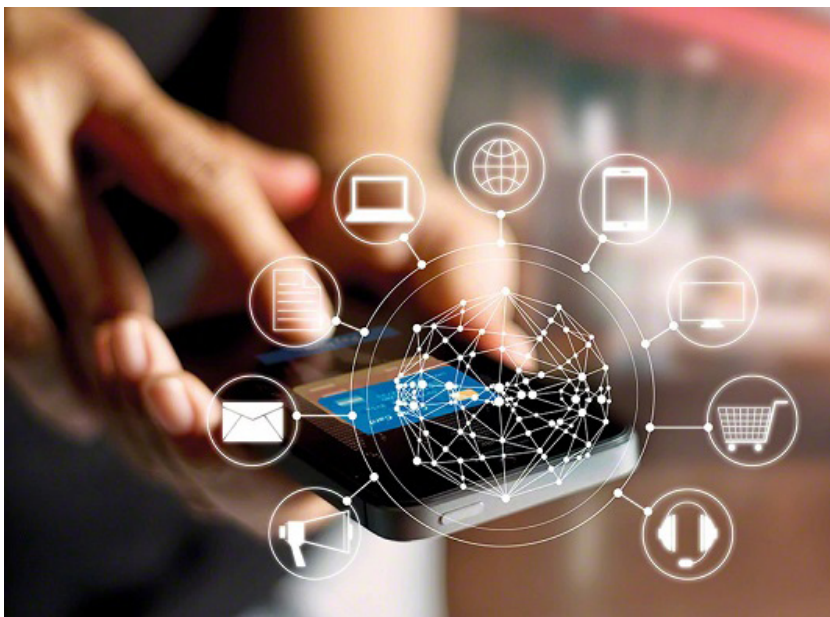
Access to education at all levels increased over time. Primary school net enrollment increased to 80% in FY2019/20 from 83% in FY2012/13. By FY2019/20, 81% of parishes had government-aided schools. At the secondary level, enrolment has increased to 2 million learners in FY2018/19 from 1.2 million (2010), translating into a gross enrolment rate of 36.8% in FY2019/20 from 33.8% in FY2012/13 due to the introduction of USE and the secondary school per sub-county policy. However, this enrolment represents only 32% of students eligible to enrol in secondary. At the primary level, the dropout rate is still high, with only 40% of the

learners who enrol in P.1 completing P.7. In addition, 20% (approx. 2,500,000) of primary school-age children are still left out of school. Whereas gender parity has been achieved at the primary level, it has not yet been achieved in secondary with girls making up 44% of the total enrolment. Less than 50% of all learners in primary and secondary fail to reach the expected proficiency levels in the gateway subjects (literacy and numeracy) and science subjects, respectively. This can potentially frustrate the government's strategy for promoting a science-led economy. There is a need to minimise wastage (repetitions, dropouts, resource allocation, etc.) in both primary and secondary education levels and improve the quality of learning outcomes. At the tertiary level, enrolment has increased to 257,598 students in FY2021/22 from 183,985 students in FY2010/11, but skills mismatches prevail. In addition, science uptake remains low at higher education institutions, with the current ratio of humanities to science courses being 2:5 against a target of 3:5. There is a need to improve the alignment of the tertiary admission and training to the National Human Resource Development agenda.

The Government's restoration and tree planting policy is yielding results. The forest cover as a percentage of the total land area increased to 13.3% in FY2021/22 from 10.7% in FY2010/11. The policy has enabled the leasing of degraded national forest reserves and promoted commercial forestry on private land. Nonetheless, there is a need to invest in sustainable forestry resources value addition and adopt policies that support commercial forestry. This will sustainably conserve the environment and make a business case for forestry.

Sustained investment in human capital, alongside targeted reforms, will be essential to fully realise the social and economic benefits of these gains.

Driving Vision 2040 through ICT: Uganda's Digital Transformation under the National Development Plans



By Patriotic Post Reporter

When Uganda launched **Vision 2040** more than a decade ago, one of its central pillars was technology — a commitment to transform Uganda into a modern, knowledge-based economy driven by information and communication technologies. Today, through successive **National Development Plans (NDPs)**, the country has taken decisive steps to make that vision a reality.

From the rollout of the **National Backbone Infrastructure** to the rise of home-grown digital innovations and e-governance services, Uganda's ICT sector has evolved from a supportive industry into a cornerstone of national transformation. Each phase of development — from NDP I through NDP III, and now entering NDP IV — has placed technology at the centre of productivity, service delivery, and socio-economic inclusion.

Laying the Digital Foundations: NDP I

The first National Development Plan (2010/11–2014/15) set the stage by focusing on building **connectivity and institutional capacity**. The government, through the **National Information Technology Authority – Uganda (NITA-U)**, embarked on the construction of the **National Data Transmission Backbone Infrastructure (NBI)** — a fibre-optic network linking government ministries, departments, and agencies across the country.

By the end of NDP I, over **1,400 kilometres** of fibre had been laid, establishing a strong foundation for digital communication and public sector automation. The introduction of the **National Information Technology Policy** also formalised ICT as a cross-cutting enabler for development across all sectors — from health and education to agriculture

and trade.

Scaling Access and Digital Services: NDP II

Building on those foundations, NDP II (2015/16–2019/20) emphasised the expansion of digital access and the creation of enabling systems for e-government and innovation. The National Backbone Infrastructure grew beyond 3,000 kilometres, linking up with regional networks through Kenya, Tanzania, and South Sudan to improve bandwidth and reduce internet costs.

Government also launched key platforms like the **e-Government Portal** (www.ecitizen.go.ug), bringing together various online services such as tax filing, licensing, and registration under one roof. The rollout of the **National Identification and Registration Authority (NIRA)** gave Uganda a digital ID system, crucial for efficient public service delivery, financial inclusion, and national security.

During this phase, the private sector and youth innovators also began to play a transformative role. Start-ups in fintech, mobile apps, and e-commerce gained traction, supported by hubs such as **Innovation Village**, **Hive Colab**, and **Outbox Hub**. The government's **ICT Innovation Support Programme** — under the Ministry of ICT and National Guidance — further demonstrated the state's commitment to nurturing local talent and digital entrepreneurship.

ICT for Transformation: NDP III

The current plan, **NDP III (2020/21–2024/25)**, identifies digital transformation as one of the key programmes for driving inclusive and sustainable growth. It aligns closely with global trends — particularly the **Fourth Industrial Revolution (4IR)** — and positions ICT as an enabler of efficiency, competitiveness, and citizen empowerment.

Under NDP III, Uganda has accelerated initiatives such as:

- The **e-Government Interoperability Framework**, allowing government systems to communicate seamlessly;
- The **National Cloud Data Centre**, providing secure hosting for public sector information systems;
- **Digital payment integration** through mobile money and government services;
- **ICT skilling programmes**, particularly for youth and women, to promote employment and innovation.

The **Digital Uganda Vision**, launched in 2020, provided a clear roadmap for leveraging ICT to transform the economy, government, and society. Its aim is to create a digitally empowered people, where technology enhances productivity, transparency, and inclusion.

Bridging the Gaps: Rural Connectivity and Digital Inclusion

Despite these advances, challenges remain — particularly around **affordability, access, and digital literacy** in rural areas. The government, through NITA-U and the **Uganda Communications Commission (UCC)**, has been working to bridge these gaps through the **Rural Communications Development Fund (RCDF)** and initiatives that extend broadband access to schools, hospitals, and local governments.

The **MyUG Free Wi-Fi** service in major towns, the **Digital Terrestrial Television migration**, and partnerships with telecom operators have expanded access to digital platforms. Even projects like the **Parish Development Model**

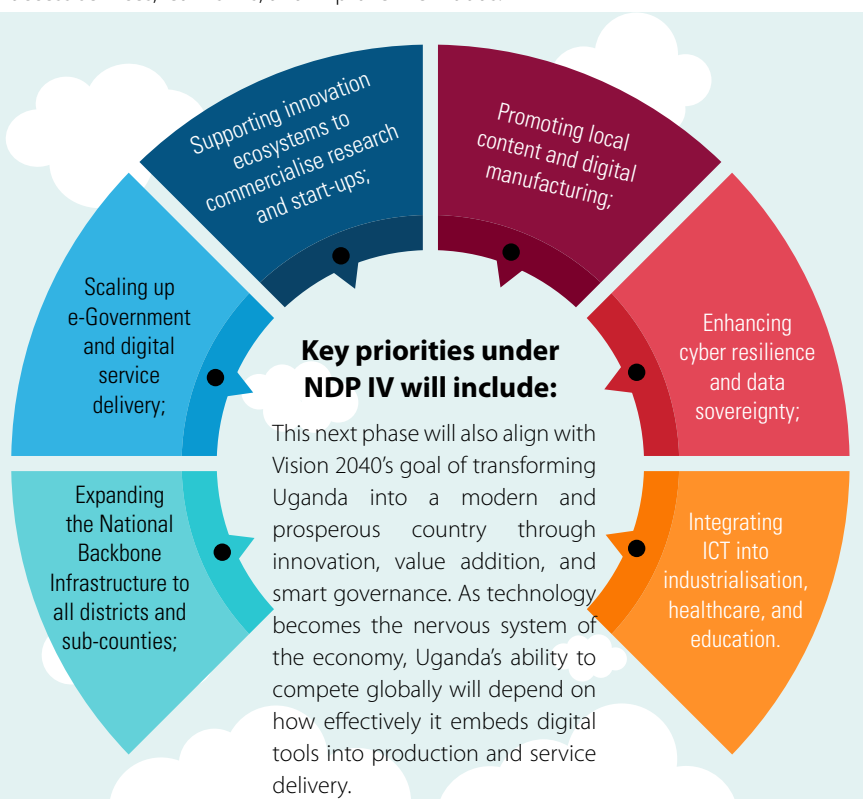


(PDM) are increasingly relying on ICT to ensure efficient data collection, monitoring, and financial inclusion at the grassroots.

As digital transformation moves deeper into the countryside, the focus has shifted from mere connectivity to meaningful connectivity — ensuring citizens can use digital tools to access services, learn skills, and improve livelihoods.

NDP IV and the Future: Towards a Smart and Innovative Nation

The NDP IV (2025/26–2029/30), recently launched by His Excellency President Yoweri Museveni, envisions a future where ICT underpins every sector of national life — from agriculture and manufacturing to governance and education. It focuses on consolidating earlier gains while addressing persistent challenges such as cyber security, data protection, and ICT human capital. (Get photo of President Museveni launching NDP IV at Kololo on June 5, 2025)



The People Behind the Progress

Behind Uganda's digital progress is a growing ecosystem of actors — from policy-makers and technocrats to innovators, educators, and entrepreneurs. Institutions such as NITA-U, UCC, the Ministry of ICT and National Guidance, and the National Planning Authority (NPA) continue to work in collaboration to align infrastructure, policy, and innovation with national priorities.

Equally important are Uganda's youth — the digital generation driving innovation in fintech, agritech, healthtech, and e-learning. Uganda's young people have immense potential to bring about a technology-driven economy. Through initiatives like the Presidential Skilling Hubs, Innovation Hubs, and digital entrepreneurship grants, the country is investing in the skills needed to power its future.

A Connected Vision: From Planning to Transformation

The story of ICT in Uganda is, in many ways, the story of Vision 2040 coming to life — a journey of connecting people, institutions, and opportunities. From fibre-optic cables snaking beneath our soil to mobile applications connecting farmers and traders, technology is redefining what it means to participate in the national economy.

As Uganda moves into the NDP IV era, the message is clear: digital transformation is no longer a choice — it is the pathway to achieving Vision 2040. Every new innovation, policy, and infrastructure project brings the country closer to a future where ICT is not just an enabler, but the very engine of growth, inclusion, and prosperity.

The essence of Vision 2040 is a connected nation that is empowered by technology, and ready to face the future with confidence.

ICT and Vision 2040 — By Numbers

1. National Backbone Infrastructure (NBI)

Over 4,000 kilometres of fibre laid across the country, linking more than 700 government sites in 60 districts.

2. Internet Penetration

Uganda's internet penetration has grown from less than 10% in 2010 to over 60% by 2025, driven by mobile broadband.

3. Digital Identity

More than 27 million Ugandans are now registered under the National ID system, facilitating access to banking, education, and public services.

4. e-Government Services

Over 100 government services are now available online via www.ecitizen.go.ug, improving efficiency and transparency.

5. ICT Employment

The ICT sector contributes over 2% of GDP, with growing job creation in software development, BPO, and innovation start-ups.

6. Innovation Support

Over 100 start-ups supported under the ICT Innovation Fund, with hubs established across major towns to nurture young innovators.



Made in Uganda, Powered by Innovation: The Rise of Kiira EV Motors



In the heart of Uganda's industrial awakening, a new engine is roaring to life – one powered not by fossil fuels, but by innovation, sustainability, and national pride. Kiira EV Motors, Uganda's first automotive manufacturing company, is more than a factory; it is a symbol of transformation. As the country embarks on the rollout of the Fourth National Development Plan (NDP IV), Kiira stands as a flagship project driving inclusive growth, technological advancement, and economic self-reliance.

From Campus Concept to National Enterprise

The journey of Kiira EV Motors began in 2007 at Makerere University, where a group of engineering students dared to dream of building Uganda's first electric vehicle. That dream materialized in 2011 with the unveiling of the Kiira EV prototype a two-seater electric car that captured national attention and sparked a movement.

Over the years, the initiative evolved from a university research project into a government-backed enterprise. In 2014, Kiira Motors Corporation (KMC) was established as a state-owned company under the Uganda Investment Authority. Its mandate: to champion automotive innovation and position Uganda as a regional leader in vehicle manufacturing.

This evolution mirrors the trajectory of Uganda's development plans. NDP I and II emphasized science, technology, and innovation as drivers of transformation. NDP III built on this foundation with a focus on industrialization and value addition. Now, under NDP IV, Kiira EV Motors is delivering on that promise, turning vision into vehicles.

The Kiira Vehicle Plant: A Milestone for Industrialization

On September 26, 2025, President Yoweri Kaguta Museveni officially commissioned the Kiira Vehicle Plant in Jinja, a landmark

moment in Uganda's industrial journey. Built on 100 acres of land, the plant is the first comprehensive automotive manufacturing facility in East and Central Africa. It boasts a production capacity of 2,500 vehicles annually, averaging 11 vehicles per day.



At the launch, President Museveni hailed the plant as a testament to Uganda's capacity to build modern industries that can compete globally. He emphasized that Uganda spends over \$800 million annually importing vehicles, a figure that could be significantly reduced through local production. "We have a clear vision for what will transform our society," he said, linking the project to the strategic use of Uganda's natural resources and the broader goals of NDP IV.

The plant's commissioning marks a shift from dependency to self-reliance. It signals Uganda's readiness to move from being a consumer of imported technology to a producer of homegrown solutions.

Driving Green Mobility and Climate Action

At the core of Kiira's mission is a commitment to sustainable transportation. With climate change posing a growing threat to livelihoods and ecosystems, the shift to electric vehicles (EVs) offers a cleaner, more resilient alternative.

Kiira's lineup includes:

- ▶ Kayoola EVS: Fully electric buses designed for urban mass transit.
- ▶ Kayoola Diesel Coach: Long-distance buses optimized for fuel efficiency.
- ▶ Kiira EV SMACK: A hybrid sedan combining electric and internal combustion power.

These vehicles are tailored to Uganda's terrain, energy infrastructure, and mobility needs. They reduce carbon emissions, lower fuel costs, and promote energy independence, aligning with Uganda's climate goals under NDP IV, which prioritize green growth and environmental stewardship.

Moreover, Kiira's focus on electric mobility supports Uganda's transition to a low-carbon economy and complements global efforts to combat climate change.

Economic Impact and Job Creation

Beyond environmental benefits, Kiira EV Motors is catalyzing economic transformation. The Jinja plant is expected to create over 2,000 direct jobs and thousands more through its supply chain. From welders and technicians to designers and marketers, the company is nurturing a new generation of skilled workers.

Kiira's emphasis on local sourcing, using Ugandan materials and suppliers, supports domestic industries and strengthens economic resilience. This approach echoes NDP IV's focus on value addition, import substitution, and industrial linkages.

Additionally, the plant is a hub for skills development, offering training programs for engineers, artisans, and vocational students. It is not just building vehicles, it is building capacity.

Technology Transfer and Regional Leadership

Kiira EV Motors is positioning Uganda as a regional hub for automotive innovation. Through partnerships with international firms and research institutions, the company is facilitating technology transfer and knowledge exchange.

The goal is not just to produce vehicles for Uganda, but to serve markets across East Africa and beyond. With the African Continental Free Trade Area (AfCFTA) opening new trade corridors, Kiira is poised to become a key player in regional mobility.

This ambition aligns with NDP IV's vision of regional integration and export-led growth. By leveraging Uganda's strategic location and skilled workforce, Kiira can drive industrial competitiveness across borders.

Challenges and the Road Ahead

Like any pioneering venture, Kiira EV Motors faces hurdles. Infrastructure gaps, limited charging stations, and public awareness remain challenges to widespread EV adoption. The high initial cost of electric vehicles also poses a barrier for many consumers.

However, these challenges are not insurmountable. With continued government support, strategic partnerships, and public



engagement, Kiira can overcome these obstacles. The company is already working with stakeholders to expand charging infrastructure, offer financing options, and conduct public education campaigns.

Policy alignment will be key. Incentives for EV adoption, investment in renewable energy, and integration of EVs into public transport systems can accelerate progress.

Conclusion: A Vehicle for National Progress

Kiira EV Motors is more than a car manufacturing company, it is a symbol of Uganda's development journey. From NDP I's emphasis on innovation to NDP IV's vision of industrialization and sustainability, Kiira Vehicle Plant embodies the spirit of progress.

Its story is one of resilience, ambition, and ingenuity. It shows that with vision, investment, and collaboration, Uganda can build industries that serve its people, protect its environment, and compete on the global stage.

As the engines rev and the wheels turn, Kiira EV Motors within the Vehicle Plant, is driving Uganda into a future that is locally built, environmentally sound, and economically empowered.

Beyond Survival: Strengthening Mental Health in Uganda's Development Agenda



Introduction

For decades, Uganda's health sector has made remarkable strides, from expanding access to essential services to reducing maternal and child mortality. Yet, one critical dimension of health has remained largely in the shadows: mental health. As the country enters the rollout phase of the Fourth National Development Plan (NDP IV), mental health is finally gaining the attention it deserves, not just as a medical concern, but as a pillar of national development.

A Quiet Crisis with Loud Consequences

Mental health disorders affect millions of Ugandans, often silently. According to a 2025 report presented to the Parliamentary Forum on Mental Health, nearly 14 million Ugandans, almost a third of the population, are currently living with mental health conditions. This includes 22.9% of children and 24.2% of adults, with depression and anxiety emerging as the most prevalent disorders.

In the Tooro and Rwenzori sub-regions alone, over 700,000 people are battling mental illness, with Fort Portal Regional Referral Hospital serving as the only specialized mental health facility in the area. In Kampala's informal settlements, community health workers report rising cases of substance abuse, trauma, and stress-related disorders, particularly among youth and women.

These numbers reflect a growing crisis that touches every corner of the country - from crowded urban neighbourhoods to remote rural villages. The burden is not only emotional and social, it is also economic. Mental illness reduces productivity, increases healthcare costs, and undermines national development.

Policy Shifts and Strategic Inclusion

Historically, mental health services in Uganda have been underfunded, stigmatized, and concentrated in a few urban

centers. But the tide is turning. The Ministry of Health has taken steps to integrate mental health into primary care, train health workers in basic psychosocial support, and expand community-based services.

The National Mental Health Policy and Strategic Plan provide a framework for scaling up services, improving data collection, and reducing stigma. Under NDP IV, mental health is no longer a fringe issue, it is embedded in broader goals of inclusive health, education, and social protection.

This shift reflects a growing understanding that mental well-being is essential for learning, working, parenting, and participating fully in society. It also aligns with Uganda's commitments under the Sustainable Development Goals (SDGs), particularly Goal 3: Ensure healthy lives and promote well-being for all at all ages.

Community-Led Healing and Innovation

Across Uganda, grassroots initiatives are leading the way. Peer support groups, youth-led campaigns, and faith-based counseling programs are helping people heal and reconnect. In Banda's Acholi Quarters, for example, community health camps are normalizing mental health conversations and encouraging early intervention.

Digital platforms are also emerging to offer anonymous support and mental health education, especially for young people. These innovations align with NDP IV's emphasis on local solutions, technology, and citizen engagement. They demonstrate that mental health care does not always require a hospital; it can begin with a conversation, a safe space, or a listening ear.

The Role of Education and Awareness

Stigma remains one of the greatest barriers to mental health care in Uganda. Many people still associate mental illness with weakness, curses, or criminality. As a result, individuals delay seeking help or never seek the help at all.

Public education campaigns are essential to changing these perceptions. Schools, workplaces, religious institutions, and media platforms can all play a role in promoting mental health literacy. By teaching people to recognize symptoms, seek help early, and support others, Uganda can build a more compassionate and resilient society.



Workforce and Infrastructure Gaps

Despite progress, Uganda faces a severe shortage of mental health professionals. According to the Ministry of Health, the country has fewer than 50 psychiatrists serving a population of over 45 million. Most are based in Kampala, leaving rural areas underserved.

Facilities are also limited. Butabika National Referral Hospital remains the primary mental health institution, and regional units are often under-resourced. To meet the goals of NDP IV, Uganda must invest in training, recruitment, and retention of mental health workers including psychologists, psychiatric nurses, and social workers.

Infrastructure development is equally critical. Expanding mental health units in regional hospitals, integrating services into health centers, and ensuring access to essential medications will be key to scaling up care.



Financing Mental Health

Mental health currently receives less than 1% of Uganda's national health budget. This under-investment limits service delivery, research, and innovation. Yet the economic cost of inaction is far greater. Studies show that every dollar invested in mental health yields a fourfold return in improved health and productivity.

NDP IV presents an opportunity to reframe mental health as a development investment and not as a cost. By allocating resources strategically, Uganda can reduce the long-term burden of untreated mental illness and unlock the full potential of its human capital.



Conclusion: Mental Health as a Development Priority

As Uganda charts its path under NDP IV, mental health must be seen not as a luxury, but as a necessity. It is the foundation of resilience, innovation, and national progress. By investing in mental well-being, Uganda invests in its people and in a future where every citizen can thrive, not just survive.

The journey ahead will require courage, collaboration, and compassion. But with the right policies, partnerships, and the public will, Uganda can build a mental health system that leaves no one behind.

Understanding Uganda's National Development Journey: From Vision to Action

The Evolution of Uganda's Comprehensive National Development Planning Framework (CNDPF)

Uganda's Comprehensive National Development Planning Framework (CNDPF) guides the country's development agenda. It lays out the vision and roadmap toward Uganda Vision 2040, which aspires to transform Uganda from a predominantly peasant society into a modern, prosperous nation by 2040. The CNDPF replaced the Poverty Eradication Action Plan (PEAP), marking a shift from poverty alleviation to a holistic, long-term development strategy. This transformation began with the First National Development Plan (NDPI) in 2010.

The First National Development Plan (NDPI) FY2010/11 – FY2014/15: Laying the Foundation

The First National Development Plan (NDPI) FY2010/11-FY2014/15 centered on growth, job creation, and socio-economic transformation. Guided by the "Egg Concept", it promoted sectoral integration by categorizing the economy into primary growth sectors, complementary sectors, social service sectors, and enabling sectors. Key focus areas included infrastructure development (transport, energy, ICT), human capital development (health and education), agricultural modernization, and industrialization. NDPI laid the foundation for structural transformation in line with Vision 2040.

The Second National Development Plan (NDPII) 2015/16-2019/20; Building Momentum

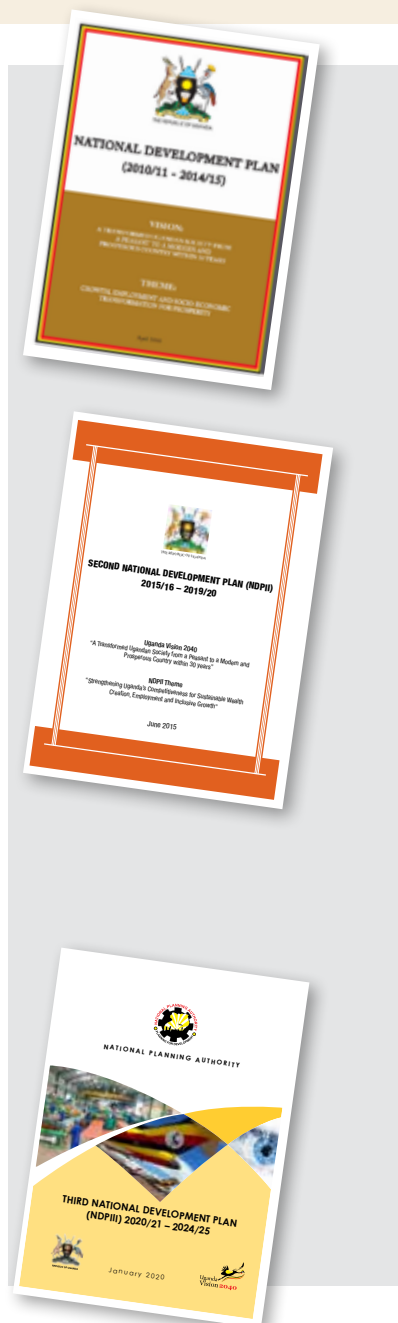
The Second National Development Plan (NDPII) aimed to elevate Uganda to middle-income status by 2020. It focused on three growth opportunities: agriculture, tourism, minerals, oil, gas and two enablers: infrastructure and human capital. Strategic emphasis was placed on export-led growth, regional integration, and agricultural value addition. NDPII also aligned with the SDGs and sought to mainstream sustainability and inclusivity in national development efforts.

Challenges in NDPI and NDPII Implementation

Despite strategic intent, both NDPI and NDPII faced implementation setbacks. NDPI's broad "Egg Concept" lacked prioritization, and sectoral silos affected coordinated efforts. NDPII failed to achieve its middle-income goal, with several proposed reforms left unimplemented. Common challenges included inadequate financing, bureaucratic inefficiencies, poor coordination, limited local capacity, and unreliable data. External shocks such as climate change and global economic shifts further strained execution.

The Third National Development Plan (NDPIII) FY2020/21 – FY2024/25: A Strategic Shift

The Third National Development Plan (NDPIII) marked a turning point with its theme: "Sustainable Industrialization for Inclusive Growth, Employment, and Wealth Creation." It introduced the Parish Development Model (PDM) to bring development to the grassroots and adopted the programme approach to break silos and enhance alignment across sectors. The plan focused on boosting production in agriculture, manufacturing, and minerals, promoting digital transformation, and positioning Uganda for import substitution and export growth.



Key Lessons from Previous Plans Shaping NDPIV

Experience from NDPI to NDPIII provided critical lessons:

- (i) Peace, security, and macroeconomic stability are non-negotiable for development.
- (ii) Household-level planning and market-oriented production are crucial.
- (iii) Implementation is just as important as planning.
- (iv) Sequencing and prioritization must match the available resources.
- (v) Building economic resilience and strengthening coordination among stakeholders are essential.
- (vi) The programme approach enhances accountability and breaks down institutional silos.

The Fourth National Development Plan (NDPIV) FY2025/26 – FY2029/30: Driving Uganda's Tenfold Growth Strategy

The Fourth National Development Plan (NDPIV) marks the beginning of a bold journey to expand Uganda's economy from USD 53.7 billion to USD 500 billion by 2040. The plan's goal is to **"Achieve higher household incomes, full monetization of the economy, and employment for sustainable socio-economic transformation,"** under the theme **"Sustainable Industrialization for Inclusive Growth, Employment, and Wealth Creation."**



Strategic objectives include:

- 
1. Boosting productivity and value addition in priority sectors.
 2. Enhancing human capital across all life stages.
 3. Supporting private sector-led job creation.
 4. Expanding strategic infrastructure.
 5. Strengthening governance and the role of the state.

Key priority areas are agriculture, tourism, mineral-based industrialization, Science and technology, finance, and infrastructure. Only high-impact interventions with potential for job creation, income generation, and economic growth will be financed.

Financing NDPIV: A Public-Private Model

NDPIV will be financed through a mix of public (69.6%) and private (30.4%) funding, totaling UGX 593.6 trillion. It introduces Indicative Planning Figures (IPFs) to guide realistic programme budgeting.

Public financing strategies include enhanced domestic revenue mobilization, better tax administration, debt management, and utilization of oil revenues. Private financing will come from savings, SACCOs, pensions, diaspora remittances, FDI, philanthropy, blended finance, and PPPs.

Efficiency will be improved through value-for-money audits, rationalized spending, and results-based budgeting.

Private Sector: A Core Driver in NDPIV

The private sector is positioned as a catalyst for economic transformation. Through reforms that reduce the cost of doing business and increase access to credit, NDPIV empowers the private sector to lead in investment, innovation, and job creation.

Key programmes include Private Sector Development, Manufacturing, Agro-industrialization, Tourism, Mineral Beneficiation, and Science & Technology. The sector will also play a critical role in financing and co-implementing infrastructure and service delivery projects through PPPs and other partnerships.

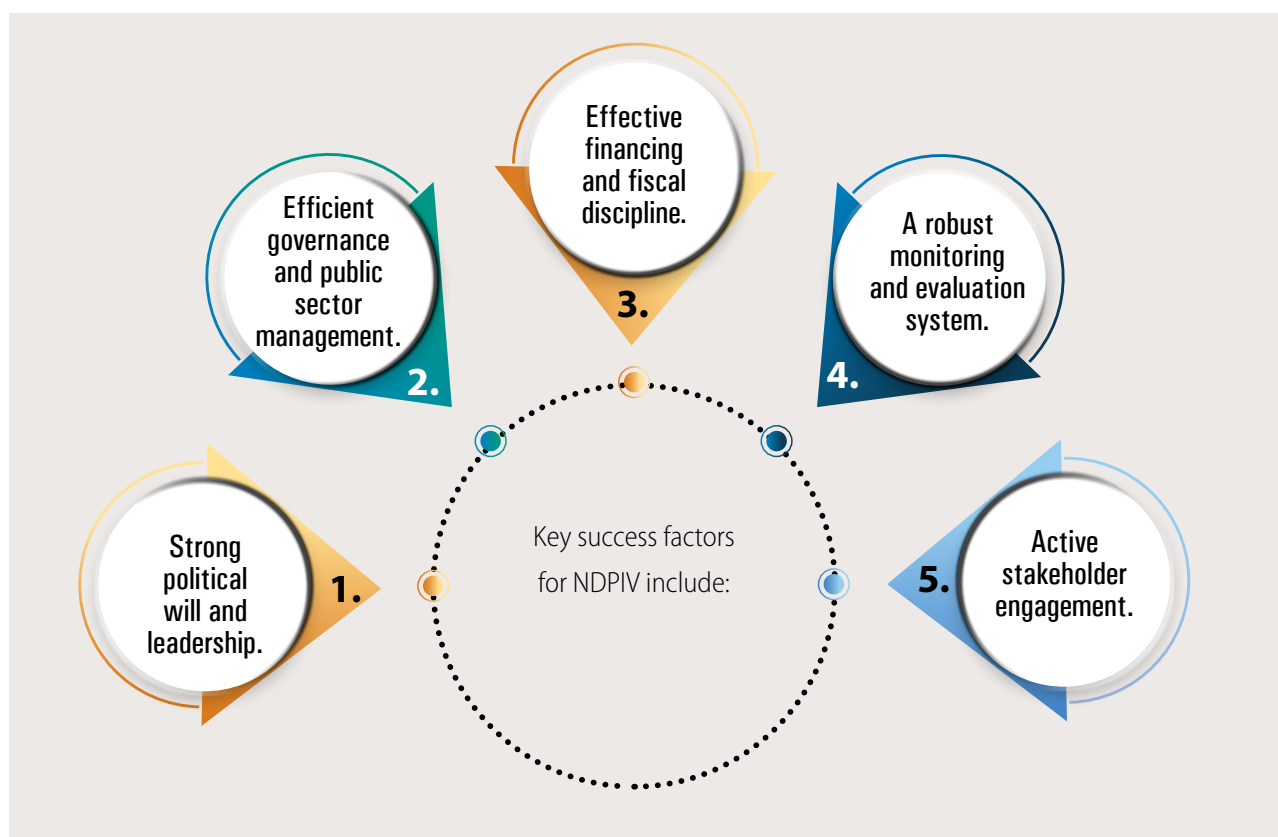
Sustainability and Climate Resilience at the Core

NDPIV embeds environmental sustainability and climate resilience throughout its programmes. It supports green energy (solar, hydro), sustainable agriculture, biodiversity conservation, and disaster preparedness. Programmes like Natural Resources and Agro-industrialization are geared toward ensuring environmental protection while pursuing socio-economic growth. Climate finance and ecological balance are emphasized as key enablers of long-term transformation.

Alignment with Regional and Global Development Agendas

NDPIV is fully aligned with the East African Community Vision 2050, Africa Agenda 2063, and the UN Sustainable Development Goals (SDGs). Each programme under the Plan references relevant regional and global commitments, ensuring that Uganda's development is globally competitive and locally impactful.

Enabling Factors for Successful Implementation



Strategic partnerships and institutional capacity strengthening.

These factors, when aligned, will transform Uganda's aspirations into measurable progress.

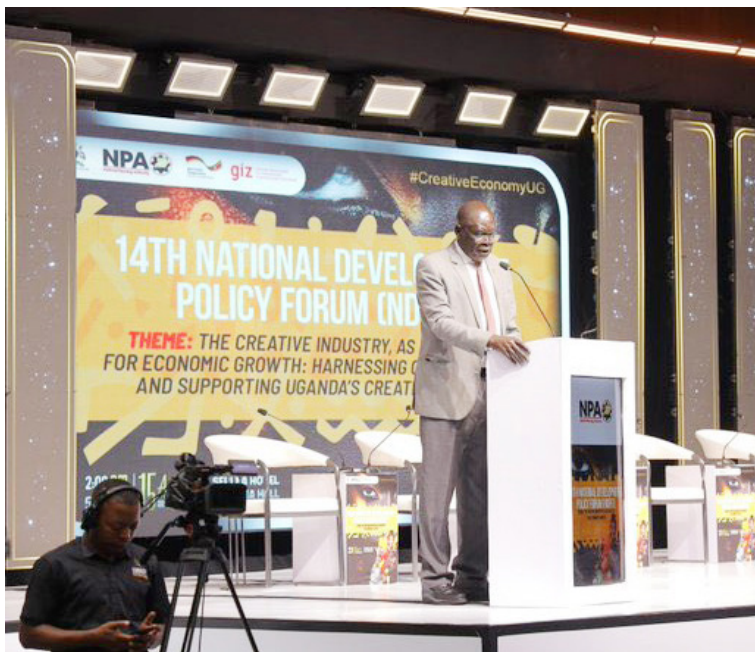
A Call to Action for All Stakeholders

The implementation of NDPIV requires joint responsibility. Government must ensure efficient service delivery and coherence; the

private sector must innovate and invest; civil society should mobilize and advocate; and citizens must actively participate and hold duty bearers accountable.

Development partners are urged to align their support with national priorities to drive transformative and inclusive development. Together, all stakeholders can help Uganda realize its vision of sustainable prosperity by 2040.

Gov't Urges Creatives to Patent All Innovations to Boost Economic Growth and Protect Intellectual Property



In a move aimed at strengthening Uganda's creative industry, the government has urged innovators, artists, filmmakers, entrepreneurs, and other stakeholders to prioritize the registration and patenting of their creations. The appeal was made as part of efforts to protect intellectual property (IP), boost innovation, and unlock the economic potential embedded within Uganda's dynamic creative sector.

The call was delivered by Minister for Relief, Disaster Preparedness and Refugees, Hon. Hilary Onek, who represented the Prime Minister, Rt. Hon. Robinah Nabbanja, during the 14th National Development Policy Forum (NDPF) in Kampala. The event brought together various players from government, the private sector, and civil society to deliberate on the role of the creative industry in national development.

Onek emphasized that the failure to protect creative works not only exposes innovators to exploitation but also results in missed economic opportunities. Reflecting on his personal experience, he stated: "I do recall very much, I lost when I designed Karuma hydro power station. I didn't patent it. Before we built it and we passed it over to the Chinese, I did not get the intellectual property."

He added that the failure to secure IP rights led to significant personal and national losses: "The intellectual property was given to the Norwegian company with whom we had joined hands. They took US \$3 million, and they didn't give me anything

because I didn't patent it. So, I think it's good to patent any product of innovation that you come up with."

Many innovators in Uganda are not aware of the value of their creations or the legal mechanisms available to protect them. This could lead to local innovations being exploited by foreign entities or going unrecognized entirely. Onek encouraged creatives to actively seek IP protections such as patents, copyrights, and trademarks to safeguard their contributions and ensure they benefit financially.

The forum also heard from the Executive Director of the National Planning Authority (NPA), Dr. Joseph Muvawala, who called for a reimagined approach to the creative industry within Uganda's development framework. He argued that the sector should be treated as a critical pillar of the economy and not simply grouped under the broad category of services.

"When you look at many economies in the world, creatives give you around 3.1% of global GDP, and they give you 6.2% of employment. I want us to have a number like this for Uganda. We should not just say creatives are under services [sector]. We need a number; we need the contribution of creatives to GDP," said Muvawala.

Dr. Muvawala also underlined the need to create an enabling environment for the industry to thrive. He pointed out that the lack of appropriate infrastructure, weak legal and regulatory frameworks, and insufficient data are among the major bottlenecks limiting the sector's growth. He noted that critical elements such as market access, proper archiving systems, visibility, and high-quality education and training must be prioritized.

"You need a conducive legal and regulatory framework, you need data and quantification of the contribution, you need market access and visibility, you need systems of archiving and preservation. Education and training must be top notch," he emphasized.

In addition, Dr. Muvawala challenged the country's tax policies, particularly those that impose levies on

creative tools and equipment. He described this as counterproductive to economic growth and innovation.

"Equipment and materials: can you imagine that music equipment and other equipment are not tax exempt. Who tells you that these are not important inputs for production? These are inputs for production. We need exemption in this area, because these are inputs for production. We need appropriate infrastructure. Can you imagine you have only the National Theater in the whole country, only with a capacity of 377 people, in a country whose population is going to become 60 million by 2040," he remarked.

Muvawala concluded with a powerful message encouraging young people and job seekers to explore opportunities in the creative sector: "If you want employment opportunities, go creative."

The forum served as a reminder that the creative economy is far more than just entertainment. It plays a significant role in job creation, economic growth, cultural preservation, and national identity building. Globally, the sector has proven to be a dynamic driver of innovation and development.

The International Finance Corporation (IFC), under the World Bank Group, estimates the global creative economy to be valued at approximately US \$2 trillion and employing over 50 million people. Notably, half of these workers are women, and a significant number are youth—a demographic which Uganda has in abundance.

With one of the youngest populations in the world by median age, Uganda is uniquely positioned to benefit from strategic investments in creative industries. Young Ugandans are already deeply engaged in sectors such as music, film, fashion, digital content creation, photography, and crafts, among others. The government's appeal to support these industries through IP protection and targeted economic policies is therefore timely and vital.

Furthermore, Uganda's rich cultural heritage is an untapped asset in the global creative economy. With over 70 languages spoken across the country, Uganda boasts at least 70 distinct cultural expressions including unique dances, songs, fashion styles, poems, and crafts. These cultural assets not only have intrinsic value but also present a significant opportunity to drive tourism, promote national branding, and create sustainable livelihoods.

Tourists often seek authentic cultural experiences, and Uganda's diversity places it at an advantage. Investing in creative expressions and properly documenting and marketing them could attract foreign visitors and contribute significantly to local economic development, especially in rural communities.

However, the creative sector cannot grow in a vacuum. Experts and stakeholders at the forum stressed the need for well-planned investments, institutional support, and deliberate government policies. Infrastructure such as theaters, exhibition centers, film studios, and recording facilities must be expanded. Additionally, IP offices need to be accessible, affordable, and efficient in processing applications to support creatives in safeguarding their work.

Education institutions also have a role to play. Introducing IP education in schools, universities, and technical institutes could help young



Dr. Muvawala at the 14th National Development Policy Forum (NDPF)

creators understand their rights early on and encourage a culture of innovation and self-protection.

As Uganda works toward achieving middle-income status and fulfilling the objectives of its National Development Plan, the creative industry must be recognized as an engine for growth. Formalizing it through data collection, taxation reform, infrastructure development, and strong IP laws will help unlock its full potential.

By echoing personal experiences and data-backed insights, stakeholders at the forum made it clear that for Uganda's creatives to thrive locally and internationally, they must not only innovate — they must protect their work, get recognized, and ultimately profit from their efforts.

The Fourth National Development Plan (NDP IV) applies Hard Lessons from Past Development Plans

Uganda's Fourth National Development Plan (NDP IV) has been crafted with a deliberate focus on addressing the shortcomings and bottlenecks observed during the implementation of previous plans. Drawing from over a decade of development experience, the new Plan emphasises the need to complement macro-level policies with targeted household-based interventions, ensure political commitment, sequence priorities for maximum impact, and strengthen implementation readiness. These hard-learned lessons have been considered while developing NDP IV.

These include the following.

Macro-level interventions need to be accompanied by planned micro-level household-based planning and interventions with deliberate mobilisation of the households to engage in market-oriented production to achieve a fully monetised economy. While macro-level interventions create the broader framework for economic growth and development, they must be complemented by planned micro-level, household-based interventions. Through the improved implementation of the Parish Development Model (PDM), this approach should be amplified to ensure that macrolevel policies are responsive to local needs, support inclusive growth, and promote sustainability by empowering households to engage in market-oriented production.

Prioritisation and sequencing of development interventions are key for generating impact from the constrained resource envelope. These ensure that the most critical needs are addressed first, thus generating the greatest impact from the constrained resources. This avoids spreading resources thinly across too many projects, leading to more meaningful outcomes. By focussing on high-priority areas, planners will achieve better results with fewer resources, optimising the cost-effectiveness of development interventions.

Peace, security, and macroeconomic stability are prerequisites for the effective implementation of the plans. A peaceful and secure environment attracts both domestic and foreign investment, and investors seek stable locations where their assets and operations are secure. Macroeconomic stability, characterised by low inflation and stable exchange rates, provides a predictable environment for economic growth. It helps to attract foreign direct investment, which is crucial for funding development. In addition, a stable macroeconomic environment allows businesses to effectively plan and invest in long-term projects.



Without political will and commitment, implementation of key development reforms is untenable. Political commitment helps secure the necessary resources, including financial, human, and institutional, which are required to implement reforms. Political leaders who prioritise development can influence budget allocations and attract external funding to support key projects. In addition, political will is essential for enacting the laws and regulations needed for implementing development reforms. Committed political leaders can drive legislative changes and policy frameworks that support and sustain reform efforts during development planning and implementation.

Availability of financing alone without readiness for implementation is not sufficient in the delivery of development plans. While financing is an essential component of development planning, it is not sufficient on its own. Readiness for project implementation

involves a combination of capacity, strategic planning, strong institutional frameworks, stakeholder engagement, operational systems, leadership, and monitoring and evaluation. Without these, even well-funded development plans can struggle to achieve their intended outcomes.

The programme approach is the most feasible way to solve implementation challenges to ensure the effective delivery of results. This approach enhances synergies, coordination, sequencing, and linkage of resources to results, and improves governance. Therefore, there is a need to perfect and refine the programme approach during NDP IV. In particular, allocating resources at the programme level and promoting change management will enhance the effectiveness of implementing the programme approach.



Rethinking Africa's Path to Prosperity: Aid or Trade?



With a population of over 1.5 billion people, Africa accounts for approximately 18.6% of the global population, positioning it as the second most populous continent in the world. This demographic strength, coupled with its vast natural resource endowment—including gold, silver, copper, uranium, petroleum, iron ore, and limestone—should ideally render Africa a global economic powerhouse.

The continent's combination of rich mineral resources and a growing, youthful population presents an enormous opportunity for Africa to assert itself as a formidable player in global trade and economic development. Logically, such a wealth of resources and human capital ought to translate into widespread prosperity, industrial growth, and improved standards of living.

However, the reality paints a starkly different picture. Despite its abundant resources, Africa continues to lag behind other regions in terms of development, with many of its nations still grappling with extreme poverty, limited industrialization, and poor infrastructure. Year after year, the continent receives billions of dollars in development assistance, primarily from developed nations in Europe and North America. But the burning question remains: has this aid delivered the economic transformation it was intended to foster?

Debate continues to rage across the continent and beyond—whether foreign aid has been a remedy or a setback. Is the issue one of too much aid or not enough? Has development assistance served as a foundation for growth, or has it fostered long-term dependency? Should aid be restructured to be more productive, or should Africa pivot entirely towards trade-driven strategies?

According to Dr. Joseph Muvawala, Executive Director of Uganda's

National Planning Authority (NPA), the over-reliance on foreign aid risks creating a dependency syndrome that undermines homegrown solutions and self-reliance. "What Africa needs," he asserts, "is trade, not aid."

This perspective is supported by data from the Economic Commission for Africa (ECA). In a March 2024 report assessing regional integration efforts, the ECA revealed that Africa's share of global trade remains below 3%, with most of it coming from raw material exports rather than value-added goods.

In an effort to reverse this trend and unleash the continent's trade potential, African leaders launched the African Continental Free Trade Area (AfCFTA) in January 2021. The AfCFTA represents the world's largest free trade area in terms of the number of participating countries, uniting all 55 African Union member states and eight regional economic communities into a single market for goods and services.

The objective of AfCFTA is clear: remove trade barriers, deepen intra-African trade, promote industrialization, and elevate Africa's standing in global commerce. By focusing on the exchange of value-added goods and services rather than raw materials, the agreement aims to transform African economies, encourage investment, and foster inclusive economic growth.

Proponents of the AfCFTA describe it as a game-changer for the continent's development trajectory. According to the World Bank, full implementation of the trade agreement could lift 50 million Africans out of extreme poverty by 2035 and boost income levels by an estimated \$571 billion. These economic gains are largely attributed to increased trade efficiency, reduced costs, and stronger regional integration.

A 2022 report titled "Making the Most of the African Continental Free Trade Area: Leveraging Trade and Foreign Direct Investment to Boost Growth and Reduce Poverty" reinforces this optimism. It highlights that eliminating non-tariff barriers and improving trade facilitation—such as reducing long border delays and streamlining compliance procedures—could unlock as much as \$450 billion in income gains. These changes would make it easier for African businesses to integrate into regional and global supply chains, enhancing competitiveness and resilience.

Furthermore, the report underscores the potential of AfCFTA to attract foreign direct investment (FDI) by replacing fragmented bilateral trade agreements with a unified market of 1.3 billion people and a combined GDP of \$3.4 trillion. This consolidation is expected to draw investors seeking access to a larger, more coherent market while also stimulating job creation, technology transfer, and innovation.

Nevertheless, skepticism persists in some quarters about whether AfCFTA is truly delivering on its promises. Dr. Muvawala, while recognizing the potential, cautions against overhyping what has so far been limited progress.

"We produce, and we are doing a good job producing, but in what context is Africa producing? Are we strategic in production. Can we compete with economies in production of agriculture? Which economies subsidize 70%, and then when you come here, you say, no subsidies. In which market are you going to sell?" Dr. Muvawala said recently.

"We have the biggest market, one of the biggest markets, but that market is only important when we deal with it in an innovative way. We talk of AfCFTA; tell me, how many countries have sold to each other on the African continent? Why don't we stop sloganeering and do real things. AfCFTA will save Africa, I don't think Uganda has achieved anything in AfCFTA. Ladies and gentlemen, do we need AfCFTA or we need African brothers to trade with African brothers? We are not going to be able to solve the colonial borders. They are there. They exist, but they are meaningless," he added.

Despite the launch of trade under AfCFTA in January 2021, measurable progress has been underwhelming. Intra-African trade—as a share of Africa's overall trade—actually declined from 14.5% in 2021 to 13.7% in 2022. During the same period, intra-African exports dropped from 18.22% to 17.89%, while intra-African imports decreased from 12.81% to 12.09%.

These figures suggest that while AfCFTA holds enormous potential, significant work remains to transform it into a truly effective mechanism for economic integration and development. Structural challenges such as inadequate infrastructure, overlapping trade regulations, and weak institutional capacity continue to hinder progress.

While aid has provided temporary relief and supported health and education sectors, it has not translated into sustained economic transformation. Trade—particularly intra-African trade—offers a more promising pathway to long-term prosperity. However, for trade to truly replace aid, African nations must embrace innovation, prioritize strategic production, remove internal trade barriers, and foster mutual economic cooperation across the continent.

The path to development is not a question of aid versus trade—it is about leveraging Africa's strengths to build inclusive, self-reliant, and prosperous economies. Only then can the continent take its rightful place as a global economic giant.



Vision 2040 slowly inching to Reality



Uganda Vision 2040 is a national long-term development blueprint aiming to transform Uganda from a predominantly peasant and low-income country into a modern and prosperous, upper middle-income nation within 30 years, focusing on strengthening economic fundamentals and leveraging opportunities in areas like oil and gas, tourism, ICT, and industrialization. Launched in 2010, this vision is operationalized through a series of National Development Plans (NDPs), with the Fourth National Development Plan (NDP IV) aiming to significantly increase GDP and per capita income by 2030.

The first half of Uganda Vision 2040 started in 2010 with the implementation of the first five-year National Development Plan (NDPI), and thereafter NDPII and NDPIII, which ends this financial year 2024/25. For the next 15 years, the successive National Development Plans will implement the Tenfold Economic Growth Strategy. This strategy aims to expand the size of the economy to USD 500 billion by 2040, from USD 61.3 billion estimated this financial year 2024/25.

According to Finance Minister, Matia Kasaija over the period, Government has undertaken targeted investments that have built a firm foundation and strengthened the resilience of Uganda's economy.

"The economy more than tripled to Shs 226.3 trillion, equivalent to USD 61.3 billion, this financial year 2024/25, from Shs 64.8 trillion, equivalent to USD 27.9 billion, in FY2010/11. In March 2024 Uganda met the criteria for graduation from the category of Least Developed Countries (LDCs). Life expectancy has improved to 68.2 years in FY 2023/24 from 63.3 years in 2010/11 and from 50.4 years in 2002. This has been partly driven by improvements in access to health services, massive immunisation campaigns that reduced disease prevalence and child mortality. The population living

within a 5-kilometre radius of a health facility is now 91 percent, from about 80 percent in FY 2010/11; and 81 percent of parishes now have government-aided schools."

Additionally, poverty has decreased to 16.1 percent in FY 2023/24 from 24.5 percent in FY 2010/11. Persons in the subsistence economy reduced to 33 percent in FY 2023/24 from 69 percent in FY 2010/11.

Furthermore, Uganda is becoming a more equal society. The results of the National Household Survey released by the Uganda Bureau of Statistics (UBOS) show that income inequality has declined significantly in the past four years. The Gini coefficient, which is a statistical measure used to determine the extent of income inequality within a population, has reduced to 38 percent from 41 percent in 2020.

Installed electricity generation capacity increased fourfold to 2,051 megawatts in FY 2023/24, from 595 megawatts in FY 2010/11. Consequently, the proportion of the population with access to electricity increased fivefold to 60 percent in FY 2023/24 from 11 percent in FY 2010/11.

The percentage of the population subscribed to the internet rose to 53 percent in 2022, from 1.8 percent in 2010, and the National ICT Backbone infrastructure extended to 4,300 kilometres in FY 2022/23, from 1,380 kilometres in FY 2010/11.

According to President Museveni, the economy has diversified from the traditional 3Cs which are coffee, cotton and copper and 3Ts, which are tobacco, tea and tourism, to a more sophisticated economy. Uganda, the President says, has added 31 new products to its export basket in the last 15 years, including light manufactured products such as steel, processed food, cement, pharmaceuticals, dairy products, ceramics, and cloth.

The number of manufacturing units (factories of various sizes)

has increased by about 18,000 from 31,757 in 2010/11 to 50,000 in 2023/24. As a result, this has increased the share of manufactured exports significantly.

Fifteen years into Uganda's Vision 2040, is evident that the country has made significant headway on multiple fronts. The economy has grown, services have expanded, and new sectors are emerging. But beyond the headlines and statistics, the real question is: how much has life truly changed for the average Ugandan?

At the heart of the vision is a promise —to transform Uganda from a low-income agrarian society into a modern and prosperous one. One of the key drivers highlighted by government to achieve economic development and improve the welfare of Ugandans is electricity. Officials say that electricity has been extended to all parts of the country, including West Nile sub region and Kalangala which are now connected to the national power grid.

Uganda set an ambitious target to ensure electricity access for all citizens by 2030, a move aimed at driving industrial growth, job creation, and improved social services. Power regulator, the Electricity Regulatory Authority (ERA) says that access is steadily expanding - currently at 60%.

"We are currently at 60% access level," said ERA CEO, Eng Ziria Tibalwa Waako.

Electricity access for all stems from the Sustainable Development Goal (SDG) 7 - ensure access to affordable, reliable, sustainable and modern energy for all by 2030. This goal pushes countries to provide electricity to everyone regardless of their location or income. However, affordability remains a major hurdle for many households, turning electricity into a distant dream rather than a usable resource.

ERA CEO acknowledges that "power is useless to those who can't afford it."

"It is just mere wires flying over their property, flying over their villages, flying over their premises. So, affordability is very key. It matters knowing that utility services are a basic need because they impact the lives of society."

To make power more affordable, and achieve the 2030 target of access for all, Waako highlighted various initiatives the country is undertaking.

"We have an ongoing (initiative), accelerating access to electricity funded by the World Bank. We have strategies for subsidizing last mile connection - we are coming up for cross subsidies in this area. There are programs for densification, intensification, and they are all efforts, and not only on the side of the last mile connection, because when I connect you, the next issue is that you need the electrons, you need the electricity; the reliable, safe and affordable electricity. So, we have to do an integrated resource planning where as we run with the connectivity to achieve 100% access, we should also be able to plan," she said while speaking at the Africa Electricity Symposium in Kampala.

"We are prioritizing the 804-megawatt Ayago hydro power



plant so that we don't end up again in generation deficits. But also, we are prioritizing the transmission segment. As you may see now, almost on every highway, we have the transmission line that extends to all of the regions of the country. After the transmission, we have the substations, and then going down to the last mile. There is an issue of operation and maintenance because as we connect, transformers are getting overloaded, meaning we have to upgrade the transformers, we have to provide for the protection, we have to provide for rapid response when the consumers have issues. So, all this works together to create an environment in which the electricity supply industry is able to meet the two thematic areas; industrialization to fuel the economy and create jobs; and improve the deliverable services for the improved welfare of society," she added.

Meanwhile, given that Uganda is no longer classified among the Least Developed Countries as government claims, is a major milestone. It gives the country more credibility globally and opens new opportunities for trade and investment. But it also raises the bar. With that status comes pressure to improve governance, create decent jobs, and raise the standard of living for all. Otherwise, progress risks becoming a headline rather than a lived reality.

Vision 2040 also aims to shift Uganda's economic structure — less dependence on agriculture, more value-added production, and growth in sectors like tourism, oil and gas, ICT, and manufacturing. This economic diversification is a smart long-term strategy. It means more options for young people entering the job market. But it also means Uganda must invest heavily in skills development, infrastructure, and innovation—because a modern economy doesn't grow on raw potential.

In the year 2040 when the period for the implementation of Vision 2040 elapses, the question will be more than just growth – it will be inclusive growth.

Experts say that Vision 2040 will only be truly successful if the average Ugandan can say: "my life is better today than it was ten years ago. That means jobs that pay a living wage, health care that actually heals, schools that teach, roads that last, and power that stays on.

Wander Uganda: Why Every Ugandan Should Be a Tourist at Home



Introduction

Uganda is often called the Pearl of Africa, and rightly so. From the misty mountains of the southwest to the shimmering waters of Lake Victoria, the country is a mosaic of breathtaking landscapes, rich cultures, and vibrant wildlife. Yet, for many Ugandans, these wonders remain unexplored. As the Fourth National Development Plan (NDP IV) charts a path toward inclusive growth and economic transformation, domestic tourism emerges as a powerful tool, not only for development, but also for national pride.

The Case for Domestic Tourism

Tourism has long been viewed as an export industry, with international visitors driving revenue and visibility. But the COVID-19 pandemic shifted that narrative. With global travel restrictions in place, Uganda's tourism sector turned inward and discovered a new frontier: its own citizens.

According to the Ministry of Tourism, Wildlife and Antiquities, domestic tourism accounted for over 40% of park visits in 2024, a sharp rise from previous years. In response, the government allocated UGX 430 billion in the 2025/26 budget to boost tourism, with a focus on infrastructure, marketing, and community engagement.



This investment reflects a growing recognition that Ugandans are not only hosts, they are tourists as well. Encouraging citizens to explore their own country strengthens the economy, fosters cultural appreciation, and builds a more resilient tourism sector.

Economic Impact: Travel That Builds Uganda

When Ugandans travel within their own borders, they support local businesses; from boda boda riders and craft vendors to lodge owners and tour guides, this ripple effect creates jobs, stimulates entrepreneurship, and keeps money circulating within communities.

Tourism earnings surged by 26% to UGX 4.8 trillion in 2024, up from UGX 3.8 trillion the previous year. While international arrivals climbed to 1.37 million, it was the rise in domestic travel that helped stabilize the sector during uncertain times.

Under NDP IV, tourism is positioned as a key driver of GDP growth, with targets to increase sector contribution from 7.7% to 10% by 2030. Domestic tourism is central to achieving this goal.



Cultural Connection: Rediscovering Our Heritage

Uganda's cultural diversity is one of its greatest assets. With over 65 indigenous communities, each with unique traditions, languages, and histories, the country offers a rich tapestry of experiences.

From the royal tombs of Buganda to the Imbalu circumcision ceremonies in Bugisu, cultural tourism allows Ugandans to reconnect with their roots. It fosters understanding, unity, and pride in our shared identity.

Museums, heritage sites, and cultural festivals are increasingly being promoted as part of the domestic tourism agenda. The Uganda Tourism Board's "Tulambule" campaign, which translates to "Let's Tour," has been instrumental in encouraging Ugandans to explore these treasures.



Natural Wonders: A Paradise Waiting to Be Explored

Uganda is home to some of Africa's most iconic natural attractions:

- Bwindi Impenetrable Forest: A UNESCO World Heritage Site and sanctuary for mountain gorillas.
- Murchison Falls National Park: Where the Nile explodes through a narrow gorge.
- Lake Bunyonyi: A serene lake dotted with 29 islands, perfect for relaxation.
- Rwenzori Mountains: Snow-capped peaks and alpine vegetation.
- Kidepo Valley National Park: Remote, wild, and teeming with wildlife.





These destinations are not only for foreign tourists; they belong to every Ugandan. Visiting them fosters environmental stewardship and a deeper appreciation for the country's natural heritage.

Affordability and Accessibility: Making Travel Possible

One of the barriers to domestic tourism has been the cost. Many Ugandans perceive travel as a luxury reserved for the elite. But that's changing.

Tour operators are offering discounted packages for Ugandan citizens, and the Uganda Wildlife Authority has introduced resident rates for park entry. Community tourism initiatives such as homestays and guided village tours provide affordable and authentic experiences.

Infrastructure improvements under NDP IV including road upgrades, digital booking platforms, and regional airports are making travel more accessible than ever.

Youth and Tourism: A Generation on the Move

Uganda has one of the youngest populations in the world, with over 75% under the age of 30. This demographic is tech-savvy, adventurous, and eager to explore.

Social media platforms like Instagram and TikTok are fueling a new wave of travel culture. Young Ugandans are sharing their journeys, promoting hidden gems, and inspiring others to hit the road.

The government and private sector are tapping into this energy by supporting youth-led travel blogs, influencer campaigns, and digital tourism startups.

Tourism as Patriotism

Being a tourist in your own country is an act of patriotism. It means investing in Uganda's economy, celebrating its beauty, and telling its story. It is about seeing the Pearl of Africa not through the eyes of a visitor, but through the heart of a citizen.

Domestic tourism builds national pride. It reminds us that Uganda is not just a place we live but it's a place worth exploring, protecting, and cherishing.



Conclusion: Tulambule Uganda, Together

As Uganda rolls out NDP IV, the call to "Tulambule" is more than a slogan, it is a strategy. It is a movement to make tourism inclusive, sustainable, and locally driven.

Whether it is a weekend hike in Mabira Forest, a cultural tour in Karamoja, or a boat ride on the Nile, every journey counts. Every Ugandan has a role to play in shaping the future of tourism.

So pack your bag, grab a friend, and wander Uganda. The Pearl is yours to discover!

KAPEEKA RISING: A CENTURY OF STRUGGLE, STRATEGY, AND INDUSTRIAL PROMISE



General Salim Saleh opens the pages of Uganda's economic history to reveal the deeper story behind Namunkekera Industrial Park, a beacon of transformation born of colonial roots, sustained by strategic foresight, and powered by foreign investment and local will.

Historical Orientation: The Roots of Namunkekera

Long before the first tiles were fired in a ceramic factory or the hum of electronics assembly lines filled the Kapeeka air, this land had already been primed by decades of economic evolution. The area's colonial and missionary past left deep institutional and infrastructural footprints that would eventually shape the present industrial reality.

In 1903, the **Uganda Company Limited** was formed as a successor to the **Church Missionary Society's (CMS)** economic ventures. By 1907, names like **Mr. Bloedow** (a

rubber planter from Ceylon) and **Mr. Lee- Wilson** (a wheat farmer from Canada) were shaping what would become the early economic character of Namunkekera. The estates were being established in Namunkekera and Kansiri, part of a grand vision by the British Empire to convert Uganda into an export economy driven by rubber, cotton, and coffee. These projects were far more than agricultural; they were policy experiments in transforming land, labor, and governance structures, paving the way for Uganda's first agro-industrial model.

From the **1900 Buganda Agreement**, which introduced private land ownership (Mailo system), to the transformation of Namunkekera into an experimental estate under British, Asian, and cooperative ownership, land here has always been seen as a site of power and production. The **1920s to 1950s** saw the Uganda Company venturing into diverse sectors from cotton and tea to motor vehicles and dairy with Namunkekera as one of its flagship farms.

By **1946**, the estate was sold to **Prabhudas Kalidas Shah**, and later passed through a series of hands: **Industrial Coffee Growers, East Mengo Growers Cooperative Union**, and finally into private ownership in the 2000s. This transactional chain reveals not just legal shifts, but a dynamic story of local and foreign economic actors striving to unlock the region's potential.

Post-Conflict Reconstruction: The Birth of NAPIL

After the turbulence of the **1980s civil conflict**, Kapeeka was left a shadow of its former agricultural self. But in **2007**, under the stewardship of **General Caleb Akandwanaho Salim Saleh**, the area saw a strategic rebirth through the establishment of **Namunkekera Agro-Processing Industries Limited (NAPIL)**. This was not just a business venture it was a deliberate alignment with Uganda's **Poverty Eradication Action Plan (PEAP)** and the **Plan for Modernization of Agriculture (PMA)**.

NAPIL transformed Kapeeka from a war-scarred rural area into a

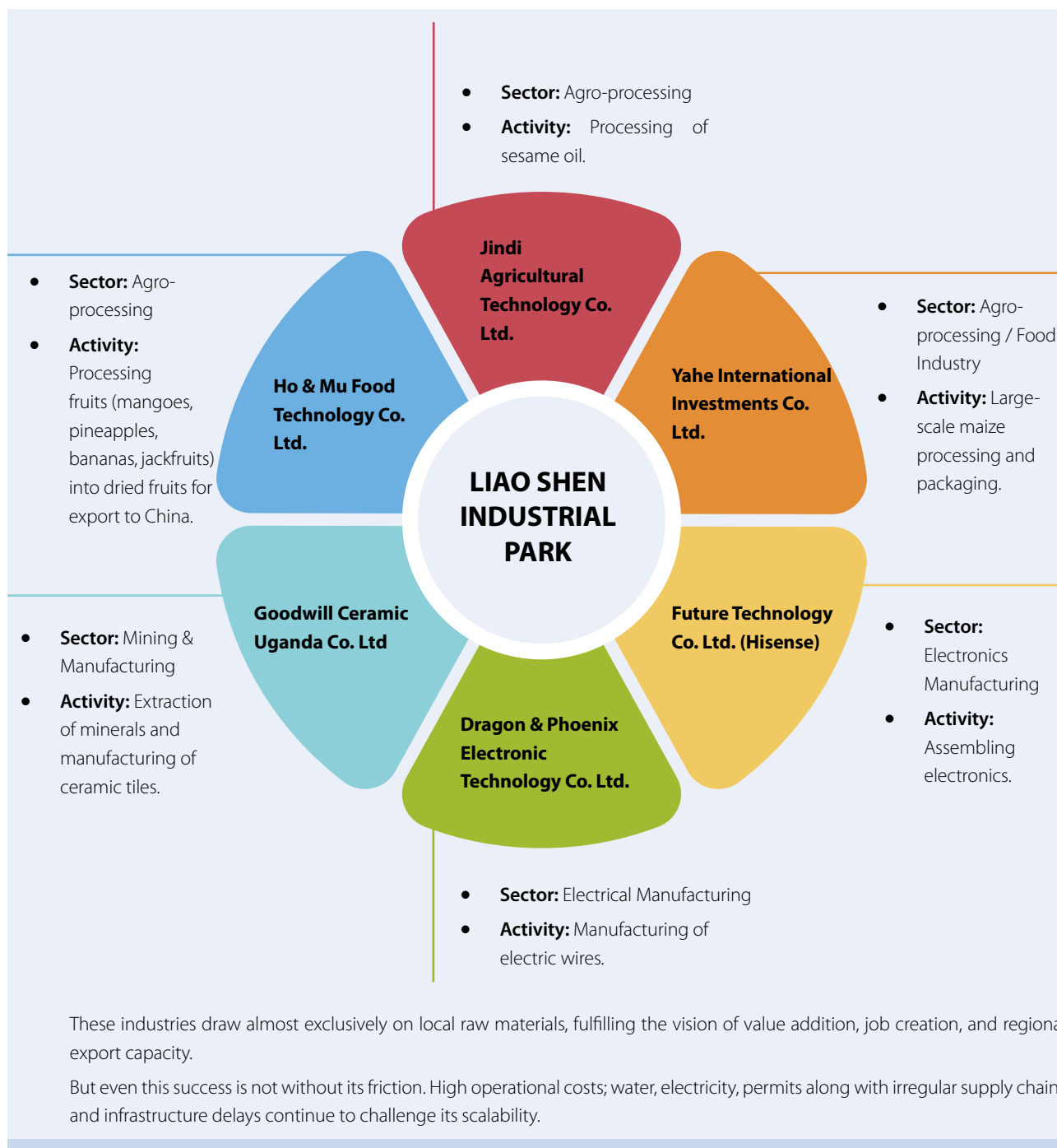
seedbed of agro-industrial innovation: maize processing, chia seed cultivation, tomato processing, brick manufacturing, and a dynamic **Farm Service Centre (FSC)** that linked rural farmers to markets and technologies. It was the prototype of how post-conflict reconstruction could be tied to economic transformation.

Industrial Revolution: Liao Shen Industrial Park

The second and most ambitious phase of Kapeeka's transformation began in **2015**, following a bilateral agreement between Uganda and **Liaoning Province, China**, during President Museveni's state visit. The agreement birthed **Liao Shen Industrial Park**, a venture managed by **Zhang Hao's Zhang Group** and planned as a 5.2-square-mile manufacturing city within rural Nakaseke.

Today, the park hosts over **10 active factories** producing ceramics, maize flour, dried fruits, sesame oil, electronics, and construction materials. Key enterprises include:





Beyond Kapeeka: Uganda's National Industrial Vision

Kapeeka is not an isolated miracle; it is part of a **larger blueprint**. Uganda's development strategy includes the establishment of **25 industrial parks** nationwide, with about **12 already active**, including in **Namanve, Mbale, Kasese, and Soroti**. More are planned in border towns and regional centers like **Mutukula, Kisoro, and Pakwach**, aiming to decentralise industrial activity and tap into local economic ecosystems.

One standout in this blueprint is the **Atiak Sugar Project** in Northern Uganda, a major agro-industrial investment intended to serve both domestic and regional markets, especially **South Sudan** and **eastern DRC**.

Limitations of FDI: Why Industry Alone Cannot End Poverty

While the success of industrial parks is evident, Saleh is candid about their limits. FDI, he argues, **cannot solve Uganda's deep-seated rural poverty** on its own. The creation of jobs and local

products is a major step forward, but the average Ugandan household especially in rural areas still needs direct empowerment.

"FDI cannot fight household poverty," he says. "That's why we have another channel; the Parish Development Model (PDM)."

The **Parish Development Model**, launched as a bottom-up approach, is designed to support household incomes by revolving capital through community-level cooperatives. Over **UGX 2.2 trillion** has already been injected into this program representing a shift from handouts and input distribution to sustainable microfinance at the grassroots level.

Musevenomics: A Framework of Economic Doctrine

In an unexpected yet compelling turn, Saleh introduces a conceptual model he calls Musevenomics, a reference to the policies and principles shaped under President Museveni's long leadership.

Key pillars of this model include:

1. **Security of persons and property** creating a safe climate for investment.
2. **Privatisation and liberalisation** – moving away from a state-controlled economy.
3. **Return of Asian properties** – restoring investor confidence.
4. **Diversification of crops** – expanding crops like coffee into new regions.
5. **Regional integration** – linking Uganda with South Sudan and DRC markets.
6. **Universal Primary and Secondary Education (UPE & USE)** – laying the human capital foundation.
7. **Lowering the cost of doing business** – improving power, roads, logistics.
8. **infrastructural development**
9. **Fighting corruption** – a work in progress, but central to development.
10. **Monetisation of the whole economy** (via PDM)
11. **Skills development and skilling the youth** – bridging the gap between learning and doing.
12. **Youth employment through industrialisation**

"Musevenomics," as he frames it, is not just a collection of government programs; it's a strategic ideology that attempts to move Uganda from **subsistence to surplus**, from **extraction to production**, and from **isolation to integration**.

A New Kind of Destination: Industrial Tourism and Economic Pride

Namunkekera Industrial Park is now being recognized as more than a site of production — it's becoming a **learning destination** for students, entrepreneurs, policymakers, and economic planners alike.

“

In the past, people would travel to Masaka's Irene Kiiza farm to learn about agriculture and industrialisation, Gen. Salim Saleh reflects. Now, they come to Kapeeka to learn how to industrialise.

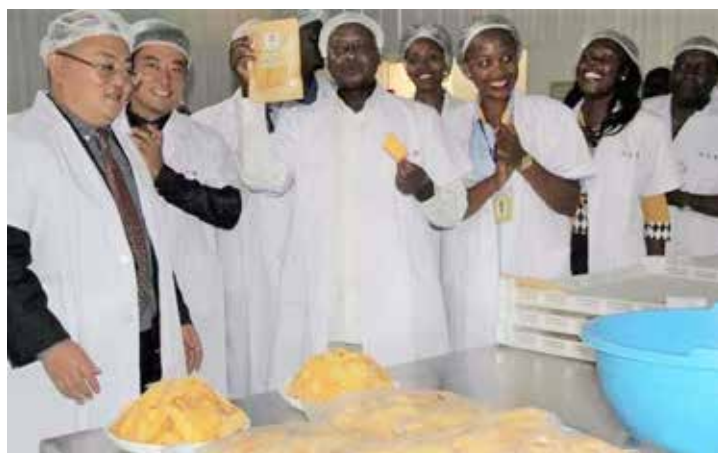
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This shift from farm visits to factory tours reflects Uganda's broader developmental arc; one that values **knowledge transfer, skills development**, and **industrial pride**. The work at Kapeeka is a living curriculum in how policy, history, and local initiative can combine to forge a new economic future.

Much of this progress has been shaped not by outsiders, but by Saleh's own long-serving staff, people who have spent years on the ground, helping to build something greater than themselves. Their dedication underscores a central truth in Uganda's development story: that transformation is possible when **local hands shape national ambition**.









The Judiciary



The Judiciary



Hon. Justice Alfonse Chigamoy Owiny - Dollo
THE CHIEF JUSTICE



Hon. Justice Dr. Flavian Zeija,
DEPUTY CHIEF JUSTICE



Lady Justice Jane Frances Abodo
THE PRINCIPAL JUDGE



Dr. Pius Bigirimana
THE PERMANENT
SECRETARY/SECRETARY TO
THE JUDICIARY



Her Worship Lamunu
Pamella Ocaya
THE ACTING CHIEF
REGISTRAR

The Judiciary's Journey of Reform and Transformation

From courtrooms to communities, the Judiciary is redefining access to justice through technology, innovation, and infrastructure — powering national development under the National Development Plans.

When Uganda rolled out its first National Development Plan (NDP I) in 2010, one truth stood out — sustainable development depends on the rule of law. Fifteen years later, the Judiciary has emerged as a model of institutional reform, embracing technology, enhancing transparency, expanding infrastructure, and ensuring that justice is delivered fairly, swiftly, and closer to the people.

Today, under the implementation of the NDP III (2020–2025) and in alignment with Vision 2040, the Judiciary's transformation stands as one of the country's most remarkable governance success stories, a story of innovation, resilience, and purpose.

Restoring Confidence through Reform

The Judiciary plays a pivotal role in national transformation, by interpreting laws, protecting rights, and ensuring economic justice. Yet, a decade ago, it faced a daunting challenge: a growing case backlog, prolonged trials, and a limited physical footprint across the country.

Recognising the need for systemic change, the institution embarked on reforms designed to improve access to justice, strengthen transparency, and enhance efficiency.

As of June 2025, Uganda's courts handled a total caseload of 450,124 cases, of which 279,630 were newly registered. Out of these, 259,331 cases were resolved, leaving 190,793 pending, with backlog cases reduced to 24.2%, down from 31.8% in 2015.

This steady decline reflects the Judiciary's strategic focus on digital systems, human resource expansion, and modern infrastructure, all of which have revitalized public confidence in the justice process.

"Justice delayed is justice denied, but for us, it is now justice transformed," notes one judicial officer proudly during a review workshop.



2025

24.2%

▶ Uganda's courts handled a total caseload of **450,124** cases

31.8%

▶ **259,331** cases were resolved, leaving **190,793** pending



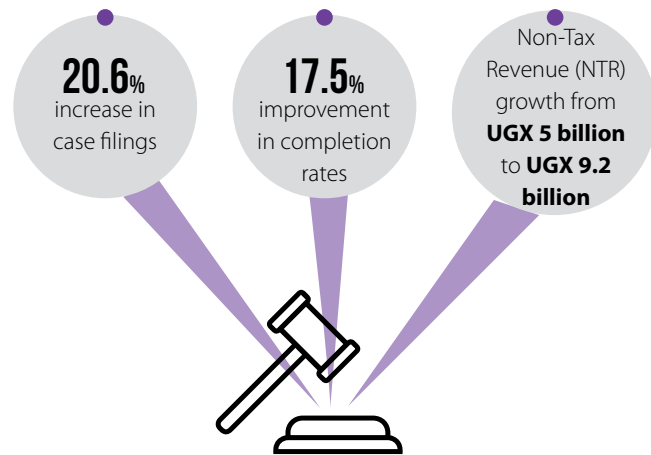
The Game Changer

If there is one reform that defines the modern Judiciary, it is digital transformation. From e-filing to video conferencing, technology has reimagined how justice is delivered.

Launched in October 2021 and fully operational by March 2022, the Electronic Court Case Management Information System (ECCMIS) has automated the entire life cycle of a court case, from e-filing to e-archiving.

Currently implemented in 31 courts, including the Supreme Court, Court of Appeal/Constitutional Court, seven High Court Divisions, High Court Circuits of Jinja, Mukono, Lugazi, Wakiso, Entebbe, and several Chief Magistrates' and Magistrates Courts, ECCMIS has transformed efficiency.

The results speak volumes:



The system minimizes human contact, eliminates manual bottlenecks, and curbs corruption. With expansion now planned nationwide, ECCMIS is fast becoming the backbone of Uganda's digital justice revolution

Courts Without Walls

In the wake of the COVID-19 pandemic, the Judiciary accelerated installation of Video Conferencing Systems (VCS) in 23 courts across the country.

From the Supreme Court and Court of Appeal in Kampala to regional stations in Jinja, Mbarara, Mubende, Gulu, Mbale, and Soroti, video-linked hearings have reduced transport costs,

enabled secure trial of high-profile cases, and brought justice to remote communities.

"Every time a prisoner attends court via video link instead of being transported hundreds of kilometers, we save resources — and deliver justice faster," remarked a registrar during a regional inspection.



Launch of 11 Sets of Video Conferencing Systems at Commercial Court.

Data-Driven Justice

To strengthen accountability, the Judiciary rolled out the Performance Enhancement Tool (PET), a digital framework that tracks workloads, case complexity, and individual officer performance through a 360-degree evaluation system.



Lady Justice Florence Nakachwa-Dollo during one of the PET training session.

“

The ICT shift is premised on the progressive approach the Judiciary has pursued over the years in a bid to enhance access to Justice for our people. In the recent years, following the enactment of the Administration of Judiciary Act, 2020, the Judiciary adopted the transformation agenda, a robust guide towards a radical shift in the way Judiciary business is managed and applied. We are steadily moving towards achieving better case management techniques and fighting case backlog. The Performance Enhancement Tool provides an answer to section 18 of the Administration of Judiciary Act, 2020 which requires the Chief Justice to put in place a Performance Management System, in an effort to improve transparency, accountability and sound performance.

”

Chief Justice Owiny - Dollo

Since FY 2020/21, more than 500 Staff of the Judiciary, including 91 Judicial Officers, have been trained, with the Tool which went live in October 2025. PET is promoting a culture of excellence, fairness, and continuous improvement across all court levels.

The Inspectorate at Work

Integrity remains the heartbeat of judicial credibility. The Inspectorate of Courts has expanded from three to five inspectors, allowing more comprehensive supervision nationwide.

Between 2021 and 2025, the team inspected 157 courts annually and investigated over 1,200 complaints. Disciplinary actions have been firm, 22 officers sanctioned, including four dismissals.

The Administration of the Judiciary (Inspectorate of Courts) Regulations, 2023 now provides the legal framework for sustained ethical oversight and service-delivery monitoring.

Complementing this, the Judiciary Anti-Corruption Strategy (2025–2030) introduces practical safeguards, including CCTV surveillance, toll-free hotlines (0800 111 900 / 0800 225 587), staff uniforms for easy identification, and a public reporting system that reinforces zero tolerance for misconduct.

Expanding Reach and Access

Physical access to justice has improved dramatically. From 148 operational courts in 2016, Uganda now boasts 269, marking a 45% increase in coverage.

Of these, 190 courts operate in Judiciary-owned premises, reducing rental dependence and ensuring long-term sustainability.

The infrastructure expansion drive has birthed modern edifices such as the Supreme Court and Court of Appeal Complex, Mukono and Rukungiri High Courts, Budaka Chief Magistrate's Court, and Patongo Magistrate's Court, alongside seven Justice Centres in Sheema, Kole, Sembabule, Nakaseke, Buhweju, Maracha, and Namayingo.

Ongoing projects include new High Courts in Tororo, Soroti, Mpigi, and Kibaale, as well as Magistrates' Courts in Alebtong, Lyantonde, Abim, and Karenga.

Renovation has also been extensive, with upgrades in Lira, Gulu, Hoima, Iganga, Masaka, Mbale, Luwero, Moroto, and Kampala, ensuring inclusive, disability-friendly, and secure court environments.



The Chief Justice during the groundbreaking of the Mbarara Regional Court of Appeal Building.

"Every new courthouse is a symbol of state presence, a promise that justice is not a privilege but a right," notes Dr. Pius Bigirimana, the Judiciary Permanent Secretary/Secretary to the Judiciary.



Launch of the Kumi High Court circuit. The court is one of the newly operationalised High Court Circuits.

Growing the Judicial Workforce

Human resources have more than doubled. Judicial officers increased from 377 in FY 2020/21 to 704 in FY 2024/25, while non-judicial staff rose from 1,317 to 1,895.

The Judiciary has also invested in operational mobility, expanding its fleet from 175 to 429 vehicles and procuring 240 motorcycles for process servers and locus visits. This ensures justice reaches even the most remote communities.

Sustaining momentum

From digitalization to decentralization, Uganda's Judiciary is redefining governance through efficiency, innovation, and integrity.

While challenges remain, including limited funding and continuous training needs, the trajectory is clear: a Judiciary that is accessible, transparent, and people-centred, and one that contributes directly to Uganda's socio-economic transformation.

"The Judiciary is not just dispensing justice; it is building the foundation for national progress," Her Worship Lamunu Pamella Ocaya, the Acting Chief Registrar said.

How Technology, Law Reform and ADR are Reshaping Uganda's Judiciary



Dr. Pius Bigirimana, the Permanent Secretary and Secretary to the Judiciary, explains how digital tools, reform laws and infrastructure growth are delivering faster, fairer justice across the country.

"Justice in Uganda is no longer confined to the courtroom," asserts Dr. Pius Bigirimana, Permanent Secretary and Secretary to the Judiciary. "It is now as close as a computer screen, a click, or a courthouse in your own district."

With that conviction, Dr. Bigirimana describes a Judiciary undergoing its most profound transformation in decades. The ongoing digital migration from manual processes to online platforms, the embrace of Alternative Dispute Resolution (ADR), and an unprecedented wave of court construction are redefining what access to justice means for ordinary Ugandans.

"These reforms," he explains, "are not simply administrative improvements. They are a national mission to make justice faster, fairer and closer to the people, in line with Uganda's Vision 2040 and the country's development goals."

Bringing Courtrooms Online

At the heart of this transformation is technology. The Judiciary's introduction of online case filing and video conferencing hearings, particularly for prisoners, has revolutionized operations. "The system frees judicial manpower to handle more cases, eases the logistical and financial burden of transporting inmates, and

ultimately lowers litigation costs," Dr. Bigirimana says.

Earlier this year, rules governing online hearings were gazetted, providing a legal backbone for digital appearances. Now, family members, lawyers and the public can follow proceedings remotely from anywhere with an internet connection.

"The shift to technology-driven services," notes Dr. Bigirimana, "is part of the Government's commitment to strengthen efficiency and promote zero tolerance for corruption within the Judiciary."



Commissioning of Mukono High Court UNDP video conferencing system.

What began with a handful of Kampala-based courts has now expanded to thirteen court stations, including the Supreme Court, Court of Appeal, six High Court Divisions; Land, Commercial, Anti-Corruption, and Criminal, plus Luwero High Court, the Chief Magistrates Courts of Mengo, Buganda Road, the Standards, Utilities and Wildlife Court, and the Law Development Centre (LDC) Magistrate's Court.

The New Supreme Court Building



The New Court of Appeal Building





President Museveni accompanied by Chief Justice Owiny Dollo cuts the tape during the commissioning of the new Supreme Court and Court of Appeal buildings.

A System Re-Energized

He adds that this digital reform aligns squarely with the NRM Manifesto (2021–2025), which identifies remote adjudication as a key instrument for judicial modernization.

The impact of the Electronic Court Case Management Information System (ECCMIS) has been both swift and measurable.

Dr. Bigirimana reports that case filings have risen by 20.6 percent, while the average completion rate has grown by 17.5 percent.

Meanwhile, Non-Tax Revenue (NTR) collections surged from UGX 5 billion to UGX 9.2 billion, a leap he attributes to the integrity of online filing and payment systems.

“This has also helped us check corruption,” he explains. “Cases are filed and fees paid online, so there’s no middleman to solicit bribes.”

The Administration of the Judiciary Act (2020) has further strengthened efficiency by introducing retirement benefits for judicial officers—boosting morale and institutional stability.

He points to another milestone: the digitalization of the Supreme Court and Court of Appeal, commissioned in April. “These e-enabled courts have reduced transportation costs, cut physical appearances and eased prison congestion by expediting hearings,” Dr. Bigirimana observes.



Unveiling of the commissioning stone of the Supreme Court and Court of Appeal buildings in Kampala.



The launch of Patongo High Court Circuit and the commissioning of Patongo Chief Magistrates Court Building.



Launch of Entebbe High Court Circuit.



The groundbreaking ceremony for the Gulu Regional Court of Appeal building.

Infrastructure Expansion Nationwide

Beyond digitalization, the Judiciary is extending its physical footprint. Since July 2021, an ambitious construction and renovation programme has been underway. Ongoing works include Kole, Kibale; High Court buildings in Tororo, Soroti; Chief Magistrates Courts in Altebong, Lyantonde and Budaka; and Grade One Court in Abim. The Moroto Chief Magistrate's Court has also been refurbished.

"When people see a modern courthouse rising in their community, they see government presence, accountability and hope," Dr. Bigirimana reflects.



The construction site for Tororo High Court Building.



Bukwo Staff Residence



Buhweju Staff Residence



Rukungiri building was recently commissioned by the Deputy Chief Justice.

Justice for the People

For Dr. Bigirimana, these reforms are about more than data and buildings—they are about restoring public trust. He credits the Judiciary's progress to a combination of technology adoption, institutional reform, and increased staffing, all aimed at tackling backlogs and inefficiencies that once undermined the system.

"The reforms we are implementing are not just modernizing the Judiciary," he concludes. "They are transforming it into a people-centred institution committed to accountability, efficiency and access to justice for all Ugandans."



EDUCATION SERVICE COMMISSION

Education Service Commission's contributions to the NDP I to NDP IV progress

The Education Service Commission (ESC) is established by the Constitution of the Republic of Uganda, 1995 and its mandate and functions are defined under Articles 167 (1) and 168 (1) of the Constitution.

ESC further operates under the auspices of other frame works such as: The Education Service Act, 2002; the Local Governments Act, 1997; the Education (Pre- primary, Primary and Post Primary) Act, 2008; the Kampala Capital City Act, 2010; the Uganda Public Service Standing Orders - 2021; the Education Service Regulations, 2012 and the Teachers Professional Code of Conduct, 2012.

The ESC is responsible for the appointment of personnel to the Education Services, their confirmation, promotion, discipline as well as reviewing their Terms and Conditions of Service.

In the pursuance of the constitutional mandate, the ESC has enormously contributed to the attainment of development objectives of the National Development Plans (NDP-I to NDP-IV) through appointments of Human Resources for Education in all new Seed Schools and the existing Government Schools/ Government Grant-Aided Schools and Institutions.

Education Service Commission Digitisation Agenda

The Commission has adopted digital technologies that have transformed service delivery standards.

Among these transformative technologies are the **E-Recruitment System (ERS)** and the **Electronic Document Management System (EDMS)**.

The ERS includes an online application portal with secure document uploads, automated application tracking, and real-time notifications through SMS and email. Shortlisting and interview scheduling are also managed within the platform. To complement the ERS web- based system, a mobile application was developed to serve those applicants who lack consistent access to desktop computers. The mobile application has ensured broader accessibility to the digitised recruitment processes of the ESC, particularly to the ESC clients in the rural under- served areas.

The Education Service Commission Electronic Document Management System (EDMS)

The EDMS is a computerized system that the ESC developed to

enable secure digitization, organization, storage, and retrieval of documents—such as recruitment records of teaching and non-teaching Human Resources for Education (HRE) who have been duly recruited into the government education service in Uganda.

The EDMS has added various benefits to the business processes of the ESC like:

- **Reduction in forgeries:** Forgery of appointment documents in Government Education Services has been reduced to zero.
- **Improved Efficiency:** EDMS processing of recruitment records and workflows by removing paper bottlenecks.
- **Enhanced Transparency & Security:** EDMS Digital records have reduced the risk of tampering, loss, or unauthorized access.
- **Better Compliance:** EDMS has improved ESC compliance with public service standards, audit requirements, development mandates for record keeping.
- **Reduced Costs:** EDMS has minimized over head costs, such as stationary costs, printing and storage, associated with physical document handling.
- **Disaster Recovery:** Ensured continuity in case of fire, theft, or flood affecting physical files.

The development and implementation of the EDMS is part of the ESC's broader digitization drive which aligns with:

- **The Government of Uganda's eGovernance initiatives**, which encourage digital transformation of public service delivery.
- The **Education Sector Digital Agenda (2021–2025)**, particularly the goal of modernizing HR and administrative systems.
- ESC's own **Strategic Plan**, which identifies EDMS as a tool for improving performance, reducing corruption, and strengthening institutional memory.

Seed Schools Recruitment

The ESC has since 2010 appointed all staff in new Seed Schools and Grand Aided Schools/Institutions.

YEAR	NUMBER OF SEED SCHOOLS/ GRANT AIDED INSTITUTION RECRUITED FOR BY ESC
2010	30
2011	67
2012	10
2015	62
2016	26
2017	98
2019	63
2021	80
2024 (Grant Aided Secondary Schools)	46
2025 (Seed Secondary Schools)	91
TOTAL	573



Artistic View of
the planned ESC
Headquarters.

Infrastructure development

The Education Service Commission is in advanced stages to construct a new office block at Kyambogo Hill Road.

The new office block will increase working space, incorporate the latest technologies and generally create a conducive work environment for the Members, Staff and the increasing number of Stakeholders. The ESC Headquarters will further more be equipped with improved communication facilities, streamlined processes that will ultimately enhance service delivery.

Long-live H.E. President Y.K. Museveni, Government and Uganda.

Top Management Team



Rev. Prof. Dr. Luboga A. Samuel
Chairperson ESC



Dr. Violet-Froelich Kajubiri
Deputy Chairperson ESC



Ms. Rose Izizinga - Member
Member ESC



Dr. Beatrice Nkwenge Kasande
Byakutaga **Member ESC**



Hon. Opolot Jacob Richards
Member ESC



Hon. Malinga Johnson
Member ESC



Dr. Lukwago Asuman
Permanent Secretary ESC



Uganda Cancer Institute



THE REPUBLIC OF UGANDA

Uganda Cancer Institute: A Beacon of Progress in the Fight Against Cancer



Dr. Jackson Orem
Executive Director,
Uganda Cancer Institute

Nestled on Mulago Hill in Kampala, the Uganda Cancer Institute (UCI) stands tall—not just in architecture, but in achievement. From humble beginnings as a small clinical research unit in the 1960s, UCI has transformed into a regional center of excellence for cancer treatment, research, training, and prevention. Over the years, the Institute has made remarkable strides in confronting one of Uganda's most pressing health challenges: cancer.

This article celebrates the milestones, breakthroughs, and impact of UCI as it leads the charge to save lives and give hope.

Infrastructure: From One Building to a National Footprint

One of UCI's most visible transformations is the expansion of its physical infrastructure. In recent years, the Institute commissioned a state-of-the-art Adult In-Patient Cancer Ward Complex, an 8-floor facility that has improved inpatient care for thousands of Ugandans. This facility is equipped with modern diagnostic and therapeutic equipment, private and general wards, chemotherapy suites, and surgical theatres.

UCI also has a fully-fledged modern children's cancer ward, designed with the needs of young patients in mind, this ward has significantly improved survival and quality of care for children with cancer.

Recognizing the need to bring services closer to the people, UCI has rolled out Regional Cancer Centres in Gulu and Mbarara. Additional centres in Mbale, Arua and Mbarara are in development, aimed at reducing the burden of travel and improving early detection in rural Uganda.

Research Legacy and Breakthroughs

UCI's reputation as a center of scientific excellence dates back to the 1960s, when it helped make a landmark discovery linking the Epstein-Barr Virus (EBV) to Burkitt lymphoma, one of the most common childhood cancers in Africa. This groundbreaking research placed Uganda on the global map of oncology science.

Today, UCI continues to lead and participate in cutting-edge research on cancers common in the Ugandan population, including cervical, breast, prostate, esophageal, Kaposi's sarcoma, and HIV-associated malignancies. The Institute collaborates with global partners such as the Fred Hutchinson Cancer Center, NIH, and Makerere University, ensuring its work contributes to both local and global knowledge.

Access to Quality Cancer Treatment

One of UCI's most significant accomplishments is the improvement in availability and accessibility of cancer treatment. The Institute offers a full range of cancer therapies, including:

- Chemotherapy
- Radiotherapy (with LINAC and brachytherapy)
- Surgery
- Palliative care

The acquisition of advanced radiotherapy equipment, including a Linear Accelerator (LINAC), has reduced treatment backlogs and improved care outcomes.

In early 2025, UCI launched a Nuclear Medicine and Imaging Unit equipped with a SPET-CT scanner, enabling accurate cancer diagnosis, staging, and treatment monitoring—services previously only available abroad.

UCI also runs a centralized pharmaceutical supply system, ensuring a FREE reliable stock of essential cancer drugs for patients.

Training the Next Generation of Oncologists

As the national referral centre for cancer, UCI is a key player in building Uganda's oncology



workforce. In collaboration with Makerere University, the Institute offers:

- Fellowships in Pediatric Oncology, Radiation oncology, Gyn oncology, Oncology Nursing, and Palliative Care
- Short courses for health workers across the country

UCI has also hosted oncology students and trainees from neighboring countries, cementing its status as a training hub for the East African region.

Plans are also underway to develop a UCI Oncology Academy to offer fully- fledged courses in cancer care.

Policy and Leadership in Cancer Control

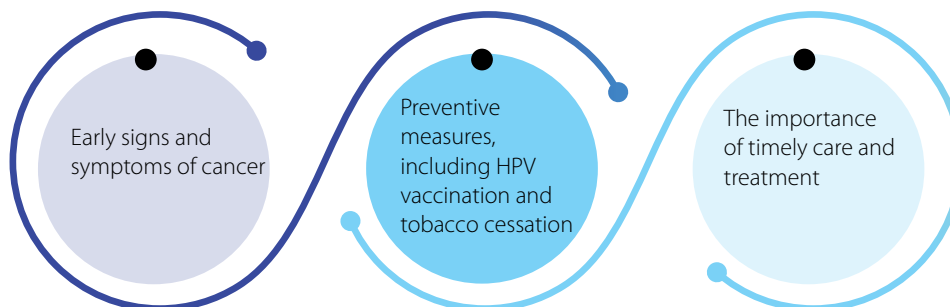
UCI's contributions go beyond the hospital walls. It has played a central role in developing Uganda's National Cancer Control Plan (NCCP) and provides technical guidance to the Ministry of Health and other agencies on cancer prevention, diagnosis, and care.

In 2021, UCI became the national lead for the Global Initiative for Childhood Cancer (GICC) in Uganda, a WHO-supported effort to improve outcomes for children with cancer. As a result, survival rates for some childhood cancers, like leukemia, have significantly improved due to timely diagnosis and standardized care protocols.

UCI also champions the integration of cancer services into Uganda's Universal Health Coverage (UHC) agenda and advocates for sustainable cancer financing.

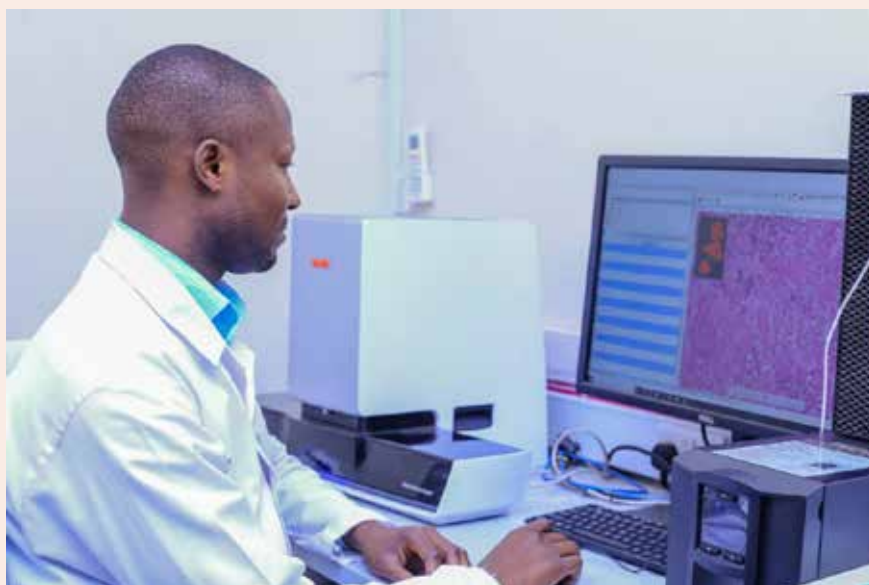
Community Awareness and National Campaigns

Understanding that cancer can be beaten if detected early, UCI invests heavily in community engagement and education. Through national campaigns, mobile screening outreaches, school programs, and media engagements, the Institute is raising awareness about:



Events like World Cancer Day, Breast Cancer Awareness Month, and Prostate Cancer Awareness Campaigns have brought together communities, survivors, leaders, and health professionals to unite against cancer.

Digital Innovation and Data Systems



In line with global health trends, UCI is embracing digital health innovations:

- Electronic Medical Records (EMR) have streamlined patient management and recordkeeping.
- Virtual Tumor Boards allow real-time consultation among multidisciplinary teams across Uganda and beyond.
- The Uganda Cancer Registry, maintained by UCI, is one of Africa's most reliable sources of cancer data, supporting planning, monitoring, and international reporting.

Strategic Planning for Sustainability and Growth

Behind every milestone at the Uganda Cancer Institute is careful, deliberate planning. UCI has not only responded to the immediate needs of patients but also positioned itself for long-term growth and resilience.

Central to this effort is the Uganda National Cancer Control Plan (NCCP), developed with UCI's technical leadership. This plan outlines a structured roadmap for cancer prevention, early detection, treatment, palliative care, and survivorship. It also emphasizes sustainable financing, integration of cancer services into primary health care, and strengthening health systems to meet the growing demand for oncology services.

At the institutional level, UCI develops multi-year strategic plans aligned with Uganda's health sector priorities and global cancer control frameworks. These plans provide:

- Clear goals and targets to reduce cancer incidence and improve survival

- Budgeted action plans for infrastructure, human resources, and equipment
- Monitoring and evaluation systems to track performance and impact
- Research and innovation priorities to address Uganda's cancer burden
- Community and stakeholder engagement strategies to ensure inclusivity

Importantly, UCI's planning process is participatory, bringing together government, academia, civil society, patient groups, and international partners. This ensures that the Institute's strategies are not only evidence-based but also practical and people-centered.

By aligning planning with implementation, UCI ensures that every new ward, program, and policy is part of a bigger vision: a future where cancer no longer devastates families, but where survivors live long, productive lives.



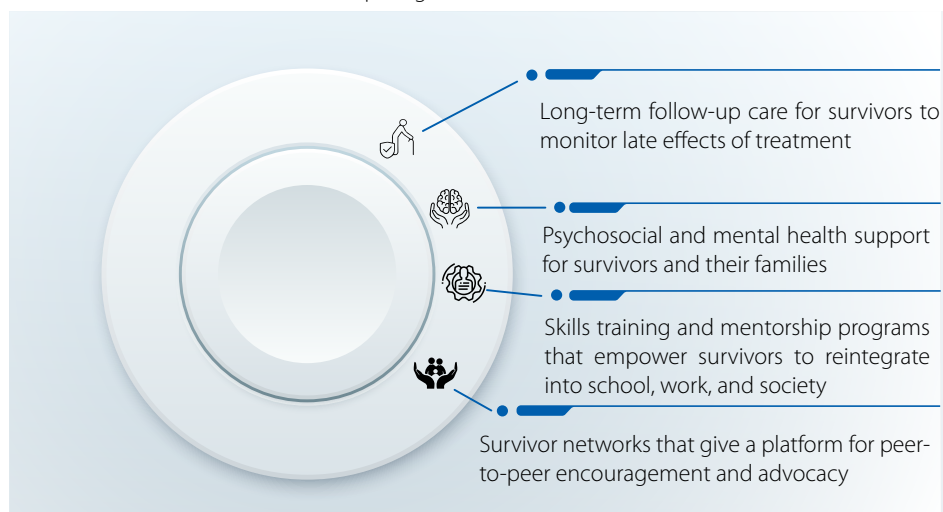
Survivorship: Life Beyond Cancer

Perhaps one of the most inspiring aspects of UCI's journey is its focus on cancer survivorship. The Institute recognizes that successful cancer care goes beyond diagnosis and treatment—it extends into survivorship, rehabilitation, and quality of life.

Every year, UCI celebrates Childhood Cancer Survivorship Day, where survivors walk the red carpet, ring the victory bell, and share their testimonies of resilience. These celebrations, organized with partners like UCCF, Hazel, and Amara, remind patients still on treatment that healing is possible and that cancer is not the end of their story.



UCI has also established a Survivorship Program that focuses on:



Through these initiatives, UCI has created a community of hope and solidarity—ensuring that every survivor is celebrated as a testament to progress in cancer care.

The Road Ahead: A Vision for Equity and Excellence

With cancer cases projected to rise in the coming decades, UCI is not resting on its laurels. Plans are underway to:

- Expand molecular diagnostics and genomic research
- Establish a Comprehensive Cancer Centre in Uganda
- Strengthen survivorship care and palliative care integration
- Scale up partnerships to improve cancer prevention and financing

Backed by strong government support, international partnerships,

and a highly committed team, the Uganda Cancer Institute is shaping the future of cancer care in Uganda—with a vision to ensure that every Ugandan, regardless of location or income, has access to life-saving cancer services.

Conclusion

From its pioneering research in the 1960s to its cutting-edge treatment today, UCI has truly earned its place as a national treasure in Uganda's health sector. The Institute is not just treating cancer; it is offering hope, dignity, and a future to millions of Ugandans.

We celebrate our commitment to excellence, equity, and compassion. In the words of one cancer survivor: "At UCI, I found not just treatment—but a family of healing, support, and hope."



Uganda's HIV Sustainability Roadmap Anchored in National Development Plan IV



HIV Stakeholders from Government of Uganda MDAs, Development Partners and Civil Society take a group photo at the end of the validation meeting for the HIV Sustainability Roadmap meeting at the UNAIDS Country Office.

Uganda has been recognized world over for its fight against the HIV epidemic right from the onset of the epidemic four decades ago. Indeed, the Country has registered a reduction of new HIV infections, prevalence rates, and AIDS related deaths. However, these achievements are threatened by a donor-driven response and inadequate domestic resources. To mitigate this challenge, the Uganda AIDS Commission, in collaboration with key stakeholders, developed the Country's HIV Sustainability Roadmap, a strategic plan aimed at transitioning the national HIV response from donor dependence to a country-led, integrated, and sustainable model. The

move comes at a critical time as external funding declines, yet HIV remains a major public health challenge.

What makes the Roadmap particularly significant is its deliberate alignment with Uganda's broader development agenda. By integrating HIV programming into the Fourth National Development Plan (NDP IV), the initiative ensures that the fight against HIV is pursued not in isolation, but as part of Uganda's broader socio-economic transformation and human capital development goals and objectives. The Roadmap affirms that the fight against HIV is central to achieving inclusive growth and long-term socio-economic transformation.

The Roadmap reinforces NDP IV priorities in several key areas:

Integration of services: HIV services will be embedded within primary health care platforms, enhancing universal health coverage, strengthening health system resilience, and addressing both communicable and non-communicable diseases more effectively.

Sustainable and Equitable Financing:

The plan outlines a financing transition strategy that prioritizes domestic resource mobilization, the rollout of the National Health Insurance Scheme, and the use of innovative mechanisms such as health taxes and blended finance. This supports NDP IV's financing for development agenda.

Human Capital Development:

By reducing HIV-related morbidity and mortality through prevention, treatment, and social protection, the Roadmap helps secure a healthier, more productive workforce essential for Uganda's long-term economic growth.

Governance and Accountability:

The roadmap emphasizes strong political leadership, enabling legal frameworks, and community-led monitoring to promote transparency, inclusivity, and accountability in the national HIV response.

Community Empowerment:

Expanding community-led service delivery and monitoring strengthens local ownership and ensures equitable access to health services, echoing NDP IV's focus on inclusive, people-centered development.

Embedding the HIV Sustainability Roadmap within NDP IV will not only sustain progress toward epidemic control by 2030 but also reinforce national resilience through 2035. More than a health plan, the Roadmap is framed as a development strategy that strengthens governance, financing, and service delivery systems while accelerating Uganda's journey toward middle-income status



THE UGANDA HUMAN RIGHTS COMMISSION AND ITS CONTRIBUTION TOWARDS ACHIEVING VISION 2040 THROUGH IMPLEMENTING NDPs

1. How does the Uganda Human Rights Commission's mandate align with the objectives of the National Development Plan IV?

The Uganda Human Rights Commission's constitutional mandate perfectly aligns with NDP IV's goal of achieving higher household incomes, full monetization, and sustainable socio-economic transformation. Established under Article 51 of the Constitution and empowered by Articles 52 and 53, the Commission is mandated to promote and protect human rights for all Ugandans, an essential pre-condition for good governance and stability. NDP IV's fifth objective, which focuses on strengthening good governance, security, and the role of the State in development, depends directly on UHRC's work. Through investigating rights violations, monitoring detention facilities, conducting civic education, and promoting constitutionalism, the Commission ensures accountability, transparency, and the rule of law, factors that anchor every other development pillar.

UHRC's interventions also advance NDP IV's human-capital objective by defending rights to education, health, and equality. For instance, our 2022–2027 Strategic Plan explicitly aligns with NDP IV and commits the institution to improving access to justice and social services. In 2023 alone, UHRC determined 197 complaints of human-rights violations and awarded UGX 238 million in compensation to victims, strengthening public trust in State institutions. Our Annual Reports now include stand-alone chapters on the rights to health, education, and social protection, core elements of human-capital development. In essence, UHRC supplies the governance backbone of NDP IV; without it, sustained transformation would not be possible.



Hon. Mariam Wangadya delivering remarks during an engagement with Civil Society Organisation - Justice Access Point (JAP). UHRC partners with CSO in the delivery of NDP IV objectives

● Can you give specific examples of areas where UHRC work directly supports NDP IV goals?

UHRC's five-year Strategic Plan mirrors NDP IV's emphasis on inclusive service delivery. The Commission's monitoring of schools and health facilities has directly informed government efforts to improve access and quality. We have also established a Vulnerable Persons Unit to focus on women, children, persons with disabilities, emerging minority groups and refugees, key populations referenced in NDP IV's social-inclusion agenda. In 2023, Chapter Four of our State of Human Rights Report examined the refugee situation in Uganda and offered policy recommendations adopted by the Office of the Prime Minister and UNHCR. Our tribunal decisions awarding compensation for unlawful detention and torture complement NDP IV's goal of strengthening institutions that fight impunity and corruption. Each of these actions translates the Plan's principles into measurable governance outcomes.



Chairperson Hon. Mariam Wangadya (seated 2nd R) with members of the Commission during an engagement with Retired Supreme Court Judge, Justice Eldad Mwangusya. Inter-agency coordination is key to delivering NDP IV objectives.

2. In what ways is UHRC participating in the design, implementation, or monitoring of NDP IV?

UHRC played an active role in the design phase of NDP IV by advocating for the inclusion of explicit human-rights benchmarks and indicators. We provided expert submissions to the National Planning Authority and MDAs, emphasizing a Human Rights-Based Approach (HRBA) to planning and budgeting. This ensured that the Plan's architecture rests on equity, accountability, and non-discrimination.

During implementation, UHRC continuously monitors government programmes and projects for rights compliance. Our State of Human Rights in Uganda reports assess how ministries meet treaty-body obligations and national targets. We gather quantitative and qualitative data from MDAs to evaluate alignment with rights standards. In 2024, our Directorate of Research, Education and Documentation trained all district planners and Permanent Secretaries in HRBA principles, equipping them to integrate rights into everyday planning. UHRC also reviews Bills before Parliament, for example, the Human Assisted Reproductive Technology Bill 2023, to ensure legislation supports rather than undermines rights-based development.

● Do you see any areas where the UHRC mandate and NDP IV priorities conflict or diverge?

Broadly, the UHRC and NDP IV pursue the same goal; the well-being of every Ugandan, though they sometimes differ in approach. The Plan's focus on rapid industrialization and infrastructure growth must be balanced with the Commission's conviction that development should never come at the expense of human dignity, environmental integrity, or the rule of law. As a matter of fact, the UHRC has now placed the Right to Development at the centre of its work, recognizing that without economic and social progress, civil and political rights remain hollow ideals. A hungry or jobless citizen cannot meaningfully enjoy freedom of speech or participate in governance.

3. Has UHRC been formally involved in NDP IV policy discussions or review processes?

Yes. The Commission participated in national consultations during NDP IV's formulation and continues to contribute to review processes convened by NPA and the Ministry of Finance. Our technical officers sit on thematic working groups that assess the Plan's performance from a governance and human-rights lens. We also share quarterly data and field findings that feed directly into sectoral progress reports. UHRC's advice has helped government adopt rights-sensitive indicators within the national monitoring framework.

• What tools or mechanisms does UHRC use to track NDP IV progress from a human-rights perspective?

UHRC applies an integrated monitoring system cutting across its directorates. The Directorate of Monitoring and Inspection carries out field assessments and human-rights impact studies on infrastructure, health, and education projects. The Research Directorate compiles and analyzes national data, while the Complaints Directorate captures violations linked to service delivery or development programmes. Findings are consolidated in the Commission's Annual Report to Parliament, which remains Uganda's primary accountability instrument on rights and governance.

To strengthen citizen participation, UHRC developed a mobile App, available on Google Play and Apple Store, allowing Ugandans to lodge complaints, access rights information, and follow up cases. The digital system provides real-time data for planning and monitoring, giving NPA and MDAs evidence to measure inclusive growth.



Our Director RED Mr. Byonabye Kamadi (black suit) with Gulu Regional Office head Ms. Phiona Opoka (2nd R) after training Prison Officers in Gulu on including HRBA in their service. The UHRC uses its 12 Regional Offices to monitor NDPIV implementation.

4. How effectively has NDP IV integrated human rights, equality, and non-discrimination across its strategies?

NDP IV has made commendable progress in integrating human rights into sectoral policies. It recognizes equality as a foundation for economic transformation and explicitly calls for HRBA principles across planning. In health, the Plan prioritizes equitable access to services and reduction of disparities by gender, region, and income. In education, it mandates inclusive learning for children with disabilities and marginalized communities. Gender equality is treated as a cross-cutting objective, advancing women's participation and protection from gender-based violence.

UHRC's partnership with the German Agency for International Cooperation (GIZ) under the Governance and Civil Society Strengthening Programme illustrates this integration in practice. Together with NPA and local governments, we mainstreamed HRBA into national and district planning tools and produced Uganda's first HRBA training manual. Thousands of planners and civil-society actors have since been trained, embedding rights thinking in service delivery.

Nonetheless, the Plan underplays the rights of indigenous minorities, refugees, and climate-affected communities. UHRC continues to push for explicit recognition of these groups,

warning that exclusion at planning stage translates into structural inequality during implementation.

● Which parts of the Plan demonstrate the strongest integration of rights, and which have been overlooked?

The strongest integration is in social-sector investments, particularly health, education, and gender equality, where policies clearly reflect HRBA principles. Conversely, limited attention is given to indigenous peoples, project-affected persons, and sexual- or gender-minority groups, largely due to prevailing legal and policy constraints. Environmental and climate-justice considerations also remain thin despite Uganda's growing extractive sector. UHRC's recommendations to NPA advocate for stronger human-rights safeguards in all major infrastructure and land-use projects under NDP IV.

5. What challenges does UHRC face in ensuring that human-rights considerations are respected during NDP IV implementation?

UHRC's main challenges have been institutional. For nearly two years, the Commission lacked a legally constituted quorum following the death of the then Chairperson, Hajji Med S. K. Kaggwa, which limited our ability to hear complaints or issue binding decisions. Financially, our operational budget fell to

about UGX 400 million per year, far below what was required for a nationwide mandate. Consequently, field inspections, civic-education drives, and legal redress slowed down.

Government has since addressed these constraints. A full seven-member Commission is now in place, and an additional UGX 10.3 billion in supplementary funding has revitalized our operations. We have reopened regional offices, enhanced case-management systems, and accelerated tribunal hearings. These reforms have restored UHRC's capacity to monitor NDP IV implementation effectively.

● **Are these challenges more institutional or political, and how has UHRC addressed them?**

The obstacles have been predominantly institutional; budgetary, staffing, and logistical, not political. Through sustained engagement with Parliament, Cabinet, and partners, we have secured incremental funding and support. The Commission has also embraced innovation, digital case-tracking, public barazas, and community outreach, to maximize limited resources. By doubling complaint disposal rates and improving visibility, UHRC has strengthened public confidence and positioned itself as a key partner in NDP IV delivery.

6. Which groups or communities require more focused attention under NDP IV to ensure their rights are fully protected?

Indigenous minorities such as the Batwa and Ik, project-affected persons, refugees, and host communities require urgent attention. They often experience multiple deprivations, displacement, poor housing, and lack of health and education services. NDP IV must explicitly safeguard their participation and access to resources. Women, persons with disabilities, children, the elderly and other emerging minority groups also need sustained empowerment to benefit equitably from national growth. UHRC further urges planners to consider emerging groups affected by digital exclusion, climate change, and rapid urbanization. Protecting these key populations is central to achieving the Plan's promise of inclusive prosperity.

7. How does UHRC collaborate with state agencies, civil society, and development partners in advancing NDP IV? Could you share an example of a successful partnership?

We work as a convener, connector, and catalyst for rights-based development. UHRC convenes policy roundtables with ministries, security organs, and international partners to align human-rights

priorities with national development goals. The Chairperson maintains direct engagement with ambassadors and heads of mission from the EU, UN, UK, US, China and others to strengthen cooperation around rule of law and institutional accountability. A key partnership is our active participation in the National Initiative for Civic Education in Uganda (NICE-UG), an inter-agency platform promoting value-based civic education. Through NICE-UG, the Commission is helping shape a citizenry that understands its rights, duties, and responsibilities. We believe that national development cannot thrive on infrastructure and investment alone, it must be anchored in civic consciousness, integrity, and patriotism.

UHRC also collaborates with organizations such as ACTV, HURINET, and the National Coalition of Human Rights Defenders to conduct joint outreach and awareness campaigns. Under the EU SUPREME Project, the Commission constructed a permanent field office in Moyo District, while our partnership with GIZ has mainstreamed the Human Rights-Based Approach into government training and planning. Local governments including Gulu, Masaka, and Moyo have donated land for new UHRC offices, demonstrating national commitment to the rights agenda. Together, these partnerships make NDP IV's vision of accountable and inclusive development a lived reality.

8. Looking ahead, what policy or institutional reforms are most needed to strengthen the integration of human rights into Uganda's development agenda beyond NDP IV?

The next step is to move human-rights integration from planning to budgeting. UHRC should be empowered to certify every MDA budget for human-rights compliance before it is tabled in Parliament. This would ensure that public spending promotes, rather than undermines, constitutional values. The Commission also needs statutory financial autonomy, to guarantee predictable resources. Government data systems must collect disaggregated, rights-sensitive information to continuously inform inclusive policies.

NDP IV's success ultimately depends on UHRC's ability to uphold accountability and fairness across the development chain. UHRC is the constitutional compass that keeps growth human-centred and lawful. Simply put, without UHRC, there can be no NDP IV worth its name.



OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS



30 YEARS OF PROSECUTORIAL EXCELLENCE: THE ODPP'S JOURNEY AS UGANDA MARKS 63 YEARS OF INDEPENDENCE

Commemorating 63 Years of Uganda's Independence and 30 Years of the Office of the Director of Public Prosecutions



HON. LADY JUSTICE JANE FRANCES ABODO
DIRECTOR OF PUBLIC PROSECUTIONS

As Uganda celebrates 63 years of Independence on 9th October 2025, the nation proudly looks back on a journey marked by endurance, transformation, and visionary leadership. From a post-colonial state rebuilding its institutions in 1962 to a modern republic governed by constitutional order, Uganda's progress has been anchored in the strengthening of its justice system and the consolidation of the rule of law.

At the heart of this evolution stands the Office of the Director of Public Prosecutions (ODPP), an institution that has, over the past three decades, emerged as a cornerstone of Uganda's criminal justice system. The ODPP has not only safeguarded the administration of justice but has also become a trusted custodian of integrity, fairness, and accountability within the governance framework.

This year is particularly momentous, as Uganda celebrates not only 63 years of nationhood but also 30 years since the establishment of the ODPP under the 1995 Constitution of the Republic of Uganda. These dual anniversaries, of independence and constitutional governance, offer a profound reflection on how far the coun-

try has come in institutionalising justice and strengthening democratic order.

The Office's commemorative theme, **"30 Years of Growing in Excellence in Criminal Prosecutions,"** encapsulates this legacy of transformation. It speaks to the ODPP's dynamic growth from a modest prosecutorial department into a robust, professional, and independent institution whose influence now reaches every corner of Uganda. The theme reflects not only a celebration of past achievements but also a reaffirmation of the ODPP's enduring commitment to justice, which is fair, efficient, impartial, and accessible to all Ugandans.

Since its inception, the ODPP has played a pivotal role in upholding the rule of law and protecting the rights of citizens, ensuring that offenders are held accountable through lawful, evidence-based prosecution. It has been instrumental in fostering public confidence in the justice system, deterring crime, and promoting a culture of respect for legal and ethical standards.

From its early days of limited resources and personnel to its current stature as a fully-fledged constitutional office with nationwide presence, the ODPP's journey has been one of relentless dedication, institutional resilience, and adaptive reform. Each decade has seen remarkable progress in organisational structure, professional capacity, technological innovation, and community engagement, positioning the Office as a key driver of Uganda's legal modernisation and justice sector reform.

The ODPP's 30-year milestone thus stands as both a testament to Uganda's constitutional maturity and a symbol of the country's unwavering pursuit of justice and equality before the law. As the nation celebrates its independence, the Office reaffirms its commitment to continue growing in excellence, delivering

justice that promotes peace, upholds human rights, and fosters Uganda's democratic and socio-economic development.

Establishment and Constitutional Mandate

The ODPP stands as one of the most transformative institutions established following Uganda's return to constitutionalism in 1995. It was formally established under Article 120 of the Constitution of the Republic of Uganda, 1995, which enshrined, for the first time, an independent and constitutionally guaranteed prosecutorial authority for the nation.

Article 120 vests in the Director of Public Prosecutions (DPP) the exclusive constitutional mandate to ensure that criminal justice is administered fairly, impartially, and in the public interest. The article delineates four fundamental powers which collectively define the ODPP's central role within the justice system. These are:

1. To direct the Police to investigate any information of a criminal nature and report to the DPP expeditiously;
2. To institute criminal proceedings against any person or authority in any court of competent jurisdiction, other than a court martial;
3. To take over and continue criminal proceedings initiated by any other person or authority; and
4. To discontinue criminal proceedings at any stage before judgment, subject to the consent of the Court.

These provisions position the ODPP as both the legal custodian of the State's prosecutorial authority and the gatekeeper of justice, ensuring that criminal proceedings are not abused for personal, political, or vindictive purposes.

From a Department to a Constitutional Institution Before 1995, Uganda's prosecutorial functions were carried out by

the Department of Public Prosecutions within the Ministry of Justice, operating under ministerial oversight and without independent constitutional status. While this arrangement facilitated the prosecution of cases, it lacked the institutional autonomy required to safeguard the impartial administration of justice.

The promulgation of the 1995 Constitution, therefore, represented a watershed moment in Uganda's legal evolution. It elevated the Department into a fully-fledged constitutional office, the Office of the Director of Public Prosecutions, under the Executive arm of Government, yet endowed with functional independence. This transformation guaranteed that prosecutorial decisions would henceforth be made free from external influence, guided only by law, evidence, and the public interest.

This constitutional independence also reinforced Uganda's compliance with international standards of justice, particularly those articulated in the United Nations Guidelines on the Role of Prosecutors (1990), which emphasise that prosecutors must perform their functions impartially and protect human rights, the rule of law, and due process.

A Pillar of Justice, Accountability, and Public Confidence

In the three decades since its establishment, the ODPP has evolved into a cornerstone of Uganda's criminal justice architecture, a stabilising force ensuring that offenders are held accountable, victims are protected, and justice is delivered with fairness, transparency, and integrity.

By exercising its mandate with independence and professionalism, the ODPP not only prosecutes offences but also protects the public interest, safeguards constitutional rights, and promotes peace and stability across the nation. Its work underpins public confidence in the justice system, reinforces the rule of law, and contributes directly to Uganda's broader goals of social order and sustainable development.

In essence, the establishment of the ODPP marked a constitutional triumph, a decisive step toward embedding justice, accountability, and equality before the law as the enduring foundations of Uganda's democratic governance.

Leadership and Institutional Continuity

Over the past three decades, the ODPP has been steered by three eminent jurists, each of whom has left an indelible mark on the institution's character, structure, and vision. Their collective leadership has shaped the ODPP into one of Uganda's most respected justice institutions, a model of integrity, professionalism, and resilience within the criminal justice system.

Hon. Justice Richard Buteera (1995–2013): The Foundational Era



HON. JUSTICE RICHARD BUTEERA, DIRECTOR OF PUBLIC PROSECUTIONS FROM 1995-2013

The story of the ODPP begins with Hon. Justice Richard Buteera, now Deputy Chief Justice Emeritus, who became the first DPP upon the enactment of the 1995 Constitution. He led the Office during its formative years with exceptional foresight and discipline, establishing the institutional structures, prosecutorial procedures, and ethical frameworks that continue to define the ODPP's operational culture.

Justice Buteera's tenure was characterised by a deep commitment to institutional independence, ensuring that the newly created Office operated autonomously and impartially in the execution of its constitutional mandate. Under his stewardship, the ODPP transitioned from a department within the Ministry of Justice into a fully-fledged constitutional office, symbolising Uganda's commitment to the rule of law and due process.

He is widely regarded as the architect of Uganda's modern prosecution service, having laid the bedrock upon which all subsequent reforms were built.

Hon. Justice Mike Chibita (2014–2020): The Expansion and Modernisation Phase



HON. JUSTICE MIKE CHIBITA
DIRECTOR OF PUBLIC PROSECUTIONS FROM 2014-2020

Following Justice Buteera's legacy, Hon. Justice Mike Chibita, now Justice of the Supreme Court of Uganda, assumed leadership of the ODPP in 2014. His administration ushered in a period of transformation, innovation, and strategic expansion.

During his tenure, the ODPP experienced unprecedented institutional growth, opening new regional and field offices nationwide to bring prosecution services closer to the people. Justice Chibita championed the modernisation of prosecutorial practice, the introduction of performance-based management, and stronger inter-agency collaboration within the Justice, Law and Order Sector (JLOS).

He prioritised capacity building, strengthening the skills of prosecutors through targeted training programmes and international partnerships. Justice Chibita also spearheaded efforts to improve public trust and transparency, promoting community engagement initiatives that demystified the prosecution process. His legacy is one of strategic vision, positioning the ODPP as a professional, people-centred, and forward-looking institution.

Hon. Lady Justice Jane Frances Abodo (2020– Present): The Era of Digital Transformation and Victim- Centred Justice

The mantle of leadership was passed to Hon. Lady Justice Jane Frances Abodo in April 2020, the first female DPP, marking the beginning of a dynamic new chapter in the ODPP's evolution. Under her leadership, the Office has embarked on a comprehensive modernisation and digital transformation agenda, aligning prosecutorial practice with global standards of efficiency, transparency, and accountability.

Justice Abodo's leadership has been distinguished by an unwavering focus on victim-centred justice, ensuring that the rights and welfare of victims and witnesses are integral to the prosecution process. She has prioritised the rollout

of the Prosecution Case Management Information System (PROCAMIS), enhanced the use of plea bargaining and special sessions to reduce case backlog, and championed the mainstreaming of gender and human rights perspectives in prosecution policy.

Her tenure has also been marked by greater inter-agency coordination, the establishment of the Office of the Permanent Secretary to streamline governance and resource management, and the creation of innovative training initiatives such as the ODPP Virtual Academy and the forthcoming Prosecutors' Academy in Nakasongola. Moreover, her tenure has also been marked by a significant boost in the staff welfare.

Justice Abodo's vision embodies a modern ODPP, one that is digitally empowered, people-centred, and globally competitive, while remaining anchored in Uganda's constitutional values.

A Legacy of Integrity and Excellence

Together, these three leaders have guided the ODPP from inception to maturity, transforming it from a modest prosecutorial body into a national pillar of justice and accountability.

Through their combined stewardship, the Office has sustained an unbroken tradition of professional independence, prosecutorial excellence, and service to the people of Uganda. Their leadership continues to inspire generations of prosecutors dedicated to upholding the rule of law, defending constitutionalism, and ensuring that justice is done, and seen to be done, for all.

Structure and National Footprint of the ODPP

Over the past three decades, the ODPP has evolved into one of Uganda's most strategically structured and nationally entrenched justice institutions. Its organisational design reflects both institutional depth and geographic inclusivity, ensuring that prosecutorial services are delivered efficiently, uniformly, and equitably to all Ugandans, regardless of location.

A Nationwide Network of Justice

The ODPP operates through an extensive and coordinated network that now comprises 130 Resident State Attorney (RSA) and Resident State Prosecutor (RSP) offices, strategically distributed across Uganda's districts. These field stations are the Office's operational frontlines, where justice meets the citizen.

Each RSA and RSP office represents the ODPP's presence within communities, directly engaging with the Courts, the Police, victims, and the public to ensure that the constitutional mandate of prosecution is fulfilled at the grassroots level.

This decentralised infrastructure is supported by 19 Regional Offices, which provide managerial oversight, technical supervision, and quality assurance to the field stations. The Regional Offices bridge the central and local operations of the institution, harmonising standards and ensuring that justice is dispensed with consistency and professionalism throughout the country.

At the apex stands the modern ODPP Headquarters in Kampala, which houses the DPP and the senior leadership of the institution. The Head Office provides strategic direction, formulates policies, ensures legal oversight, and facilitates inter-agency coordination, thereby linking national



HON. JUSTICE RICHARD BUTEERA, THE DEPUTY CHIEF JUSTICE EMERITUS AND HON. LADY JUSTICE FRANCES ABODO, DPP UNVEIL THE ODPP 30TH ANNIVERSARY MONUMENT AT THE ANNUAL PROSECUTORS' SYMPOSIUM 2025

justice priorities with operational realities in the field. Together, these structures form a seamless justice delivery network that spans Uganda's legal landscape, from the capital to the most remote districts.

Functional Structure: Four Core Directorates

To ensure systematic, efficient, and accountable prosecution services, the ODPP's functions are organised under four core Directorates, each with a distinct mandate but working in close interdependence:

Directorate of Prosecutions

This is the central engine of the ODPP. It oversees and manages all criminal prosecutions nationwide, ensuring that cases are handled with diligence, legality, and fairness. The Directorate coordinates with investigative agencies, such as the Uganda Police Force to ensure that prosecutions are evidence-based and guided by the rule of law.

Directorate of International Affairs

In an increasingly interconnected world, crime transcends borders. This Directorate manages international and transnational crimes, including war crimes, crimes against humanity, terrorism, human trafficking, cybercrime, and money laundering, and oversees Mutual Legal

Assistance (MLA) and extradition requests. It strengthens Uganda's cooperation with regional and global justice institutions, ensuring that offenders cannot evade accountability by crossing borders.

Directorate of Inspections, Quality Assurance, Research, and Training

This Directorate ensures that the ODPP's operations meet the highest professional and ethical standards. It monitors prosecutorial performance, conducts institutional audits, and drives continuous improvement. Through research, data analysis, and training, it fosters innovation and professional growth, ensuring that prosecutors remain competent, ethical, and responsive to emerging legal challenges.

Directorate of Management Support Services

This Directorate provides the administrative and logistical backbone of the institution. It oversees finance, human resource management, planning, procurement, and infrastructure development. Its role is to ensure that the ODPP's prosecutorial work is supported by a stable, well-managed, and efficiently resourced system, enabling prosecutors to perform their duties without hindrance.

Together, these Directorates form

a cohesive institutional ecosystem that blends legal expertise, administrative excellence, and strategic foresight, positioning the ODPP as a model of modern public prosecution in the region.

Specialised Departments, Divisions, and Units Recognising the evolving nature of crime, the ODPP has developed specialised departments, divisions, and thematic units dedicated to combating specific categories of offences that demand expert handling. These include:

- **Anti-Corruption Department** – Prosecutes corruption and corruption-related offences, reinforcing Uganda's commitment to transparency and integrity in public service.
- **International Crimes Department** – Manages and prosecutes cases involving war crimes, crimes against humanity, and other grave transnational offences.
- **Gender, Children and Sexual Offences Department** – Focuses on Sexual and Gender-Based Violence (SGBV) and offences against children, employing victim-centred approaches to protect vulnerable persons.
- **Land Crimes** – Manages land-related criminal matters such as criminal trespass, malicious damage to property.

In addition, the ODPP operates specialised divisions and units dealing with Human Trafficking, Homicide, Cybercrime, and Investment Crimes, reflecting its responsiveness to emerging criminal trends in Uganda's socio-economic context.

Each of these specialised entities operates within a framework of collaboration, technical precision, and sensitivity, ensuring that complex crimes are handled by skilled prosecutors equipped with sector-specific knowledge and international best practices.

A Decentralised and People-Centred Model

The ODPP's organisational model is decentralised, specialised, and people-centred. It allows for faster decision-making, localised case management, and closer interaction between prosecutors and the communities they serve.

By empowering field officers while maintaining rigorous oversight from the centre, the Office guarantees both efficiency and accountability in the prosecution process. This structure has enhanced access to justice, strengthened institutional credibility, and deepened public trust in the fairness of Uganda's criminal justice system.

In essence, the ODPP's nationwide footprint and its meticulously designed functional structure embody the spirit of accessible justice and institutional excellence. Through its regional reach, professional specialisation,

and unyielding commitment to the rule of law, the Office continues to translate the ideals of the Constitution into a living reality for every Ugandan seeking justice.

Institutional Achievements Over 30 Years

Over the past three decades, the ODPP has evolved from a modest prosecutorial department into one of the most dynamic and respected justice institutions in Uganda. Through deliberate institutional reforms, professional excellence, and innovation, the ODPP has strengthened its capacity to deliver justice efficiently, independently, and equitably.

The following milestones highlight the remarkable achievements that have defined the ODPP's 30-year journey of growth and transformation.

1. Institutional Growth and Professionalisation

When the ODPP was constitutionally established in 1995, it began with a small team of 25 prosecutors operating under limited resources and administrative structures. Today, the Office has grown exponentially to comprise 397 professional prosecutors supported by 302 administrative and support staff distributed across the country.

This expansion has been anchored in the establishment of clear career progression paths, which have enhanced professionalism and retention within the prosecutorial service. In tandem, the ODPP has instituted robust management systems and streamlined operational procedures that combine administrative efficiency with prosecutorial independence, a hallmark of modern justice administration.

The institution's growth reflects a deliberate vision to build a professional, motivated, and accountable prosecutorial service capable of responding to Uganda's evolving criminal justice needs.

2. Case Management, Efficiency, and Conviction Rates

The ODPP has made significant strides in enhancing case management and increasing conviction rates through a combination of innovation, inter-agency coordination, and strategic reforms.

Through initiatives such as plea bargaining, specialised criminal sessions, Sexual and Gender-Based Violence (SGBV) sessions, and case-weeding exercises, the Office has



HON. LADY JUSTICE JANE FRANCES ABODO A. PRECIATES H.E. GEN. YOWERI KAGUTA MUSEVENI, PRESIDENT OF THE REPUBLIC OF UGANDA FOR HIS VISIONARY LEADERSHIP AND SUPPORT TO THE ODPP

accelerated case disposal and significantly reduced case backlog across the country.

As a result:

- a) The overall national conviction rate stands at an impressive 70%;
- b) The Anti-Corruption Department maintains a stellar 93% conviction rate; and
- c) The Gender, Children and Sexual Offences Department has achieved an 80% conviction rate, supported by victim-centred approaches and innovative prosecution techniques.

These statistics are not merely numerical achievements; they demonstrate the ODPP's technical maturity, prosecutorial consistency, and strengthened collaboration with investigative agencies and the Judiciary, all of which have enhanced public confidence in the justice system.

3. Expansion of Infrastructure and Physical Presence

From its humble beginnings at Crane Chambers in Kampala, the ODPP has expanded its physical footprint to become a truly nationwide institution.

The Office now operates through 130 RSA and RSP offices, as well as 19 Regional Offices, many of which are housed in purpose-built facilities designed to meet modern prosecutorial standards.

This expansion has improved accessibility to justice, reduced delays in case handling, and enhanced the institution's visibility in communities across Uganda. The ODPP's infrastructural growth symbolises not only institutional maturity but also the deepening of state presence and service delivery in the justice sector.

4. Staff Welfare, Motivation, and Logistical Growth

The Government of Uganda has demonstrated a strong commitment to enhancing prosecutorial welfare, recognising that an empowered prosecutor is central to the effective administration of justice.

In 2022, the Government implemented an 81% salary enhancement for prosecutors and granted a tax waiver on their emoluments, an unprecedented reform that has improved staff motivation, morale, and retention.

Complementing this, the ODPP's logistical base has expanded significantly, from just a handful of vehicles at inception to over 120 operational units currently deployed

for supervision, mobility, and field operations. This logistical empowerment ensures that prosecutors are adequately facilitated to serve communities even in the most remote parts of Uganda.

5. Capacity Building, Guidelines, and Institutional Learning

The ODPP's pursuit of excellence has been anchored in continuous capacity building and the development of comprehensive prosecutorial guidelines, ensuring consistency, transparency, and accountability in case handling.

In the last five years, the ODPP has issued a suite of high-impact policy and operational frameworks, including:

- Decision to Charge Guidelines (2023)
- Plea Bargain Guidelines (2021)
- Prosecution-Guided Investigations Guidelines (2023)
- Trafficking in Persons Prosecutors' Guidelines (2021)
- Mutual Legal Assistance Guidelines (2024)

These guidelines, developed in partnership with leading international organisations such as the United Nations Office on Drugs and Crime (UNODC), UN Women, the Human Trafficking Institute (HTI), and Space for Giants, have elevated Uganda's prosecutorial practice to globally recognised standards.

To sustain this professional momentum, the ODPP launched the ODPP Virtual Academy in 2023, an e-learning platform that provides prosecutors with ongoing training, legal resources, and professional development opportunities nationwide.

In 2025, construction commenced for the Prosecutors' Academy in Nakasongola, a national centre of excellence that will institutionalise training, research, and innovation in prosecutorial practice for generations to come.



CELEBRATING THE ODPP'S 30TH ANNIVERSARY AT THE ANNUAL PROSECUTORS' SYMPOSIUM 2025)

6. Digitisation and Innovation

The ODPP's digital transformation began in 2014 with the introduction of the Prosecution Case Management Information System (PROCAMIS). This ground-breaking innovation revolutionised how criminal cases are tracked, monitored, and managed.

PROCAMIS has reduced paperwork, minimised delays, and enhanced data integrity, transparency, and accountability in the prosecution process. The ongoing nationwide rollout of PROCAMIS remains a central pillar of the ODPP's modernisation agenda, positioning the Office at the forefront of digital justice reform in the region.

7. Administrative Reforms and Institutional Strengthening

In 2025, the ODPP achieved another historic milestone with the establishment of the Office of the Permanent Secretary, marking a new phase of administrative and managerial evolution.

This reform has enhanced policy coordination, financial management, and institutional governance, thereby enabling the DPP and senior leadership to focus more squarely on core prosecutorial mandates. The reform underscores the ODPP's commitment to modern public sector management principles, efficiency, accountability, and service excellence.

8. Community Engagement, Transparency, and Access to Justice

In keeping with its mandate to serve the people, the ODPP has prioritised community engagement as a critical component of justice delivery.

Through the Baraza programme, implemented in partnership with the International Development Law Organisation (IDLO), the Office has established open platforms for citizens to interact directly with prosecutors, understand their rights, and raise

concerns about justice delivery in their communities.

Barazas held in Kabale, Gulu, and Lira have recorded remarkable success, strengthening public trust, improving institutional transparency, and empowering citizens to become active participants in the justice system.

These forums exemplify the ODPP's philosophy of "justice in the community, for the community", transforming prosecution from a distant institution into a people-centred service that listens, responds, and delivers.

A Legacy of Excellence

Thirty years on, the ODPP stands as a beacon of institutional excellence, an independent, professional, and resilient entity that continues to uphold the Constitution, protect the rights of citizens, and ensure that justice is done without fear, favour, affection, or ill will.

Its journey reflects not only organisational growth but also Uganda's broader progress in building a fair, transparent, and accountable criminal justice system, a true testament to "30 Years of Growing in Excellence in Criminal Prosecutions".

Landmark Cases and the Triumph of Prosecution Excellence

Over the past three decades, the ODPP has been at the forefront of shaping Uganda's criminal justice landscape through fearless prosecution of complex, high-profile, and precedent-setting cases. Two cases, *Uganda v. Thomas Kwoyelo* and *Uganda v. Kisekka Daniel Kiwanuka* and others (The Joan Kagezi Case), stand out as defining milestones in the nation's pursuit of justice, both domestically and internationally.

These landmark prosecutions not only demonstrate the ODPP's institutional maturity and technical competence but also reaffirm Uganda's unwavering commitment to accountability, the rule of



ODPP BARAZA HELD AT KABALE REGION IN SEPTEMBER 2025

law, and the protection of those who serve the cause of justice.

The Thomas Kwoyelo Case (2024): Uganda's Historic Milestone in International Criminal Justice

In a landmark judgment delivered on 13th August 2024, the ODPP made history by securing the conviction of Thomas Kwoyelo, a former commander of the Lord's Resistance Army (LRA), on 44 counts of war crimes and crimes against humanity, by the International Crimes Division (ICD) of the High Court of Uganda.

Kwoyelo's conviction marked the first-ever successful domestic prosecution of international crimes in Uganda, a monumental achievement not only for the ODPP but also for Africa's growing capacity to administer international criminal justice within national courts.

The charges, which stemmed from the LRA's brutal insurgency between 1987 and 2005, included war crimes and crimes against humanity comprising murder, enslavement, rape, torture, imprisonment, pillaging, and cruel treatment, acts that had inflicted untold suffering on the people of Northern and Eastern Uganda.

Following extensive investigations and a complex trial spanning several years, the Court sentenced Kwoyelo to 40 years' imprisonment and reparations were awarded to the victims. The judgment was hailed nationally and internationally as a landmark victory for victims' rights, transitional justice, and domestic accountability.

The ODPP's prosecution team, working in close collaboration with the Judiciary, the Uganda Police Force, and international justice partners, demonstrated meticulous preparation, legal innovation, and steadfast professionalism throughout the proceedings.

The Kwoyelo case remains a symbol of Uganda's commitment to combating impunity, delivering justice to war victims, and upholding its obligations under both national and international law. It affirms that even in post-conflict societies, justice can be achieved through national institutions operating within the bounds of the rule of law.

The Joan Kagezi Case (2025): Justice for a Fallen Prosecutor, Courage for a Nation

In May 2025, the ODPP achieved another

momentous victory when the High Court of Uganda convicted Kisekka Daniel Kiwanuka for the assassination of the late Assistant Director of Public Prosecutions, Joan Kagezi, sentencing him to 35 years' imprisonment under a plea bargain arrangement.

The conviction came a decade after the heinous crime, following renewed investigations and determined prosecutorial efforts that brought closure to one of Uganda's most painful chapters in the fight against impunity.

The late Joan Kagezi, a highly esteemed prosecutor and head of the ODPP's International Crimes Department, was assassinated in March 2015 while driving home with her children. This crime shocked the nation and underscored the risks faced by prosecutors and judicial officers in the line of duty.

Her assassination was an attack not just on an individual, but on Uganda's justice system and the sanctity of public service. The ODPP's unwavering pursuit of justice in her case demonstrated the institution's courage and resilience in ensuring that no act of violence against the custodians of justice would go unpunished.

The conviction of Kisekka Daniel Kiwanuka represents justice restored, not only for the Kagezi family but also for every prosecutor who serves with integrity and bravery. It reinforced Uganda's resolve to protect its justice sector officers, uphold prosecutorial independence, and strengthen national security through lawful accountability.

A Legacy of Justice, A Future of Courage

Together, the Kwoyelo and Kagezi cases encapsulate the ODPP's evolution into a globally respected prosecutorial institution, one that handles the most intricate and sensitive cases with courage, integrity, and professionalism.

These prosecutions have not only advanced legal precedent in Uganda

but also elevated the country's stature as a regional leader in prosecutorial excellence and judicial innovation.

They embody the spirit of the ODPP's 30-year journey, one of growth in excellence, upholding justice, and safeguarding the values of peace, dignity, and the rule of law.

As Uganda celebrates its 63rd Independence Anniversary, the ODPP stands as a testament to how justice institutions, when guided by principle and perseverance, can heal nations, empower citizens, and secure the moral fabric of society.

Challenges and Strategic Response

As the ODPP continues to consolidate its role as the cornerstone of Uganda's criminal justice system, it operates within an increasingly complex environment. The ever-evolving nature of crime, coupled with growing public expectations, has imposed new demands on the institution. Despite its remarkable progress, the ODPP faces a range of systemic and operational challenges that impact the speed, reach, and overall efficiency of prosecutions.

1. Staffing Gaps and Workload Imbalances

While the ODPP has expanded significantly over the past three decades, the rapid growth in Uganda's population, the creation of new districts, and the increasing sophistication of crime have outpaced staffing levels.

Several districts still lack a Resident State Attorney or Prosecutor, compelling existing officers to cover multiple jurisdictions simultaneously. This overstretch affects the quality of case preparation, the timely attendance of court sessions, and public access to justice.

To address this, the ODPP has prioritised human resource expansion and equitable deployment, advocating for increased funding to recruit additional prosecutors



THE HEADS OF THE ARMS OF GOVERNMENT OF UGANDA WITH ODPP STAFF AT THE 8TH JOAN KAGEZI MEMORIAL LECTURE HELD AT THE KOLOLO CREMONIAL GROUNDS IN 2024

and support staff. The Office is also strengthening regional supervision and introducing performance management systems to optimise efficiency among existing personnel.

2. Persistent Case Backlog

The ODPP continues to grapple with a high case backlog, a challenge shared across the entire justice system. The backlog is driven by a combination of factors, including limited prosecutorial capacity, delayed investigations, adjournments and logistical constraints affecting the conduct of criminal sessions.

This has the unintended effect of delaying justice for victims, prolonging the detention of accused persons, and undermining public confidence in the judicial process.

In response, the ODPP has intensified the use of innovative case disposal mechanisms, including plea bargaining, case-weeding exercises, special criminal sessions, and daily hearing pilots, in selected circuits. These initiatives have significantly reduced backlog levels and enhanced the pace of criminal adjudication. The Office continues to collaborate closely with the Judiciary and the Uganda Police Force to strengthen the chain of evidence management and enhance case readiness prior to trial.

3. Financial and Logistical Constraints

Effective prosecution requires not only skilled personnel but also adequate financial and logistical support. Limited budget allocations continue to constrain the ODPP's ability to conduct nationwide criminal sessions, field operations, community sensitisation activities, and staff development programmes.

Financial shortfalls also hinder the recruitment of much-needed prosecutors, the acquisition of vehicles for supervision, and the maintenance of operational tools critical to performance.

To mitigate these challenges, the ODPP is pursuing strategic partnerships with development agencies and increasing domestic

resource advocacy through the Ministry of Finance, Planning and Economic Development.

The Office has also prioritised financial accountability and value-for-money practices, ensuring that available resources are utilised with maximum efficiency and transparency.

4. Procedural Delays and Human Rights Applications

The enactment of the Human Rights (Enforcement) Act, 2019, while a positive step toward protecting constitutional rights, has presented new procedural complexities in criminal trials.

An increasing number of accused persons invoke this law to challenge the admissibility of evidence or to halt proceedings pending the resolution of human rights claims. While these applications are legitimate, their growing frequency has contributed to delays in the determination of severe criminal cases.

The ODPP is responding by training prosecutors in human rights litigation and promoting closer collaboration with investigative agencies to ensure that evidence collection and pre-trial procedures adhere to constitutional safeguards.

By integrating human rights compliance into prosecution practice, the Office aims to both uphold justice and prevent abuse of due process as a delay tactic.

5. Absence of a Comprehensive Witness Protection Framework

Perhaps the most pressing structural gap within Uganda's criminal justice system remains the absence of a comprehensive witness protection law.

Witness intimidation, threats, and fear of reprisal continue to discourage vital testimony, particularly in high-profile terrorism, corruption, and Gender-Based Violence cases. This not only weakens prosecutions but also undermines victims' confidence in seeking justice.

The ODPP has consistently advocated for the enactment of a Witness Protection Act to



THE HEADS OF THE ARMS OF GOVERNMENT OF UGANDA WITH MEMBERS OF TOP MANAGEMENT OF THE ODPP AT THE 8TH JOAN KAGEZI MEMORIAL LECTURE HELD AT THE KOLOLO CEREMONIAL GROUNDS IN KOLOLO IN 2024

institutionalise mechanisms for the safety, relocation, and support of witnesses and their families.

In the meantime, the Office continues to collaborate with partners, including JLOS, UNODC, and UN Women, to develop interim protection protocols and ensure that witnesses in sensitive cases receive suitable psychosocial and security support.

Strategic Direction

In addressing these challenges, the ODPP is guided by a strategy centred on innovation, institutional reform, and strategic partnerships.

Through continuous capacity building, digital transformation, and policy advocacy, the Office seeks to strengthen prosecutorial independence and ensure that justice is both accessible and effective for all Ugandans.

With ongoing reforms, including the expansion of PROCAM-IS, the establishment of modern ODPP offices, and the construction of the Prosecutors' Academy in Nakasongola, the institution is building a more efficient, accountable, and citizen-centred prosecutorial service.

The ODPP remains unwavering in its commitment to overcoming these constraints, enhancing national prosecutorial reach, and upholding Uganda's enduring promise of justice for all.

Vision for the Future: Building a Modern, Accessible, and Transformative Prosecution Service

As Uganda advances toward the goals of Vision 2040 and the Sustainable Development Goals (SDGs), particularly Goal 16: Peace, Justice, and Strong Institutions, the ODPP envisions a future defined by technological innovation, institutional resilience, and universal access to justice.

The next decade represents a pivotal chapter in the ODPP's journey, one focused on deepening professionalism, embedding digital transformation, and ensuring that every citizen, in every part of Uganda, can access timely and equitable prosecutorial services.

1. Universal Presence and Full Staffing

The ODPP aspires to achieve a permanent, fully staffed presence in every district of Uganda, ensuring that no community remains beyond the reach of justice. This will involve the recruitment, deployment, and retention of prosecutors, investigators, and administrative personnel to match the country's growing population and criminal caseload.

This expansion will not only decentralise prosecution services but also promote efficiency, reduce case backlog, and build

public confidence in the justice system at the grassroots level.

2. Elimination of Case Backlog through Innovation and Collaboration

A key strategic objective for the ODPP is the elimination of case backlog through the integration of digital tools, prosecutorial innovation, and inter-agency coordination.

Enhanced cooperation among the Judiciary, the Uganda Police Force, the Uganda Prisons Service, and other Justice, Law, and Order Sector institutions will enable faster investigations, better case preparation, and the timely disposal of criminal matters.

The Office will also strengthen Prosecution-Guided Investigations to ensure that cases presented before courts are well-founded, evidence-based, and ready for fair and expeditious determination.

3. Nationwide Rollout of PROCAMIS

The whole national deployment of PROCAMIS remains central to the ODPP's modernisation agenda.

Once fully operational across all ODPP offices, PROCAMIS will streamline case registration, tracking, and reporting, while enabling data-driven decision-making and institutional accountability.

By digitising every stage of the prosecution process, from case intake to judgment, the system will enhance transparency, reduce administrative delays, and provide real-time information to prosecutors and managers alike.

4. Construction of Modern ODPP Premises Across the Country

The ODPP is committed to developing modern, purpose-built office infrastructure in all regions of Uganda. These facilities will not only provide prosecutors with a safe, professional working environment but also symbolise the dignity and independence of the prosecutorial function.

Each office will serve as a beacon of justice in the community, accessible, visible, and responsive to the public's needs. The construction of these facilities will also support Uganda's decentralisation policy and contribute to regional development.

5. Continuous Professional Development and Empowerment

At the heart of the ODPP's future is the continuous empowerment of prosecutors through structured training, mentorship, and leadership development.

The establishment of the ODPP Prosecutors' Academy in Nakasongola will anchor this vision, serving as a centre of excellence for prosecutorial training, ethics, and research.



AT THE FIRST ANNUAL ODPP-CID COORDINATION MEETING GRACED BY H.E. GEN. YOWERI KAGUTA MUSEVENI, PRESIDENT OF THE REPUBLIC OF UGANDA

Combined with the ODPP Virtual Academy, these initiatives will ensure that every prosecutor, whether in Kampala or Alebtong, has access to world-class training and legal resources.

Empowered prosecutors lead to stronger cases, fairer outcomes, and increased public trust in the justice system.

A Vision Anchored in National Development

This forward-looking agenda reflects the ODPP's enduring commitment to the principles of justice, accountability, and good governance.

By aligning its strategic direction with Uganda's National Development Plans and SDG 16, the ODPP aims to contribute meaningfully to a Uganda that is peaceful, secure, and founded on the rule of law.

The future ODPP is digitally connected, operationally efficient, geographically accessible, and professionally empowered; an institution truly "Growing in Excellence in Criminal Prosecutions."

Partnerships and National Impact

Over the past three decades, the ODPP has grown not only through internal reforms and professional excellence but also through strategic partnerships with national, regional, and international stakeholders. These partnerships have been instrumental in transforming the Office into a dynamic, responsive, and globally respected prosecutorial institution that upholds the rule of law and safeguards the rights of all Ugandans.

At the heart of this collaborative ecosystem lies JLOS. This multi-institutional framework has facilitated coordination among justice sector actors to enhance access to justice, promote accountability, and improve service delivery. Through JLOS, the ODPP has benefited from policy harmonisation, capacity development, infrastructure support, and sector-wide reforms aimed at strengthening Uganda's justice architecture.

The ODPP also acknowledges the unwavering support of development partners and specialised agencies, whose contributions have been pivotal in building technical capacity, deepening prosecutorial competence, and advancing human rights-based approaches to criminal justice. These include:

- UN Women, for supporting gender-responsive prosecution and promoting justice for victims of Gender-Based Violence (GBV);
- UNICEF, for championing child-sensitive justice processes and strengthening the protection of minors in conflict with the law;
- UNODC, for providing technical assistance in combating transnational organised crime, and trafficking in persons;
- IDLO, for fostering legal empowerment, institutional visibility, and public engagement through community justice Barazas;
- International Justice Mission (IJM), for supporting initiatives that advance justice for vulnerable populations and combat human trafficking;
- Human Trafficking Institute (HTI), for enhancing prosecutorial capacity in the investigation and prosecution of trafficking in persons; and
- Kyampisi Childcare Ministries, for their invaluable contribution to the rehabilitation and reintegration of survivors of child abuse and exploitation.

Through these collaborations, the ODPP has strengthened technical expertise, expanded its institutional reach, and refined victim-centred approaches that place survivors at the core of the justice process. These partnerships have also facilitated the development of key prosecutorial guidelines, training programmes, and case management innovations that continue to improve consistency and efficiency in the administration of justice.



Equal Opportunities Commission



Guardians of Fairness: How the Equal Opportunities Commission Works for Inclusion in the NDP Framework



Hon Amongi Betty Ongom
Minister of Gender, Labour and Social Development.

About The Equal Opportunities Commission

The Equal Opportunities Commission is a constitutional body established by the Equal Opportunities Commission Act Cap 7 pursuant to Article 32 of the 1995 Constitution of the Republic of Uganda (amended). The Commission was established to promote equal opportunities and affirmative action in favor 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.

The Commission plays a critical role in national development by promoting equal access to opportunities and redressing imbalances through ensuring equitable resource allocation in budgets to address the specific concerns, policy monitoring, access to social justice, and public awareness campaigns. It works to eliminate discrimination and marginalization based on gender, age, disability, location and ethnicity, ensuring marginalized groups can participate fully and benefit from social, economic, and political activities, which is fundamental for inclusive growth. The EOC's work contributes to a fairer society by identifying gaps in service delivery and recommending actions to ensure equal opportunities for all citizens

Background

Uganda committed to equitable and balanced development, gender equality and guaranteed access to opportunities in social, economic and political sectors. This is enshrined in the robust legal, policy and institutional frameworks such as the 1995 Constitution of the Republic of Uganda (amended) and the subsequent laws, Vision 2040 and the subsequent series of National Development Plans I, II, III, IV as well as regional and international frameworks on the principle of leaving no one behind.

The Constitution provides the basis for inclusive development through several provisions. Article 21 guarantees equality and freedom from discrimination, while Article 32 mandates affirmative action for marginalized groups and the creation of Equal Opportunities Commission to effect the State's constitutional mandate to promote equal opportunities and affirmative action.



Hon. Safia Nalule Jjuuko,
Chairperson Equal Opportunities Commission

Mandate of the Commission

The Commission was established to give effect to the State's constitutional mandate to eliminate discrimination and inequalities against any individual or group of persons on the ground of sex, age, race, colour, ethnic origin, tribe, birth, creed or religion, health status, social or economic standing, political opinion or disability, and take 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.

Functions of the Commission

EOC is critical in realising the goals of National Development Plans through its legally established functions and powers; it acts as both a proactive body for promoting equality and a quasi-judicial body for addressing specific instances of inequalities as well as ensuring that all persons participate in the development process.

The primary function of the Equal Opportunities Commission (EOC) of Uganda is to eliminate discrimination and inequalities against any person or group on grounds such as sex, age, race, disability, religion, or social standing, and to promote equal opportunities and affirmative action in their favour.

The EOC's specific functions include:

- **Monitoring and Evaluation:** Monitoring and evaluating policies, laws, plans, programmes, activities, practices, traditions, and customs of all government and private bodies to ensure they comply with equal opportunities and affirmative action principles.
- **Investigating Complaints:** Receiving, investigating, and resolving (through mediation, conciliation, or negotiation) complaints from individuals or groups alleging discrimination or marginalisation.
- **Enforcement and Redress:** Hearing and determining complaints and, where discrimination is found, ordering institutions or individuals to take specific actions to promote equal opportunities or to rectify the situation.
- **Public Awareness and Education:** Developing and managing public awareness and educational programmes to promote the understanding and acceptance of equal opportunities in employment, education, and social services.
- **Research and Policy Advocacy:** Undertaking research, organising discussions on equal opportunities, and recommending new legislation or policy changes to relevant Ministers and authorities.
- **Budget Assessment:** Assessing national and local

The Constitution gives the commission its mandate to eliminate discrimination and inequality and to take affirmative action in favor of marginalized groups. With regard to National Development Plans, government has established targeted programs for marginalized groups, spatial planning, institutional framework for equal opportunities and strengthening economic fundamentals for inclusive growth.

government budget framework papers and policy statements for gender and equity responsiveness and issuing compliance certificates.

- **Monitoring International Compliance:** Monitoring Uganda's compliance with relevant international and regional conventions and treaties relating to equal opportunities and non-discrimination.
- **Reporting:** Preparing and submitting annual reports to the Parliament of Uganda on the state of equal opportunities in the country.

The Mandate of the Commission is further strengthened by key national laws, including the Public Finance Management Act, Cap 171. The Act requires the

Commission to assess government budgets for gender and equity compliance. Specifically, the PFMA enables the EOC to assess Budget Framework Papers (BFPs) and certify whether the BFPs of government Ministries, Departments, Agencies (MDAs), and Local Governments (LGs) address the specific concerns of men and women, Persons with Disabilities, Children, Older Persons, Youth, Ethnic Minority Groups among others

Other laws include the Local Governments Act, Cap 243; the National Youth Council Act, Cap 319; the National Women's Council Act, Cap 318; the Children Act, Cap 59; the National Council on Disability Act, 2003; the Land Act, Cap 227; and the Building Control Act, 2013, among others.

The Constitution, Vision 2040 and the series of National Development Plans I, II, III and IV recognize that particular groups are marginalized, discriminated and excluded from development processes and provides for the establishment of the Equal Opportunities Commission to address this.

This requires a robust institutional framework to promote equitable participation, inclusive access and meaningful benefit of all people.

At the regional level The East African Community (EAC), gender equality and equity is a core principle enshrined in its founding Treaty. EAC aspires to achieve a prosperous, competitive, secure, stable, and politically united East Africa where women and men, boys and girls, have equal opportunities, rights, and access to resources. The African Union's Agenda 2063 aims for full gender equality in all spheres through initiatives focused on women's economic empowerment, social justice and rights, leadership and governance, gender management systems, women, peace and security, and media and ICTs. The ultimate goal is to create a more inclusive and prosperous Africa where women and girls have equal rights, opportunities, and participation in decision-making.



Uganda made international commitments on inclusive development through the Sustainable Development Goals under the principle of leaving no one behind, particularly Goal 5, which calls upon member states to integrate gender responsive budgeting into national laws. Other commitments include the Beijing Platform for Action as well as Cairo Programme of Action on Population and Development:

The establishment of the EOC reflects the Government of

Uganda's strong commitment under the NRM administration to redress historical injustices, inequalities, marginalisation, and discrimination that had long undermined the rights, dignity, and livelihoods of vulnerable groups.

In effecting its mandate and fostering inclusive growth, the Commission contributes significantly in ensuring that all persons inclusively access, equitably participate and meaningfully benefit in National Development. Below are some of the interventions.

1. Evaluation and Monitoring of plans and budgets for Gender and Equity Compliance

The Commission assesses Budget Framework Papers and Ministerial Policy Statements of National Development Programmes and MDAs as well as Local Governments to ensure that resources are allocated to address the specific concerns of gender and equity.

The Commission has assessed National Budgets, Budget Framework Papers for Programmes, Local Governments and MDAs for compliance with Gender and Equity requirements since the inception of the current development plan regime. There has been steady progress in the performance.

Since the introduction of programme-based budgeting, the national average gender and equity performance steadily improved from 54% to 59% in FY 2023/24 to FY 2025/26. below is the table showing the trends assessment in gender and equity.

Financial Year	2020/21	2022/23	2023/24	2024/25	2025/26
Average Performance (%)	65%	67.60%	54.35%	57.60%	59%

Source. EOC Programme BFP Assessment

With regard to assessment of Ministerial Policy Statements, MDAs have steadily improved in addressing the concerns of men and women, Persons with Disabilities, Older Persons, Ethnic Minorities and other vulnerable persons in National Development Plans. The Performance improved from 63.93% in 2020/21 to 68.5 % in 2025/26.

Trends table showing progress of G&E amongst MDAs

Financial Year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
National Average	63.93%	66.08%	65%	67%	67%	68.5%

In addition to assessment, the Commission monitors the implementation of government commitment under tracking.

2. Enhancement of access to equitable social justice

The Commission enhances access to social justice through its quasi-judicial Tribunal mechanism, recognising that access to justice is fundamental to promoting equal opportunities. The EOC is one of only two institutions in Uganda that provide Legal Aid Services, offering critical support to vulnerable individuals who cannot afford private legal representation. To effectively administer social justice, the Commission employs mechanisms such as Alternative Dispute Resolution (ADR) and formal adjudication. Since its establishment, the EOC has successfully resolved over 2,018 complaints, demonstrating its pivotal role in advancing fairness and equity in Uganda.

3. Taking affirmative action in favour of marginalised groups

Uganda's population, estimated at 45 million (UBOS, 2024), comprises over 78% marginalised and vulnerable groups including women (17.6 million), youth (13.2 million), orphans and vulnerable children (19 million), older persons (1.4 million), ethnic minorities (0.48 million), persons with disabilities (4.1 million), the rural and urban poor (6.8 million), and persons living with HIV/AIDS, among others.

The Equal Opportunities Commission (EOC) is therefore entrusted with ensuring that all national development and planning frameworks intentionally address the needs and priorities of these groups, who together represent the majority of Uganda's population.

4. Eliminating Inequalities in Uganda

There is a global concern of the Poor getting poorer and the rich getting richer. It is further reported that the poorest Ugandans have seen their possessions decline by 21 per cent over the past 20 years and as a result, the poorest 10% of Ugandans own only 2.5% of the country's wealth, while the poorest 20% of Ugandans own a meagre 5.8% of national income.

5. Advocating for Inclusive growth

The Commission advocates for inclusive growth and development. Exclusion of marginalised persons from the development process compromises Government efforts to widen the tax base to reduce on Foreign Aid dependency and maintain its autonomy. Inclusive growth and development is among the national strategies that will increase Uganda's income per capita to the targeted USD 9,500 (by 2040). The Commission does this through its function of monitoring, evaluating and ensuring that policies, laws, plans, programmes, activities, practices, traditions, cultures, usages and customs of both State and non-state actors are compliant with equal opportunities and affirmative action.

6. Provision of Social Justice through the Quasi-judicial system

The Commission is quasi-judicial with powers of Court and can enforce its own decisions. "JUSTICE DELAYED IS JUSTICE DENIED" The EOC Act gives the Commission powers to prosecute those violating the Act and also award damages where necessary. This is a milestone achievement that should not be washed down the lane, but rather be protected in dispensing equity and justice for special interest groups and individuals.

7. Monitoring and Compliance Audits

The Commission conducts annual audits and assessments to evaluate the gender and equity responsiveness of government programmes and projects, such as the Local Economic Growth Support Project in Regional Development, Uganda National Bureau of Standards, Regional Referral Hospitals, On Spot Checks, among others. This is intended to ensure inclusivity in implementation and outcomes for NDP.

8. Policy Influence and Advocacy

The EOC has influenced several policies and legal frameworks to integrate equal opportunities principles, including contributions to the National Development Plans (NDP II–IV), the Social Development Sector Plan, and national affirmative action strategies.

9. Capacity Building and Public Awareness

The Commission has trained thousands of government officials, civil society actors, and local leaders in gender and equity mainstreaming, and has undertaken public sensitisation campaigns to promote inclusion and reduce discrimination.

10. Regional and International Engagement

The Commission actively participates in regional and international human rights and equality forums, strengthening Uganda's commitments to conventions such as CEDAW, CRPD, and the African Charter on Human and Peoples' Rights.

Linkages between the EOC and other government strategies in NDP IV

Uganda aspires to have unity in diversity and equal opportunities irrespective of gender, tribe, ethnicity or religion where all persons are empowered to participate as equal partners in development.

To achieve Vision 2040 aspirations, the Commission plays a critical role in ensuring access to opportunities and redressing imbalances. This is intended to ensure an inclusive and sustainable development.

The Equal Opportunities Commission in Parish Development Model (PDM)

The Parish Development Model (PDM) is a government strategy aimed at transforming 39% of Ugandan households from subsistence to a modern, monetised economy. This aligns with the Equal Opportunities Commission's (EOC) mandate to redress social and economic imbalances. To support the implementation of PDM, the Commission developed Gender and Equity Guidelines to ensure that elderly persons and special interest groups are fully included in all stages of the program.

Under these guidelines, PDM funds are allocated with clear equity considerations - 30% for women, 30% for youth, and 10% for persons with disabilities (PWDs). These groups must also be represented on parish committees and in all decision-making processes. Officers conducting elections or meetings are required to reserve slots for youth, women, PWDs, and the elderly, while ensuring that these groups actively participate and benefit from the programme. Additionally, special consideration must be given to PWDs, the elderly, expectant mothers, and the sick during service delivery to prevent exclusion or inconvenience.

The Commission reaffirms its commitment to supporting government efforts to build an inclusive and sustainable parish economy through the promotion of equal opportunities and affirmative action across all seven pillars of the PDM. Guided by the NDP IV theme of "Sustainable Industrialisation for Inclusive Growth, Employment, and Wealth Creation," the EOC will continue to monitor, evaluate, and ensure that PDM implementation adheres to principles of equity and inclusion guaranteeing that all Ugandans can access, participate in, and benefit from national development regardless of gender, age, disability, ethnicity, religion, or socio-economic status.



The Equal Opportunities Commission in the Tenfold growth Strategy

The Commission will be critical in ensuring that all persons regardless of gender, sex, race, colour, ethnic origin, tribe, creed, religion, social or economic standing, political opinion, disability, gender, age or any other reason created by history, tradition or custom inclusively access, equitably participate and meaningfully benefit in Uganda's development. This will not only protect and promote the dignity of all persons, it will also improve demographic dividend by investing in all persons for empowerment to equitably participate and contribute to national development. The Tenfold Growth Strategy is a blueprint for Uganda's rapidly expanding GDP - from nearly US\$ 50 billion (2023) to US\$500 billion (2040). in a transformative, sustainable and inclusive manner.

The Commissions activities in the ATMS will include:

- Strengthening compliance with equal opportunities and affirmative action in the ATMS for more inclusive and sustainable development;
- Providing social justice to the marginalised and discriminated groups on violations of development, economic, social and cultural rights;
- Enhancing the responsiveness of national policies, laws and programmes to equal opportunities and affirmative action for inclusive growth;
- Promote gender and equity responsive planning and budgeting in the allocation, utilization and outcomes;
- Strengthening and sustaining the growth and development of the Equal Opportunities Commission for improved service delivery for all.

This will be achieved through effecting the functions of the commission as provided for in the Equal Opportunities Commission Act Cap 7, the Public Finance Management Act Cap 171, the 2017 Treasury Instructions, and other laws and regulations.



The launch of the Annual Report

EOC Future Plans

The Commission is critical in ensuring an accelerated realisation of an inclusive and sustainable tenfold growth. The Commission commits to ensure that men and women, Persons with Disabilities, Ethnic Minorities, Older Persons, the Sick, Youth, Children and all other groups inclusively access, equitably participate and meaningfully benefit in national transformation.

The Commission's engagements will be anchored on the three multipliers (output, employment and linkages) with priority on four anchor areas easily referenced as the ATMS: i) Agro-Industrial Development; ii) Tourism Development; iii) Mineral-based Development plus Oil and Gas (petrochemical industry); and iv) Science, Technology, ICT and Innovation including ICT and the Creatives Industry (Knowledge Economy). Attention will be drawn to the private sector as a critical driver of growth and promoting equal opportunities in local governments and affirmative action. Local governments and in particular the parishes are critical in service delivery to the vulnerable communities. Equally, domestication and implementation of regional and international commitments will be prioritised. Access to justice will be enhance in NDPIV, strengthening compliance to gender and equity requirements as well as fostering civic education will equally be enhanced.

The Commission will build on the past experiences and map the ATMS for promotion of Equal Opportunities and Affirmative action.

It will also establish regional and sub-county structures to enhance access to social justice, knowledge and practice of equality, non-discrimination, non-marginalisation, and inclusion.

Furthermore, the Commission hopes to enforce compliance to equal opportunities among Non-Government Organisations, the Private Sector, Cultural Institutions and Faith Based Organisations.

Development of Gender and Equity guidelines specific to vote and or development programme will be introduced and enforced.

The Commission is also working to upgrade the online system to monitor and track implementation of commitments on compliance to equal opportunities and affirmative action during policy formulation, planning and budgeting by the various actors.

Training of all key Technical and Political Leaders on Gender and Equity planning and budgeting is on the Commission's agenda, as it will also track implementation of Gender and Equity commitments made by respective votes and recommendations made by the EOC.

The Commission intends to do a lot of development of various resource materials, train all the Committees of Parliament on their G&E oversight role, develop G&E issues to address under National Development Plan IV, and even the Equal Opportunities Index to track progress on attainment of equal opportunities for all.

It hopes to undertake research on emerging concerns of discrimination and marginalization, and work on the Annual Report on the State of Equal Opportunities in Uganda.

Conclusion

The Commission re-echoes its commitment to promote equal opportunities and affirmative action, as well as foster inclusive and sustainable tenfold growth where all persons regardless of gender, sex, age, disability, location, ethnicity, economic and health status inclusively access, equitably participate and meaningfully benefit from NDP IV. This will be achieved through reduction of vulnerability, gender inequality, and inequity along the life-cycle, mobilizing communities for increased participation in national development, Strengthening budgeting and accountability systems and Strengthening capacity for evidence-based development planning across government.

There is a need for concerted effort by all actors, with each playing their role towards inclusive growth and elimination of inequalities. The Commission calls upon the government to strengthen its capacity to effectuate the states constitutional mandate through investing more financial resources, establishing regional offices and human resource development to foster inclusive and sustainable development.

For God and My County

Hon Safia Nalule Juuko
Chairperson, Equal Opportunities
Commission

Uganda Police Force: Advancing Security and Governance under NDP IV towards Vision 2040

By Abas Byakagaba
The Inspector General of Police



As Uganda advances steadily toward the aspirations of Vision 2040, the Uganda Police Force (UPF) stands as a cornerstone institution in ensuring peace, stability, and the rule of law—fundamental prerequisites for national transformation. Through its pivotal contributions under the National Development Plan IV (NDP IV), the UPF continues to safeguard lives and property, foster community trust, and enhance governance through responsive, professional, and technologically enabled policing. The Force's strategic interventions are aligned to the broader national objective of achieving a modern and secure Uganda.

Outlined below are the strategies that the Force has drawn up to direct implementation and fulfillment of Vision 2040 aspirations via the NDPs:

Strategic Alignment to NDP IV

UPF's main contributions are in the programmes of Governance & Security and Administration of Justice, whose goals are to ensure a peaceful and secure Uganda, adhering to the rule of law; and to achieve improved access to justice for all.

UPF will contribute to the realisation of these goals through the implementation of the 3rd Strategic Policing Plan (FY2024/25-2029/30), whose goal is to achieve a motivated Police Force to ensure a peaceful and secure Uganda. A motivated police force will be instrumental in the protection of life and property of all persons, preservation of law and order, crime prevention and investigation, and the effective and efficient delivery of policing services.



Isunga Sub-County Police Station: One of the newly opened Sub – County police station

UPF is also looking to enhance community participation in crime prevention and management, as well as creating a conducive legal and policy framework for policing services so that everyone works under clear legal terms.

Much as the Force looks to use technology a lot more, it still has a lot of human resource as its mainstay for operations, thus it needs to strengthen its capacity in terms of training, for effective policing. In order to do this, it has to be very innovative while planning, and know how to mobilise resources.

More still, part of the campaign to professionalize the Force lies in promoting human rights-based approaches in policing, and not only that, but also provide client-friendly services to the people who depend on these services.

Lastly, UPF cannot work in isolation and be successful, so we continuously work towards strengthening National, Regional, and International partnerships and collaborations.

Contribution to NDP IV Programmes

To achieve the goals of NDP IV, UPF has prioritized several core interventions, including: Operationalizing of the sub-county policing model to take services closer to the communities, and promoting the application of science and technology in crime management. The whole world is revolving on science and technology to get work done efficiently and in real time, so the Force will not be an exception.



Uganda Police Traffic Officers Enforcing Traffic and Road Safety Laws.

Governance and Rule of Law

The core mandate of the Uganda Police is to maintain public order and safety, enforcement of law and order, and prevent and detect crime - all done within the confines of the law.

The Force also looks to improving police services by promoting the use of science and technology in investigations as has already been mentioned, and expanding force enablers like K9.



Uganda Police Officers from K9 Department on Parade with some of the Police Sniffer Dogs

Community Engagement

The UPF has built partnership and trust through partnering with NGOs and other civil society organisations to improve service delivery, in addition to residents, the business community and the youth, in order to promote security. This has been achieved through various ways, some of which are: retooling and deploying trained personnel in departments under the Community Secretariat Directorate, public awareness and sensitization campaigns through radio talk shows, school outreach programs, and community meetings, and using the press and public relations office that coordinates with various media outlets and manages the police website, to provide information and engage the public.



Director CPC Bamunoba Ubaldo Sensitizing police officers about the Uganda Police Human Rights policy, human rights-based approaches to policing, roles of police in fulfilling human rights obligation and duties.

The Force has also provided mechanisms for public input through such channels like the National Emergency Command and Control Centers that operate 999 at the National level and toll-free landlines at the district and sub-county levels. Furthermore, it has established complaint desks at PSU and CID Headquarters, among others.



National Command and Control Centers at Police Head Headquarters Naguru.

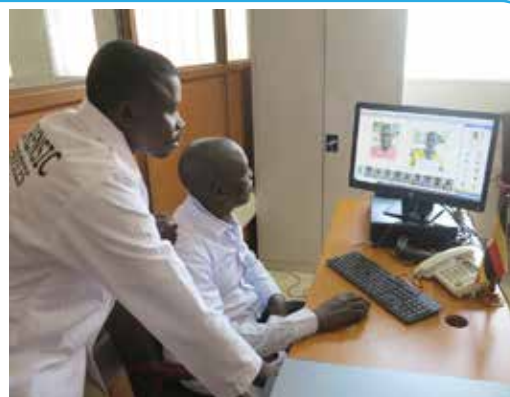
Technology and Innovation

Technology cannot be mentioned just in passing. The use of technology in surveillance and monitoring has been enhanced tremendously through rolling out and countrywide expansion of Closed-Circuit Television (CCTV) cameras, and also use of what is called Intelligent Transport Monitoring System (ITMS), which uses digital, SIM-card-equipped license plates to track vehicles in real time. The use of drones has been upped to enhance aerial surveillance.

A modern and state-of-the-art forensic science laboratory equipped with DNA, ballistic, document analysis, toxicological, and fingerprinting capabilities has been established, thereby increasing the application of science and technology in investigations.

An Automated Fingerprint Identification System (AFIS) has been rolled out in major police stations to store and analyze fingerprint data, allowing investigators to match fingerprints from crime scenes to a database of criminal suspects within hours.

More to the technological advancement and usage, a Criminal Automated Biometrics Information System (CABIS) has been established at Forensic



Directorate of Forensic experts analyzing Data for Evidential value to guide in investigation of cases.

Headquarters to obtain, store, and analyze fingerprint data critical in the identification of criminal suspects or linking a suspect to a particular crime scene or unresolved crime, or generating a certificate of good conduct.

Ballistic fingerprinting of all guns has been going on since 2018 to address firearm-related crime, which has enabled the UPF to develop a database for all legally owned firearms. This allows for real-time monitoring of firearm transactions and has been used to trace guns involved in shootings.

Emergency response linked to both the national and regional emergency call centers has been upgraded, which use GPS to monitor patrol vehicles and help dispatchers guide officers to the quickest route to an incident, reducing response time to around 15 minutes in some cases.

Lastly, digitalization of the records system in the CID and Forensic directorates is being developed, which will greatly assist in bringing efficiency to locating case files.

Performance and results

Key achievements of the police to date derived from the strategic plan 2021/2022-2025/2026.

Strategic objective one- Ensuring the safety of persons and security of property.

The following were the key achievements:

- Operationalizing the sub-county policing model in 1,231 sub-counties out of the 2,190 sub-counties in Uganda.
- Expanded coverage of the Integrated Highway Patrol System to 54 locations

- Expanded UPF operations in Karamoja, which led to the recovery of:

- 34,772 out of 38,957 heads of cattle were stolen
- 7,804 out of 11,941 goats and sheep were stolen
- 1,052 firearms
- 7,579 ammunitions
- 13,343 suspects arrested, and
- 466 warriors were rendered incapable of further belligerence.

- In traffic and road safety, the UPF implemented road safety interventions, including:



Joint Security Personnel of UPF and UPDF displaying and critically analyzing recovered Guns from Karamojong warriors

- the sensitization of road users through the “Tweddeko” and “Speak Up” campaigns, and carried out community engagements with particular focus on vulnerable road users, who include riders, pedestrians, school children, and market vendors;
 - UPF automated the driver testing processes for learners. This process has promoted transparency in the driver testing system;
 - In the enforcement of traffic laws and regulations, the number of traffic offenders arrested increased by 45.27% and those fined increased from 293,542 in 2020 to 426,432 in 2024. The amount of money collected from EPS tickets as Non-Tax Revenue also increased significantly, from UGX 22.714 billion in the 2021/2022 fiscal year to UGX 32.126 billion in the 2024/2025 fiscal year. This increase in revenue has been used to fund government programmes;
- e. In terms of Prevention and Response to emergencies, the force achieved the following:
- UPF established four additional Fire Stations, bringing the total to 47 fire stations located in 35 districts, of which 12 are found in Kampala Metropolitan Policing Area, while 35 are in other cities, municipalities;
 - The Force responded to and extinguished a total of 4,810 fire outbreaks out of 5,451 total calls received, achieving 88.2% against a target of 95%;
 - The Force further conducted a total of 2,080 emergency rescue operations, during which 1,217 lives were rescued and 750 bodies recovered;
 - The force has maintained an average response time of 15 minutes from the time a call is made in the cities and municipalities, and major towns across the country.
- f. In maritime policing, the Force:
- Established 04 new maritime detachments (01 at Lake Bunyonyi in Rubanda District, 01 at Lake Wamala in Mityana District, 02 at Samba Island and Namugombe in Buvuma District), bringing the total coverage to 31 out of the 35 required marine establishments;
 - The Force responded to 809 incidents in which 848 lives were rescued, 794 bodies retrieved, and 11 outboard water engines recovered, among others;



Ag. Deputy Director ACP. Musinga Norman Sensitizing Motorcyclists and drivers about the importance of proper and considerate use of Roads.



Police officers from Fire Brigade operating some of the modern and advanced fire fighting Equipment.



Uganda Police Marine officers on a Police Boat Patrolling on waters of Lake Victoria.

- The force conducted marine vessel inspections for compliance with safety standards and achieved 76.7% surpassing the target of 70%;
 - The force conducted 1588 sensitization meetings on fire prevention and safety measures/ safety on water bodies, exceeding the projected target of two hundred (200) meetings. These sensitization meetings helped to enlighten the public on various safety precaution measures, thus reducing incidents.
- g. In aviation policing, the force made significant strides in enhancing aviation capabilities, supporting law enforcement operations, especially in the Karamoja sub-region, conducting search and rescue, and medical evacuation missions.
- h. The Force established a state-of-the-art hangar for Aircraft maintenance and also Police Airwing Headquarters at Kimaka Airfield - Jinja City.
- i. In securing the general public, VIPs, and vital installations,

UPF invested heavily in acquiring specialized equipment. It has

- managed to detect 17 and defuse 15 terror threats,
- secured all National functions/ceremonies, in addition to,
- offering protection to VIPs and vital installations across the country.
- The UPF conducted collaborative meetings on counter-terrorism and carried out an awareness campaign to eradicate radicalization activities in the new city of Mbale. The force also conducted a counter-terrorism awareness training workshop for twenty-five participants from Private Security Organizations (PSOs).
- The UPF inspected 447 PSOs, and 411 were compliant and met the standards. This was a 91.9% achievement, surpassing the projected target of 80%. Surpassing the target demonstrated progress in regulating PSOs.



An officer from Counter terrorism conducting a counter-terrorism awareness, guided tour and demonstrating Counter Terrorism Equipment to School Children at CT Headquarters

Strategic Objective 2: Promoting Preservation of Law and Public Order

The following are the achievements

a. Enhanced enforcement and maintenance of law and order through:

- Sensitizing police officers about the Uganda Police Human Rights policy, hence equipping officers with human rights-based approaches to policing, roles of police in fulfilling human rights obligations, duties of detaining officers, and how to treat vulnerable groups while conducting policing duties involving children, women, and people with disabilities while in detention.
- Inspected detention facilities in all police regions to ensure observance of rights of people in detention with focus not limited to good sanitation, case information, freedom to torture, right to meals, detention before 48 hours, access to medical care among others
- Made strategic FFU deployments in Western Uganda for general maintenance of law and order and to also counter threats of ADF rebels regrouping and recruitment cells, including facilitating operations of Special Field Force Regiment (SFFR) Command in Kasese, Fort Portal, Ntoroko, Bundibugyo
- Conducted training for POM tactics & maneuvers for 2,000 Police Probationer Constables (PPCs), an integrated course for 800 officers, and a refresher course for 50 Platoon Commanders, 30 Senior Officers (zonal commanders) in POM to improve professionalism in the management of public disorders.
- 80% of Anti-Riot personnel were trained in HRBA and Standards to Public Order Management and equipped with public order management/anti-riot specialized equipment and tools, which the UPF to professionally respond to and neutralize 155 public order incidents, including election-related disorders, demonstrations of Walk to Parliament against Corruption, The Business Community against EFRIS, against the East African Crude Oil Pipeline (EACOP) to NEMA House, against Garbage dumping in Mukono, and against FDC (Katonga Faction) march to the Kenyan Embassy.
- SOPs for law and order enforcement were developed and disseminated. The SOPs guided officers during execution of their tasks, which included: Guidelines

for law enforcement officers during elections, standard operating procedures on the use of force and firearms, among others.

- In the enforcement of Law and Order in Other Sectors of the Economy achieved the following:
- The UPF enforced COVID-19 and Ebola guidelines as issued by the Ministry of Health and H.E. the President.
- The UPF enforced quarantine imposed by the Ministry of Agriculture, Animal Industry and Fisheries following the outbreak of foot and mouth disease in the districts of Budaka, Bukedea, Butaleja, Kumi, and others. The force also conducted sensitization programs on MAAIF guidelines on the movement of animals within the Karamoja sub-region.
- The UPF carried out operations in all Tourism areas to ensure maintenance of law and order in tourism areas covering facilities & sites frequented by Tourists in the country. In collaboration with the ministry officials, UPF conducted law enforcement operations to fight Wetland and Forest Reserve encroachment and degradation countrywide.
- The UPF conducted operations against environmental degradation to deter charcoal burning and trade, which facilitates cattle raids in the Karamoja region, in which 5,197 bags of charcoal, 466 jerrycans of illicit waragi were impounded, and 84 suspects arrested.
- In the enforcement of law and order in the mining sector, the UPF:
- Conducted operations, daily patrols, snap checks, and stakeholder meetings in mineral zones aimed at securing mining sites.
- With other stakeholders, embarked on a nationwide inspection of all border points (both gazetted and porous) with a view to formulating plans and strategies for combating Illicit trade in Minerals.
- Conducted operations against illegal mining operations, leading to the closure of 04 illegal mining sites in Yumbe, Tororo, Kabale, and Amudat districts.
- Inspected 21 License holders, 12 Mineral Dealers, and carried out sensitizations against bad practices and crime in the minerals sector.

b. In the enforcement of Law and Order in the Railway sector, the UPF achieved the following:

Conducted 763 operations and patrols to enforce law and order in railway zones aimed at eradicating vandalism and encroachment of railway property and securing the railway line infrastructure, and this resulted in arrests of 149 suspects



Uganda Railway Police carrying out patrol and inspecting Railway equipment at Uganda Railway Headquarters Kampala Recently.

and recovery of 174 pieces of short rails, 73 sleepers, 25 cut sleepers, 70 paddle wires, and 525 spikes, and demolition of 13 illegal structures in the railway operation areas. Similarly, registered and investigated 140 railway-related cases, of which 50 cases have been taken to court.

c. In the enforcement of law and order in Maritime zones; UPF enforced law and order in maritime zones through monitoring of water users' manifests, profiling, and surveillance. All in all, a total of:

- 2,132,718 (974,642F) adults and 123,879 juvenile water users were recorded and profiled on marine transportation vessels.
- 116,728 motor vehicles and 134,130 motorcycles were registered at ferry points and major landing sites on Uganda's water bodies. daily patrols were conducted on water bodies during surveillance, aimed at enforcing law and order on water bodies and the entire maritime environment to facilitate economic activities.

d. In the promotion of citizens' roles and responsibilities for the maintenance of law and order, the following were achieved:

- Carried out 167 sensitization campaigns on traffic laws and road usage using TV shows, radio talk shows, and public engagements. This was aimed at ensuring that the main categories of road users, including motorcyclists, especially 'boda boda' riders and taxi operators, maintain law and order.
- Conducted sensitization meetings with the general public within areas that have a railway line under rehabilitation, and incidents of vandalism and encroachment. Similarly, communities in KMP, West Nile, and Eastern Uganda were sensitized against railway line vandalism.
- Conducted 453 maritime sensitization meetings in the 31 marine establishment zones and sensitized 249,705 (60,700F) people living in communities around landing sites across all water bodies in the country, including Local leaders, fishermen, recreation facility owners, transporters, and the business community on water safety and observance of public order in maritime areas.



SP. Kananura Michael Public Relations Officer Traffic and Road Safety Directorate carrying out sensitization and awareness campaign on a Radio talk show.

- In the strengthening collaboration with State and Non-State actors to promote observance of law and order, the UPF achieved the following:
- The territorial command units carried out community sensitization meetings with Local council leaders, Business community members, Market Traders and vendors, Phone dealers, Saloon Owners and Operators, Taxi Drivers and conductors, and Taxi Managers to ensure that they take part in the observance of law and order in all cities and major towns across the country.
- Held joint community meetings with other security organs and various stakeholders with the view to pacifying Karamoja. This joint security agencies' coordination effort has helped so much to bring back normalcy in the Karamoja sub-region, besides the many firearms handed over voluntarily as a result of these mobilization efforts.

- The joint security forces mobilized through public meetings, radio, and TV programs to popularize the disarmament operations and to lure armed warriors to surrender and hand in firearms voluntarily
 - Conducted patrols alongside other sister security forces to secure vulnerable communities, especially in volatile areas of KMP, Moyo, Elegu, Afoji, Oraba boarder stretch, and Apaa in the Aswa Region.
 - Carried out interagency meetings, briefing sessions, and coordination meetings to strengthen coordination and collaboration in handling public disorders, which resulted in the professional handling of public disorders with minimal loss of property.
- e. In the strengthening observance of law and order before, during, and after the general elections of 2021 and subsequent by-elections, the UPF achieved the following:
- Policed the 2021 general elections, including party primaries, nominations, campaigns, polling, and
 - Election activities for presidential, Parliamentary, Local Government, Women, Youths, and Persons with
 - Disabilities, in addition to subsequent by-elections of LCV Chairperson in Bukedea District, parliamentary by-elections in Serere County, Busongora South, Bukimbiri, Soroti, and Gogonyo Constituencies.
 - UPF has so far developed the 2026 general elections work plan, which is being implemented aimed at the provision of adequate security and maintaining law and order before, during, and after the 2026 general elections.



UPF Directors of Counter Terrorism, Director Operations and Public Relation Officer at Electoral Commission Headquarters Rweza to ensure the Security readiness during Presidential nominations 2025.

Strategic Objective 3: Strengthening Intelligence and Community Policing for Crime Prevention

The following achievements were registered:

a. Strengthened intelligence for proactive policing. Here, the capacity of crime intelligence was substantially boosted to support UPF in conducting intelligence-led operations with minimal disruptions, in addition to increasing the success rate of investigations by arresting the real suspects, dismantling criminal syndicates across the country. This enabled the force to “nip crime in the bud,” thus promoting proactive policing.

- UPF invested in crime intelligence management and surveillance. Here, the following were achieved:
- UPF acquired specialized equipment to gather and process intelligence, enhancing the capacity of crime intelligence officers
- UPF established reliable sources of intelligence
- UPF strengthened its collaboration with other security agencies.

b. Another achievement was in training, where UPF trained personnel to enhance intelligence of proactive policing.

- During the period under review (2020/21-2025/26), the UPF Crime Intelligence (CI) Directorate trained 886 (190 female) personnel across 24 different courses. The most attended course was Basic Intelligence, with 647 participants. Other popular courses included Criminal Intelligence Analysis and Crisis Response Team training. In 2022, the most personnel were trained, with a total of 355 participants. The least number of personnel were trained in 2024, with only 28 participants.
- The Force carried out intelligence-led operations in all police regions, which led to the recovery of money worth 1,121.110 billion, ammunitions 2,401, motor cycles 3,642, vehicles 2,867, LMGs 445, MK4 1, SOS rifle 4, revolver 9, SMG 751, pistol 50, SAR 3, motor vehicles and cycle plates 8, UPDF &SFC uniforms 15, knee guards 151, pick axes 7, black belts with knives 4, hand gloves 38 and black uniform 3.

c. Under Community awareness and collaborative engagement in fighting crime, the following achievements were registered:

- Conducted 15,235 community awareness campaigns/engagements.
- Sensitized 6,535,223 people
- Conducted 4,495 school outreaches
- 27,708 villages benefited from community policing
- Conducted 21,613 radio talk shows
- Conducted 1,679 TV shows CPC Community Policing

All in all, the force built partnerships to promote citizens’ participation in security and popular vigilance, thereby creating safer communities. This has enabled individuals and private businesses to adopt measures to enhance their own security, such as the installation of CCTV cameras, the deployment of private guards, and the establishment of community-based security arrangements, among others. The strong partnership built with the community made the force to receive donations notably over 170 acres of land, four (04) motor vehicles, twenty-eight (28) motor cycles, four (04) solar panels, two (02) Television sets, fifty (50) pieces of assorted furniture and constructed nine (09) police stations to enhance the delivery of policing services to the community.

d. In Human Capacity Development, the force:

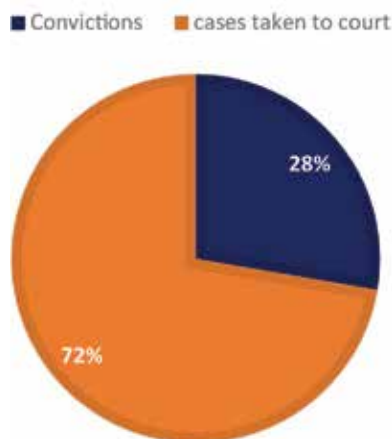
- inducted and deployed 350(79F) Community Liaison Officers and political commissars in all policing regions to strengthen the implementation of community policing for crime prevention at the local levels.
- Also, out of the total strength of 1,233 personnel in Community Affairs, the force carried out refresher courses of 422(140F) police officers from different policing regions in order to build a community-oriented Policing. Through this, the Police were able to build a partnership with the Public to prevent and manage crime so as to promote sustainable Development.

Strategic Objective 4: Building Capacity to Effectively Investigate Crime

In the period under review, the following are the achievements:

- a. Improved capacity to manage crime. This was measured in terms of the number of cases taken to the RSA, the court, and the convictions. The force:
 - registered an increase in the number of cases taken to court from 29% in 2020 to 37% in 2024; however, the target of 65% was not realized.
 - Equally so, there was a 27.5% improvement in the sanction rate of casefiles submitted to the Directorate of Public Prosecutions (DPP).
 - With convictions, out of the 356,721 cases taken to court, only 98,944 resulted in convictions, representing a 27.7% success rate, implying that 72.3% of the cases taken to court were either acquitted, dismissed, or pending determination by the court.

A Pie chart showing cases resulting into conviction and those taken to court



- b. In the management of transnational crime, UPF has developed the capacity to manage transnational crimes by strengthening international collaborations, joint training, and the establishment of supportive infrastructure e.g., the i-24/7 system. Thus:
 - out of the 17 gazetted border points, 9 (Busia, Elegu, Lwakhaka, Katuna, Mpondwe, Entebbe International Airport, Portbell, Mutukula, and Malaba) of them are connected to the i-24/7 system. This has enabled UPF to access real-time data on wanted persons, suspected stolen vehicles, among others. In 2024, the i-24/7 system enabled the clearance of 2,249 persons
 - As far as human trafficking is concerned, the UPF

handled 213 cases from 2020-2025 and rescued 371 victims. This reflects enhanced operational efforts or increased cooperation among stakeholders.

- c. In case management infrastructure - Closed-Circuit Television (CCTV) Cameras,
 - 107 police divisions/districts are equipped with functional monitoring centers, and this has enhanced institutional capacity in the investigation of criminal and traffic-related cases, response to emergencies, and surveillance of targets, among others.
 - Overall, from 2020-2024, CCTV infrastructure has supported the investigation of crime by monitoring a total of 18,946 cases, of which 12,777 (67%) were traffic-related incidents, while 6,169 (33%) were related to crime.



HE. President Yoweri Kaguta Museveni Inspecting National Command and Control Centers at Police Head Headquarters Naguru.

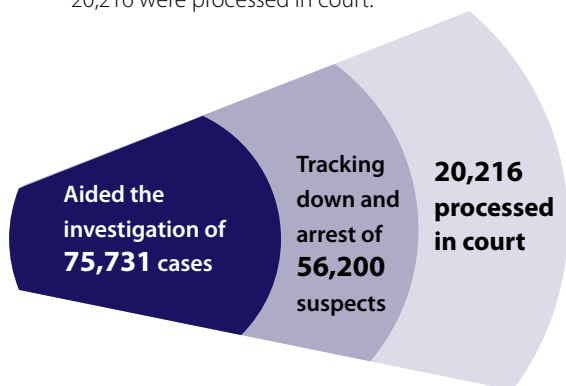
- d. In Forensic services, the following were achieved:
 - 9,125 (67%) forensic reports were issued out of the 13,523 requests made.
 - UPF profiled 97% of its firearms, 99% of the firearms belonging to the Uganda Prisons Service, and 90.4% of firearms belonging to PSOs using the Integrated Ballistics Information System (IBIS).
 - 2,744,330 biometric records have been enrolled in the Criminal Automated Biometric Identification System (CABIS).
 - 565,690 repeated offenders were identified,
 - 71,483 unknown offenders were traced by latent prints,
 - 2,500 unidentified human remains biometric records were collected and documented, of whom 126 unknown dead bodies were identified.



A police officer in Forensics analyzing Finger Prints samples collected from the Scene of Crime.

e. In Canine, the following achievements were registered:

- Services have expanded to 103 units distributed in 90 out of the 185 police districts/divisions.
- Aided the investigation of 75,731 cases, leading to the tracking down and arrest of 56,200 suspects, out of which 20,216 were processed in court.



- The dogs assisted in the recovery of 24,152 exhibits, which included agricultural products, drugs, and electronic equipment, among others.



- Canine services have also been used to promote the safety of persons and property against terror threats, most especially at the International Airport, and also during National and International ceremonies and functions. The canine unit is currently equipped with a breeding center in Naggalama. The center has aided UPF to sustainably extend coverage of canine services efficiently by locally breeding and raising dogs.

- f. In exhibits management, for the period under review, the force:
- was expected to increase the proportion of stations with an established exhibit store from 60% to 85% and also to ensure that 30% of the police districts and divisions are established with exhibit sheds.
- g. In stakeholder management, for the period under review, there was evidence of the existence of functional coordination platforms in all districts/divisions.



Some of the Uganda Police dogs (K9) that have performed exceptionally in tracking and arresting suspects.

Strategic Objective 5: Promoting Institutional Development, Governance, and Management

Under this objective, the following were achieved:

- a. A conducive legal and policy framework for the provision of police services was created, and in this, UPF developed/reviewed 15 policies, including the ICT policy and research policy, among others.
- b. Strengthened the human resource capacity for effective policing by increasing the strength to 50,027 personnel.
 - i. As far as capacity building is concerned, the UPF trained 22,867 personnel (including 5,834 women) in the course categories of:
 - General Career Command and Leadership (Senior Command down to NCO Courses) -3,424,
 - Specialized Training (CID, Crime Intelligence, CT, Forensics, Marines, Canine, Fire, Traffic, Child and Family Protection, Ideological Training, Air wing, Academic, MDD, etc) -5,012,
 - Initial Training (PPCs and SPC Integration) -11,383,
 - Refresher Training (All fields) -3,048.
 - ii. In welfare, UPF continued to strengthen welfare services for its personnel by procuring and distributing building materials through its duty-free shops located in Nsambya, Jinja, Mbale, Soroti, Lira, Gulu, Arua, Hoima, Fort Portal, Bushenyi, Mbarara, Kabale, and Masaka, in which a total of 12,881 Police Officers have benefited.



Director CID AIGP Tom Magambo lecturing to CID officers during a capacity building and mind set change course.

- iii. In Health care and welfare support, UPF provided financial support for medical services in other Health facilities and referrals to 5,642 personnel. Equally, 1,558 personnel, spouses, and children were accorded decent burial.
- iv. In education services, by the end of 2024/25, the Uganda Police Force had established 19 primary schools located in 10 policing regions. Directorate of health services/ medical camp/ health training



Some of the Building Materials solid to Police officers at a lower price across the country.

v. As far as access to loans is concerned, Exodus SACCO has helped 8,527 personnel to access affordable Loans from the registered 43,001 members by the end of 2024/25.

c. Developed and implemented mechanisms to ensure that UPF services are client-friendly to:

- improve customer care and accountability to the rights holders,
- fight corruption within the Force, enforce discipline within the police rank and file,
- enhance police-community relations, and promote observance of human rights during policing.

This was a sphere headed by PSU, which expanded its coverage to 26 out of 32, and as a result of the interventions, complaints dropped from 2,182 in 2023 to 1,545 in 2024.

d. Acquired, developed, and managed infrastructure and equipment for the delivery of policing services.

In administrative offices, UPF was able to:

- Construct ten (10) Police stations
- Construct 3 Police Posts
- Construct 11 sub-county police stations
- Renovate five (05) Regional police headquarters and six (6) Police stations
- Construct Five (05) Administrative Facilities: CI Headquarters in Kololo, Central Lecture Theatre Complex at PTS Kabalye, National Command & Control Center at Naguru, ICT Innovation Center in Kikandwa, and Aviation hangar in Jinja, of which 3 projects were outsourced and supervised by in-house engineers.
- Construct two-sector Motor vehicle maintenance centers in Gulu (Aswa Region) and Arua (West Nile).
- Construct fifteen (38) dog Kennels Dog House, Region police office opening/hand over/ construction, Kakandwa, Kabalye

In residential accommodation, UPF:

- Constructed five (5) accommodation blocks (6 housing units each)
- Constructed eleven (11) accommodation blocks (4 housing units each)



An Exodus staff conducting a financial literacy training to its members.



One of the Newly completed and functioning Police station at Kakumiro District Police Headquarters.

- Constructed seven (7) apartment blocks (60 Housing units each) in Naguru
- Constructed 24 housing units - apartment block - in Kira police barracks
- Renovations of nine (09) Barracks
- 120 housing units are under construction in Jinja and Entebbe
- Constructed one hundred (100) Modular Prefabrication Housing Units in Naguru
- Constructed 7,389 Uniports in various Regions.



Complete and Occupied Police Officers' Residential Housing units at Naguru.

In land management, UPF has 1,391 parcels of land of varying sizes and tenure, available for infrastructure development and production. 368 (26.8%) parcels of land have been surveyed and titled, 608 (43.5%) surveyed with deed plans, while 418 (30%) parcels have not been titled.

In Equipment and Fleet Management, between Financial Years 2020/21 and 2024/25, 349 motor vehicles and 1,495 motorcycles were acquired and distributed across various regions and units. Also, UPF serviced or repaired vehicles and Motorcycles 20,632 times and 12,456 times, respectively.



The Fire Fighting Vehicles as part of the procured Fleet of different motorized equipment.

As far as the provision of uniforms and uniform parts is concerned, the production capacity has steadily increased from 100 pairs per day in 2020 to 450 pairs by the end of 2024/25.

Challenges and mitigations

- a. Inadequate funding impacted its ability to deliver services and achieve its mandate. According to the 2nd Strategic Policing Plan, the planned expenditure was UGX 11.274tn, but only UGX 5.079tn was provided, leaving a gap of UGX 6.191 tn. However, to mitigate the effects of inadequate funding, UPF established partnerships to fund some critical areas of policing, such as community policing, training, and infrastructural development. Additionally, the force adopted cost-saving measures to optimize efficiency in implementing various policing activities.
- b. Human rights observance concerns. The Uganda Human Rights Commission Annual reports have consistently indicated that the Uganda Police Force (UPF) faces challenges in upholding human rights standards. However, UPF has made a significant effort to ensure human rights observance. The efforts include;
 - Constructing water-borne toilet facilities in the detention centers to eliminate the use of the bucket system.
- c. Inadequate human resource capacity. UPF personnel strength currently is 50,027. This implies that the Police to Population ratio is 1,918 against the ideal ratio of 1:500. To attain the ideal police to population ratio, UPF requires an additional number of 33,973 personnel. The inadequate number of personnel, coupled with an attrition of 1000 officers annually, compromises the ability of the force to establish a visible presence in all sub-counties in Uganda. This inadequacy constrains the available human resources, thus failing to attend to the security needs of the community. To address this, the force has planned regular recruitment of personnel and is also investing in force multipliers to ensure adequate and timely response to emergencies and other security concerns in the community.



The Minister of State for Internal Affairs Gen. David Muhoozi Inspecting PPCs' pass out Parade during pass out in PTS Kabalye.

- d. Low staff welfare

UPF still grapples with a huge challenge of improving the general welfare of the personnel. There is still an acute shortage of decent residential and office accommodation for personnel, low household incomes, inadequate educational facilities for the children of police officers, poor health facilities for officers and their families, among others. All these have together affected the performance and productivity of the personnel, hence failing to adequately offer policing services to the people. The force has prioritized addressing welfare concerns of



One of the outdated and poor state of housing units in some Police Barracks

the officers using a holistic approach by constructing additional 100 uniforms, 734 housing units, sensitizing officers and their families to take advantage of government programs which are aimed at improving household incomes, constructing a police hospital to provide comprehensive medical support to the officers and their families and also strengthening the capacity of the police schools to offer quality education at an affordable rate. All these initiatives will together improve the welfare of the police officers, thus enhancing their morale and productivity.



New Commissioned Construction Site of additional Housing Units at Naguru Police Barracks in Kampala.

e. Managing sophisticated crime

The emergence of technology has provided an uphill task for police to prevent, detect, and adequately investigate technology-based and syndicated crime. This has promoted crimes like money laundering, Terrorism & terrorism financing, corruption, among others. Effective management of these crimes requires specialized training, acquisition of modern technology, and strategic partnerships, among others. The emergence of these crimes increases insecurity, which leads to underdevelopment due to reduced investment.

f. Youth bulge

The youth (18-30 years) in Uganda account for 23.5% of the population. According to the UBOS statistics, 48.8% of the Youth (18-30 years) are unemployed. These unemployed

youths have been recruited in criminal activities like theft, murder, and participating in illegal demonstrations, among others. The force has taken deliberate action to mobilize the youth, especially from the slums, to engage in productive activities aimed at empowering them economically and also ensuring that they desist from being recruited for criminal activities.

Additional resource requirements

Man power

According to the plan, it was targeted that by 2024/25, the police strength would be 96,638. However, by 2024/25, the Police strength was 50027, giving a deficit of 46,611.



DIGP James Ocaya inspecting Counter Terrorism Equipment at CT Headquarters Naguru.



ACP Kituuma Rusoke Police Spokesperson Addressing Recruits at Police Training School Kabalye

Conclusion

The Uganda Police Force remains steadfast in its mission to ensure a peaceful, secure, and just Uganda—a foundation upon which national transformation depends. Through continued investment in professionalism, innovation, and community engagement, the UPF is not only fulfilling its mandate under NDP IV but also propelling the country closer to the aspirations of Vision 2040.

As Uganda advances toward a modern, prosperous, and secure future, the Uganda Police Force stands ready—retooled, reformed, and resolute—to protect, serve, and inspire confidence in every citizen by;

- Enhancing institutional reforms and professionalism of the force by intensifying anti-corruption efforts, continuous improvement of police welfare, enhancing investigative and forensic capabilities, and accelerating gender equity.
- Enhanced community engagement and policing by effectively implementing the sub-county policing model and strengthening community relations.
- Enhanced capacity building and resource management by increasing the financial envelope for the police, investing in modern technology, and promoting strategic partnerships.

Strengthening Identity for Development: NIRA at the Core of Uganda's Digital Future

By Patriotic Post Reporter

“A secure and verifiable identity is no longer a luxury — it is the key that unlocks access to every essential service.



”

In a rapidly digitalising world, a person's identity has become more than a name on paper — it is a passport to opportunity. From accessing health care and education to banking, elections and social protection, a secure and verifiable identity lies at the heart of modern development.

In Uganda, this national priority is being driven by the National Identification and Registration Authority (NIRA) through sustained efforts to strengthen identification and registration services across the country.

Under the National Development Plan (NDP III) Intervention 7 of the Governance and Security and Respective Actors index— *Identification and Registration of Persons' Services Strengthened*— Uganda continues to consolidate the foundations for a reliable civil registration and national identification system. This intervention directly supports the country's broader aspirations under Vision 2040, which seeks to transform Uganda into a modern, prosperous and digitally empowered society.

A Single Source of Truth for Identity

At the centre of this transformation is the creation of a robust National Identification Register (NIR) that captures citizens and eligible non-citizens alike. The register is the backbone of e-government, linking individuals to essential services while also providing accurate data for planning, policy, and security.

In the 2024/25 financial year, NIRA's mandate expanded significantly. The registration of marriages, previously managed by the Uganda Registration Services Bureau (URSB), was officially transferred to NIRA through the Rationalisation of Agencies and Public Expenditure (RAPEX) programme.

“With all civil registration under one entity, NIRA becomes the definitive custodian of Uganda's identity system.



”

This move consolidates all civil registration functions — births, deaths, marriages, and national identification — under one roof, making NIRA the single source of truth for identity data in Uganda.

Births and Deaths Registration: Closing the Gaps

Despite commendable progress, Uganda still faces challenges in achieving universal registration of births and deaths. According to studies, only about 32% of children under five are registered at birth — one of the lowest rates in the region.

The reasons are multi-faceted: limited awareness, poverty, and the physical distance to registration centres, especially in rural and hard-to-reach areas.

In many communities, the requirement of a National Identification Number (NIN) for a child's registration has also slowed progress, given that the systems for birth registration and national identification have historically operated separately. The effects are seen clearly among low-income families, where lack of registration denies children access to healthcare, education, and future opportunities.



Births and Deaths registration in NDP III

Financial Year	Male	Births Female	Total	Male	Deaths Female	Total
FY 2020/21	598,126	622,540	1,220,677	2,793	2,907	5,700
FY 2021/22	837,794	871,990	1,709,785	25,157	26,183	51,341
FY 2022/23	533,526	555,303	1,088,830	35,444	36,891	72,336
FY 2023/24	320,422	333,500	653,923	12,240	12,740	24,980
FY 2024/25	244,312	254,283	498,596	18,331	19,080	37,411

To address these bottlenecks, NIRA introduced free birth certificates for children registered within six months of birth — an incentive that is already encouraging early registration.

The Authority is also rolling out a new integrated system for identification and civil registration that will automatically link every registered birth to the National Identification Register.

This marks a major shift in strategy for the upcoming planning period (2025–2030), which will prioritise timely registration of all vital events — births, deaths, and marriages — as part of Uganda's digital governance and demographic planning framework.

Increase in National Registration

NIRA's recent performance demonstrates both improved efficiency and growing public demand for identity services. The Authority's 2024/25 Annual Report shows that in FY 2023/24, a total of 723,991 citizens were registered and assigned NINs — an impressive 121% of the annual target.

This surge was driven by a 53-day national mop-up exercise conducted with the Electoral Commission to update the voters' register, as well as the launch of the Mass Enrolment and Renewal (MER) exercise in April 2025.

These efforts highlight the increasing recognition of the National ID as a gateway to services — from healthcare and education to banking, telecom, and government programmes.

For the youth aged 16 years and above, obtaining a National ID has become a rite of passage into adulthood. Their enthusiasm contrasts sharply with the slower uptake among citizens above



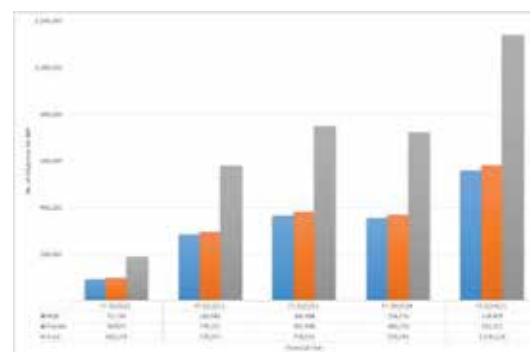
70 years, who often register only when required to access Social Assistance Grants for the Elderly (SAGE).

Operational challenges remain, including limited staffing, issues with registration kits, and occasional system outages, which affect the timely processing and issuance of IDs. NIRA continues to seek stronger logistical and technical support to sustain momentum and achieve full nationwide coverage.

Citizens registered in the National Register

Financial Year	Male	Female	Total
FY 2020/21	92,734	96,520	189,253
FY 2021/22	283,442	295,012	578,454
FY 2022/23	366,988	381,968	748,956
FY 2023/24	354,756	369,235	723,991
FY 2024/25	558,409	581,202	1,139,611
Total	1,656,329	1,723,937	3,380,265

Source: NIRA Annual Report 2024/25



Renewing the Nation's Identity

The ongoing Mass Enrolment and Renewal (MER) campaign is one of the largest civil registration drives in Uganda's history. It is aimed not only at enrolling new citizens but also at renewing the first-generation National IDs that were first issued in 2014.

This process goes beyond replacement. It updates both demographic and biometric information, ensuring that the national database remains current, accurate, and secure.

Renewal guarantees that citizens continue to enjoy uninterrupted access to essential services — from financial transactions and SIM card registration to travel, education, and elections.

The MER campaign has also ushered in a new era — the second-generation National ID cards, which represent a major leap in Uganda's identity management system.

Next-Generation IDs: Building Trust Through Technology

The second-generation National ID cards come with advanced features that improve both security and user convenience. They include:

- Enhanced security elements such as holograms, microtext, and laser engraving to deter forgery.
- Iris and facial biometrics for precise identity verification.
- High-durability materials that last the full 10-year validity period.
- Smart chip technology, ready for integration with future e-government services.
- Advanced data encryption to protect personal and biometric information.
- Interoperability with key national systems — health, taxation, and mobile services — and regional digital identity frameworks under the EAC and African Union.

These innovations position Uganda among Africa's digital identity pioneers. They strengthen national security, reduce fraud, and enable smoother access to public services — all critical ingredients for achieving Vision 2040's digital transformation goals.

“The second-generation National ID is not just a card; it is a key to Uganda's digital future.”



Linking Identity to Development

A reliable identification system is not merely administrative — it is a development enabler. Under NDP III, Uganda prioritised governance, security, and service delivery, recognising that accurate citizen data is essential for effective policy implementation.

As Uganda transitions to NDP IV (2025–2030), digital identity will form the backbone of efforts to modernise public administration, promote financial inclusion, and enhance accountability in both the public and private sectors.



Citizens issued with National ID

Financial Year	Male	Female	Total
FY 2020/21	295,080	307,124	602,204
FY 2021/22	160,582	167,137	327,719
FY 2022/23	172,861	179,917	352,778
FY 2023/24	231,192	240,623	471,821
FY 2024/25	198,699	206,810	405,509
Total	1,058,414	1,101,611	2,160,031

Source: NIRA Annual Report 2024/25

Identity data also underpins population management and social protection, providing government with reliable statistics for planning health facilities, schools, and social programmes. With all vital events now registered under NIRA, Uganda gains a comprehensive picture of its population dynamics — an indispensable asset for development planning and monitoring.

Driving the Digital Transformation Agenda

NIRA's identity initiatives complement Uganda's Digital Transformation Roadmap, which envisions an integrated, technology-driven public sector. The rollout of second-generation IDs offers a secure digital backbone for innovations such as e-passports, e-health systems, mobile money authentication, and digital tax services.

By aligning with regional and continental digital ID frameworks, Uganda is also advancing its role in the East African integration process, enabling cross-border recognition of identities. This supports freer movement, trade, and employment opportunities — tangible dividends of a connected region.

Looking Ahead

As Uganda steps into the next decade of development, the strengthening of identification and registration services remains central to achieving Vision 2040. With advanced technology, improved systems integration, and continued citizen awareness, NIRA is closing the identity gap and laying the foundation for a secure, inclusive, and data-driven future.

"The goal is clear: a Uganda where every citizen is known, counted, and included."

Through NIRA's work, Uganda is building not only an identity system but also a new social contract — one that ensures every Ugandan is visible, protected, and empowered to participate in the country's transformation journey under NDP IV.





How Uganda's e-Passports Enhanced Travel Ease, Efficiency, and Security

During the 17th ordinary Summit of the East African Community (EAC) Heads of State Summit in Arusha on 2nd March 2016, the EAC Heads of State launched the new international East African Community E-passport. The leaders directed the commencement of its issuance to take effect from January 1 2017; and implement the phase-out program for the old East African and National passports from January, 1 2017 to December 31, 2018.

However, following the outbreak of the COVID-19 pandemic, the deadline was pushed to 2022.

The new EAC e-passport is a fully digitized document incorporating biometric security, making it fully compliant with international best practices, and therefore accepted at border controls all over the world.

The initial passport called the Machine-Readable Passport (MRP), had only traditional text information, a photo and the ghost image. It did not have biometric features that could identify the passport with the genuine owner, which the e-passport has.

The International Civil Aviation Organisation (ICAO) in its document 9303, released the recommended specification of Electronic Machine-Readable Travel documents (e-MRTDs) or e-travel documents.

They recommended that in addition to the usual machine-readable capabilities, the travel documents must have special biometric features, which specifically identify the passport with its holder and as such, enhance the security of travel.

There are different types of biometric security features that vary from finger prints, facial scan, iris scan, retinal scan, body odour recognition and voice recognition.

Worldwide, acceptance of e-passports is based on its capacity to provide a secure identification of the passport holder. It also limits chances of forgery of biometric information stored in the passport by fraudsters. It enhances the privacy of the holder; it limits the chance for identity theft and tremendously eases handling of entry and exit at border airports and points of entry.

To enhance the security and durability of travel documents, the Ministry of Internal Affairs completed an upgrade from paper-based e-passports to polycarbonate e-passports in March 2023. These new passports feature advanced security elements and are more robust, aligning with standards set by the East African Community (EAC) and the International Civil Aviation Organization (ICAO).

The introduction of an online passport application system has significantly improved efficiency. Applicants can now complete forms and schedule appointments online, reducing the influence



of intermediaries and expediting the process. Express applications are processed within one to two days, while standard applications take two to three working days.

The transition from paper-based e-passports to a new generation of polycarbonate e-passports has brought relief to many Ugandans. The memory of long queues, repeated visits to passport offices, and the frustration of dealing with middlemen has become a thing of the past.

A Passport Reinvented

The polycarbonate e-passport is a highly durable, tamper-resistant document that can withstand years of use without significant wear. But durability is only part of the story.

These passports now feature advanced biometric and electronic components, such as embedded chips and laser-engraved personal data, which make them much harder to forge. They also incorporate modern security features like ultraviolet-visible elements, micro-text, and holographic images, aligning with the International Civil Aviation Organization (ICAO) standards and the East African Community (EAC) requirements.

The e-passport is designed to enhance secure travel for the traveller, the airline and immigration and border security agencies because it is extremely difficult to change data, which is held on the e-passport, making it almost impossible for forgery to take place.

Streamlining the Process: From Long Queues to Clicks

Before 2023, passport acquisition was often an exhausting ordeal. Applicants had to brave long lines, navigate unclear procedures, and sometimes resort to paying intermediaries to expedite their applications. The introduction of the polycarbonate e-passport was paired with a comprehensive digital overhaul of the application system—a move that has arguably had the most tangible impact on the public.

With the launch of an online passport application portal, Ugandans are now able to initiate their passport applications from anywhere with an internet connection. The portal allows applicants to fill in their personal details, upload the required documents, choose preferred passport centres, and book appointment slots online.

This digital system has significantly reduced human interaction in the early stages of the application process—cutting off the influence of brokers and minimizing the risks of bribery and corruption. It has

also reduced the pressure on passport centres, which now function more as processing and biometric verification hubs rather than overcrowded help desks.

Efficiency at Scale

The numbers speak volumes. The Directorate of Citizenship and Immigration Control (DCIC) now processes thousands of passports daily, a feat that was difficult to achieve with the previous system. For those in urgent need of travel documents, the express service offers passports in just one to two working days, while standard applications are completed in two to three working days.

This efficiency is a breath of fresh air for travelers.

Curbing the Middleman Menace

In the past, the passport process was plagued by intermediaries who positioned themselves as ‘helpers’—charging desperate applicants large sums of money for services that were either free or low-cost. The new system has rendered many of these go-betweens obsolete.

DCIC has also stepped-up efforts to sensitize the public about the dangers of dealing with unauthorized agents. Public awareness campaigns have been broadcast on radio, television, and social media platforms, urging citizens to use only the official government channels for passport services.

Regional Integration and Global Acceptance

Uganda's upgrade to polycarbonate e-passports was not made in isolation. It was part of a regional harmonization initiative by the East African Community to adopt secure and uniform travel documents for easier cross-border movement. Citizens of EAC member states—Uganda, Kenya, Tanzania, Rwanda, Burundi, South Sudan, and the Democratic Republic of Congo—can now travel across the region using e-passports that meet the same specifications.

The global aviation industry has also welcomed the shift. With compliance to ICAO standards, Ugandan travelers face fewer challenges during international border checks. The biometric and digital features embedded in the new passports enable automated identity verification, which speeds up immigration processes in many airports abroad.

Looking Ahead

More than a year since its implementation, the polycarbonate e-passport initiative is being hailed as one of the most successful public service reforms in Uganda. It has brought convenience, security, and dignity to citizens seeking to travel, work, or study abroad.

The journey ahead will require sustained investment in digital infrastructure, improved access to services in underserved areas, and continuous updates to keep pace with evolving global standards. But for now, Uganda has laid a solid foundation.

As the world increasingly moves toward digital identities and contactless travel, Uganda's bold step to modernize its passport system places it in good company—among nations that value both the freedom of movement and the security of their citizens.



THE EVOLUTION OF THE NATIONAL DEVELOPMENT PLANS (NDP I TO NDP IV): THE ROLE OF THE UGANDA PRISONS SERVICE IN ADVANCING NATIONAL DEVELOPMENT



Since the adoption of the National Development Plan (NDP) framework in 2010, Uganda has pursued a structured approach to national transformation anchored on the Vision 2040 agenda — *“A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years.”*

Across all four development plans — **NDP I (2010/11–2014/15)**, **NDP II (2015/16–2019/20)**, **NDP III (2020/21–2024/25)**, and the upcoming **NDP IV (2025/26–2029/30)** — the **Uganda Prisons Service (UPS)** has evolved from a traditional custodial institution into a vibrant driver of national development, human capital growth, and social transformation.

NDP I (2010/11–2014/15): Establishing the Foundation for Reform

The first National Development Plan (NDP I) emphasized *“Growth, Employment and Socioeconomic Transformation for Prosperity.”* For the Uganda Prisons Service, this period focused on establishing the foundational reforms to align correctional work with national development.

Key milestones included:

- **Enhancing custodial infrastructure** — Prison holding capacity stood at **14,334 prisoners**, covering **51,595.2 square meters**.
- **Improving access to justice** by strengthening coordination with the judiciary and police.
- **Laying the groundwork for production** through initial investments in prison farms and workshops.
- **Human resource reforms**, including the recruitment and training of over 3,000 personnel to improve efficiency in correctional management.

This period marked the transition from a purely punitive prison system to one increasingly geared towards **rehabilitation and reformation** — in line with Vision 2040’s human development aspirations.

NDP II (2015/16–2019/20): Deepening Human Capital and Institutional Development

Under NDP II, the theme shifted to “Strengthening Uganda’s Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth.” The Uganda Prisons Service became a critical actor in this agenda through investment in human capital, welfare, and infrastructure. Major accomplishments included:

- **Staff Housing and Welfare:** Initiation of a large-scale low-cost housing strategy using in-house construction capacity and Force on Account methods. By the end of this phase, over 3,000 housing units had been constructed.
- **Health Reforms:** Expansion of health facilities from 58 to 120 units, drastically improving access to care for both prisoners and staff.
- **Agricultural Production:** Rapid expansion of maize and cotton production under the Prisons Production Program — boosting food security for inmates and generating non-tax revenue (NTR) for government.
- **Human Rights Promotion:** UPS began mainstreaming human rights awareness, setting up Human Rights Committees across all major prison facilities.

By the close of NDP II, the Service had positioned itself not merely as a custodian of offenders but as a partner in social and economic development — directly contributing to food security, health improvement, and employment creation.



NDP III (2020/21–2024/25): Industrialization, Job Creation, and Transformation

The ongoing NDP III emphasizes “Sustainable Industrialization for Inclusive Growth, Employment and Wealth Creation.”

The Uganda Prisons Service has significantly expanded its mandate to match this vision through strategic investments in production, welfare, rehabilitation, and institutional capacity.



1. Safe, Secure and Humane Custody

- **Holding Capacity:** Increased by 56.4%, from 14,334 prisoners (FY2010/11) to **22,419 prisoners (FY2024/25)**.
- Construction of modern facilities such as **Kitalya Mini-Max, Ntungamo, Mutufu, and Rukungiri Prisons**, improving living conditions of prisoners and staff. Despite this, the prisoner population rose by **159.4%**, from 30,509 to **79,153**, creating challenges of congestion that continue to inform future infrastructural priorities.

2. Health and Sanitation

- Access to **safe and clean water** rose from **58% to 97%** of prison units.
- Mortality rates reduced from 5.2/1,000 to 2.5/1,000 prisoners due to the expansion of health facilities to 171 centres.
- Completion of a 300-bed staff hospital at Luzira Complex, boosting health service delivery for staff and families.
- **HIV/TB Management:** HIV prevalence remains a concern (15% among prisoners; 12% among staff), but sustained interventions continue through awareness and treatment programs.

3. Staff Welfare and Economic Empowerment

- **5,843 staff housing units** completed, raising proper housing from 20% to 50.2%.
- **Uganda Prisons SACCO** growth to **13,570 members**, with a loan portfolio of UGX 9.8 billion and assets of **UGX 11.7 billion**.
- Establishment of the **Prisons Duty-Free Shop**, benefitting nearly 3,000 staff with construction materials for home ownership.

4. Offender Rehabilitation and Reintegration

- Recidivism reduced from **27% to 13.2%** due to enhanced educational and vocational programs.
- **30,368 inmates** accessed formal education; 3,018 sat UNEB exams.
- **148,142 inmates** trained in vocational trades; 3,961 trade-tested and certified.
- **76,081 inmates** benefited from social rehabilitation and mindset reformation programs.

5. Access to Justice

- The remand population has reduced from **54% to 47.3%**, supported by improved transport facilities and the installation of virtual court systems in 19 prisons, including **Kigo, Kitalya, Upper, Jinja, Mbarara, Lira, Masaka, Arua, Fort Portal, Gulu, Mbale**, among others.
- Average remand time reduced from **27 to 17.3 months** for capital offenders.

6. Production and Industrialization

UPS's production arm directly supports national food security and import substitution goals:

- **Maize grain output** grew from **4,200 MT to 25,329 MT**.
- **Seed production** increased to **1,733 MT**; **cotton output to 2,784 bales**.
- Established **3,000 MT silo storage facilities** at Ruimi and Lugore, plus a **mini seed treatment plant** at Ruimi.
- Generated **UGX 238.99 billion** in non-tax revenue from production enterprises.

7. Governance and Human Resource Development

- Staff strength rose from **7,195 to 13,871**, with **30.1% female representation**.
- Over **12,000 officers** have been trained under new Human Resource Development programs, including **Command and Staff Courses** such as the **NCOs' Course, Junior Command Course, Intermediate Command and Staff Course, and Senior Command and Staff Course**. Additional specialized courses have been conducted in **customer care and public relations, mindset change, safety and security, management of violent extremist prisoners, data and information management systems, stores management, and record keeping**.
- The **creation of a Division of Human Rights** at the Prisons Headquarters ensures strict adherence to **human rights standards** across all 269 prison units for both staff and inmates. In addition, **Human Rights Committees** have been established in each unit to monitor, promote, and safeguard human rights within the service.

NDP IV (2025/26–2029/30): Toward a Modern, Productive, and Humane Correctional Service

As Uganda transitions to **NDP IV**, with a projected theme of “*Accelerating Economic Transformation and Social Justice*,” the Uganda Prisons Service is poised to consolidate its contribution to national development through five strategic priorities:

1. **Expanding Correctional Infrastructure** to decongest prisons and ensure humane custody.
2. **Digitizing Prison Management Systems**, including biometric data, inmate tracking, and virtual court linkages.
3. **Enhancing Industrial and Agricultural Productivity** through agro-processing, value addition, and commercialization of prison industries.
4. **Deepening Human Rights and Gender Equity**, focusing on welfare of female prisoners, children in custody, and female staff.
5. **Sustainability and Green Transition**, through renewable energy adoption, forest conservation, and efficient cooking technologies.



Highlighting Uganda's Ministry of Defence and Veteran Affairs

Contributions on the Evolution of NDP1 to NDP IV



CDF Gen Muhoozi Kainerugaba with Senior Defence and UPDF officials during the site inspection of the ongoing construction works for the Joint MoDVA/UPDF Hq in Mbuya

The Ministry of Defence and Veteran Affairs is a crucial government department responsible for the national defence and welfare of military veterans. Its primary objective is to safeguard the nation's security by formulating and implementing defence policies, coordinating military operations, and maintaining armed forces' readiness. The ministry oversees various branches of the military, including the Land Force, Air

Force, Special Force Command, and Reserve Force, ensuring they are well-equipped and trained to protect the country from external threats. Simultaneously, it plays a vital role in supporting and honoring veterans, offering them medical care, rehabilitation services, and financial assistance. By combining defence and veteran affairs under one umbrella, the ministry aims to ensure a comprehensive approach to national security and the well-being of those who have served their country.



Minister Jacob Oboth (C), U.S Ambassador to Uganda H.E William Popp (R), with USA Professional Staff Committee of the House of Representative and MoDVA/UPDF Senior officials - Mbuya Hq

Uganda's Ministry of Defence and Veteran Affairs (MoDVA) is deeply committed to supporting the nation's socio-economic transformation, as envisioned in Uganda Vision 2040 and operationalized through the National Development Plans (NDPs) that charts a progressive roadmap from 2010 through 2025, steering the country toward middle-income status. Since the launch of Uganda's NDP I to NDP IV, MoDVA has been instrumental in laying the foundation for peace, stability, and national resilience,

core pillars for sustainable development. Through strategic investments in security infrastructure, professionalization of the Uganda Peoples' Defence Forces (UPDF), aligning defence priorities with national goals, and enhancing civil-military cooperation, MODVA has enabled the successful implementation of development priorities across sectors, ensuring that Uganda's transformation agenda is anchored in a secure and stable country in an increasingly complex global security environment.

MoDVA Strategic Investments in Security Infrastructure

The MoDVA has systematically invested in security infrastructure through successive strategic frameworks. Under NDP II, the Security Sector Development Plan (2015/16–2019/20) oversaw the upgrade of military training institutions. To this regard, Uganda attained all levels of mainstream military training with the establishment of the National Defence College – Uganda that plays a crucial role in shaping military and civilian leaders who can effectively address complex security issues and contribute to the country's overall development. The Security Sector Development Plan (2015/16–2019/20) also oversaw the rehabilitation of barracks, and enhancement of border security posts to create a secure environment for socio-economic transformation.

More recently, the 2025/26 Defence Strategic Investment Plan formulated during a high-level MODVA-UPDF retreat, directed at increasing budget allocations toward modern communications networks, logistics hubs, as well as command-and-control centers to bolster operational readiness and national vigilance. These programs are ongoing. Complementing these initiatives, MoDVA established the Office of the Coordinator for National Vital Assets and Strategic Installations to secure critical civilian infrastructure spanning oil and gas facilities, bridges, dams, energy grids, and airports through coordinated civil-military collaboration and advanced protective measures.

Professionalization of the UPDF

Under professionalization of the UPDF, MoDVA has undertaken the deliberate transformation of the military into a disciplined, skilled, and accountable force through structured training, modernization, ethical conduct, and institutional reforms. MoDVA consequently aligned its training to its own doctrine, undertaking upgrade of its weapons systems, logistics, and communication tools to meet contemporary security challenges.

In respect to the code of conduct and accountability for promotion of human rights, rule of law and civilian oversight to ensure professionalism in operations, the Ministry worked towards the enactment of UPDF Act 2025, production of a UPDF Doctrine and the delivery of UPDF Establishment 2021. MoDVA has further ensured regional and international engagement of the UPDF as well as enhanced healthcare, pensions, and promoted systems for soldiers' and Veteran's welfare. The Ministry of Defence National Referral Hospital in Mbuya is at its final stages

to full operationalization, a significant healthcare undertaking. Furthermore, Wazalendo Savings and Credit Cooperative Organization (SACCO) – a MoDVA/UPDF SACCO that plays a key welfare role for the staff, has steadily grown with its total assets reaching Shs 1.149 trillion by early 2025. This is not only a welfare program but also under Uganda's NDP framework which prioritizes broadening financial inclusion, stimulating private-sector growth, and empowering veterans Wazalendo SACCO serves as a flagship vehicle for mobilizing savings and extending affordable credit to over 111,276 members including active and retired UPDF personnel, their families, and MoDVA civilian staff. Together, these efforts have positioned the UPDF as a credible, responsive, and development-oriented force in Uganda and the region



President Museveni aboard one of the model 850 Military Patrol Boats at the Port Alice Pier Military Base - Entebbe



Gen Muhoozi Kainerugaba (CDF) hands over a dummy cheque to the Internal Security Organization at the inaugural CDF drill competition - Kololo

Aligning Defence Priorities with National Goal

Throughout the successive National Development Plans, MoDVA has aligned its strategic objectives with Uganda's broader development goals supporting infrastructure development through military engineering services, contributing to human capital through vocational training for veterans and youths, and enhancing disaster response and environmental protection. The role of UPDF Engineering Brigade in the renovation of Mandela National Stadium, upgrade of Kyambogo University Stadium, expansion of Entebbe International Airport and other engineering support works to Ministries, Agencies and Departments affirms the alignment of MoDVA's strategic objectives with Uganda's broader development goals. Indeed, as Uganda advances the journey toward middle-income status and Vision 2040, MoDVA remains a strategic pillar in Uganda's development architecture, with its evolving mandate under NDP IV focused on enhancing defence innovation and industry through National Enterprise Corporation that promotes industrialization and import

substitution, expanding regional security partnerships that reinforces Uganda's Pan-African leadership, and deepening veteran reintegration programs that leverages veterans' skills and experiences to drive Uganda's socio-economic and security objectives. These forward-looking initiatives not only safeguard Uganda's sovereignty but also unlock new pathways for industrial growth, youth employment, and sustainable peace, ensuring that defense continues to serve as a catalyst for inclusive national transformation. Moreover, the Ministry has prioritized institutional reforms and capacity building, ensuring that defense planning is data-driven, transparent, and aligned with national priorities. By integrating strategic defence objectives into the National Development Plans, MoDVA has enhanced coordination across government sectors, promoted efficient resource utilization, and reinforced Uganda's commitment to peace, security, and sustainable development.



An aerial view of the UPDF National Referral Hospital - Mbuya (Nakawa Division)



President Museveni arriving at Luwero Industries at Nakasongola (July 2022)



Board Members of Wazalendo at the Newly opened cash branch in Arua

Civil Military Cooperation

In addition, the Ministry has strengthened civil-military cooperation through community development initiatives such as medical camps, infrastructure support, and emergency response, reinforcing trust between the UPDF and citizens. These engagements have not only enhanced public service delivery but also demonstrated the Ministry's commitment to inclusive development, aligning defence efforts with the social objectives of Uganda's National Development Plan.

Conclusively, the Ministry of Defence and Veteran Affairs has been a cornerstone in Uganda's development journey, seamlessly integrating security with socio-economic transformation across NDP I to NDP IV. Through professionalizing the UPDF, empowering veterans, enhancing civil-military cooperation, and aligning defense priorities with national goals, the Ministry has fortified Uganda's path toward peace, prosperity, and Vision 2040. Its enduring contributions continue to shape a resilient nation where security is not just a safeguard but a driver of inclusive growth and sustainable development.



CIMIC Activities in Masaka



A team of UPDF medical personnel attending to patients as part of CIMIC activities

BANK OF UGANDA



Interview with Mr. Richard Byarugaba, Executive Director of Finance, Bank of Uganda

Interviewer: Thank you, Mr. Byarugaba, for agreeing to this interview and giving us time to talk about some of the facilities that the Bank of Uganda is offering to Ugandans. Let's start with the Agricultural Credit Facility. How is this facility being used to support the priorities of national development?

Mr. Byarugaba: Thank you very much, Lillian, for this interview. My name is Richard Byarugaba, and I am the Executive Director of Finance at the Bank of Uganda. It is this Directorate that manages the Agricultural Credit Facility (ACF) and the Small Business Recovery Fund (SBRF).

The ACF was started in 2009 by the government under the leadership of His Excellency President Yoweri Kaguta Museveni. The aim was to commercialize agriculture and extend affordable credit to farmers. At the time, commercial Banks considered lending to farmers too risky, so very little money was flowing into agriculture, even though it was Uganda's main export earner and employed about 70% of the population.

Through this facility, funds have been extended to all players in the agricultural value chain, farm activities, processing, transportation, and exports. The loan is capped at an interest rate of 12%. We work with all financial institutions licensed by the Bank of Uganda, as well as the Uganda Development Bank.

In terms of contribution, Commercial banks finance 50% of a loan while Government, through the Bank of Uganda, covers the other 50%. For smaller Institutions, the split is 30% bank and 70% government. Beneficiaries access the funds through Participating Financial Institutions (PFIs), which have branches country-wide, unlike the Bank of Uganda, which has only a few.

Since its inception, the facility has extended up to UGX 1.23 trillion to 7,666 beneficiaries as at June 2025. Government has pro-



Mr. Richard Byarugaba

gressively increased its funding from UGX 30 billion at the start of the programme to about UGX 330 billion as at June 2025. Since the fund is revolving, repayments by earlier borrowers allow new ones to access the money.



The Government established the ACF to increase lending to the agriculture sector which faced numerous weather-related risks

Interviewer: That's very impactful. What measures has the Bank of Uganda put in place to ensure that smallholder farmers and agro-processors benefit from this facility?

Mr. Byarugaba: It's important to clarify that the ACF is meant for commercial agriculture, not subsistence farming. It supports farmers who produce for the market and can generate income to repay loans. Many smallholders struggle because they lack proper records or collateral.

To bridge this gap, we introduced a product called Block Allocation. Here, small holder farmers especially women and youth can borrow as groups. Each member can access up to UGX 20 million without traditional collateral. Instead, lending is based on alternative criteria such as cash flows, integrity, credit history, group guarantees, and character.

This approach has significantly boosted access. By June 2025, 68.7% of the borrowers had accessed loans through the Block Allocation model.

Interviewer: How do you ensure that this facility is spread across different regions of Uganda?

Mr. Byarugaba: The facility is demand-driven. We call it the "lusaniya principle" the food is there, and whoever is ready serves themselves.



Kasiisi practices mixed commercial farming, dealing in friesian cattle and goats



Kasiisi has improved infrastructure, production of animals, value addition and water development

Not all regions are equally engaged in commercial agriculture, so uptake depends on activity levels in each region.

We rely on PFIs, especially those with wide branch networks, to onboard clients nationwide. To enhance this, we conduct awareness campaigns with the Banks so that people know about the facility, their rights, and can insist on accessing Government-supported loans rather than being pushed into more expensive alternatives.

Interviewer: What challenges have you faced in implementing this facility?

Mr. Byarugaba: There are four key challenges:

1. **Informality:** Many farmers lack proper business records or bank accounts, making it difficult for PFIs to assess them.
2. **Collateral:** Many Ugandans do not have land titles; instead, they hold bibanja or customary land, which most banks do not accept as collateral.
3. **Competing products:** Some PFIs push their own, more expensive loan products instead of ACF, discouraging farmers from using the facility.
4. **Delays:** Lengthy processing times means that some farmers receive funds after planting seasons have passed. This is partly due to incomplete documentation submitted. We are addressing this by streamlining processes and moving toward electronic applications.

Interviewer: Looking ahead, how does the Bank of Uganda plan to strengthen the Agricultural Credit Facility to support agro-industrialization?

Mr. Byarugaba: We are working on several improvements:

- **Digitization:** Applications and approvals are now electronic, linked to the real-time gross settlement system for faster disbursement.
- **Policy reforms:** Amendments to the Memorandum of Agreement with PFIs will relax restrictions. For example, borrowers of the Small business recovery loan will be allowed to borrow more than once after completing each loan, and shared risk provisioning (50% by banks, 50% by government).
- **Higher limits:** The loan ceiling for biological assets (cows, goats, fish, poultry) is being raised from UGX 80 million to UGX 250 million to boost livestock and fisheries.

These measures will expand access, strengthen food security, and enhance Uganda's export potential.

Interviewer: Let's turn to the Small Business Recovery Fund (SBRF). Could you explain what it is and its purpose?

Mr. Byarugaba: The SBRF was introduced in 2021 to help businesses recover from COVID-19 disruptions. Government contrib-



Poultry: Kimera started with 3,000 birds in 2023 and now has over 15,500, laying at about a year old



Kimera collects about 450 trays of eggs daily



Kimera in his coffee plantation that sits on over 70 acres



A truck loading produce from James Peter Osurit's shop.



Osurit's workers loading produce. With this loan, the business has increased its profits and improved his livelihood

Osurit buys and sells produce from farmers, SMEs and producers who operate in Acholi

uted UGX 100 billion, matched by participating Financial institutions, to a total of UGX 200 billion. Loans are disbursed at 10% interest rate for a maximum 4-year period.

The fund targets non-agricultural businesses such as schools, clinics, garages, and saloons. So far, UGX 72 billion has been disbursed. Uptake has been slower than expected due to stringent eligibility criteria, which we are now reviewing.

Interviewer: How has this fund supported economic recovery?

Mr. Byarugaba: Many beneficiaries have been in the trade, education, and health sectors. Schools and clinics, for example, used loans to reopen and repair facilities. When schools reopen, they stimulate other businesses like uniform makers, food suppliers, transport providers, creating a multiplier effect on the economy.

Interviewer: How is access ensured for rural and under-served areas?

Mr. Byarugaba: Again, the Block Allocation model is applied, allowing group borrowing up to UGX 20 million without traditional collateral. We also allow chattel mortgages where people can use movable assets such as motorcycles, TVs, or furniture, registered with the Uganda Registration Services Bureau (URSB), as security.

Still, awareness and informality remain big challenges. Many small businesses don't keep even basic records, which makes credit appraisal and access difficult.

Interviewer: What lessons have you learned, and how will they shape sustainable financing as Uganda works toward Vision 2040?

Mr. Byarugaba: Key lessons are the need to:

- Promote financial literacy so people understand the importance of saving, budgeting and record-keeping.
- Reduce loan processing delays by digitizing and streamlining application procedures.
- Relax eligibility restrictions, such as raising loan limits from UGX 200 million to 500 million and removing limits on employee numbers.

Ultimately, Uganda's Vision 2040 requires tenfold GDP growth. This means scaling lending, formalizing more businesses, and increasing production across sectors.

Interviewer: Finally, what is your message to Ugandans?

Mr. Byarugaba: My message is simple: these facilities are real, the money is available, and it is your right to access it through your banks. Do not be discouraged. If you face challenges, you can lodge complaints with the Bank of Uganda's customer desk opposite Grand Imperial Hotel reception.

We are also ready to provide free financial literacy training anywhere in the country, to empower Ugandans to join the money economy and improve their livelihoods.

Interviewer: Thank you very much for your time, Mr. Byarugaba. This information will indeed benefit many Ugandans.

Borrow **WITHOUT COLLATERAL.**

No collateral? No problem.

The Agricultural Credit Facility (ACF) is designed to allow you to **get a micro loan of up to UGX 20 Million Shillings without collateral.** This capital injection will help you start your agricultural project hassle-free and also gives you flexible payment terms.



If you love agriculture, you will love us.



Ask about it at
your commercial
bank or call

0414 258 441/9

www.bou.or.ug

Let's help you **INCREASE YOUR PRODUCTIVITY**

With the Support of the Agricultural Credit Facility (ACF), large scale farmers like Wafula now have an opportunity **to acquire machinery for agri-business and processing. They can also use this machinery to as collateral to borrow more money.** This in turn helps them keep their productivity levels high.

If you love agriculture, you will love us.



Ask about it at
your commercial
bank or call

0414 258 441/9

www.bou.or.ug

POSTBANK IS REBRANDING TO PEARL BANK UGANDA LIMITED



Doreen A. Muhangazi
Chief People and Strategy Officer

PostBank Uganda is entering a new chapter in its journey by rebranding to Pearl Bank Uganda Ltd. This transformation marks a renewed commitment to fostering prosperity for Ugandans. In line with its five-year strategic plan, the bank has undergone remarkable growth, introduced innovative solutions such as Wendi, and strengthened its governance and customer base.

Q1. Why is PostBank rebranding?

We are rebranding to strategically align with our aspiration of becoming a trusted partner in the growth and prosperity of Ugandans. This evolution enables us to serve our clients better and truly represents who we are today—a dependable bank for Ugandans.

The new brand embodies our transformation into a digitally progressive, inclusive, and nationally grounded financial institution that is deeply committed to **advancing the growth of Ugandans** and **catalyzing the success of Ugandan businesses**.

Q2. Why the name Pearl Bank?

Uganda is proudly known as the “Pearl of Africa”—a tribute to its breathtaking beauty, rich culture, and vibrant people. By adopting the name Pearl Bank, we honor this legacy and inspire national pride.

The name **Pearl Bank** affirms our local identity and deepens our commitment to stability, reliability, and shared prosperity.

Pearl Bank is more than a name, **it's a promise**. A promise that every Ugandan, wherever they are, can be part of building a nation where prosperity is a shared purpose, not a privilege.

Q3. Will there be a change to the Bank's ownership?

No, the Bank's ownership structure remains the same. Pearl Bank remains fully owned by Ugandans through **Government of Uganda**.

Q4. What exactly is changing?

The rebrand includes a new name, logo, color, and refreshed customer value proposition.

However, our core mandate to serve Ugandans remains unchanged. All customer accounts, products, and services will continue seamlessly, with no disruption to access or functionality.

Pearl Bank is regulated by the Bank of Uganda under license No. AI.035. Customer Deposits are protected by the Deposit Protection Fund of Uganda up to UGX 10 million. Terms and Conditions apply.

Q5. Why are we changing the name now?

We're changing our name now because this is a defining moment in our journey. Over the past five years, the Bank has achieved remarkable growth, strengthened governance, expanded our customer base, and introduced innovative solutions such as **Wendi** that have had nationwide impact. These milestones have enhanced our capacity and brought us closer to our customers and shareholder.

And let's be honest—after all this transformation, PostBank is no longer just “posting” results; we're now a key partner in Uganda's development journey, setting new standards and driving real impact in the economy!

The rebrand to Pearl Bank signals our readiness to embrace bigger opportunities to serve you better whilst ensuring that we remain relevant, resilient, and impactful for the future.

Q6. What will Pearl Bank's strategic imperative be?

Pearl Bank's strategic direction is rooted in the core purpose of **Fostering Prosperity for Ugandans**. This ambition will be driven by two overarching goals:

- **Driving Sustainable Financial Inclusion:** Ensuring that all Ugandans, regardless of location or status, have access to relevant, affordable, and secure financial services.
- **Stimulating Entrepreneurship and Services:** Supporting the development of Ugandan enterprises and enhancing service delivery to promote economic activity and job creation.

Q7. When will the rebrand officially begin & how long will the transition take?

The rebrand process has officially commenced and will run until May 2026.

Q8. Will customer account numbers or details change?

No, your account numbers, balances, and digital profiles will remain exactly the same. The rebrand only affects our brand identity—not your account structure or details.

Q9. Will customers need to get new cards or cheque books?

Customers will continue accessing their services using the existing cards and cheque books.

The transition to the new cards and cheque books that reflect the new brand identity will be done gradually, and customers will be notified well in advance to ensure a smooth transition.

Q10. Will customers' products or fees change?

No, there are no immediate changes to product pricing, terms, or access. Customers will continue banking as usual.

Should any changes arise in the future, they will be guided by our commitment to delivering value, enhancing customer experience, and will be communicated transparently.

Q11. What happens to customers who borrowed under PostBank?

All existing contracts and loan agreements, along with their respective terms, will remain valid and enforceable under the law, even as PostBank transitions to Pearl Bank. Any updates or changes will be communicated formally or incorporated during renewals.

Q12. What happens to customers' deposits?

Customer deposits remain safe and fully protected. Pearl Bank is licensed and fully regulated by the Bank of Uganda.

Strategic Impact of Microfinance Support Centre on Uganda's Economy



Mobilising communities for wealth creation and social economic transformation: Communities in the West Nile Region convene to gain knowledge on Islamic financing, supported by the Microfinance Support Centre

The Microfinance Support Centre (MSC) has emerged as a powerful government agency for socio-economic transformation in Uganda, playing a vital role in expanding financial inclusion, building strong community financial institutions, and empowering small businesses and unlocking new opportunities for rural communities.

Through its targeted interventions, i.e., affordable and inclusive financing, capacity building, grants, building strong SACCOs and groups, MSC has become one of the country's most strategic vehicles for delivering affordable finance at an 8% per annum rate to the economically active poor, many of whom were previously excluded from formal financial systems.

MSC's programs have proven to be effective tools for combating poverty, creating jobs, and boosting productivity.

The Government's continued prioritisation of MSC in the 2025/26 national budget demonstrates the Centre's growing importance in Uganda's development agenda.

Haruna Kasolo Kyeyune, the microfinance state minister, says every shilling, allocated to MSC is not just an expense, but an

investment in Uganda's people and its future prosperity.

"Government funding to MSC is not expenditure — it is investment. We are investing in the people, in jobs and in Uganda's future," Kasolo said, highlighting the Centre's mission to bring finance closer to the people who need it most.

"The Government wants you to fully utilise its programs as youth because they are intended to get all of you out of poverty, which is the reason why the Government is providing interest-free seed capital through the wealth creation initiative, Emyooga.

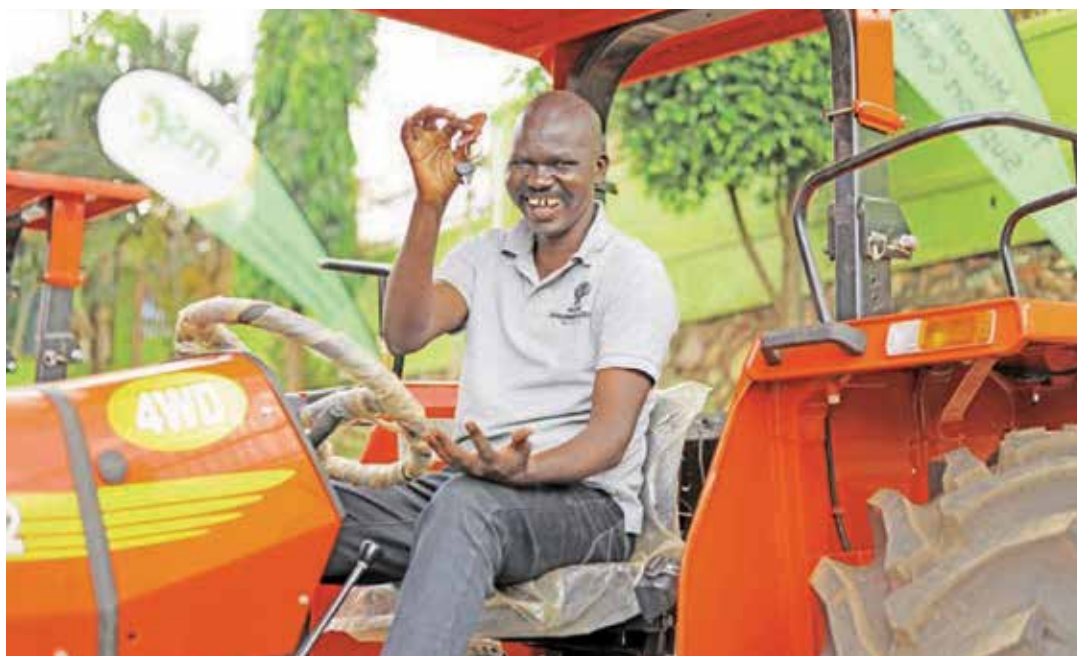
"If you get the sh5m, you can buy goats, even a calf, or rear chicken or do fish farming, and life will never be the same."

Finance minister Matia Kasaija said:

“**The real economy grows when the smallest enterprises receive the support they need. That is what MSC is doing bringing finance closer to people.**”

John Peter Mujuni, the executive director and chief executive officer of MSC, echoes this vision. He said MSC is fully committed to ensuring that all Ugandans, regardless of their background or location, can access financial services that help them unlock their potential and actively contribute to the national economy. "We are committed to ensuring that every Ugandan, regardless of their background, has access to financial services

that unlock their potential and contribute meaningfully to the economy," Mujuni said.



Boosting agricultural productivity: Mr. Okorok Joseph Micheal, Chairperson of Kachaboi Development SACCO (1,841 members), receives a tractor under the Local Economic Growth Support project implemented by MSC, enabling farmers to access affordable finance and vital agricultural inputs for increased production

DRIVING FINANCIAL INCLUSION

Over the years, MSC has significantly expanded its reach and impact to over 12.2 million Ugandans, including smallholder farmers, women entrepreneurs, youth groups, artisans, cottage industries, market vendors, and other informal sector workers. MSC has supported over 9,000 projects, of which 70% of them are within the agriculture value chain, enabling many households to transition from subsistence to commercial farming.

Uganda's financial inclusion landscape has shifted considerably, thanks partly to MSC's grassroots programs like Emyooga. Formal financial inclusion rose from 58% in 2019 to 70% by 2023, with a notable increase in financial account ownership in rural areas, rising to 32% in 2021.

Women and youth — two groups historically marginalised from Mainstream finance have particularly benefited from MSC's interventions, with many now able to access savings, credit, and group loans that enable them to start and grow businesses.

MSC's loan products, ranging from as little as sh5m to sh1b through SACCOs, have provided much-needed capital for Micro-entrepreneurs. For example, in Kampala, vendors have accessed loans through MSC supported SACCOs.

Advancing Agricultural Mechanisation

While the Microfinance Support Center (MSC) is widely known for its financial services, its strategic role in transforming Uganda's agricultural sector is equally significant. Through the Local Economic Growth Support (LEGS) project, the Centre has worked with the Ministry of Local Government and the Islamic Development Bank to modernise smallholder agriculture in Uganda.

The LEGS project has provided farmers in 17 districts with tractors and agro-processing equipment at heavily subsidised rates. Under the arrangement, the Government covers between 50% and 60% of the equipment costs, while farmers access low-markup loans with repayment schedules aligned to crop cycles. The project is set to expand to 42 more districts in the coming years.

Vice-President Jessica Alupo has described the LEGS project as a game-changer for rural farmers. "This project is not just about machines — it is about turning agriculture into a profitable business for rural families," Alupo said, underscoring the importance of equipping farmers with the right tools to improve productivity and income.

Local Government Minister Raphael Magyezi stated that the LEGS project is already providing tangible benefits. Farmers are experiencing higher yields, improved post-harvest handling, and more efficient farming practices. The availability of modern agricultural equipment is gradually transforming Ugandan agriculture from subsistence to commercial production.

In addition to tractors, the project has distributed agro-processing machines that help farmers add value to their produce, improving both marketability and profitability. By enabling farmers to process, store, and transport their harvests more efficiently, LEGS is addressing long-standing bottlenecks in the agricultural value chain.

Through this intervention, MSC is contributing to Uganda's goal of strengthening its agriculture-driven GDP, creating more rural jobs, and improving food security. The distribution of tractors to co-operatives and the promotion of mechanised farming are building a foundation for long-term agricultural growth.



MSC has transformed the livelihoods of the economically active poor to join the money economy through Presidential initiative on wealth and job creation (Emyooga)

They have used to expand their stalls and hire additional employees. This is just one example of how small loans create ripple effects of employment and economic growth in local communities.

This extensive funding has played a vital role in Uganda's economic expansion, especially through supporting the growth of small and medium enterprises, which now contribute about 20% to Uganda's gross domestic product (GDP) and account for over 80% of the country's employment.

But MSC's influence goes far beyond loan disbursement. The Centre has trained more than 56,000 SACCO leaders, strengthening governance and financial management at the grassroots level.

These capacity-building efforts have helped transform over 9,000 SACCOs into resilient financial institutions that are capable of sustaining their operations and supporting their members. Through micro-grants and targeted credit facilities across 18 enterprise sectors, MSC has supported SACCOs in initiating income-generating activities, mobilising sh909b in member savings cumulatively.

This savings culture is reshaping communities by reducing reliance on informal lending sources and introducing safer, more sustainable financial practices. John Kaggwa, a carpenter in Masaka, said, after securing a loan through his Emyooga SACCO, he was able to expand his workshop, purchase new tools, and hire two additional workers.

His weekly income has since doubled, and his story is just one of many demonstrating how microfinance can fuel enterprise growth and household income.

BUILDING RESILIENT COMMUNITIES

Beyond financial inclusion and agriculture, MSC's broader mission is to transform Uganda's socio-economic landscape by building resilient, self-reliant communities that can adapt to wealth creation initiatives for socio-economic transformation.

A core component of this strategy is mindset change, particularly moving Ugandans from subsistence living to active participation in the money economy.

Economist Dr Fred Muhumuza has emphasised the importance of mindset transformation in Uganda's economic journey.

"To break free from subsistence living and build a production-oriented economy, we need value addition, innovation, and long-term planning," Dr Muhumuza said.

Dr Patrick Birungi, the executive director of Uganda Development Corporation, says MSC activities and impact fit well in the Musevenomics ideological pillars of empowerment, value addition, and now digital transformation — building a self-sustaining, inclusive, and resilient Ugandan economy.

"The Government supports enterprises through targeted credit facilities via institutions like the Bank of Uganda and the Microfinance Support Centre. However, more can be done to formalise them, improve their access to markets, and equip them with digital tools for growth," Birungi said.

Sources from the National Planning Authority (NPA) say Uganda's Fourth National Development Plan (NDP IV) for 2025-2030 aims at achieving sustainable industrialisation, full economic monetisation, and robust private sector growth to drive socio-economic transformation.

"Policies, such as wealth creation programs like Operation Wealth Creation, the Parish Development Model, and Emyooga, have significantly improved the quality of life in Uganda," the source said.



Empowering communities for sustainable development. Through the MSC-supported Mini-Livestock Demonstration Community Project in Kiruhura District, over 1,000 people from 33 groups have gained practical skills and seed capital for wealth creation. The initiative is transforming livelihoods through best farming practices and inclusive economic empowerment

The Permanent Secretary of the Finance Ministry, Ramathan Ggoobi, recently said, during the lockdown, productivity went very low, with the Government only spending on service delivery and not production.

Ggoobi said the Government has put in place strategies to enable the economy to recover, leading to the socio-economic transformation of the country. He says interventions such as The Parish development Model, Emyooga, Uganda Development Bank funding, and the Small Business Recovery Fund are all aimed at ensuring Ugandans have access to cheap credit and are productive.

MSC's community-centric programs, such as Emyooga, have accelerated this shift by creating financial access points across all 146 districts of Uganda. By bringing savings, loans, and training closer to rural populations, MSC has enabled millions of Ugandans to think beyond day-to-day survival and start planning for sustainable business growth.

Beatrice Akullo, the chairperson of Aromo Tailors SACCO in Lira, explained how MSC's training changed their outlook.

"The training empowered me to understand how to manage our SACCO professionally. We have grown our membership and savings within just a year," Akullo said.

These stories demonstrate the multiplier effect of microfinance. When individuals gain financial literacy and access to affordable, inclusive credit, they not only improve their livelihoods but also motivate their peers to do the same. The gradual shift from informal, high-risk lending to organised SACCOS is building a stronger, more financially aware community.

With job creation and domestic savings at the heart of Uganda's Vision 2040 and National Development Plan IV, MSC's impact strongly supports national priorities.

MSC's programs are tailored to serve both men and women equitably, with a gender distribution of 54% female and 48% male. Strengthening female participation across all MSC programs presents a significant opportunity for increased financial inclusion.

With SACCOS mobilising sh93.3b in savings under Emyooga, communities now have the resources to invest in their future.

Sarah Namusoke, a bakery owner in the Mpigi district, credits MSC with transforming her life.

“

I used to rely entirely on my husband's income. Now I operate my bakery and support my children's education. MSC enabled me to become financially independent.

”

Namusoke said.

The transformative impact of MSC is evident across Uganda, from tailors in Lira city to carpenters in Masaka city and farmers in Kasese district. Its multi-layered approach combining microcredit, Islamic finance, group loans, grants, capacity building, and agricultural mechanisation is reshaping communities and fueling sustainable economic growth.

Since 2019, MSC has proven that targeted public investment in microfinance can deliver broad-based socio-economic transformation. Its focus on capacity-building, institutional strengthening, affordable finance, and agriculture aligns closely with Uganda's Vision 2040 and the Sustainable Development Goals. Recently, MSC took a major step forward in Uganda's development finance journey by being ratified as a full member of the Association of African Development Finance Institutions. This milestone positions MSC to significantly enhance its institutional capacity, tap into technical support, and align with best practices in Africa's rapidly evolving development finance ecosystem.

As Uganda continues its journey toward becoming a middle-income country, the Government's sustained investment in MSC will remain critical to reducing poverty, expanding financial inclusion, and supporting the country's most economically active poor. The MSC's work is building a resilient foundation for long-term prosperity.

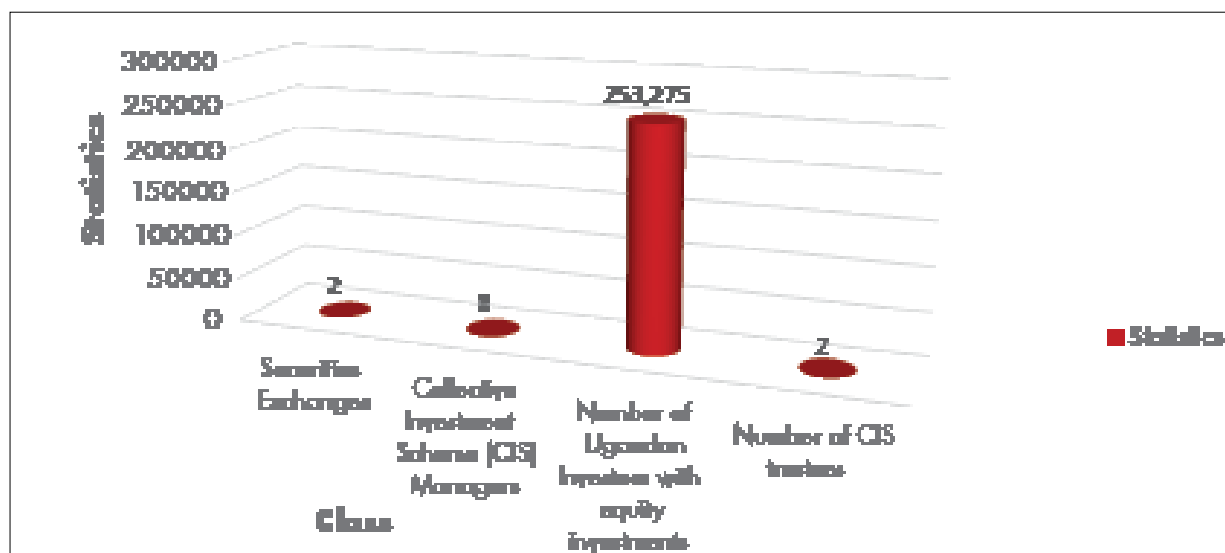
ABOUT CAPITAL MARKETS AUTHORITY UGANDA (CMA)

The Capital Markets Authority (CMA) is statutory body that was established in 1996 by the CMA Act, Cap 64. The Authority is responsible for promoting, developing and regulating and facilitating the development of an orderly, fair, and efficient capital markets industry in Uganda.

CMA executes its legal mandate through the following objectives; promoting confidence in the capital markets, ensuring honesty and transparency in capital markets transactions, carrying out investor education, protecting investors and reducing systemic risk.

A story of growth in the capital markets;

Class	Growth
Funds raised through the sale of shares	A total of UGX 1.99 trillion has been raised through the offer of shares to the public in the primary and secondary markets.
Collective Investment Schemes (CIS) savings	As of March 2025, a total of UGX 4.2 trillion saved through CIS.
Domestic Market Capitalization (Value of domestic companies on the stock exchange market)	As of June, 2025, domestic market capitalization stood at UGX 13.9 trillion representing 9.1% of GDP
Securities Central Depository (SCD) accounts enabling Ugandans to buy and sell shares on the stock exchange	As of 30 th June 2025, a cumulative total of 253,275 SCD accounts had been opened by Ugandans enabling them to buy and sell shares on the Uganda Securities Exchange
Collective Investment Schemes (CIS) accounts enabling Ugandans to save	As of 30 th June 2025, a cumulative total of 129,030 CIS accounts had been opened by Ugandans saving through Collective Investment Schemes



UDC: Driving Uganda's Ten-Fold Growth and Industrial Transformation

The Uganda Development Corporation (UDC), established under the UDC Act, Cap. 208, in 2016, stands at the forefront of Uganda's industrialisation journey. As the Government's investment arm, UDC is mandated to promote and facilitate industrial and economic development in line with Vision 2040 and successive National Development Plans (NDPs).

During the implementation of NDP II and NDP III, UDC's strategic investments have been instrumental in driving import substitution, export growth, and regional development. Its current portfolio of 20 investee companies spans a wide range of industries, from tea factories in Kigezi and Tooro to fruit processing plants in Soroti and Yumbe, a coffee mill in Bugisu, and cotton, sugar, and cassava-based ethanol processing facilities across the country. These ventures have created reliable markets for farmers, enhanced value addition, and supported over 5,000 direct jobs, while generating foreign exchange and tax revenues.

UDC's investments in East African Medical Vitals and Sanga Vet. Chem Ltd have reduced reliance on imported medical and veterinary supplies. Infrastructure projects like Kalangala Infrastructure Services and Abubaker Technical Services have also transformed connectivity through improved ferry, electricity, and road networks bringing social and economic opportunities to previously underserved regions.

A notable achievement in UDC's mandate is its deliberate focus on Uganda's tourism and hospitality sector, a key pillar for economic diversification and foreign exchange earnings. Through strategic partnerships in flagship facilities such as Munyonyo Commonwealth Resort, Speke Resort Convention Centre (SRCC), and Nile Hotel International, UDC has positioned Uganda as a premier Meetings, Incentives, Conferences, and Exhibitions (MICE) destination. The SRCC's successful hosting of the 2024 NAM Summit and G77 + China Conference elevated Uganda's global profile and spurred growth across hospitality, transport, and service industries.

As Uganda transitions into NDP IV, UDC is already an active player in the priority sectors of Agro-Industrialization, Tourism, Minerals, and Science & Technology (ATMS). The Corporation is leveraging its experience and capacity to drive the country's Ten-Fold Growth Strategy, an ambitious plan to grow Uganda's GDP from USD 50 billion to USD 500 billion by 2040.



Looking ahead, UDC plans to consolidate agricultural value chains, unlock mineral potential through integrated processing plants, modernize tourism infrastructure, and advance innovation through science and technology partnerships. By mobilizing financing, deepening private sector collaboration, and promoting inclusive regional investments, UDC is not merely participating in Uganda's development but rather catalyzing it.

UDC Contact: 5th Floor Soliz House | Plot 23, Lumumba Avenue | P.O. Box 7042, Kampala (U)

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Uganda Development Corporation | uganda_development_corporation

Interview with Honourable Isaac Musumba – Chairman Local Government Finance Commission



Interviewer:

Thank you Honourable Isaac Isanga Musumba, for accepting to do this interview to highlight the contributions of the Local Government Finance Commission to the National Development Plan. Please tell us about the Local Government Finance Commission and what happens there.

Hon. Isaac Musumba:

The Local Government Finance Commission was established by the Constitution. In Article 194 of the Constitution, the Local Government Finance Commission is charged with advising the President on all matters concerning distribution of revenue between the center and the local governments. So, when revenue is collected annually, the Local Government Finance Commission advises the President how much of this revenue should go to the local governments. That is a constitutional directive.

In the same article, 194 4b, it also says that in consultation with the National Planning Authority, the Local Government Finance Commission will consider and recommend to the President the amount of money to be allocated as equalization and conditional grants to each local government. Again, that is what we do, or what we are directed to do. We are also supposed to consider and recommend to the president potential sources of revenue for local governments, and advise local governments on appropriate tax levels to levy. Again, this draws on the recommendation in (c) - the potential sources of revenue. So, basically, that is what the Local Government Finance Commission is mandated to do.

Interviewer:

Thank you Honorable Musumba. So based on that, how is the Local Government Finance Commission aligning its human resource policies and capacity building

programmes with the 4th National Development Plan goals, which are for effective decentralization, service delivery, and local economic development?

Hon. Isaac Musumba:

Two years ago, the Commission developed a new human resource manual which details the policies of the human resource that will be serving in the Commission and how this human resource will be built by way of capacity. The purpose was to align and have an efficient and effective human resource force to handle the problems of service delivery and decentralization. When government introduced decentralization, which was incorporated in the 1995 Constitution, it sought to bring services nearer to the people, so that people in Kaberamaido, for example, are in a position to determine, given their needs, what the central government should address, their development needs, their social needs, and so on. And so power was devolved from the centre to the local governments to enable the people to determine their own fate. That was the essence of decentralization. So for us as the Local Government Finance Commission, our work is to ensure that their financial aspirations are actually addressed. And this is what is set out in NDP IV. And whatever we do, we keep an eye on what the NDP IV provides for.

Interviewer:

What specific Local Government Finance Commission initiatives are supporting the Tenfold Growth Strategy targets within the Vision 2040?

Hon. Isaac Musumba:

First of all, we are encouraging the focus of local governments on lead projects to be local economic development projects. We have been able to do this in a number of local governments, sub-counties, and so on. And we have some successful stories to tell. But more importantly, one cannot develop a local government without adequate financing. So we are addressing the issue of local revenue collection enhancement, because the money that comes from the centre is not enough. We want to ensure that local governments collect revenue to supplement the efforts from the centre. We are also encouraging local governments to work within the available budget to recruit appropriate staff, while at the same time train and build capacity in respect to such staff. We have, for example, introduced a way of collecting revenue. It is called Integrated Revenue Administration System (IRAS). It is a process where revenue collectors now use IT to assess, collect, and remit local revenue. This reduces on pillage of funds, and also increases accountability. It is newly introduced; it is about four years old now, but it has been able to demonstrate effectively the transformation in revenue collection. So this also answers the call set out by the NDP IV local revenue enhancement. And as a consequence, we

are training some of these people to ensure that their IT abilities or capabilities are improved to meet the current demand within the local governments.

Interviewer:

That is really quite some work being done.

The 4th National Development Plan emphasizes skilled local governments. What reforms are the Local Government Finance Commission implementing to recruit, train, and retain qualified staff like engineers, planners, health workers in their districts?

Hon. Isaac Musumba

We do not do this directly as the Local Government Finance Commission, but we discuss with various stakeholders and then advise or recommend during the budget negotiations. Every year we take about two weeks negotiating with the various ministries on how the budget should be set out, should be distributed from the centre to local governments and where they should put emphasis on the money that comes from the centre. We have been discussing on a sector by sector basis, but now under NDP IV programme by programme. In the course of doing this, we discuss how many engineers they need, how many health workers they have, what their qualifications are and how are they coping with the patient loads and so on. It is through this process that we are able to guide staff training for the local governments, not directly.

Interviewer:

Okay thank you. Related to this, how is the Local Government Finance Commission addressing critical staffing gaps through your inquiries, like you have just highlighted to me, the discussions you hold. How are you addressing the critical staffing gaps in rural areas to ensure equitable service delivery in order to achieve Vision 2040?

Hon. Isaac Musumba:

Again, ours is an advisory basis, but constitutional advice is like a directive. It is not something you can wave away to the side. But yes, we keep advising and ensuring that the local governments get the staff they need or deserve in order to deliver quality services.

Interviewer:

What systems has the Commission established to monitor and evaluate performance of local government staff in achieving the Fourth National Development Plan targets, like revenue collection or infrastructure maintenance?

Hon. Isaac Musumba:

IRAS is one of the systems that we have established. It does monitor and evaluate revenue collection and revenue performance. We also discuss with the various government partners like the Ministry of Works and all the others that feed into it, to ensure that infrastructure, physical infrastructure like roads and so on are addressed, as well as IT infrastructure. We have, for example, at our headquarters here, increased the IT people from two positions to nine. So we have nine positions of IT specialists to help, not just here, because we work with and for the local governments, to help the local governments cope with the IT requirements, which is again also within the mandate of the National Development Plan.

Interviewer:

Are there any other measures you can highlight to us that you have used to enforce accountability and discipline in order to combat corruption within the local governments?

Hon. Isaac Musumba:

First of all, that is not our mainstream mandate, because our work is largely confined within the constitutional provision. But if and when we get to know of corruption and all these negative ills, our work is to whistleblow and inform the relevant organs of the government which deal with those matters.

Interviewer:

How is the commission building capacity for local governments to effectively manage the devolved funds, like the Uganda Road Fund, the local service delivery grants?

Hon. Isaac Musumba:

Yes, we do this so that we reduce on the dependency of the local governments on the centre. But this is a work in progress. We keep engaging them. We actually pay several visits upcountry. We also hold seminars, workshops with them and emphasize these issues of utilization or management of funds that have been devolved to them. We are doing this, and there is some improvement. One can see it from some local governments which are now collecting billions of money. If you go to Nansana, they are collecting over Shs2.9 billion a year. Now, that means it is money that has been collected, and this money that has been accounted for is money that has been made available. Arua is another one which needs to be mentioned because its performance is also impressive. There are local governments, clearly, which have made a serious and honest contribution towards the development of their districts or local governments.

Interviewer:

That is good to hear. So what support does the Commission provide to enhance the local revenue mobilization to fund the 4th National Development Plan?

Hon. Isaac Musumba:

First of all, we originated and formulated the IRAS program, which has done wonders in increasing revenue, because now revenue can be easily ascertained and it can be easily accounted for, as opposed to manual collection, where the collector would decide how much he wanted to declare and how much not to declare. Now, money is raised and accounted for by sending all of it to the consolidated fund first, and then the Ministry of Finance sends it back to the relevant local government. So yes, we are enhancing in a serious way local revenue mobilization. We are also interacting with the local governments. Recently we had meetings here between the 10 best performing local governments and the 10 worst performing local governments, for them to interact and share experiences. And those who are worst performing show cause why they cannot become the best performing. They are all strategies we are putting in place to help the local governments perform better.



Nebbi Municipality officials participate in the launch of the IRAS

Interviewer:

Let us talk about coordination. How does the Commission collaborate with these MDAs, the Ministry of Local Government, Finance, Public Service, to harmonize HR policies and avoid duplication of capacity-building efforts?

Hon. Isaac Musumba:

First of all, we do coordinate with these other agencies, not just on human resource harmonization. We do on policy harmonization. because we are also responsible for having these entities funded. We bring together the funders, Ministry of Finance, for example,

and the recipients, the local governments. So our policies are not just limited to human resource. We are broader. And they should be able to explain to us why you need this money, you local government. And you government, why are you not giving these people this money? Where is the problem? And therein, that is our core mandate.

Interviewer:

Okay. Could you share some examples of some successful partnerships with our development partners, like the UNDP, the World Bank, to strengthen local government systems?

Hon. Isaac Musumba:

The World Bank has funded Uganda Intergovernmental Fiscal Transfers Programme (UGIFT). World Bank is always with us as a country, is always with us on funding the major projects of this country. So, again, we think that it is this collaboration that is helping strengthen the various local government systems.

Interviewer:

How is the Local Government Finance Commission leveraging technology? You've already highlighted to us the IRAS. How are you leveraging technology to improve efficiency and transparency in local government?

Hon. Isaac Musumba:

We are continuously in touch with NITAU. We are working with them on a partnership basis because we believe that technology is the way forward in harmonizing the systems, in auditing the way funds are being utilized in local governments, in ensuring that there is no pillage or wastage. And we are the center here.

We have got ICT machines, as well as recruiting and filling the positions that are required. We continuously relate with the local government in the ICT framework.

Interviewer:

We would like to know any challenges you face, knowing that every role usually has a few challenges. What are the top three systemic challenges hindering the Commission's ability to build high-performing local governments?

Hon. Isaac Musumba:

The first challenge is the challenge of money. We would like, for example, to travel to all these local governments as frequently as possible, but we cannot because we are under-resourced. We do not have enough cars. We do not have fuel. We do not have what it takes to do these frequent interactions. And yet, the evidence we have is that when local governments are left unsupervised, their performance declines. So we need to continuously interact with them, educate them, supervise them, oversee what they are doing, encourage them, and be able to address their shortcomings. So the first problem is money. Can we have enough money? We would like to have enough money as a commission to do this work.

The second challenge is our own capacity. Again, it connects to money. We would like to have more staff. We would like to have staff that is fairly well facilitated to make these interactions with the local governments. Our work largely depends on interaction. We have as a commission to continuously interact with the local governments. Short of this, we would not know what a local government is doing and how they are doing what they are doing. So those are the challenges that we think need to be addressed.



Interviewer:

As we conclude, looking ahead, what are the Commission's flagship priorities for the next three years to ensure local governments are engines of inclusive growth toward achieving Vision 2040?

Hon. Isaac Musumba:

First is to have the local governments raise their revenue. We are involved in an exercise of revenue enhancement. We have set a target which we have informed the government and everybody that we would like to see local governments raise Shs1 trillion by the end of the next financial year. Shs1 trillion. Now we are hovering around 480, about Shs500 billion, which is an increase from what it was before. But we would want this doubled by the end of next financial year. And this involves awakening the people who do the collection, revising the laws, the ordinances that apply to local governments, coming up with new and innovative ideas on how local revenue can be enhanced, what other areas of royalty? What are the new areas that we need to look into for local governments

to increase their revenue? And we believe that if this 1 trillion is raised, it is a flagship project for us as the Local Government Finance Commission because it will be an achievement for the local governments for self-financing.

Again, I will give an example of Nansana Municipality, which has raised money enough to, in a real and substantive way, supplement the efforts of government. And from that money, they have been able to buy road equipment machinery (graders) and so on. We have now asked them to move forward and invest in land and real estates as a local government. They should have their own Nansana local government estate, housing estate, so that they have a continuous flow of money from real estate. And this continuous flow of money from real estate will also enable them to move a step further in raising revenue, not just from local revenue, but also things like municipal bonds, go to the market and raise money to further expand their investments. We are focusing on this. We are encouraging them. We are asking them to study this much closely. So, yes, those are some of the flagship projects we would like to see attained.



The system, called the Integrated Revenue Administration System (IRAS) uses automated processes for reporting income to local government units and for billing, taxpayer registration, assessment, payment, reconciliation, and enforcement.

Interviewer:

We appreciate your time, Honourable Musumba. Do you have any concluding remarks?

Hon. Isaac Musumba:

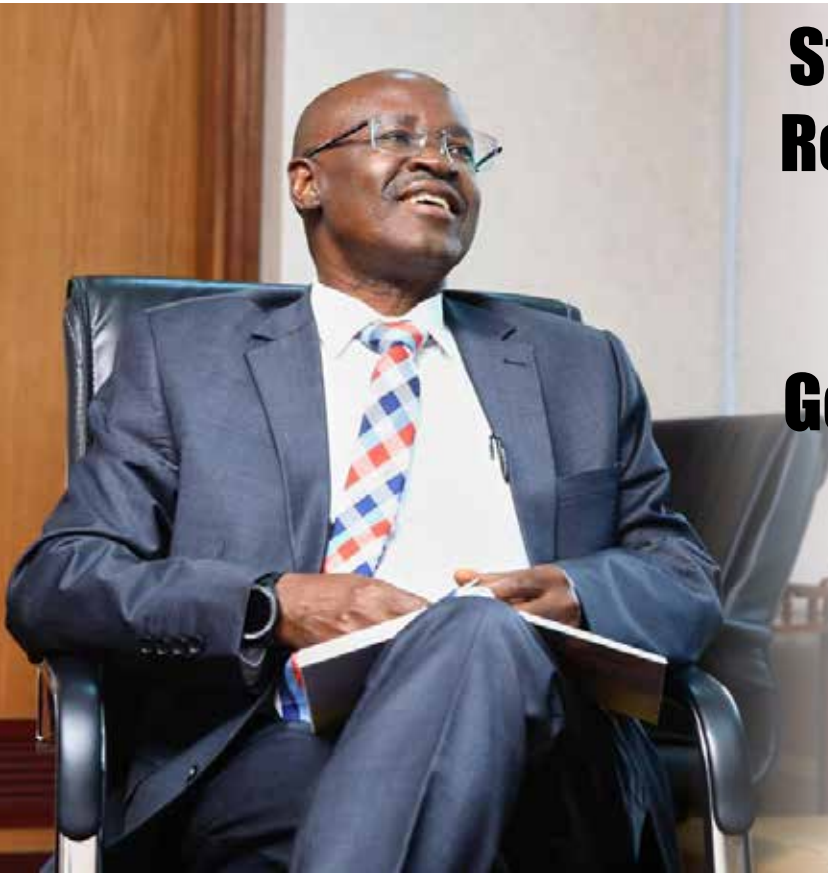
This initiative by the NDP Evolution magazine is good because many things go on in the government and they are not brought to the fore, to the people. So if there is a private sector initiative to

bring, to arrange inter-governmental discussion and bring this to the attention of the population, it should be saluted. I therefore salute NDP Evolution magazine, as well as the NPA, for this partnership, which has enabled us to also explain to the people why we exist and why we must continue existing.

Interviewer:

Thank you. Thank you so much for your time.

Strengthening Local Revenue for National Growth: Insights from the Local Government Finance Commission



As Uganda pushes forward with its Fourth National Development Plan (NDP IV) and Vision 2040, the Local Government Finance Commission (LGFC) is playing a pivotal role in ensuring that local governments are equipped to deliver equitable services and drive sustainable development. Through strategic reforms, technological innovation, and capacity building, the Commission is helping local governments become engines of sustainable development.

In an exclusive interview, Hon. Isaac Musumba, Chairperson of the LGFC, outlined the Commission's role in supporting the Tenfold Growth Strategy. His insights were further expanded by Mr. Babale Adam, the Commission's Secretary, who emphasized the importance of human resource restructuring, local revenue mobilization, and digital transformation.

Expanding Human Resource Capacity

Uganda's administrative landscape has grown significantly—from 39 districts to 135, and from 13 municipalities to 10 cities and 31 municipalities. To meet this demand, the LGFC has revised its internal staffing structure and increased personnel to mentor local governments in budget formulation, revenue mobilization, and service delivery.

"The changing demands on our jobs and the evolving skillsets required mean we must continuously engage local governments," Mr. Babale explained. "We're bringing in best practices and addressing political demands around revenue generation and budget efficiency."

Local Economic Development: A Shift in Mindset

Historically, local governments focused primarily on basic service delivery. Today, the LGFC is championing the sixth objective of decentralization—Local Economic Development (LED). By encouraging communities to commercialize local activities and leverage regional endowments, the Commission is helping local governments generate sustainable revenue streams.

"We've covered most regions with LED interventions and are monitoring uptake," Mr. Babale noted. "The goal is to reduce dependency on the central government and empower local councils to prioritize and fund their own development."

Institutionalizing Revenue Administration

A major challenge has been the absence of dedicated local revenue administrators in government structures. The LGFC has advocated for the creation of specialized units within local

governments to manage revenue collection professionally. Cities have begun implementing these units, and the Ministry of Public Service has agreed to consider case-by-case approvals based on revenue performance.

"If a local government is collecting billions, it needs skilled, dedicated personnel to sustain and grow that revenue," Mr. Babale emphasized.

Leveraging Technology for Accountability

The LGFC has deployed the Integrated Revenue Administration System (IRAS), a digital platform that interfaces with national systems like IFMS, PBS, E-tax, NIRA, URSB, and BIMS. This integration

has streamlined revenue collection, reduced corruption, and improved data accuracy.

"IRAS has blocked leakages by removing cash handling," Mr. Babale explained. "Taxpayers generate payment reference numbers and pay directly through the system. This transparency has led to significant revenue increases."

The system also provides real-time data, enabling local governments to make timely decisions and improve accountability. For example, Nansana Municipality increased its revenue from UGX 2.5 billion to nearly UGX 10 billion, with which they have invested in graders and land for public use.

Property Tax and Royalties: Untapped Potential



Property tax remains a major focus, with the LGFC supporting over 150 property valuation updates. With the potential to generate over 50% of local revenue, property tax is being prioritized for funding essential services like roads, street lighting, garbage collection, and drainage. The Commission is also promoting better management of royalties from natural resource exploitation, such as minerals, sand, and clay, ensuring that communities benefit directly from local wealth.

Collaboration and Autonomy

The LGFC operates in close collaboration with ministries, agencies, and development partners, including the World Bank and UNCDF.

However, Mr. Babale stressed the importance of local autonomy.

"Local governments must stop assuming everything comes from the center," he said. "They have the power and resources to act. We encourage them to prioritize internally and only seek central support when necessary." Technology plays a vital role in this autonomy. The LGFC has advised that every local government should have an IT officer capable of supporting systems across sectors, from education and health to agriculture and the Parish Development Model (PDM). These officers are essential for maximizing the utility of digital tools like IRAS and ensuring smooth operations.

Conclusion

The Local Government Finance Commission is not just a technical advisory body, it's a catalyst for decentralized growth. Through strategic staffing, digital innovation, and a renewed focus on local economic development, the LGFC is helping Uganda's local governments become more self-reliant, accountable, and impactful. As Vision 2040 unfolds, the Commission's work will remain central to achieving inclusive and sustainable national progress.



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1 Have your premises wired by a wireman certified by the Electricity Regulatory Authority (ERA), who will issue a digital wiring certificate to your registered mobile phone.

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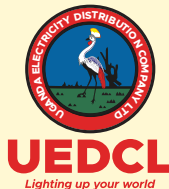
Requirements

1. Copy of National ID.
2. Digital Wiring Certificate.
3. Wayleave permission (if applicable).
4. A sketch map to the premise/s.

You will receive a tracking number and login details via SMS or email.

3 Pay the inspection fee of UGX 23,600 against your work request number (E1020xxxxx) through mobile money or at any accredited partner bank.

4 Once the inspection is successfully completed and approved, pay UGX 6,400 for preloaded customer energy units, after which our team will connect your premises.





The Rise and Rise of the Uganda Heart Institute

"No Ugandan should ever have to leave the country for life-saving heart care."

A Vision of Excellence

Since its establishment in 1988, the Uganda Heart Institute (UHI) has grown into the country's leading centre for cardiovascular care and research. As the only National Referral Facility for heart diseases, UHI operates under the Uganda Heart Institute Act, 2016, with a clear mandate to coordinate and manage cardiovascular disease prevention and treatment across Uganda.

Our vision is to be a global centre of excellence in cardiovascular care, and our mission is to provide preventive, promotive, and clinical services while advancing training and research in cardiovascular science.

World-Class Capacity, Homegrown Impact

Today, UHI provides a complete range of services comparable to top global centres—diagnostic, non-invasive and invasive procedures, intensive care, cardiac catheterization, and open-heart surgery. With a dedicated team of over 341 staff, we handle 95% of adult cases and 85% of paediatric cases, serving more than 25,000 patients annually from Uganda and neighbouring countries.

This capacity has drastically reduced referrals abroad, strengthened research and policy development, and allowed us to train super-specialists within Uganda.

Bringing Cardiac Care Closer to the People

Cardiovascular diseases remain a leading public health challenge. To address this, we are establishing 16 Regional Heart Centres to decentralise care and ensure early diagnosis and treatment. Phase One is underway in Mbarara, Hoima, Gulu, Jinja, and Lira, guided by strategic location and medical infrastructure.

In the meantime, we continue outreach across all 16 regions—conducting screenings, minor procedures, and capacity-building for regional health workers in collaboration with the Ministry of Health.

Pioneering Research in Rheumatic Heart Disease

UHI is globally recognised for ground-breaking research in Rheumatic Heart Disease (RHD)—a major burden in sub-Saharan Africa. We lead several studies and contribute to international policy documents that guide RHD prevention and management.

Through school-based screening, echocardiographic surveillance, penicillin prophylaxis trials, and advocacy campaigns, we are helping shape a future free from RHD. Our membership in PASCAR and RHD Action aligns with the global target to eradicate the disease by 2030.

Expanding Access: The New 250-Bed Cardiac Hospital

A major milestone is the construction of a state-of-the-art 250-bed cardiac hospital in Naguru—a flagship national project financed by BADEA, OPEC Fund, and SFD. The hospital will feature three cardiac operating theatres, two catheterization labs, and a 40-bed ICU.

This facility will triple surgical capacity from 300 to 1,000 heart



surgeries annually, reduce costly referrals abroad, and expand training and research opportunities—building a self-sustaining ecosystem for cardiovascular excellence in Uganda.

Building Human Capital for the Future

Since 2010, UHI has run an accredited in-house training programme, producing over 70 cardiac specialists and training professionals from other African countries. We now offer seven fellowship programmes across adult and paediatric cardiology, cardiac surgery, anaesthesia, critical care, nursing, and catheterization technology.

By delivering world-class training locally—at just a quarter of the cost of overseas education—we are strengthening Uganda's healthcare system and nurturing the next generation of cardiovascular experts.

A Growing Hub for Medical Tourism

With advanced technology, skilled specialists, and affordable care, UHI is becoming a preferred destination for medical tourism. Patients from South Sudan, Rwanda, Burundi, and the DRC are increasingly choosing Uganda for complex cardiac procedures, reaffirming our regional leadership in heart care.

Leadership, Resilience, and the Road Ahead

My own journey with UHI began with a conviction that Ugandans deserve world-class cardiovascular care at home. From our humble beginnings in a small yellow house in Mulago to today's thriving institute, every milestone has been a testament to perseverance and teamwork.

Securing UHI's autonomy in 2008 was a turning point. It allowed us to grow into a regional leader in cardiac care, research, and training—saving thousands of lives and inspiring hope.

Looking to the Future

Our priorities going forward include operationalising the new hospital by 2027, scaling up regional services through outreach and telemedicine, expanding research, integrating heart health into community programmes, and achieving international accreditation as a Centre of Excellence in Africa.

The future is bright. With stronger government commitment, public awareness, and a passionate team, we are building a legacy where no Ugandan will ever need to leave the country for heart care.

"Our research is not only saving lives—it is shaping the future of cardiovascular care in Africa."

The Uganda Heart Institute-Saving hearts, shaping futures.



SSEBO
ENRICHED MAIZE BRAND



ABOUT US:

At Ssebo Food Industries, we specialize in producing and distributing high-quality food staples that feed thousands of Ugandan homes and institutions every day. With a focus on locally sourced ingredients, clean processing, and reliable supply chains, we aim to make safe, nutritious, and affordable food accessible to all.

BENEFITS:

- Ideal for children since it contains all nutrients.
- Ideal for schools and institutions.
- Ideal for pregnant mothers/women.
- Good for men as it is rich in zinc.
- Good for the sick as it contains enough proteins and minerals for body building/cell development.
- Contains carbohydrates needed by athletics for energy also its good for its water absorption minerals.
- Boosts immunity and reduction of unnecessary fat.
- Weightless and balanced.

OTHER SERVICES:

- We do farming.
- We purchase maize from farmers and traders.
- We provide free transport to suppliers.
- We encourage out growers and we buy your maize + sharing the dividends.
- We provide consultancy (Farm & plantation consultancy)

Our Canadian factory technology ensures a no moisture content in the flour as well as uniform production and quality. Firstly, it is sorted from any contaminations, washed, dried and then processed.

Whether you're a farmer, wholesaler, exporter, or development partner, Ssebo Group is here to work with you to build resilient and profitable agricultural ventures.

VISION / MISSION / MOTTO

Vision: To be one of the leading health food producers in the regions.

Mission: Grow more food. Grow more maize. To nourish communities with fortified maize products while empowering agricultural value chains through innovation, partnerships and sustainable practices.

Motto: Grow more food. Grow more maize.

WHY US???

Trusted Supply Chain: Direct linkages with farmers, cooperatives, and markets.

Quality Assurance: We meet local and international standards.

End-to-End Support: From training to post-harvest handling to trade.

Sustainability Focused: Promoting eco-friendly farming and inclusive agribusiness.



UGANDA FREE ZONES AND EXPORT PROMOTIONS AUTHORITY (UFZEP)

An Interview with Mr. Hez Kimoomi Alinda, Executive Director, UFZEP

Q: Please introduce yourself and tell us about UFZEP

Alinda: My name is Hez Kimoomi Alinda, Executive Director of the Uganda Free Zones and Export Promotions Authority (UFZEP). UFZEP is a newly created agency established by the Free Zones (Amendment) Act, 2024, which merged the former Uganda Free Zones Authority and the Uganda Export Promotion Board. The rationale was to bring together two agencies working towards the same vision of export-led industrialization, thereby harmonizing policy, regulation, and promotion under one institutional framework.

UFZEP is responsible for the establishment, development, management, marketing, maintenance, supervision and control of Free Zones; development, promotion and coordination of all export-related activities.

We firmly believe that no country can transition from a peasant to a prosperous economy without exports. Exports are the backbone of foreign exchange earnings, industrial development, and job creation. They are also the primary way Uganda positions itself in the global economic system.



Mr. Hez Kimoomi Alinda, Executive Director, Uganda Free Zones and Export Promotions Authority (UFZEP)

Q: What key achievements has UFZEPA registered so far?

Alinda: We have registered notable progress in both Free Zones and exports.

In terms of Free Zones, investment inflows have grown significantly over the years. Ten years ago, the cumulative investment in Free Zones was only about US\$560 million. This figure rose to US\$1.85 billion last year and today stands at US\$2.12 billion. Alongside this, employment in Free Zones has risen from 11,000 people last financial year to 14,000 currently, showing tangible impact on livelihoods.

Exports from Free Zones have also grown. Today, Free Zones account for 13.6 percent of Uganda's total exports, despite being dominated by single-factory Free Zones. We currently have 40 Free Zones in operation, and we are convinced that if Uganda were to establish large-scale public Free Zones hosting multiple investors, the contribution to exports and industrialization would be even more transformative.

Beyond Free Zones, we are also tracking Uganda's general export performance. At present, Uganda has 2,007 registered exporters. The value of exports stands at US\$13.3 billion, with US\$10.6 billion from goods and US\$2.6 billion from services. To give perspective, merchandise exports rose from US\$7.8 billion in 2023/24 to US\$10.6 billion today, which is a remarkable leap. Our job as UFZEPA is to sustain this momentum by providing exporters with reliable market intelligence, trade information, and capacity building, while also promoting them through trade fairs, expos, investment fora, and partnerships facilitated through economic diplomacy.

Q: Have Uganda's key target markets or commodities shifted in recent years?

Alinda: Yes, there have been important shifts in both commodities and markets. Gold and coffee now dominate Uganda's export basket. On coffee in particular, Uganda has overtaken Ethiopia as Africa's leading producer and exporter, which is a significant achievement. At the recent Intra-African Trade Fair in Algeria, Uganda signed several major coffee export deals that will further consolidate our leadership in this sector.

In addition to coffee, cocoa is emerging as a strong export, particularly to Europe and Asia. Horticulture including fruits, vegetables, and flowers is also registering growth. Fresh produce exports are increasing in volume, supported by a growing global demand for healthy foods. That said, manufactured exports remain at only about 8.4 percent of total exports, which is below the target we have set for industrial transformation in the Tenfold Growth Strategy to expand the share of manufactured exports to 50 percent over time.

Q: What incentives have attracted investors into Free Zones and exports?

Alinda: Uganda as a country is already an attractive investment destination because of its political stability, sustained macroeconomic stability, and an inflation rate that has been kept below 5 percent for years. The Uganda shilling has also remained relatively strong, supported by revenues from tourism, remittances, and exports.

Within Free Zones specifically, the incentives are very competitive. Imports into Free Zones enjoy exemption from customs duties, taxes, and levies, while exports generally are not subject to duties or levies either. This creates a cost advantage for businesses operating in these zones. In addition, reforms at the policy and regulatory level have helped remove barriers to trade. For example, tariffs on 18 Ugandan products that were previously blocked in the Kenyan market were lifted following bilateral negotiations, which immediately opened up new export opportunities. Such reforms make Ugandan exports more competitive both in terms of price and quality.

Q: Which sectors benefit most from Free Zones and export promotion?

Alinda: Uganda's development agenda, as outlined in Vision 2040 and the National Development Plan, emphasizes industrialization and value addition in key growth sectors. We group these under ATMs: Agro-industrialization, Tourism, and Manufacturing (including mineral beneficiation) alongside Science, Technology, and Innovation.

Agro-industrialization remains the most prominent, given Uganda's vast agricultural potential. Value addition in coffee, cocoa, horticulture, and fisheries is being scaled up, with Free Zones offering an enabling platform. Tourism continues to grow as a major foreign exchange earner, contributing to service exports.

We are also seeing increased investment in Business Process Outsourcing (BPO) and ICT-enabled services under the STI agenda. Minerals are another frontier, with refined gold, particularly from Wagagai Mining in Busia, already contributing significantly to Uganda's export earnings.

Q: How is Uganda improving infrastructure to support Free Zones and exports?

Alinda: Infrastructure is critical to the success of Free Zones and exports. The most advanced project is the Entebbe International Airport Free Zone, which is now 90 percent complete and already fully booked by operators. This facility is a game-changer because it directly links value-added exports to international markets.

We are also acquiring land for additional public Free Zones in Mubende, Bugiri, Kumi, and Moyo. In the north, we are exploring sites such as Lamwo for large-scale Free Zones that can host hundreds of operators. Our long-term vision is to secure about 50 square miles across the country for large industrial Free Zones. These would allow co-location of industries, clustering of suppliers, and shared use of infrastructure such as energy, water, ICT, and waste treatment facilities. This is how countries like China and Vietnam achieved competitiveness. They invested heavily in large, well-serviced industrial Free Zones to reduce the cost of doing business.



Q: Beyond infrastructure, what other challenges do you face?

Alinda: The first major challenge is traceability. Many Ugandan products lack proper barcoding, labeling, and certification, which limits their access to high-value international markets. We are working with standards bodies to address this.

The second is quality management. Some exporters still struggle with meeting the strict quality and sanitary requirements of developed markets. We are rolling out comprehensive training and capacity



Entebbe International Airport Free Zone, the first Public Free Zone in Uganda

building to help exporters align with international standards.

The third is market access. While Uganda has made progress in Africa, we must expand our footprint in Europe, Asia, and the Middle East. This requires stronger economic diplomacy, and we are working closely with Ugandan missions abroad to link exporters to buyers and investors in those markets.

Q: How does UFZEPA track its contribution to Uganda's GDP growth?

Alinda: UFZEPA is part of a broader government

effort to drive industrialization and exports. We track our contribution by monitoring growth in export volumes and values, increased participation of Ugandan firms in global trade fairs and expos, and the attraction of new investment into Free Zones.

We also assess the impact of regulatory reforms that open up markets and reduce rejection rates for Ugandan goods. For example, participation in international events such as the Algeria Trade Fair, Expo 2025 Osaka in Japan, and the Kuala Lumpur Halal Expo provides measurable results in terms of contracts signed and markets secured. Ultimately, our work contributes to GDP



The Trade House at Entebbe International Airport Free Zone

growth, tax revenue generation, and the structural transformation of Uganda's economy.

Q: What are UFZEPA's top priorities under the National Development Plan (NDP IV) and Vision 2040?

Alinda: Our priorities are anchored on five areas. First, we are focusing on industrialization and export-led growth by expanding industrial parks and Special Economic Zones, and increasing the share of manufactured exports from 8.4 percent to 50 percent.

Second, we are promoting high-value services such as ICT-enabled exports and labor exports, learning from countries like the Philippines that have built strong economies through labor and services.

Third, we are scaling up value addition in agro-commodities, particularly coffee, cocoa, and horticulture, alongside mineral beneficiation.

Fourth, tourism promotion remains a top priority, given its potential to generate high foreign exchange and employment.

Lastly, we are strengthening the regulatory framework governing Free Zones, exports, and domestic taxation, to ensure a predictable and

competitive environment for developers, operators and exporters.

Q: What message do you have for Ugandans?

Alinda: My message is that Ugandans should embrace commercial, export-oriented production. We cannot compete globally if we produce on a subsistence scale. Three mango trees in a homestead may feed a family, but they will not make Uganda competitive in the global mango market. We must produce in large quantities, add value, and package to international standards.

Equally important is certification and branding. Uganda must move from exporting raw commodities to selling branded, high-quality products with traceability and recognition in global markets. The world is full of opportunities, and demand is insatiable. With the right mindset and commitment, Uganda can achieve tenfold growth in exports, build wealth for its people, and move decisively towards the goal of prosperity for all.

Interviewer: Thank you for your time, Mr. Alinda.

Alinda: The pleasure is all mine.

Agriculture Minister Tumwebaze: Gov't Considering New Policy to Promote Grain Security



Minister of Agriculture Frank Tumwebaze inspects a stall at the Agribusiness Expo at NaCRRI in Namulonge, Wakiso District.

The Minister of Agriculture, Animal Industry and Fisheries, Frank Tumwebaze has revealed that the government is initiating a strategic policy aimed at strengthening grain security in Uganda.

He noted that extensive consultations are underway to develop legislation that will encourage large-scale landowners to increase grain production, guided by scientific research and innovation.

Tumwebaze emphasized that securing grain supplies is essential for both national food and animal feed security.

“How do we ensure grain security? Because actually, grain security is, by and large, food and feed security. There is no food without grain, ” he said.

He further cautioned that despite grain being a critical political and economic concern—particularly due to growing demand from the poultry and dairy industries—maize cultivation remains largely unprofitable for many smallholder farmers.

“We want small people to abandon less profitable enterprises like maize, because

it's not profitable for the one-acre farmer or two or three to plant maize. Yet, at the same time, as a country, we want to produce more grain. So the question is, how do we balance that?” he added.

Mr Tumwebaze called for a dual approach—horizontal expansion by incentivising large landowners to grow more grain, and vertical expansion through increased productivity driven by science and research.

“People with land must be incentivised to grow grain... And who is that person capable of increasing productivity? NARO. It is the research. It is the breeders. It is the manufacturer of fertiliser,” he said.

The minister was speaking during the recently concluded annual Agribusiness Expo organised by the Eastern Africa Grain Council (EAGC), in partnership with the National Crops Resources Research Institute (NaCRRI) and Danida Green Business Partnerships (DGBP) at NaCRRI in Namulonge, Wakiso District.

Uganda cultivates a range of grains including maize, finger millet, sorghum, rice, pearl millet, and wheat. Data from the Eastern Africa Grain Council (EAGC) shows that the country produces around 5.5 million metric tonnes of grain each year, providing ample supply for both exporters and local traders. However, quality issues continue to pose a significant challenge. Government



Minister Frank Tumwebaze officially launched the inaugural NARO-EAGC Agribusiness Expo & Trade Symposium
25 The event convened key stakeholders from across the agricultural value chain to exchange knowledge, showcase innovations, & boost trade

figures reveal that grain trade generates over \$350 million (approximately Shs1.2 trillion) annually. Despite this, a recent census indicates that only 54 percent of Ugandans are food secure, while 46 percent still face difficulties in accessing adequate food.

He said the policy will put science and technology at the heart of increasing production.

"Who is that person capable of increasing productivity? NARO; it is the research. It is the breeders. It is the manufacturer of fertilizer. It is the research that will teach me to farm sustainably, who will enable me to ensure my soils keep regenerating. It is the soil scientists. So really, research institutions, you have a big role to play in increasing production and productivity," he added.

Dr Sadik Kassim, the deputy director general of the National Agricultural Research Organisation (NARO), echoed the need for scientific support but raised critical concerns about underfunding and understaffing.

"Our approved ceiling is 1,180 positions, but currently we have about 760. That leaves a gap of 400, and we are lacking in key disciplines like entomology, soil science, and agronomy," he said.

He further noted that while NARO has developed drought- and pest-resistant crop varieties and nutrient-enriched staples, they are not reaching farmers fast enough due to limited seed multiplication budgets and weak extension linkages.

"Production at farm level remains below potential," he said, calling for more funding and the urgent passage of the long-pending biosafety law.

In response, Minister Tumwebaze said: "The government remains committed to supporting our agricultural research institutions because they are the cornerstone of our food systems."

He urged NARO and its partners to ensure that each of its sixteen institutes, which are located across the country, hosts annual agricultural expos.

"These expos provide a vital platform where farmers can directly interact with innovators and witness demonstrations of new technologies. This allows farmers to assess the cost-effectiveness and appropriateness of different technologies for their specific needs," Mr Tumwebaze said.

EAGC Executive Director Gerald Masila used the expo to champion farmer-run Grain Trade Business Hubs (G-Hubs) as part of a regional strategy to improve market access and grain quality.

"Adopting climate-smart technologies and sustainable agricultural practices is not just a necessity but a catalyst for economic growth and food security in our region," he said.

The expo attracted over 1,000 farmers, along with 20 agri-tech exhibitors, researchers, and policymakers.

Government to Set Up District Soil Labs, Consider Fertilizer Subsidies for Farmers



The government is set to establish soil laboratories in various districts across the country to assist farmers with soil testing and the diagnosis of diseases affecting crops, livestock, and fish, according to Fred Bwino Kyakulaga, the Minister of State for Agriculture.

Speaking during the recently concluded Uganda Stakeholder Engagement Workshop on the Fertilizer and Soil Health Action Plan in Kampala, Kyakulaga said the laboratories will be built in selected districts to strengthen agricultural productivity and support evidence-based farming practices.

"The timeframe for our intervention to build several laboratories across the country is immediate because the money is here, we have it. We know the districts, and we have

already started activities in those districts. So, the timeframe is immediate, of course, taking into account the fact that the public procurement procedures take a while. But otherwise, the money is available and we are going to build laboratories, not only to do soil testing, but to do other things. For example, to diagnose diseases of crops, diseases of livestock, diseases of fish. So it's going to be a general-purpose laboratory at the district level so that farmers can access easily at a short distance," he said.

The establishment of district-level soil testing laboratories is a crucial step towards improving agricultural productivity.

Many Ugandan farmers rely on traditional farming methods without scientifically assessing soil health, leading to poor yields.

The government believes that the laboratories will provide evidence-based solutions for soil management, enabling farmers to apply the right fertilizers and correct soil deficiencies.

“These days, districts are small enough, you can either use a motorcycle or bicycle, and you take your soil sample for testing; take your samples of, say, a disease plant or crop for testing,” the Minister said.

This initiative follows growing concerns about declining agricultural productivity caused by soil infertility, prompting increased advocacy for fertilizer use to enhance soil health.

Despite Uganda’s soils losing fertility due to over cropping and rapid population growth which has created massive pressure on land, many farmers have not largely adopted use of fertilizers to increase soil fertility.

High fertilizer prices have also been a major barrier for smallholder farmers, reducing their ability to improve soil fertility and boost yields.



The situation worsened by the Russia-Ukraine war, which disrupted global fertilizer supply chains and drove prices high.

Although, the government previously ruled out subsidies to bail out farmers, Minister Kyakulaga said that it is the solution the government has now considered.

“The cost of fertilizers has been very high, most especially recently when we had issues associated with COVID and also those associated with the war in Ukraine and Russia. Fertilizers went as far up as 250,000 (shillings) per bag, 300,000 per bag. So some farmers just can’t afford. So, as government, we are coming up with a strategy, we are considering a subsidy for fertilizers. We have not yet concluded, but we are in discussion, because the NRM government does not believe in subsidies. But in the case of fertilizers, we are thinking about it. So, I think if we handle all those, we shall be able to increase the amount of fertilizers that we use,” he said.

On average, Ugandan farmers use 3 to 4kg of fertilizers per hectare

against the recommended rate of at least 50kg per hectare.

Considering fertilizer subsidies marks a significant policy shift for Uganda, where the government opposes such interventions.

A well-implemented subsidy program could increase fertilizer adoption and close the productivity gap.

Kyakulaga said that government will instruct extension workers to mainstream issues of soil fertility and soil health in their day-to-day work to the farmers.

He added that government is finalizing plans to start a program known as “Farmer Know Your Soil” which will be launched soon.

“Regularly, all the time, we will tell farmers about their soil so that we increase knowledge about soil among the farmers. We think by doing so, the farmers will become more sensitized, and therefore they will understand why it is important to use fertilizers.”

Ugandan farmers don’t only face challenges related to high prices for agro-inputs, but also counterfeit products on the market.

This has partly contributed to low fertilizer use by farmers.

Regulating agro-input markets to curb counterfeit fertilizers and other agro inputs will be necessary to maximize the benefits of subsidies and ensure long-term sustainability in agricultural productivity.

Government has completed the documentation to establish a semi autonomous agency called Food and Agriculture Authority to solve the problem of fake agricultural products on the market.

“Let’s talk about the general problem, not only fertilizer: fake products, fake inputs, fertilizers, seeds, agro chemicals, medicine for livestock, acaricides. There is a general outcry from the population about fake agro inputs, and these cries are genuine. It is true that fake agro inputs are common in Uganda, but the government is doing something about it. We have completed documentation for establishing a dedicated authority for agro inputs, and we have called it Food and Agriculture Authority. We have completed the documentation, we have to go through the process of discussing it in Cabinet and then discussing it in Parliament before it is passed. Our hope is that by having a dedicated authority, we will be in a better position to fight the vice,” Minister Kyakulaga said.

Currently, the National Drug authority (NDA), the government agency that approves human medicine for use, is the same body that approves veterinary drugs for livestock.

Kyakulaga said that by relieving part of the burden from the NDA and assigning it to a dedicated agricultural authority, will solve the problem.

Agriculture Ministry's Vaccine Facility to Shield Uganda's Livestock from Deadly Diseases



Agriculture state minister Lt Col (Rtd) Bright Rwamirama and other government officials pose for a photo during a groundbreaking for construction of a vaccine cold storage facility at NADDEC in Entebbe



Bright Rwamirama: I don't want to hear any more FMD outbreaks in Uganda after this facility, if it happens, the commissioner for animal health and team will have to make a statement.

The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) has embarked on the construction of a modern national cold chain storage facility designed specifically for animal drugs and vaccines. This vital animal vaccine storage facility infrastructure is under construction at the National Animal Disease Diagnostics and Epidemiology Centre (NADDEC) located in Entebbe.

Once completed, the facility will have the capacity to store up to 80 million doses of veterinary vaccines and drugs, making it one of the most significant interventions aimed at enhancing animal health services in the country.

The development of this facility, which

will cost approximately Ugx 2.5 billion, is expected to significantly strengthen Uganda's capacity to prevent, detect, and manage animal disease outbreaks. It is seen as a strategic move to support the agricultural sector, particularly the livestock industry, which plays a crucial role in the livelihoods of millions of Ugandan households.

Uganda is home to a large population of livestock, including an estimated 14.5 million cattle, 17.4 million goats, 4.4 million sheep, 7.1 million pigs, and more than 57.8 million poultry birds. These animals are a critical source of income, food, and employment for both the rural and urban population. Ensuring their health and productivity is therefore vital not only for household well-being



but also for the broader goal of national economic development through a vibrant and resilient agricultural sector.

The Ministry says that the storage facility will be essential in preserving the efficacy and potency of critical vaccines. These include vaccines used in the prevention of Foot-and-Mouth Disease (FMD), and other highly contagious animal diseases. With better vaccine storage, the country expects to see improved animal immunity, a reduction in the frequency and scale of disease outbreaks, and ultimately, enhanced productivity in the livestock sector.

Speaking at the groundbreaking ceremony recently, the Permanent Secretary of MAAIF, Maj. Gen. David Kasura Kyomukama said that the establishment of the facility is a result of concerted efforts by the Ministry's leadership who lobbied vigorously for its approval both in Cabinet and in Parliament.

"I want to express my sincere appreciation to our political leaders within the Ministry for the critical role they played in securing funding for this project. It is because of their tireless efforts that we are now able to move forward with the construction of this long-overdue facility," Gen. Kasura Kyomukama said.

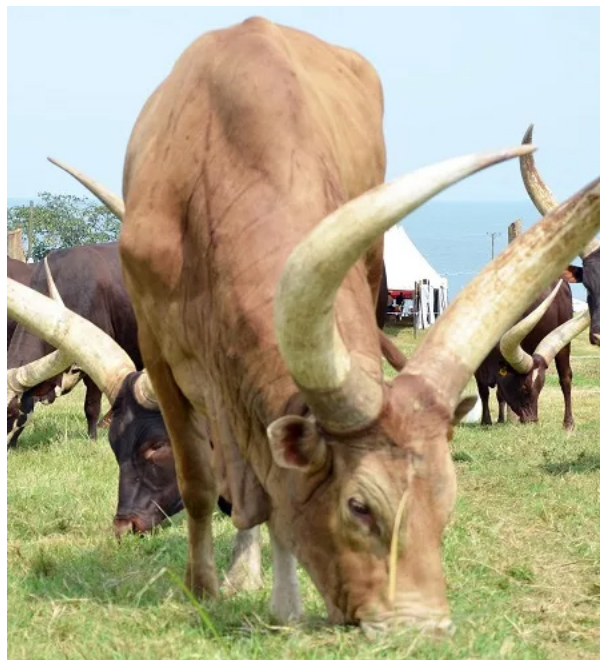
The Permanent Secretary further emphasized the urgency of completing the facility, citing past challenges where the country had to import vaccines only to destroy them due to the absence of adequate storage infrastructure. To avoid such wastage and improve disease, Gen Kyomukama said that the facility must be completed on time.

"We need this facility operational as soon as possible," Gen. Kasura Kyomukama stressed. "We must work tirelessly—day and night—to ensure that it is completed within the designated timeframe."

The Ministry says that the facility will play a transformative role in Uganda's livestock sector, offering a sustainable solution to recurring disease outbreaks and contributing to food security, rural incomes, and national economic stability.



Maj. Gen. David Kasura Kyomukama



Agriculture Ministry's \$354M Climate-Smart Agriculture Project Boosts Resilience and Food Security

The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) is implementing a 6-year project aimed at mitigating the effects of climate change on Uganda's agricultural sector.

Titled, Uganda Climate Smart Agricultural Transformation Project, the program aims to increase productivity, market access and resilience of select value chains in the project area and to respond promptly and effectively to an eligible crisis or emergency.

The USD 354 million-dollar project was approved by the World Bank in December 2022 and subsequently received Cabinet approval in 2023. The project was also approved by parliament in 2024 and became effective in June 2024.

Of the USD 354 million, USD 350 million is external funding from the World Bank with USD 25 million as a grant, while the

government of Uganda is injecting in USD 4.7 million.

The project covers 69 districts, of which seven are refugee hosting districts.

The project covers four value chains, including; crops: coffee, cocoa, mango, citrus, hass avocado, cashew nuts, cassava, soybeans, sorghum, and maize; livestock: dairy and beef; fisheries: fish capture and aquaculture; and beneficial insects; bees and black soldier flies.

The projects targets to reach 760,000 households, impacting 3.9 million direct, and 9.5 million indirect beneficiaries.

This project is supporting the development, validation, packaging, and dissemination of context-specific climate-smart technologies and practices to target beneficiaries. It is strengthening technical and institutional capacity to deliver technologies, support

the development of the seed delivery systems, and provide agro-meteorological information services. It has also facilitated investments in climate-resilient seed production and marketing systems.

The project has improved access to remunerative markets through increased access to climate-smart harvesting, postharvest handling, storage, value addition, market linkage services, equipment, and infrastructure. Key investments in this component include rehabilitation of farm-to-market access roads/ chokepoints, purchase of cold chain and value addition equipment.

The Project Deputy Coordinator, Alex Asimwe explains that the model of delivery of the project is through matching grants for the farmers.





"They (farmers) will be paying 20% and then the ministry tops up with 80% but we are also investing in infrastructure under NARO, NAGRIC, and under the department of meteorology," he said.

However, in the refugee hosting districts, farmers will receive complete funding as grants.

The other investment that the project covers is investment into the environment to increase tree planting, and wetland restoration.

"We are trying to increase the carbon sink, because the project is about climate smart aquaculture. We are trying to make sure that we increase the carbon sink because studies have shown that 30% of the carbon change effects of greenhouse gasses are contributed by agriculture. So we want to make sure that we mitigate that effect, and we are also going to invest in livestock which are climate smart, especially Friesian, because Friesian is known to reduce on the methane gasses which are also causing climate change."

To benefit from the project, a farmer must be in a farmer group or cooperative.

"The mode of delivery is that you as a farmer, you must be part of a farmer group to access these inputs.

Asiimwe calls on all farmers to join cooperatives or farmer groups to benefit from the project.

The project covers 13 sub regions of Uganda, including; Lango, Ankore, West Nile, Bukedi, Karamoja among others.

The criteria used to select districts benefiting from the project include; the environmental and the poverty issues.

"In the selection of the districts, we were looking at those areas that are affected by rainfall and poverty," Asiimwe said.

The project comes at a time when Uganda which boasts of holding the biggest percentage of East Africa's arable land, is suffering

hunger and food insecurity.

The recently released 2024 National Population and Housing Census by Uganda Bureau of Statistics (UBOS) revealed a serious food crisis in various parts of the country. The report highlighted that the sub-regions of Karamoja, Bukedi, Teso, Lango, and Elgon have the highest percentage of households suffering from extreme food insecurity.

In Karamoja, six out of every ten households are severely food insecure, with only 19% of households considered food secure. The report further shows that 63% of households in Karamoja are experiencing severe food insecurity, followed by Teso and Bukedi at 50%, and West Nile at 48%.

Other affected areas include Lango (41%), Elgon (39%), Busoga (34%), Acholi (29%), Kigezi (25%), Bunyoro (24%), Tooro (24%), Buganda (21%), and Ankole (18%).

The project is the biggest to be implemented by his Ministry, adding that all stakeholders must ensure its success.

"This project is one of the biggest projects the Ministry of Agriculture has had. We have been having projects of [USD] 40 million [USD] 50 million, USD 100 million. The biggest was USD 150 million. Two of them, that was NAADS and Agriculture Cluster Development Project. The others have not exceeded USD 150 million. But this is a project of USD 354 million. Therefore, we have had enough experience on these other projects we have implemented, and there is no reason why we should not make this project a success. This is one of the first projects that is implemented across the entire ministry, it's not leaving anybody behind. And two, it is addressing most of the important agricultural trades, and we want it to be focused so we have impact," says the Agriculture Ministry.

Uganda's Coffee Exports Surge by 93% in Value

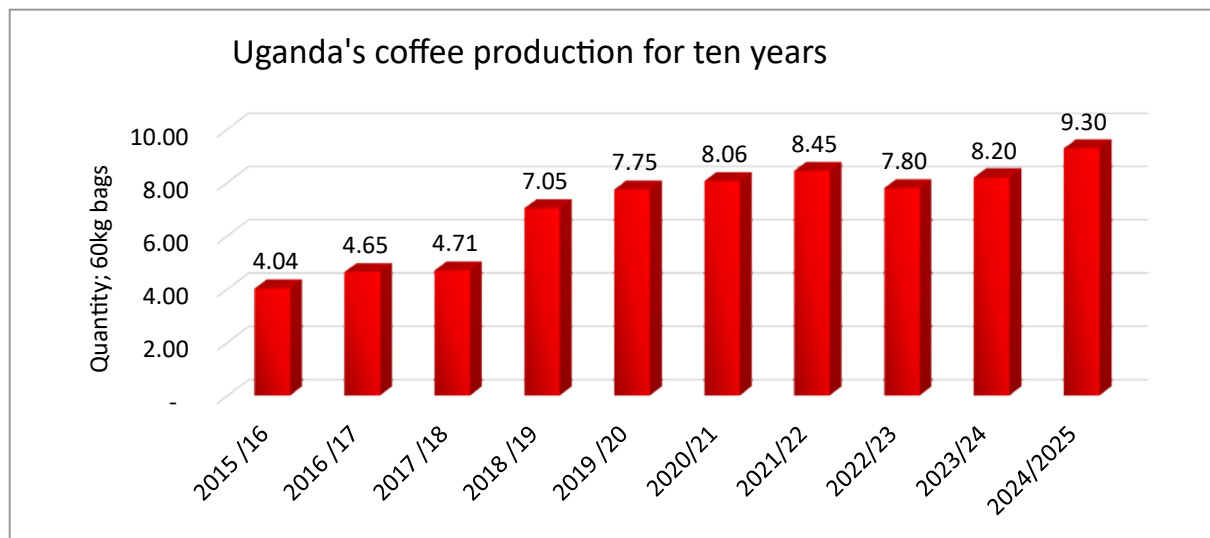
Coffee Sub-sector contributions to the Economy Coffee contributes 17–23% of Uganda's total export earnings, directly supporting over 2.5 million households and approximately 12.5 million Ugandans cross the value chain.

Coffee Production

Coffee is now grown on an estimated 610,025 hectares of land across 126 out of 146 districts nationwide by mainly about 2.5 million smallholder farmers and majority of these smallholder farmers who own farms ranging between 0.5 and 2.5 hectares in size. Uganda produces some of the world's most unique, sustainable, high-quality coffees. Coffee production currently stands at 9.3 million 60 kg bags in FY 2024/25 and is now a top coffee producer in Africa coming 2nd after Ethiopia and 6th globally.



The graph below shows the trend of coffee production over the last 10 Financial Years (FY 2015/2016 – 2024/2025).



Uganda Coffee Roadmap 2030

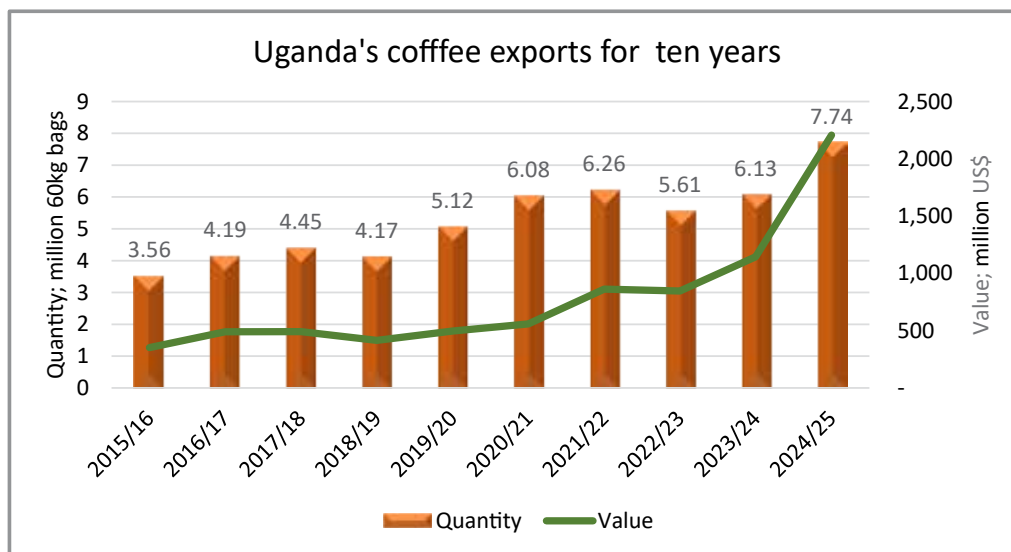
The Government targets to produce 20 million bags of coffee per annum in the by 2030. This may be an ambitious national goal but critical for rural employment, export growth, and agro-industrial transformation through implementation of productivity-supportive programmes such as water for production, rehabilitation of old coffee trees, coffee research to secure high-yielding, disease-resistant and drought tolerant varieties, among others.

Coffee Export

Uganda exported a total of 7.8 million 60 kg bags worth USD 2.21 billion in Financial Year 2024/25 compared to 6.13 million 60 kg bags worth USD 1.14 billion in FY 2023/24. This performance represented an increase of 26% and 93% in quantity and value respectively. There has been a steady increase in coffee exports as a result of increased production from the newly planted coffee of the Government program.

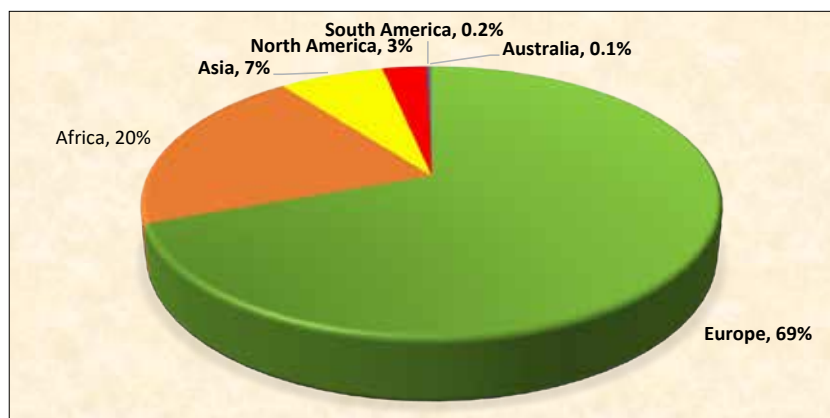


The graph below shows the trend of coffee exports over the last 10 Financial Years (2014/2015 – 2024/25).



The European Union (EU) remains the biggest market for Uganda coffee taking an average of 69% of the market share (FY 2024/25) and Africa coming 2nd in importing Uganda's coffee. The major African countries that buy Uganda's coffee include Sudan, Algeria, Morocco, Tunisia, Egypt and South Africa

The pie chart below shows the market share of Uganda coffee imported by different continents in FY 2024/25



Uganda coffee has also registered a tremendous increase in export to China market. Uganda's strategy of exploring New Coffee Markets has resulted into an increase in coffee exports to China by 190% in just a year (FY 2024/25).

Domestic Consumption

Domestic coffee consumption however remains low at 7% of national coffee production compare to Ethiopia whose consumption domestically is now over 50%. This is greatly attributed to Ugandans culture originating back to colonialism. The government has prioritized domestic market enhancement through value addition and awareness creation. The goal is to increase our domestic coffee consumption to at least 30% by 2030.

Driving Uganda's Oilseeds Revolution & Rural Prosperity



In the heartlands of Uganda where agriculture remains the lifeblood of rural communities, a transformative revolution is underway - one rooted in the golden promise of oilseeds. From West Nile to Karamoja and across northern, eastern, and mid-western Uganda, the National Oilseeds Project (NOSP) is planting more than just seeds - it is sowing the future of rural commercialization, resilience, and inclusive prosperity.

Launched in 2021 by the Government of Uganda, NOSP is a seven-year initiative implemented through the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), in collaboration with the Ministry of Local Government. Funded by loan from the International Fund for Agricultural Development (IFAD) and the OPEC Fund for International Development (OFID), NOSP stands as a strategic continuation and scaling up of past successes in Uganda's oilseed sector.

At its core, NOSP aims to achieve *inclusive rural transformation through sustainable development of the oilseeds sector*. This is not just about increasing yields—it is about fundamentally shifting how smallholder farmers engage with the market, empowering them through commercialization, market linkages, and value addition.

A Strategic Approach Rooted in Reality

One of NOSP's strengths lies in its design, which is grounded in agro-ecological, demographic, and market-based realities. The project adopts a hub-and-cluster model - creating six agro-ecological hubs across 81 districts where oilseed cultivation is already prominent. Each hub functions as an epicenter for development interventions, while the clusters within these hubs bring together smallholder households engaged in oilseed farming.

The hubs span the West Nile (Arua), Northern (Gulu), Mid Northern (Lira), Eastern (Mbale), Mid-Western (Hoima), and Karamoja regions. These areas were selected based on several criteria, including the existing concentration of smallholder oilseed farmers, private sector readiness, and the presence of market-ready producer groups.

By organizing 120,000 households—60% of them women and 40% youth and men—into high-potential clusters, NOSP is not only scaling up production but ensuring that benefits are equitably distributed across vulnerable and underrepresented groups.

Driving Commercialization from the Ground Up

NOSP's focus on commercialization is perhaps its most transformative promise. For too long, Uganda's oilseed sector, though rich in potential, has remained fragmented, with farmers locked out of lucrative markets due to low productivity, poor infrastructure, and limited access to finance or value-addition opportunities.

Under Component 1: Support to Oilseed Value Chain Development, the project is proactively addressing these barriers. It is clustering households in areas of high oilseed productivity to foster competitive, scalable value chains. These clusters act as economic engines, drawing in private sector investment in farming inputs, equipment, aggregation, processing, and distribution.

Sub-component 1.1 focuses on cluster development. Here, local dynamics are respected and leveraged to build farmer groups, cooperatives, and partnerships with larger actors like nucleus farmers. Meanwhile, sub-component 1.2 provides technical and financial support to boost production, productivity, and market



readiness. Inputs such as improved seeds, fertilizer, extension services, and access to financial products are central to this effort.

Importantly, the emphasis is not just on growing more oilseeds—NOSP also targets the by-products of oilseed processing. Over 70% of oilseed extracts result in seed cake, which is a high-protein ingredient for livestock feed. This opens up entire new subsectors—animal husbandry, feed manufacturing, and export markets—where farmers and agripreneurs can derive additional income.

Infrastructure as the Backbone of Market Integration

Even the most productive farmer remains at the mercy of the market if they cannot physically access it. Recognizing this,

Component 2: Support to Market Linkage Infrastructure Serving Oilseed Sector, aims to bridge the gap between production zones and consumption or processing centers.

Gender and Youth at the Forefront

What sets NOSP apart from many agricultural programs is its strong emphasis on inclusion. The program is designed to ensure that **women and youth are not just participants but leaders in the oilseed value chain**. With 60% of targeted beneficiaries being women, NOSP promotes gender-responsive practices such as joint land use, inclusive farmer group leadership, and tailored financial services for women farmers.

Youth, too, are given a prominent role. With high unemployment among Uganda's young population, NOSP offers an avenue into agribusiness—particularly in emerging niches such as agro-processing, marketing, and digital agriculture services. Youth-led agripreneurship is encouraged and supported with skills training and mentorship.

This inclusive lens is key to ensuring that rural transformation under NOSP is not only sustainable but equitable.

It is hoped that NOSP will reduce Uganda's trade deficit in edible oils by reducing imports and boosting exports. Moreover, the wealth generated from a revitalized oilseed sector can ripple across rural economies—raising incomes, creating jobs, and enhancing food and financial security.

The Road Ahead

Of course, challenges remain. Climate change, price volatility, land tenure issues, and market distortion from imports pose ongoing threats to the oilseed sector. But NOSP, with its multifaceted approach, is well-positioned to mitigate these risks through strategic partnerships, adaptive programming, and ongoing support for farmers.

The project's success will depend not just on government and donor support, but on the continued commitment of all stakeholders—from smallholder farmers to agribusiness firms, from local governments to civil society actors.

If it stays the course, NOSP could serve as a model for how to scale rural transformation—one seed, one cluster, one hub at a time.

The oilseeds subsector is critical in the agro-industrialization agenda of the GoU. 70% of the extract of oilseeds results in seed cake. It is expected that after NOSP, the oilseeds subsector will be self-supporting.

During NOSP, the GoU will commence the development of the animal cake, feed, and livestock sectors. The processes used within NOSP, of cluster development of the farmers, power parity building in stakeholder platforms, and private sector-led services and inputs, will, in subsequent GoU investments, be replicated in the livestock industry.

Parish Development Model: Uganda's Solution to Poverty



The Parish Development Model (PDM) is an initiative launched by the Government of Uganda in 2022 with the primary goal of fostering wealth creation and enhancing service delivery at the household level. Recognizing the need for grassroots-driven development, the PDM places its focus on the parish, which is the smallest administrative unit within Uganda's governance structure and the one most intimately connected to the local population. By targeting interventions at this level, the government ensures that the distribution of goods, services, and benefits reaches the communities most in need, thereby maximizing direct impact and promoting inclusive growth.

To achieve its goals, the PDM is structured around seven strategic pillars: boosting

production and productivity, enhancing value addition through processing and marketing, improving infrastructure and access to economic services, promoting financial inclusion, strengthening social services, and building a robust system for community data management and utilization. Together, these pillars provide a comprehensive framework for sustainable community transformation.

Objectives of the Parish Development Model

The Parish Development Model (PDM) was designed with a bold and transformative goal: to shift approximately 39% of Uganda's population—equivalent to about 16 million individuals—from subsistence farming practices to fully participating in

the commercial economy. By doing so, the government aims to empower households to generate income, build wealth, and contribute more meaningfully to national economic growth. Another critical aim of the PDM is to enhance the efficiency and effectiveness of service delivery at the parish level, particularly offering much-needed support and opportunities to communities that have historically faced challenges due to poor infrastructure and limited access to essential services.

The government envisions the PDM as a cornerstone solution to reduce poverty across Uganda's diverse regions. The program is being implemented on a five-year timeline that began in 2022, with clear targets to transform the socio-economic landscape at the grassroots level.

According to projections by the World Bank, Uganda's economy is poised for growth, with GDP expected to rise to 6.2% in 2025, an increase from 5.3% recorded in 2023. This positive economic outlook reinforces the urgency and importance of initiatives like the PDM. Speaking during Uganda's 62nd Independence Day celebrations, the President highlighted that 67% of the population is already active in the money economy—a significant milestone. With effective implementation, the PDM is expected to further boost this figure, drawing even more citizens into formal economic participation.

Moreover, the PDM aligns closely with Uganda's long-term national development framework, Vision 2040. Vision 2040 aspires to transform Uganda from a largely subsistence and peasant-based economy into a modern, inclusive, and prosperous nation. The successful rollout of the PDM is thus not only critical to immediate poverty alleviation efforts but also to realizing Uganda's broader ambition of achieving sustained economic transformation over the coming decades.

Implementation of the Parish Development Model

To successfully implement the Parish Development Model (PDM) and ensure that assistance reached those who needed it most, the government began by identifying suitable households through extensive community research and a thorough vetting process. This groundwork was critical to targeting the program's interventions toward Uganda's most vulnerable populations. During this initial phase, several key indicators—such as household income levels, educational attainment, agricultural engagement, and savings practices—were carefully assessed to determine which households were still trapped in a subsistence economy and therefore eligible for support under the PDM.

Following the identification of beneficiaries, the government moved to the next critical stage: the establishment and funding of community trusts. These trusts were tasked with managing the distribution of funds, ensuring that resources were channeled to the right areas for maximum impact. To organize the beneficiaries more effectively, enterprise groups were created, made up of individuals who qualified for the PDM assistance. To further strengthen the support system for these groups, Savings and Credit Cooperatives (SACCOs) were formed, with each enterprise group being attached to a dedicated PDM SACCO.

The structure of the PDM SACCOs was designed to empower beneficiaries by giving them full ownership and control. Enterprise group members manage the SACCOs themselves, taking responsibility for decisions on the use of funds, the implementation of community programs, and the planning of necessary infrastructure projects. Through the SACCOs, members can apply for loans tailored to promote entrepreneurship, self-employment, and small-scale business growth within their communities. These loans are provided at a relatively affordable interest rate of 5%, with repayment terms determined by each individual SACCO according to the needs and capacities of its members.

In the first phase of implementation, the PDM successfully established an impressive 10,585 SACCOs across the country. Additionally, a total of \$239 million was disbursed in the form of loans to thousands of households. In effect, these PDM SACCOs have started functioning like localized community banks, giving enterprise group members easier access to affordable financial services and enabling them to pursue economic activities that can lift them out of poverty.

Outcome

By 2024, the Parish Development Model (PDM) had made significant progress, marking several key achievements and positively impacting a large number of households across Uganda. Out of the 10,585 households registered under the PDM program, a substantial 7,950 households have actively accessed and borrowed funds through their respective SACCOs. These households have channeled the funds into a wide range of ventures, investing not only in agricultural enterprises but also in diverse non-agricultural businesses, thereby broadening their income sources and economic resilience.

A notable success of the PDM's financial outreach has been its strong emphasis on gender inclusion. Of the households that have received SACCO loans, 53% are women-led or have women as primary beneficiaries. This milestone highlights the PDM's commitment to empowering women economically and promoting inclusive community development.

One of the model's most attractive features is the affordable interest rate on loans—set at just 6%—a stark contrast to the 18% or higher rates typically charged by commercial banks. This substantial reduction in borrowing costs eases the financial pressure on households, allowing them to fully implement their entrepreneurial ideas, scale their businesses, and work toward long-term financial independence and stability.

In addition to providing affordable credit, the government, through the Ministry of ICT and National Guidance, has taken critical steps to strengthen the management and transparency of the PDM. An integrated information management system has been developed to collect, store, and manage data from parishes across the country. This digital system plays a crucial role by tracking the disbursement and repayment of loans, monitoring the flow of funds from the central government to the parishes, and generating real-time insights into the program's financial performance.

This data-driven approach directly supports the achievement of Pillar 3 of the PDM, which emphasizes financial inclusion. By ensuring that funds are properly monitored and that households have access to fair financial services, the government is laying the foundation for sustainable economic empowerment at the grassroots level.

Auditor General Recommends Strengthened Oversight for PDM

The Auditor General has recommended sweeping improvements in the implementation of the Parish Development Model (PDM), following an audit that exposed significant gaps in planning, data collection, and operational infrastructure across local governments and ministries.

In his report for the year ended 31st December 2024, the Auditor General, Edward Akol highlighted persistent shortcomings that threaten to undermine the effectiveness of PDM — Uganda's flagship anti-poverty programme aimed at transforming subsistence households into participants in the money economy.

One of the most critical findings was the failure to properly identify parish and ward-level development priorities in many parts of the country. The report notes that 5,099 PDM parish/ward priorities across 115 Local Governments (LGs) lacked the required documentation in the format prescribed by implementation guidelines. Furthermore, 25 participating Ministries, Departments, and Agencies (MDAs) failed to align their work plans with the programme's action plans, raising questions about coordination at the national level.

The Auditor General recommended that accounting officers in local governments ensure that Parish Development Committees (PDCs) and Lower Local Governments (LLGs) are adequately trained in how to identify and incorporate PDM priorities into their annual budgets and work plans. The report also called for urgent steps to fully constitute all PDCs and make them operational.

"The Accounting Officers of LGs should ensure that Parish Development Committees (PDCs) and LLGs are trained in the prioritization and incorporation of PDM activities in the budgets and work plans and ensure that all PDCs are fully constituted and functional," the Auditor General recommended.

The Parish Development Model is a strategy for service delivery by the Government of Uganda to improve the incomes and welfare of all Ugandans at the household level by transforming 39% of households from a subsistence economy to a money economy as approved



by Parliament, whose outcomes will be measurable in the FY 2024/2025 at the closure of the NDP III.

The PDM is implemented under seven (7) pillars and the primary pillar is the "Agriculture Value Chain Development (Production, Storage, Processing, and Marketing)". The other pillars include: Infrastructure and Economic Services; Financial Inclusion; Social Services; Community Mobilization and mindset change; Parish Development Management Information System; and Governance and Administration.

In the FY 2023/2024, Parliament appropriated UGX.1,107.487 billion for the PDM Programme, of which UGX.1,059.4 billion was for the Parish Revolving Fund (PRF) to finance 10,594 PDM SACCOs in 176 LGs and Kampala Capital City Authority (KCCA). Each SACCO is supposed to receive UGX.100 million in a financial year to develop and implement viable community led income generating enterprises.

The audit also revealed worrying trends in data collection. While household-level data collection under the Parish Development Model Information System (PDMIS) stood at nearly 80% as of April 2024, the actual population registration rate lagged significantly at 46.3%. The lack of complete and reliable data was cited as a major bottleneck to effective beneficiary profiling and impact assessment.

To address this, the Auditor General urged the Uganda Bureau of Statistics (UBOS) in collaboration with the Ministry of ICT and National Guidance and the PDM Secretariat to integrate census results into the PDMIS registration



module. This, he said, would improve targeting of subsistence households and streamline service delivery.

“The Accounting Officer of the Uganda Bureau of Statistics (UBOS) in liaison with the Ministry of Information, Communications Technology and National Guidance (MoICT&NG) and the PDM Secretariat, should integrate the results of the census into the PDMIS data collection and registration module, to facilitate profiling and identification of subsistence households.”

Another area of concern was the operational status of PDM Savings and Credit Cooperative Societies (SACCOs). According to the report, 2,985 PDM Savings and Credit Cooperative Societies (SACCOs) in 127 LGs, did not have registered offices on their documents; 567 PDM SACCOs in 41 LGs’ registered offices did not exist, while 2,898 PDM SACCOs in 121 LGs did not have evidence of a signboard showing their names and address.

In response, the Auditor General recommended that the PDM Secretariat work closely with the Ministry of Finance, Planning and Economic Development (MoFPED) to secure funding for the establishment of formal SACCO offices. Until then, he advised that available office space and storage facilities be allocated to these SACCOs at the LLG level to enhance accountability and functionality.

“The PDM Secretariat should engage the Ministry of Finance, Planning and Economic Development (MoFPED) for funding to establish offices. In the meantime, the Accounting Officer should provide office space and cupboards at the LLGs,” the report reads.

The report further disclosed that out of the expected seven

(07) modules of the PDMIS, two (02) modules were fully implemented, two (02) - modules were partially implemented, and 3 modules were not implemented.

The Auditor General further noted that the WENDI mobile application platform used by SACCOs to receive funds, is yet to be integrated with participating Government-owned banks.

To close this gap, the Ministry of ICT and National Guidance was urged to engage MoFPED for additional funding to ensure the full implementation of the PDMIS and integration of the WENDI platform with all participating banks.

“The Accounting Officer of MoICT&NG should engage the MoFPED, to allocate additional funding to ensure full implementation of the PDMIS and integration of the WENDI platform to all participating banks.”

Conclusion: A Living Case Study in African Development

Kapeeka today stands at the **intersection of past and future** where colonial legacies meet modern investment, and where the aspirations of Musevenomics are becoming concrete reality.

But Saleh's core message is sobering and clear: **industrial parks alone cannot lift a nation.** Without programs like the **Parish Development Model (PDM)** to address rural incomes, without deeper investments in **skilling**, and without confronting systemic barriers like high business costs and corruption, Uganda's industrial future could be uneven.

The Parish Development Model is more than a government program. It is a movement to restore dignity to the everyday Ugandan, to bring real opportunity to the village level, and to say, at last, **development is not a visitor, it is homegrown.**

This is not about handouts. It is about **creating wealth** where poverty has lasted too long.

Let us make the PDM succeed because when the parish thrives, Uganda thrives.

Still, **Namunkekera represents hope**, a tangible symbol of what's possible when vision, policy, and persistence align. From its early days under missionary stewardship to its current role as a driver of local production and innovation, Kapeeka tells a uniquely Ugandan story.

And in that story, there is growing evidence that **Uganda is no longer just aspiring to industrialize.**

It is **learning to own** its industrial transformation and write its next chapter on its own terms.

DRIVING UGANDA'S ECONOMIC GROWTH THROUGH TRANSPORT INFRASTRUCTURE

Uganda's economic growth is closely tied to the efficiency and expansion of its transport infrastructure. Through strategic investments under the National Development Plan, the country has made significant progress in improving road, rail, air, and water transport networks. These developments have enhanced connectivity, reduced transport costs, and boosted trade, tourism, and industrial growth.

These achievements are strengthening Uganda's competitiveness, fostering regional integration, and creating new economic opportunities for citizens while enhancing service delivery across multiple sectors.

Transport infrastructure is very vital for the realization of the National Development Plan (NDPIV) - the fourth in a series of six National Development Plans (NDPs) aimed at accelerating the socio-economic transformation of the country.

The NDPIV (2025/26 - 2029/30) is the first of the three 5-year NDPs that will deliver the 10-fold economic growth that is required to bring back the country on the critical path to attainment of the Uganda Vision 2040 targets in the remaining 15 years.



The Plan has identified eighteen (18) programmes that have been designed to deliver the required results.

One of the programmes is the Integrated Transport Infrastructure and Services Programme which aims to have a seamless, safe, inclusive and sustainable multi-modal transport system.

The key focus areas are: diversification of the transport infrastructure by fast-tracking railway and water transport investments; maintenance of existing transport infrastructure; investment in mass public transport especially in Greater Kampala Metropolitan Area (GKMA); cost effective ways of infrastructure development and maintenance; diversification of financing and revenue generation for infrastructure development; and strengthen policy, legal and regulatory framework.

During the Financial Year (FY)2022/23, the total paved stock of the national road network increased from 5,878km in the previous FY to 6,133 km. While the percentage network in fair to good condition was 95.7% and 73% for the paved and unpaved national roads respectively, despite the prolonged heavy rains and budget cuts.

Substantial progress was also registered in the implementation of various Programme projects leading to an increase in the: volume of international passengers at Entebbe International Airport compared to the previous financial year; kilometres of functional railway network and stock of paved town roads, ferries, bridges on both the national and DUCAR network.

Seamless integrated infrastructure is crucial to any economic development. Infrastructure plays an important role in contributing to a higher rate of economic growth leading to improvement of the country's standard of living.

Infrastructure is key to integration in global and domestic trade and market systems. As such, transport infrastructural problems limit a country's ability to engage properly and harness benefits in the globalization process.

Uganda's transport infrastructure is an integral part of its regional and international competitiveness. Therefore, access to and efficiency of transport infrastructure is critical to Uganda's competitiveness and ability to harness its regional and globalization potential.

Efficient road networks not only reduce transport costs but also enhance market access for agricultural produce, a key driver of Uganda's economy. By improving connectivity between production areas



and urban centers, farmers can transport goods faster, reducing post-harvest losses and ensuring competitive prices. Additionally, infrastructure upgrades attract local and foreign investment, fueling industrial growth and job creation.

A diversified transport system is essential for sustainable development. While roads remain the dominant mode of transport in Uganda, the government has recognized the need to revitalize rail and water transport to ease pressure on road networks and enhance efficiency.

Railway transport, once the backbone of East Africa's logistics sector, is being revamped to facilitate bulk cargo movement. Expanding functional railway networks will reduce the cost of transportation for businesses, making Ugandan exports more competitive. Similarly, increasing the volume of passengers at Entebbe International Airport highlights growth in air travel, which is vital for tourism, trade, and investment.

Uganda's advancements in transport infrastructure demonstrate significant progress in enhancing mobility, reducing costs, and driving economic growth. Continued investments in multi-modal transport systems, sustainable financing mechanisms, and urban transport solutions will be pivotal in achieving Vision 2040's goals. As the government accelerates the implementation of NDP IV, prioritizing infrastructure efficiency and integration will be essential in positioning Uganda as a competitive and economically resilient nation.

Uganda's Standard Gauge Railway: Unlocking Trade, reducing costs, and attracting investment



President Museveni accompanied by Yapi Merkezi chairman Erdem Arioglu 2nd L VP Alupo Ministers Katumba Oboto Byabakama and other leaders cuts the tape as he laid the foundation for the construction of the Malaba Kampala SGR

Uganda's Standard Gauge Railway (SGR) is set to transform the country's trade and investment landscape by enhancing transport efficiency and reducing logistics costs. Launched by President Yoweri Museveni in November last year, the Malaba-Kampala SGR will significantly cut freight costs, making Uganda a more competitive hub for regional commerce and industrialization.

While launching the project construction at the border town of Tororo which is also the starting point of the SGR on the Ugandan side, Museveni reiterated Government's commitment to the long vision of transforming the country's economic fortunes by developing world class infrastructure.

This infrastructure, he emphasized will lower the cost of doing business thereby attracting quality investments.

"Our transport system is irrational. We are going to rationalize it. Everyone is on the road. Secondly the cost and the wastage. Roads are getting damaged. Cargo will remain on the railway and on the water. For petroleum we will make pipelines. Now that the economy is growing, it is high time to remove these irrationalities,"

the president said.

By shifting cargo from road to rail, the project will lower business expenses, protect infrastructure, and accelerate economic growth.

Museveni noted that transporting a 20-foot container from Mombasa to Kampala costs about USD 3,200 currently but with the SGR, it will cost about USD 1,600- almost 50% cheaper.

"This is a big transformation; we will lower the cost of doing business. Once we have cheap transport, cheap electricity, we still have cheap labour," noted the President.

The SGR will strengthen Uganda's push to become a regional hub for trade, commerce, and industrialization because of improved transport efficiencies and better connectivity.

"We are here to further our actions towards a transformative journey that will reshape Uganda's and the region's future," said Museveni.

The SGR was conceived over 10 years ago to foster regional integration by connecting the cities to the coast. A regional SGR



President Museveni is shown an artistic impression Malaba Kampala SGR railway line during the laying of the foundation in Tororo.

Protocol was signed in 2014 to this effect under the auspices of the Northern Corridor Integration Projects (NCIP).

It was decided that each nation would develop their individual sections of the Standard Gauge Railway (SGR) network to facilitate connections with the neighbouring countries. To date, Kenya and Tanzania have made significant progress in the development of their respective SGR segments.

During the launch ceremony, the Minister of Works and Transport Gen. Katumba Wamala noted that in order for the region to fully benefit from the SGR, it is essential to expedite the construction of the Naivasha-Kisumu-Malaba and Malaba-Kampala SGR segments. Katumba said the timelines for these projects have been agreed upon with our esteemed neighbour, the Republic of Kenya.

“The SGR will not only advance the agenda of regional integration but will also lower transportation costs, leading to a reduction in the overall cost of doing business. Consequently, this will enhance the region's competitiveness in the business landscape, thereby attracting investment,” said Katumba.

“During the signing ceremony, I tasked the Contractor, Yapi Merkezi, the responsibility of constructing the SGR to the utmost standards, within both the time and budget. Additionally, I urged Yapi to comply with the environmental and social obligations

throughout the execution of the contract,” he added.

He emphasized the need for local content, as explicitly outlined in the Contract urging local enterprises to participate and ensure that the people of Uganda reap the benefits from this project.

The SGR Project Coordinator Can. Eng Perez Wamburu said once completed cargo will move from Mombasa to Kampala in a single day compared to the current between 5-12 days.

Over the last decade, the need for cargo and passenger transportation has surpassed the capabilities of road infrastructure. The SGR will serve as the backbone of our surface transportation system, alleviating a significant portion of the pressure on the Meter Gauge Railway (MGR) and roadways.

The railway infrastructure has experienced significant deterioration over the years.

The planned SGR network in Uganda is approximately 1,700Km and is being developed in a phased manner starting with the Malaba – Kampala (272KM). Other routes include, the Western route to inter connect with Rwanda and DR Congo and the Northern Route to connect with South Sudan and DR Congo.

Uganda's Standard Gauge Railway represents a transformative investment that will enhance trade efficiency, reduce operational



President Museveni lays the foundation for the construction of Malaba Kampala SGR railway line in Tororo.

costs, and strengthen the country's position as a regional economic hub. By shifting cargo transport from road to rail, the project is set to cut freight costs by nearly 50%, allowing businesses to save on logistics and reinvest in expansion. Lower transport costs will make Ugandan products more competitive in regional and international markets, driving industrialization and boosting exports.

Beyond cost reductions, the SGR is a strategic move to attract foreign direct investment (FDI). Improved transport infrastructure signals a conducive business environment, making Uganda more appealing to investors looking for efficient supply chain solutions. Industries reliant on raw materials and bulk transportation, such as manufacturing and agriculture, stand to benefit significantly. Additionally, the railway will ease pressure on road networks, reducing maintenance costs and improving overall infrastructure sustainability.

The project's integration with the broader East African railway network enhances

Uganda's trade connectivity. By linking to Kenya's SGR, goods will move seamlessly from Mombasa to Kampala in just one day, compared to the current five to twelve days. This efficiency will facilitate faster turnaround times for businesses, increasing productivity and encouraging more trade through Uganda.

Furthermore, the SGR presents an opportunity for local businesses. With a focus on local content, the project can drive job creation, skill development, and supply chain participation for Ugandan enterprises. Additionally, sectors such as real estate, logistics, and tourism are likely to experience growth due to improved accessibility.

In the long run, the SGR will not only enhance Uganda's competitiveness but also solidify its role in regional trade, making it a gateway for commerce across East and Central Africa.

The SGR is expected to transport 25 million tonnes of cargo annually.



Yapi Merkezi chairman Erdem Arioglu addressing guests during the laying of the foundation for the Malaba Kampala SGR railway line in Tororo.



Some of the guests who turned up for the SGR ground breaking ceremony in Tororo town listening to President Museveni.



Uganda Airlines launches direct flights to London



Uganda Transport minister Katumba Wamala with flight attendants at the launch of direct flights to London in Kampala on March 20, 2025.

The Uganda Airlines on March 20, 2025 launched direct flights between Entebbe International Airport and London Gatwick Airport, marking a significant milestone in the national carrier's expansion strategy and reinforcing Uganda's position in the global aviation market.

The inaugural flight, scheduled for May 18, will be operated using the airline's state-of-the-art Airbus A330-800neo aircraft. This new route will initially run four times a week, offering travelers increased accessibility and convenience while also fostering trade and investment between Uganda and the United Kingdom.

A Strategic Move for Uganda's Aviation Sector

Speaking at the official launch event, the Minister of Works and Transport, Gen. Edward Wamala Katumba highlighted the broader economic impact of this development. He emphasized that the direct route aligns with Uganda's Vision 2040 strategy, which prioritizes infrastructure development, economic integration, and enhanced global connectivity.

"This direct route is key in Uganda's Vision 2040 strategy, which prioritizes infrastructure development, economic integration, and global connectivity. Air bridges like this are critical to unlocking Uganda's potential as a trade and tourism hub in East Africa," Katumba stated.

The Minister further noted that the Entebbe-London Gatwick route is more than just an aviation milestone; it is a strategic national achievement that is expected to strengthen Uganda's global presence and stimulate various sectors of the economy.

"This development will not only boost tourism but also enhance Uganda's national prestige and strengthen international relations," he added.

Overcoming Challenges to Reach a Milestone

Uganda Airlines had initially secured landing slots in the UK before the COVID-19 pandemic, but global travel disruptions, manpower shortages, and regulatory delays affected the airline's ability to finalize the required procedures. The long-awaited launch comes after years of preparation, overcoming challenges related to compliance and logistics.



Strengthening Uganda's Tourism Sector



Uganda Airlines CEO Ms Bamuturaki Jenifer (Middle) announcing the new London Route

The launch follows years of planning, overcoming challenges, including the COVID-19 pandemic, which delayed initial plans for UK operations.

Jennifer Bamuturaki, Uganda Airlines' Chief Executive Officer, described the new route as a transformative step that signals the end of the airline's establishment phase and the beginning of its long-term growth and expansion.

"This route marks the end of our establishment phase and sets us on the course for long-term growth and expansion. It follows meticulous planning, preparations, and many setbacks, but finally, we are here. This milestone coincides with our fifth anniversary, making it even more special," Bamuturaki remarked.

She emphasized that the new service would play a pivotal role in strengthening Uganda's trade relations, particularly in the export of fresh produce to the UK.

"Besides shortening travel times, this route will provide a more efficient channel for exporters of fresh produce, including coffee, flowers, vegetables, and fish, to reach the UK market," she noted.

Boosting Trade and Economic Ties

According to the Grant Thornton

"Wings of Opportunity" report (2024), Uganda's exports to the UK were valued at approximately USD 22.6 million last year. The direct flight between Entebbe and London is expected to facilitate faster transportation of Ugandan exports, particularly perishable goods that require swift delivery.

The improved connectivity is likely to benefit Uganda's agriculture sector significantly. Exporters of fresh produce will no longer have to rely on connecting flights, which often lead to increased costs and logistical challenges. With a direct link to one of Europe's largest economies, Ugandan exporters can now look forward to improved supply chain efficiencies, higher competitiveness, and greater access to the UK market.

Additionally, the new route is expected to attract more foreign investment into Uganda, as ease of travel is a key factor in business decision-making. With faster and more reliable transport options, British investors will find it easier to explore opportunities in Uganda's growing sectors, such as agriculture, manufacturing, and tourism.

Uganda, famously known as "The Pearl of Africa," has long been a favored destination for British tourists, many of whom visit for wildlife safaris, cultural heritage experiences, and adventure tourism.

Bamuturaki expressed confidence that the direct connection to London will enhance the overall travel experience for tourists and encourage more visitors to explore Uganda's breathtaking landscapes and attractions.

"The UK remains one of Uganda's largest tourism source markets, with thousands of British travelers visiting the country each year. This direct connection will enhance the travel experience and make it easier for visitors to explore Uganda's breathtaking landscapes, wildlife, and rich cultural heritage," she emphasized.

The introduction of direct flights is also expected to stimulate Uganda's hospitality industry, as increased tourist arrivals will drive demand for hotels, lodges, tour operators, and other tourism-related services. This, in turn, will create jobs and boost local businesses that depend on the tourism sector.



Uganda Airlines' Expanding Network

London now becomes Uganda Airlines' 17th destination and its third intercontinental route outside Africa, following Dubai and Mumbai. These additions complement the airline's African network, which includes 14 cities such as Nairobi, Johannesburg, Kinshasa, Lagos, and Accra.

The expansion aligns with Uganda Airlines' broader strategy of establishing itself as a key player in regional and international air travel. With a growing fleet and an increasing number of strategic destinations, the airline is positioning itself as a critical facilitator of trade and tourism in Africa and beyond.

Industry experts believe that Uganda Airlines' continued expansion is crucial for enhancing the country's economic prospects and global competitiveness. By providing direct routes to major economic hubs, the national carrier is helping to bridge Uganda with the rest of the world, making it more accessible for both business and leisure travelers.

Passenger Benefits and Market Impact

For travelers, the launch of the direct Entebbe-London Gatwick route means shorter journey times, eliminating the need for lengthy layovers and connections in other airports. This is particularly beneficial for business travelers, students, and members of the Ugandan diaspora in the UK, who will now enjoy greater convenience when traveling between the two countries.

The move is also expected to introduce competitive pricing, as Uganda Airlines seeks to establish itself in the long-haul market. The increased competition in air travel between Uganda and the UK could lead to better airfare options for passengers while also improving overall service quality.

Looking Ahead: The Future of Uganda Airlines

The launch of the Entebbe-London Gatwick route marks just the beginning of Uganda Airlines' broader vision. The airline has outlined ambitious plans for further expansion, including additional long-haul routes to destinations such as China and Europe.

Bamuturaki emphasized that the airline's growth will continue to be driven by a strategic approach that balances expansion with sustainability and operational efficiency.

"Our goal is to grow responsibly, ensuring that each route we launch contributes to our long-term success and the broader economic development of Uganda," she said.

The government has also reaffirmed its commitment to supporting the airline, recognizing its role as a critical enabler of trade, investment, and tourism.

The launch of direct flights between Entebbe and London Gatwick is a landmark achievement for Uganda Airlines and the nation at large. By facilitating faster and more efficient travel, the new route is expected to unlock numerous economic opportunities, bolster trade and investment, and enhance Uganda's connectivity with the global economy.

As Uganda Airlines continues to expand, its strategic focus on key international markets will further strengthen the country's position as a regional aviation hub.

Kabalega International Airport to boost Uganda's oil and logistics sectors



Kabalega international Airport in Kabaale village, Kabaale sub county in Hoima. The handover of the airport has been pushed to September 2025.

The construction of Kabalega International Airport, a key infrastructure project in Uganda's oil and gas sector, is over 96% complete, with the official commissioning set for September 2025. The airport, located in Hoima District, is expected to play a pivotal role in facilitating the transportation of critical equipment to meet Uganda's 2025 oil production target.

The contract for the construction of the airport was awarded to a joint venture between Israeli-British firms Shikun and Binui International-SBI/Colas Limited which had initially planned to hand over the airport to the government in October 2024. However, additional time was needed to finalize key elements of the project, including the construction of the control tower, installation of electricity, CCTV cameras, fibre optic cables, and other essential operations.

A significant design change also contributed to delays: the airport was originally designed with a mobile control tower, but plans were later altered to include a fixed control tower, which required additional time and resources. This shift in design, according to

SBI, impacted the progress of the overall construction, leading to the delay.

The government of Uganda has already invested 1.08 trillion shillings of the 1.188 trillion allocated for the project. The contractor is currently requesting an additional 76 billion shillings to complete the remaining works. Despite challenges, including increased material costs and disruptions caused by the COVID-19 pandemic, the Ministry of Works and Transport recently assured Ugandans that the airport will be completed on schedule, with the major facilities largely in place.

Once finished, Kabalega International Airport will be a cornerstone of Uganda's fast-developing oil and gas industry. The airport will include:

- A 3.5 km runway (99% complete)
- Control tower (under construction)
- Cargo terminal (complete)
- Passenger terminal (limited capacity, near completion)
- Fire station, apron, parallel runways, taxiways, air rescue firefighting house,

power substation, communications and navigation systems, and more.

With a runway that can accommodate large cargo planes and facilities capable of supporting the transportation needs of the oil sector, the airport will serve as a vital logistical hub for both the oil and gas industry and the agriculture and tourism sectors in the Albertine region and beyond.

The completion of the airport will bring substantial benefits to the surrounding community, particularly in Bunyoro.

About 90% of the workers on the project are Ugandans, and the government plans to continue training and equipping local workers for future airport construction projects.

The project is expected to contribute to the development of local expertise in airport operations, as some staff from Entebbe Airport will be transferred to Kabalega to ensure smooth operations once the airport opens.

As the final 5% of construction work is completed, the airport is expected to be fully operational by September 2025. The airport's completion is crucial for Uganda's oil production ambitions and will provide a significant boost to the local economy. Test flights have already successfully passed international standards, and the airport is on track to meet its target date for commissioning.

The first phase of the project will conclude with the operational opening of the runway and cargo terminal, followed by the passenger terminal procurement process set to begin six months later.

This monumental project marks a critical step in Uganda's infrastructure development and its positioning as a key player in East Africa's oil and gas industry.

SEEDING THE FUTURE: HOW THE UGANDA CLIMATE-SMART AGRICULTURAL TRANSFORMATION PROJECT IS DRIVING UGANDA'S AGRICULTURAL REVOLUTION TOWARD VISION 2040



Hon MAAIF with RDCs, LC5s and Project Focal persons at the National Stakeholder Engagements on 19th October 2024 in Munyonyo during national stakeholder engagement.

Introduction: From Vulnerability to Transformation

Imagine a Uganda where farming is no longer at the mercy of erratic rainfall and climate shocks but instead thrives through technology, innovation, and better management that raise productivity, resilience, and market access. That is the promise of the Uganda Climate-Smart Agricultural Transformation Project (UCSATP), a flagship of the Government of Uganda implemented by MAAIF with World Bank support. Anchored in Vision 2040, NDP IV, CAADP, and the SDGs, UCSATP is shifting agriculture from subsistence to a competitive, market-oriented, climate-resilient sector that powers inclusive growth, jobs, and sustainable food systems.

Timeline & Footprint

The UCSATP was declared effective by World Bank on 25 June 2024 and closing December 2028, UCSATP is the first project to integrate implementation of Livestock, Fisheries, Crops, and Beneficial Insects in 69 districts including 7 refugee-hosting districts spanning 13 agro-ecological zones. Project is expected to directly benefit 3.9 Million individuals and 9.5 Million indirectly including 60,000 refugee households, increase productivity by 40 percent, area under sustainable land management by 153,000 ha, Increase volumes of agricultural products marketed by 30 percent.



Project Development Objective

To Increase agricultural **productivity, resilience**, and **market** access for selected value chains and respond promptly and effectively to eligible crises through investments in climate-smart technologies, infrastructure, and institutions.

The Investment Logic: Five Components that Work as One

Component 1: Strengthening Climate Smart Agricultural Research, Seed, and Agro-Climatic Information Systems.

This component is driving innovation in climate-smart agriculture by developing and promoting locally tailored technologies and practices that help farmers adapt to changing weather patterns. It also strengthens seed systems and agro-meteorological services to ensure farmers access quality, climate-resilient seeds and reliable weather information for improved productivity. 70 Competitive research grants to develop, validate, and disseminate climate-smart technologies and practices (TIMPs) are provided by the project. It modernizes the seed system through a digital Seed Tracking & Tracing System, inspector retooling, post-certification control, and matching grants for seed/fingerling multiplication. Farmers and extension workers gain access to actionable agro-weather services via refurbished/new weather stations, localized advisories, big-data upgrades, and translation into local languages. Institutional capacity is strengthened with upgrades to NAGRC&DB and NARO facilities such as national animal quarantine and evaluation, bull stud/semen evaluation, 9 regional crop and livestock diagnostics labs, aquaculture hatcheries and feed facilities at Kajjansi plus professional development (40 MSc/20 PhD) and a national agricultural data & logistics hub.

Component 2: Promoting Adoption of Climate Smart Agriculture Technologies and Practices

This component is investing in scaling up climate-smart technologies and practices that boost productivity, incomes, and greenhouse gas (GHG) mitigation across project areas and value chains.

Under this component Farmers groups receive bundled packages including improved genetics and seed, mechanization, water for production, and extension such as 6,000 insured in-calf heifers, community beef breeding services and fodder banks, five regional mechanization centres (300 tractors, 2,000 walking tractors, heavy earth-moving equipment), 100 micro-irrigation, solar boreholes, valley tanks, and four strategic multi-purpose dams for drought-proofing. Fisheries rebound through Aquaparks, cage culture on Lakes Victoria and Albert, and lake restoration. In refugee-hosting districts, nutrition grants, backyard gardens, micro-irrigation, clean-energy post-harvest equipment, and savings/revolving funds strengthen food and nutrition security and livelihoods.

Component 3: Market Development and Linkages to Selected Value Chains

This component focuses on improving farmers' access to profitable markets by enhancing climate-smart harvesting, postharvest handling, storage, and value addition. Key investments include rehabilitating 957 km of farm-to-market roads and chokepoints and providing cold chain and value addition equipment to strengthen market linkages and reduce postharvest losses.

Component 4: Contingency Emergency Response Component

This zero-cost component serves as a rapid response window to address emergencies such as droughts, floods, pest and disease outbreaks, or economic shocks. It will finance eligible interventions under the Immediate Response Mechanism to help farmers and communities quickly recover and sustain agricultural livelihoods during crises.

Component 5: Project Management, Coordination, and Implementation

This component focuses on effective project management, monitoring, and evaluation to ensure smooth implementation and accountability. It strengthens planning, coordination, financial management, communication, and knowledge sharing ensuring that project activities are well-managed, results are tracked, and lessons are widely disseminated.

What We Promote and Where

Priority value chains include dairy, beef, coffee, cocoa, citrus, mango, banana (tissue culture), cashew, vegetables, soybean, sorghum, cassava, maize, aquaculture/fisheries, and beneficial insects (apiculture & Black Soldier Fly). Coverage spans Busoga, Bukedi, Elgon, Teso, Karamoja, Lango, Acholi, West Nile, Ankole, Kigezi, Rwenzori, Bunyoro, and Buganda with tailored packages for Kiryandongo, Isingiro, Lamwo, Kamwenge, Kikuube, Kyegegwa, and Adjumani refugee settlements.

How It's Delivered: Implementation & Co-Financing

1. **National investments (100% project):** revamp and upgrade of NAGRC&DB and NARO infrastructure national animal quarantine and evaluation center, bull stud and semen evaluation facility, and regional diagnostics labs for crops and livestock, hatcheries, feed facilities in Kajjansi fish, installation of new weather stations and rehabilitation of existing ones.
2. **District investments (100% project):** Upgrading of Animal Disease Diagnostics and Epidemiology, Integrated crop, livestock and fish laboratories at the

districts, inland quarantine centres for disease control and Management, Construction of strategic multipurpose large dams facilities majorly for drought proofing, floods control, irrigation, aquaculture and livestock watering in the cattle corridor and provision of support for small holder irrigation

3. **Community investments (co-funded via e-Voucher):** farmer groups contribute 20%; project subsidizes 80% driving ownership, sustainability, and accountability.

Eligibility to Benefit from the Uganda Climate-Smart Agricultural Transformation Project (UCSATP)

To benefit from the **Uganda Climate-Smart Agricultural Transformation Project (UCSATP)**, farmers must meet the following conditions:

1. Join or Form a Registered Farmer Group:

- Only registered groups or cooperatives are eligible individual farmers cannot apply alone.
- Groups must be formally registered at district level and active for at least six (6) months.
- Each group should have **10–30 bona fide farmers** and operate a **group bank account**.
- Members must have valid **National IDs** for verification.

2. Profiling and Verification:

- District and sub-county extension officers will profile and verify groups through a digital registration process capturing group members, enterprises, and locations.

3. Farmer Co-Funding (20% Contribution):

- UCSATP uses a **matching grant** system farmers contribute **20%** of the total input or service cost, while the project covers 80% through an **e-voucher system** managed by **M-Cash Uganda Ltd.**

- The contribution promotes ownership and accountability.

4. E-Voucher Access:

- Eligible farmers receive electronic vouchers to redeem inputs or services from approved suppliers securely via the project's digital payment system.

5. Training and Compliance:

- Beneficiaries must attend mandatory trainings and meet specific prerequisites (e.g., proper animal housing or pasture establishment) before receiving support.

6. Collaboration with Local Officials:

- Work closely with **district focal persons and extension workers** for guidance on registration, profiling, and benefit access.

Key Takeaway:

Form or join a well-organized, registered farmer group, contribute your 20% share, attend all trainings, and stay engaged with local UCSATP teams to benefit from the project's support.



Key Stakeholders

1. **Farmer Groups** (primary beneficiaries)
2. **Private Sector** (input/seed providers, irrigation, mechanization, finance, processors, logistics, e-voucher agency)
3. **MDAs & Agencies** (MAAIF, NARO, NAGRC&DB, UNMA, local governments)
4. **Development Partners & CSOs** (delivery partners and sustainability multipliers)

What Changes for Farmers and for Uganda

1. Higher, more reliable yields. Climate-resilient seed, water for production, and mechanization shrink the yield gap and extend productive seasons.
2. Lower risk, better prices. Vaccination, quarantine, and traceability cut animal health shocks; cold chains and market services reduce post-harvest losses and increase profitability.
3. Jobs and enterprise growth. From AI technicians to machine operators, hatchery managers to feed millers and transporters UCSATP creates skilled rural employment and viable SMEs along every node.
4. Inclusion by design. Refugee and host communities receive tailored support, women and youth access savings groups, skills programs, and market platforms.
5. A smarter, greener sector. Digital advisories, soil-carbon/ GHG monitoring, and SLM investments align productivity with environmental stewardship.

Alignment with NDP IV and Vision 2040

NDP IV Strategic Area	UCSATP Contribution
Productivity & Competitiveness	Improved yields through inputs, mechanization, irrigation, early warning & weather information
Agro-Industrialization	Stronger value-chain linkages, storage, post-harvest, and processing infrastructure
Climate Resilience	Risk management, soil & water conservation, efficient water use
Green Economy	Low-emission technologies and carbon-sequestering practices
Human Capital Development	Skills, jobs, and institutional capacity in CSA

What has been done so far

1. Strengthening Climate-Smart Research, Seed, and Agro-Climatic Systems

- **Research & Innovation:** 24 high-quality projects approved for funding across crops, livestock, fisheries, and cross-cutting systems from 265 proposals received under the Competitive Research Grants (CRG)
- **Human Capacity:** 43 MSc and 28 PhD students recruited for CSA-related studies
- **Seed Systems:** 5 acres of cashew and avocado mother gardens established; 2,000 mango and 3,000 lemon rootstocks produced; 100 acres of pastures planted in Serere.

- **Agro-Climate Systems:** 30 Automated Weather Stations (AWS) procured; frameworks for soil health monitoring, climate modelling, and MRV system development initiated.

2. Promoting CSA Adoption and Resilience

- **Farmer Mobilization:** 13,327 farmer groups verified, 4,800 profiled, and 3,068 trained in Farmer Institutional Development (FID); 1,932 district staff trained on CSA approaches.
- **Input Access:** Matching Grant Manual and e-Voucher system finalized; 2,070 agro-input providers, 800 pasture farmers, and 18 hatchery operators verified for participation.
- **Mechanization & Water for Agriculture:** Procurement initiated for 1,500 single-axle tractors, 230 four-wheel tractors, and earth-moving equipment; engineering designs completed for valley tanks, irrigation systems, and mechanization centers in Nwoya, Nabuin, Soroti, and Sanga.
- **Refugee Support:** 1,889 refugee farmer groups verified, 1,302 profiled; nutrition manual finalized; ToRs for implementing partners prepared; joint planning with OPM and refugee agencies conducted.

3. Market Development and Linkages

- **Market Access Roads:** 312 farm access roads (1,565 km) assessed; 644 chokepoints identified for rehabilitation across 69 districts.

- **Value Addition & Linkages:** Matching Grant Implementation Guidelines developed to support postharvest handling, value addition, and aggregation.
- **Private Sector Engagement:** Strengthened partnerships for input distribution, processing, and cold-chain systems.

4. Project Coordination, Monitoring, and Safeguards

- **Institutional Setup:** National structures and 69 District Project Implementation Teams (DPITs) established
- **Monitoring & Evaluation:** UCSATP M&E Strategy and Workplan Tracker developed digital systems (Kobo & GEMS) adopted for real-time data collection.
- **Environmental & Social Safeguards:** Nine (9) ESS manuals finalized (including GRM, LMP, VMGP); 8,147 participants engaged; screening and ESMPs completed for 4 mechanization centers, 17 road projects, 6 laboratories, and 2 lake restocking sites.
- **Awareness:** 38 radio talk shows, 13 newspaper articles, and 6 TV features aired on UCSATP progress and safeguards compliance.

5. Overall Progress and Impact

The project is now transitioning to full-scale implementation and rollout of matching grants, positioning the country to achieve higher productivity, resilience, and market access across climate-smart value chains.

The Ripple Effects: What Country and Beneficiaries expect to Gain

1. **Higher household incomes** from greater volumes and premium quality
2. **Job creation** across every node of the value chain including production, processing, logistics, and services
3. **Lower vulnerability** to climate and market shocks
4. **Improved food and nutrition security** at scale
5. **Healthier ecosystems** through better land and water management

Looking ahead

The Uganda Climate-Smart Agricultural Transformation Project is not just a government program it's our project, a shared effort to secure the future of farming for our families and generations to come. Its success depends on every Ugandan farmer embracing the project investments, new practices, leaders ensuring accountability, the private

sector investing boldly, and communities protecting what has been built. When every Ugandan understands, supports, and safeguards this investment, our fields will yield more, our markets will thrive, and our nation will rise greener, stronger, and more prosperous with improved livelihoods, jobs on the path to Vision 2040.

For More Information:

Contact the Permanent Secretary *Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)*

Driving Uganda's Digital Future: UCC's Transformative Impact in Advancing an Inclusive Digital Economy

Uganda Communications Commission was established by the Uganda Communications Act 2013 as the regulator in the development of a modern communication sector in Uganda with respect to telecommunications, data communication, radio communications, postal communications and broadcasting. It is also tasked with the responsibility of licensing operations of cinematograph theatres and video or film libraries in Uganda.



UCC STRATEGY:

VISION	AN INCLUSIVE DIGITAL ECONOMY			
GOAL	Accessible, affordable and secure digital services by 2030			
MISSION	"To develop a robust communications sector that drives socio-economic transformation."			
SUB-GOALS	G1. Extensive use of ICTs across all sectors of the economy		G2. Organizational Excellence	
STRATEGIC PILLARS	Innovation	Strategic Partnerships	Efficient Processes	Organisational Agility
STRATEGIC OBJECTIVES	Increase Communications User Safety & Satisfaction	Enhance Coverage and Usage of Communication services	Improve Regulatory Services	Transform Organizational Culture
	Promote Sector Competitiveness	Optimize Communication Resources	Improve Usage of Tools & Technology	Enhance Human Capital and Performance
	Strengthen Stakeholder Management			
CORE VALUES	Excellence	Professionalism	Integrity	Collaboration

UCC strives to ensure the communications sector remains competitive and has thus encouraged entry of various players to provide a variety of communication services to consumers. The communications sector is currently serviced by several operators providing telecom, broadcast, post and courier, data services among others.

Summary of licensed operators (2025)

Category	Number of Operators
Telecom Operators	37
FM broadcasters	283
Television Broadcasters	66
Online Data Operators	47
Postal and Courier Operators	42



KEY ACHIEVEMENTS:

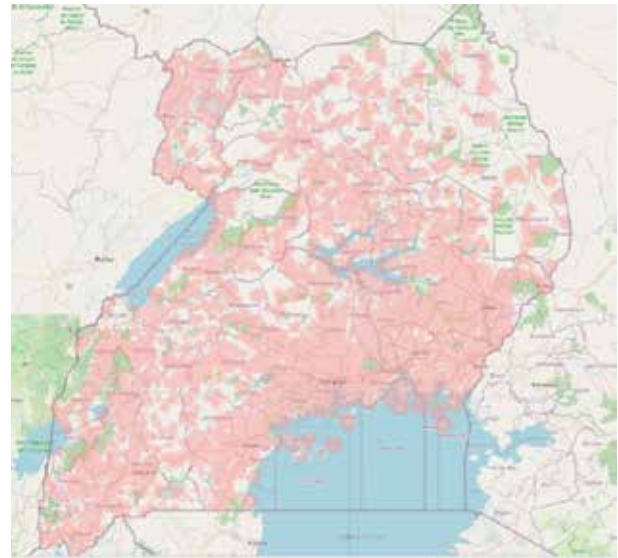
The Fourth National Development Plan (NDPIV) seeks to leverage on the transformative effect of digital technologies to enhance productivity in key sectors of the economy resulting in higher household incomes, employment and sustainable socio-economic transformation. The NDPIV is being implemented through eighteen programs that include the Digital Transformation Programme (DTP) which seeks to achieve increased ICT penetration and usage of ICT services for efficiency gains and job creation. Digital technologies will be leveraged to optimize business processes in priority areas, leading to value addition

Increase ICT network coverage and penetration

Significant progress has been made towards increasing ICT network coverage and penetration. A conducive regulatory environment, hinged on the national broadband policy, has facilitated the roll out of ICT infrastructure countrywide. Mobile Cellular Voice Coverage is nearly national i.e. 89% of the country, translating into population coverage of 72% for basic voice while geographical coverage of broadband services stands at 85% of the¹. UCC has supported the establishment of 63 telecom sites through subsidy funding in partnership with the private sector in selected locations across the country. These cover 42% of the total area deemed unviable by the private sector.

Promoting the Utilization of ICT

Ugandans have embraced ICTs in every facet of their social and economic lives. The number of active mobile subscriptions stood at 44.3 million as of June 2025, with 34.6 million having active mobile money accounts. To further enhance utilization of broadband services, with 16.5 million internet subscriptions. UCC has established over 520 ICT laboratories in public secondary schools and tertiary institutions over the last five years. Similarly, over 400 schools are being provided with subsidized high-speed internet connectivity to facilitate delivery of the education curriculum. In addition, over 70 Public access centers equipped with ICT facilities and internet connectivity have been set up to facilitate access to e-government services by the public. These have been set up within the rural communities and those that are underserved.



National Broadband Coverage Map



Increase Communications User Satisfaction

UCC seeks to promote utilization of communications services with respect to, accessibility, quality, affordability, safety and relevance. Key achievements during the review period include:

- A robust national consumer empowerment program that has targeted strategically relevant topics like digital fraud and SIM card registration, resulting in empowered consumers.
- Enhanced consumer redress mechanism for the sector. This has included development of consumer management standards/guidelines for the industry coupled with consumer empowerment.
- Enhanced capacity of UCC consumer management Centre, enabling it to undertake real time monitoring of consumer complaints as well as compliance of operators with consumer management standards. This has strengthened the second level consumer redress mechanism
- Increased access to television services by PWDs, arising

from the adoption of guidelines facilitating access to TV. These guidelines specify requirements that include subtitling or captioning, sign language and audio descriptions.

Promote Sector Competitiveness

UCC strives to establish a conducive regulatory environment that offers equitable regulatory treatment of all licensees, promote sustainable investment and reduce barriers to entry. key achievements registered include.

- Enhancement of the licensing frameworks covering telecom and broadcasting services leading to streamlining of the industry, provision of investment opportunities for local providers and reduced cost of doing business. These are in line with the goals of the National Broadband Policy.
- Promoting competitiveness and innovation within the USSD and SMS access markets through the development of commercial and competition guidelines for wholesale USSD (Unstructured Supplementary Service Data) and SMS (Short Message Service) Market. These have

stimulated growth in USSD dependent markets like digital financial services, and government services among others. The Guidelines streamline conduct of key players in the relevant markets that include Mobile Network Operators (MNOs), Messaging Aggregators, Numbering Resource/ Short Code owners, and other access partners in the USSD and SMS market segments.

- Development of the audio-visual industry with the aim of exploiting its potential to significantly contribute to youth employment, content for the broadcasting industry and economic growth. Interventions include.
 - Capacity development, that have benefitted over 10,000 participants, covering various disciplines like; Screenwriting, acting for film, film production, Hollywood camera works, lighting for film, film editing, film directing, film distribution, 3D character animation, motion graphics animation, news writing & reporting, photography, principles of advertising, sound for film, and podcasting among others. This is delivered in partnership with local, regional and international film academies, production houses, academia among others

- Promotions and marketing of local Audio-Visual (AV) products and film destinations through Regional Film Festivals aimed at improving the capacity and skills set of upcountry film practitioners, building audiences for local content and promoting business linkages for the regional film industry stakeholders, the Uganda Film Festival (UFF), continental and international film exhibitions where Ugandan Audio-visual productions have been recognized and awarded,
- Direct support to local AV productions covering various genres through the Consent Support Development Fund. This has benefited over 14 projects worth 1.2Bn productions in the two years of operation.
- Audience development; through engagement with television broadcasters to air local productions. As a result, specific TV channels airing local content have been set up on the PayTV platforms. In addition, public shows have been held at universities, within the community to showcase Ugandan productions. Cinemas have further established dedicated days for audiences to watch Ugandan film productions.

Bridging the digital divide:

UCC has spearheaded several interventions towards digital skilling with the goal of stimulating the utilization of broadband services. These interventions are being undertaken within the unserved communities targeting special interest groups like the elderly, women and girl child, youth, SMEs and PWDs. Significant results over the period include.

Key successes include.

- i. Skilling of over 15,000 Youth groups in ICTs and Multimedia resulting in employment creation and improvement of household income. These youth groups have become more efficient as they operate their businesses.
- ii. Skilling of over 50,000 women in the informal sector. This has helped reduce the gender digital divide but has also enabled women and the girl child utilise ICTs for social economic purposes.
- iii. Enhanced e-agriculture uptake, that has resulted in increased productivity, access of information for productivity and acquisition of digital skills by farmers. Over 20,000 farmers benefitted from the initial pilot undertaken in partnership with Uganda National Farmers Federation, and this has since been scaled up to enhance service delivery and content creation for e-agriculture among small holder farmers
- iv. Support to PWDs through: Deployment of specialized e-learning technologies for PWD schools (4 each year); and provision of ICT equipment including braille embossers delivered through NUWODU. UCC



has further trained over 1500 girls and women with audio and visual disabilities in 50 districts

- v. Device projects where low-income households in unserved and underserved communities are provided with solar powered, data enabled smart devices to stimulate their consumption of digital services. Over 10,000 households in over 30 districts including Nebbi, Zombo, Maracha, Yumbe, Koboko, Kitgum, Omoro, Kiryandongo, Nakaseke, Kyenjojo, Bundibugyo, Rubanda, Gomba, Amolatar, Dokolo, Manafwa, Mayuge, Bugiri, Moroto, Amudat, Butaleja, Kaliro, Buyende, among others. The distribution exercise involved; installation and provision of basic training for each of the beneficiaries, SIM Card registration and basic digital literacy to enable the uptake of digital content covering e-agriculture, e-education,



International Relations

UCC represents the Uganda's communication sector at various international forums, to ensure that Uganda's interests are considered and harmonized with global policies and standards. During the quarter, UCC participated in the various forums, summarized below.

Statutory Membership Meetings: Shaping Global Dialogues: Uganda is among the thirteen (13) African countries that sit on the 48 member ITU Council. This Council serves as the governing body between the Plenipotentiary Conferences. Uganda further sits on the governing Universal Postal Union Council of Administration, the AFRALTI Governing Council and the ITSO Advisory body. These collective involvements underscore Uganda's commitment as a dependable member, contributing significantly to both technical expertise and strategic governance. The engagements also provided crucial opportunities for high-level strategic networking and peer-to-peer benchmarks.

Technical and standards development meetings: Uganda has provided technical inputs and advisories to the various standards development bodies within the global ICT space. These technical engagements are important for shaping the technical landscape for communication services as well as fulfilling its technical obligations in the inclusive standards development process within the telecom, broadcast, posts and courier, cybersecurity, digital financial services, audio-visual development, regulation, among others. Operating at the expert level, these study groups significantly contribute to capacity development, especially within UCC's technical departments.

Global Industry Affiliations: UCC actively participated in key industry affiliated engagements to be able to obtain firsthand insights on developments within the global ICT space. These include the ICANN Government Advisory Committee, Mobile World Congress, International Broadcasting Convention (IBC), and the Wholesale Telecoms Event among others. These global interactions played a pivotal role in seamlessly integrating UCC into the broader global ICT ecosystem, ensuring the organization stays abreast of and responds effectively to industry-specific and public policy issues.

UCC Hosted meetings: During the period under review, UCC hosted the ITU Global Symposium for Regulators (GSR-24) which brought together the world's telecommunication and information communication technology regulators, policymakers, and industry stakeholders to share experiences, exchange ideas, and collaborate on the best regulatory practices and policies. The event was attended by over 600 international delegates, who discussed various regulatory topics leading to the development of the ITU's Regulatory Best Practice Guidelines. In addition, UCC has equally hosted several technical meetings for the Universal Postal Union (UPU) bringing together regional experts within the postal and courier ecosystem to discuss key issues affecting the industry. Other engagements include East African Community Organization (EACO) working group meetings, Northern Corridor Infrastructure Initiative meetings and several benchmarking visits from sister policy makers and regulators from various African countries.



PETROLEUM AUTHORITY
OF UGANDA



UGANDA'S JOURNEY TO FIRST OIL:

THE STRIDES IN CREATING LASTING AND SHARED VALUE

By Gloria Sebikari

**Manager Corporate Affairs
Petroleum Authority of Uganda**

Uganda's oil and gas sector continued to make remarkable strides in 2025, registering major progress across all four flagship projects: the Tilenga and Kingfisher developments in the Upstream, the East African Crude Oil Pipeline (EACOP), and the Uganda Refinery Project.

The Upstream Projects

Operated by TotalEnergies EP Uganda, the Tilenga Project includes six oil fields and over 400 wells, with a total estimated cost of USD 6 billion. By the end of September 2025, over 149 wells had been drilled using three drilling rigs. Land acquisition for the project is close to fully completed, with 4,948 out of 4,954 project-affected persons (PAPs) already compensated.

The Kingfisher Development Area (KFDA), operated by China National Offshore Oil Corporation (CNOOC) Uganda Limited, consists of four oil fields and 31 wells and is estimated to cost USD 2.5 billion. By June 2025, 13 of the 15 wells required for First Oil had been drilled using a single drilling rig. Land acquisition was fully completed by June 2024, with all affected persons compensated.

The upstream projects involve the construction of well-pads, drilling of wells, construction and installation of facilities to produce, treat and evacuate the petroleum from the fields, and construction of associated infrastructure such as the central processing facility (CPF), support bases, fabrication yards, access roads and accommodation camps, among others. Overall progress for the upstream projects was close to 65% by the end of September 2025.

The East African Crude Oil Pipeline

Stretching 1,443 km from Hoima, Uganda to Tanga, Tanzania, this 24-inch diameter pipeline is projected to cost USD 5 billion. The project includes 17 construction camps (5 in Uganda, 12 in Tanzania) and 6 pump stations (2 in Uganda, 4 in Tanzania). Land

These developments, worth close to USD 20 billion, are being implemented simultaneously, all geared toward the delivery of First Oil in 2026 and the creation of lasting value for Ugandans.



acquisition is nearly complete, with 96% of Project Affected Persons (PAPs) in Uganda (3,512 out of 3,660) and 99% in Tanzania (9,823 out of 9,927) compensated. The overall land acquisition progress stood at 98%, and the overall EACOP project was 65% complete by the end of September 2025.



98%

Overall land acquisition progress

65%

Overall EACOP complete by end of September 2026.





The Uganda Refinery Project

The Government of Uganda plans to construct a 60,000 barrels-per-day crude oil refinery in Kabalega Industrial Park, Hoima District. All the required land has been acquired, and an Implementation Agreement has been signed between the Government of Uganda and Alpha MBM Investments from the United Arab Emirates (UAE).

The refinery's construction is expected to take three years, and its completion will mark a transformative step in Uganda's energy value chain, ensuring more domestic value addition, job creation, skills and technology transfer, and boosting industrialisation.

National Content

With Ugandan companies and Ugandans increasingly developing the capacity to handle high-level engineering works, operations in the industry are more efficient. The level of engineering work in the country is unprecedented. This has been due to unbundling the civil works and engineering contracts, which have

given Ugandan entities the opportunity to grow the required capacity.

The sector directly employs 17,200 people, 89% of whom are Ugandans. Around 5,200 workers come from host communities. This has generated an additional 135,000 indirect and induced jobs. Ugandans now hold 63% of management, 93% of technical, and 98% of support roles, reflecting strong national engagement.

Over 14,000 Ugandans have received training and certification in oil and gas disciplines, while more than 300 government officials have gained specialised expertise. Furthermore, fifteen vocational institutions with globally recognized accreditation now offer oil and gas programs locally.

The National Supplier Database (NSD), now a Joint Qualification System, includes 3,059 registered companies, 80% of which are Ugandan.

By end of 2024, 53% of awarded contracts went to local businesses, underscoring Uganda's commitment to inclusive growth and sustainable development.

Between 2017 and 2024, over USD 2.23 billion in contracts, 41% of the total value, were awarded to Ugandan companies, including USD 28.3 million to community-based businesses.



Sector Linkages:

The Petroleum Authority of Uganda (PAU) has played a pivotal role in fostering strong linkages between the oil and gas sector and other key areas of Uganda's economy, including agriculture, housing, tourism, finance, and health. Through commissioned studies and multi-sectoral stakeholder engagements, PAU has identified opportunities where oil and gas developments can spur growth across these sectors.

The agriculture has benefited from new markets for high-standard food supply chains, while housing demands in regions like the Albertine Graben have opened up real estate investment opportunities. The tourism sector is being strategically integrated to ensure oil activities enhance, rather than disrupt, tourism through better infrastructure, growth in the hospitality industry, and promotion of geo-tourism. Similarly, increased demand for banking, insurance, and healthcare services in oil-rich regions is driving growth in the financial and health sectors.

These cross-sectoral linkages are driving economic diversification, job creation, industrial growth, and enhanced infrastructure. They also position Uganda to explore broader export opportunities by elevating the competitiveness of local industries. Ultimately, these developments ensure that the oil and gas sector acts not as an isolated industry, but as a catalyst for inclusive and sustainable national development.

To support sustainable waste management, three state-of-the-art facilities have been established in Hoima and Kikuube districts to handle both drilling and general waste safely.

Environmental Sustainability

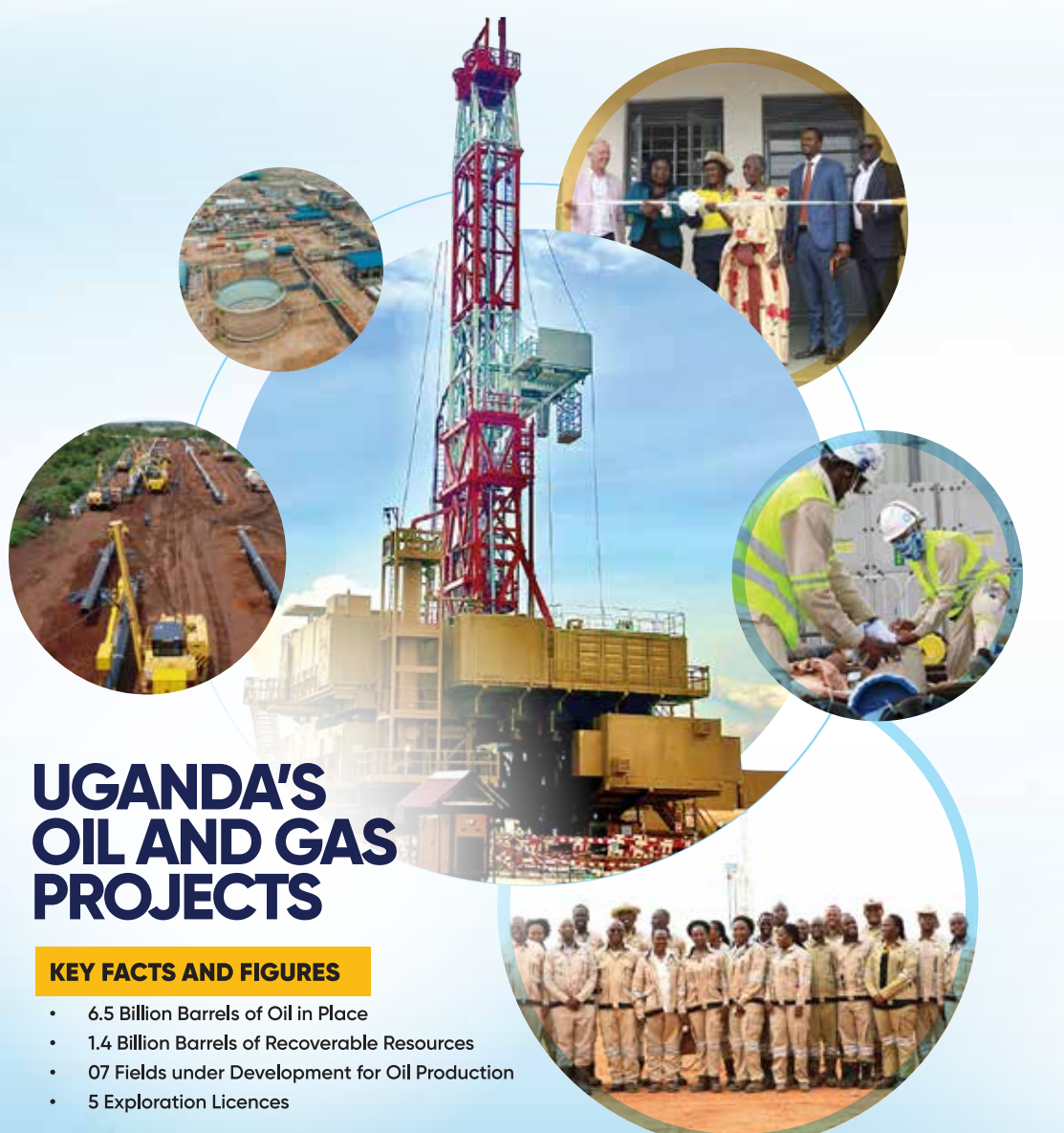
In line with the sector's steady progress, significant strides have been registered in integrating environmental safeguards across all petroleum activities. Since the confirmation of commercial oil and gas resources in 2006, the government has implemented a robust policy and legal framework to address potential environmental and social risks. No oil and gas project proceeds without securing an Environmental and Social Impact Assessment (ESIA) certificate from the National Environment Management Authority (NEMA), a requirement that has been met by all ongoing projects, including Tilenga, Kingfisher, and EACOP.

The PAU, in partnership with agencies like NEMA and the Uganda Wildlife Authority (UWA), regulates and monitors environmental compliance throughout the project lifecycle, from design to decommissioning. This includes the application of best available techniques, the deployment of on-site field officers, quarterly ecological audits, and the implementation of a national oil spill contingency plan.

Furthermore, Uganda is working with licensed oil companies to implement a 'net gain' policy in ecologically sensitive areas, and to reduce carbon emissions by using the natural gas to produce Liquefied Petroleum Gas (LPG). LPG is key in addressing deforestation and promoting cleaner cooking solutions.

These initiatives demonstrate Uganda's commitment to ensuring that the development of its petroleum resources proceeds in an environmentally responsible and sustainable manner.

As the progress to First Oil takes centre stage, the focus remains on ensuring that all the necessary infrastructure and systems required for production, processing and transportation bring lasting value to Ugandans and the partners in development for decades to come.



UGANDA'S OIL AND GAS PROJECTS

KEY FACTS AND FIGURES

- 6.5 Billion Barrels of Oil in Place
- 1.4 Billion Barrels of Recoverable Resources
- 07 Fields under Development for Oil Production
- 5 Exploration Licences

FLAGSHIP PROJECTS

2 Upstream Development Projects

- Tilenga Project – 190,000 Barrels Per Day Peak Production
- Kingfisher Project – 40,000 Barrels Per Day Per Day Peak Production

2 Midstream (Commercialisation) Projects

- 1443km East African Crude Oil Pipeline from Hoima (Uganda) to Tanga (Tanzania)
- 60,000 bopd Uganda Refinery Project, which includes a 200kms petroleum products pipeline

Creating Lasting Value in Uganda's Oil Journey



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Petroleum Authority of Uganda



UECCC - FACILITATING ACCESS TO CLEAN, MODERN ENERGY SERVICES

MANDATE

The Mandate of the Uganda Energy Credit Capitalisation Company Ltd (UECCC) is to catalyse financing for Renewable Energy Project development and increased access to clean and modern energy technologies. The company pools resources (majorly grants) from Development Partners and the Government of Uganda in order to channel the same towards the development of renewable energy generation, distribution and access programs.

The Company makes use of limited public resources to leverage private sector participation and contribution towards the huge financing goals to deliver access to electricity to Ugandans especially those living in the rural areas.

The Company's key intermediating partners are Energy Service Companies dealing in clean energy technologies and Financial Institutions including Savings and Credit Co-operative Organisations (SACCOs) and Microfinance Institutions (MFIs).

The Mandate of the Company is aligned with the Government National Development Plans and the NRM Manifesto.

The mission of the Company is to provide innovative financing initiatives and technical assistance to enable participation of the private sector and other stakeholders so as to enhance development and access to renewable energy.

UECCC PROJECTS AND PROGRAMMES

UECCC is currently implementing two flagship projects: The Electricity Access Scale-Up Project (EASP) - Financial Intermediation Component and The ORIO Mini Hydropower Project.

1. The ORIO Mini Hydropower Project entails construction of nine (9) mini hydropower plants (combined capacity of 6.7 MW) and construction of a local distribution network (288 KM) in the project area as well as connecting up-to 71,081 households and 2,300 SMEs in the project area (Kasese, Bushenyi, Mitooma, Hoima, Kabarole, Bunyangabu and Bundibugyo Districts) as a single project. The project is funded by the ORIO Infrastructure fund (Now "Invest International") of the Netherlands Government and the Government of Uganda.
2. The EASP is a World Bank funded project that is directly supporting the expansion and strengthening of Uganda's electricity distribution network and scale-up service connections by facilitating at least one million electricity connections covering households, commercial enterprises, industrial parks, mining centres, public institutions, refugee settlements and their host communities. UECCC is implementing the financial intermediation component of the EASP project (USD 110 million) and will provide financial, technical and other support for off-grid and clean energy access and productive use of energy. Energy access includes solar home systems, solar systems for commercial enterprises, clean cooking solutions for private and public institutions and productive uses of energy such as water pumping, irrigation, refrigeration and cooling, water heating, and grain milling (powered by both on-grid and off-grid energy sources).

PROGRAMMES UNDER THE EASP FINANCIAL INTERMEDIATION COMPONENT

1. Result Based Financing Programme:

Result based grants through Energy Service Companies (ESCOs) to address affordability constraints faced by end users and market entry barriers inhibiting market entry by Energy Service companies into unserved and underserved areas.

UECCC is partnering with accredited Energy Service Companies (ESCOs) to discount prices for off grid solar systems for lighting and charging (solar lantern prices are discounted by 60% and the prices for Solar systems with two lights are discounted by 50%); Clean cooking solution prices powered by solar, briquettes, ethanol, biogas, electric

pressure cookers and liquefied petroleum gas are discounted by 30% - 50% depending on the technology; productive uses of energy equipment such as water pumping, irrigation, refrigeration and cooling, water heating and grain milling are discounted by 60%.

2. Credit Support Facility (CSF):

The CSF provides Lines of Credit to Participating Financial Institutions for on-lending to end users (households and enterprises) for the acquisition of solar technologies for lighting and charging, internal wiring of premises (household and institutional), three phase connections for on-grid electricity, productive uses of energy (on grid and off grid), and clean cooking solutions for households and institutions.

The clean cooking solutions include liquefied petroleum gas (LPG), solar, ethanol, biogas, e-cooking solutions and improved biomass cookstoves. The interventions cover the whole country, including Refugees and Refugee Host Districts (RHDs).

The Facility also entails provision of working capital loans to Energy Service Companies including suppliers of Solar Home Systems, Solar Productive Use Equipment and Clean cooking solutions.

3. Solar Electrification Programme for Public Institutions

The Programme provides grant financing for electrification of public institutions including public schools, public health centres and public water supply systems through standalone solar technologies.

4. Clean Cooking Programme for Public Institutions

The Programme provides grant financing for the provision of clean cooking solutions to public institutions including public schools, public health centres, police stations and prisons.

5. Technical Assistance Facility

The Facility supports beneficiaries and other key project stakeholders to build capacity and skills to address barriers to effective service delivery. The eligible beneficiaries are Participating Financial Institutions, Energy Service Companies, and other stakeholders.



Solar water pump system for irrigation being used in Gulu City.

KEY ACHIEVEMENTS TO – DATE

Catalysing Lending for Renewable Energy

UECCC plays a catalytic role in accelerating clean energy access by extending concessional funding including grants, soft loan facilities for Energy Service Companies, Partial Credit Risk Guarantees to Financial Institutions, and Technical Assistance to Participating Financial Institutions (PFIs). Key Achievements include:

► Support to Financial Institutions

A total of 27 Financial Institutions have been supported to initiate energy lending, through Lines of Credit

facilities for end-user financing and working capital loans for energy companies. These interventions have enabled PFIs to develop stand-alone clean energy loan products, thereby mainstreaming energy lending within Uganda's financial sector.

► Support to Energy Service Companies (ESCOs)

Through the Price Subsidy Scheme, 87 ESCOs have received support to expand outreach and deliver renewable energy products to Ugandans.

▶ Financial Mobilization & Leverage

▼ UECCC has successfully mobilized substantial financing from Development Partners to support renewable energy projects and programs across Uganda. These include:

i) **The World Bank**

- \$110 million for the Electricity Access Scale-up Project – Financial Intermediation Component (2023-2027)
- \$10 million for Energy for Rural Transformation Phase III (ERT III) – Financial Intermediation Component (2017-2023)
- \$6.5 million for Energy for Rural Transformation Phase II (ERT II) (2010-2016)

ii) **ORIO Infrastructure Fund (The Netherlands Government)**

- €13.1 million to implement the ORIO Mini-Hydro Power Projects, that entails development of nine (9) mini hydro power plants as a single project.

iii) **KfW Development Bank**

- €1.5 million for Early-Stage Transaction Advisory Services, enabling project preparation and bankability. Support was made available to Independent Power Producers (IPPs) to cover preparation of full feasibility Studies, Technical Evaluation of milestone project studies, Technical Validation of Environmental and Social Impact Assessment (ESIAs), Business Plan Preparation, Financial/Economic Modelling, Market and Risk Assessment, Marketing Projects to UECCC Participating Financial Institutions and other Equity Investors, and Valuing of Projects for Sale.

iv) **GIZ (German Development Cooperation)**

- \$750,000 for Clean Development Mechanism (CDM) technical support under the Programme of Activities (PoA).

▼ As of September 2025, UECCC had disbursed and committed UGX 76.7 billion in concessional funding to PFIs for on-lending for acquisition of renewable energy technologies and working capital needs of Energy Service Companies.

▼ This funding has leveraged an additional UGX 74.4 billion from PFIs' own resources, achieving a 1:1 leverage ratio.

▼ The combined total of UGX 151 billion has been deployed toward financing renewable energy projects and programs.

▼ PFIs and Energy Service Companies also contribute additional resources such as:

- Co-marketing and outreach expenses
- Human resource deployment
- Use of branch networks and infrastructure to disseminate the clean energy programs.

▶ Price Subsidy Program for Clean Energy Technologies implemented in partnership with ESCOs.

UECCC has mobilized and committed UGX 134 billion toward the Price Subsidy Program for clean energy technologies, aimed at reducing the cost of renewable energy technologies for Ugandan consumers. This initiative is implemented in partnership with ESCOs to ensure affordability and widespread adoption.

▶ Impact on Energy Access

As a result of the above UECCC interventions, over 2,400,369 Ugandans have gained access to clean energy solutions, including:

- 342,863 Solar home systems and solar lanterns for lighting and charging
- 136,500 Clean cooking technologies (improved efficient biomass stoves, electric pressure cookers, ethanol stoves, biogas, liquidised petroleum gas, solar cookers)
- 2,354 Productive Uses of Energy (PUE) equipment such as solar water pumping, solar irrigation, refrigeration and cooling, solar water heating and grain milling.

These investments enhance the delivery of renewable energy financing programs, especially in peri-urban and rural communities.



Cooking made easy with an Ethanol stove in Soroti City

► Early-Stage Technical Assistance Programme for Independent Power Producers (IPPs)

Through its Technical Assistance (TA) Programme, UECCC has played a pivotal role in supporting local Independent Power Producers (IPPs) to develop bankable renewable energy projects. This support is delivered through Early-Stage TA funding, which enables developers to undertake critical preparatory activities necessary for project viability and investment readiness.

Key Outputs



Early-Stage Technical Assistance: Provided to eight (8) local IPPs, facilitating the completion of essential studies such as feasibility assessments, environmental and social impact analyses, and financial modelling.



Matchmaking Services: Enabled connections between local developers and potential equity investors, strengthening the financial structure and bankability of the projects.



Generation Capacity Supported: The assisted IPPs represent a combined generation capacity of 76.7 MW, contributing significantly to Uganda's renewable energy pipeline.

This initiative has enhanced the ability of local developers to attract investment and move projects toward implementation, reinforcing UECCC's role in accelerating clean energy development in Uganda.

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How Government and UWESO Are Transforming the Lives of Uganda's Street Children



Jolly Kamugira Kaguhangire
CEO of UWESO (Uganda Women's Effort to Save Orphans)

Every year, hundreds of children find themselves on the streets sleeping on pavements, begging at traffic lights, or lost in the chaos of urban life. They are on the streets for reasons beyond their own control, because some have fled domestic violence, others have been trafficked, or neglected.

Recognising this growing crisis, the Government of Uganda, through the Ministry of Gender, Labour and Social Development, Kampala Capital City Authority (KCCA), district local governments, and civil society actors, partners with UWESO to give these children a second chance.

In the past four years, 1,824 children and youth have been rescued, rehabilitated, and successfully reintegrated through the Masulita Children's Village, a home managed by Uganda Women's Effort to Save Orphans (UWESO). This remarkable transformation is not a matter of chance but the outcome of deliberate, coordinated efforts between UWESO and the Government of Uganda, working hand in hand to restore dignity and hope to children once trapped in the streets. At the heart of this partnership lies a shared vision of creating a Uganda where every child grows healthy, receives education, and is safe from exploitation. The government's initial commitment was pivotal through providing the policy framework, technical guidance and support that empowered UWESO to reach the country's most vulnerable.

The government's role through UWESO in rescuing street children has been multifaceted and deeply impactful. From building UWESO's capacity to manage Orphans and Vulnerable Children programmes, to providing food supplies and logistical support, the partnership has made it possible to transform hundreds of lives each year. At a national level, UWESO works closely with the Ministry of Gender, Labour and Social Development, and the Office of the Prime Minister, as well as agencies like National Agricultural Advisory Services, NAGRIC, the Uganda Police, and Uganda People's Defence Forces. While local level partnerships have been with district-level officers in community development, probation, health, and education, government has strengthened every stage of the rescue and rehabilitation chain. Joint efforts in information management, advocacy, and resource mobilisation have further enhanced UWESO's ability to trace families, monitor reintegration, and influence national child protection policies ensuring that every rescued child is not only saved but also given a real chance to thrive.

Over the years, the partnership between UWESO and the Government of Uganda has yielded remarkable, measurable results in transforming the lives of vulnerable children. Through coordinated rescue and rehabilitation efforts, the number of children withdrawn from the streets and successfully reintegrated into families and communities has steadily increased. This collaboration has also strengthened legal enforcement, leading to more frequent prosecutions of child traffickers and a stronger deterrent against exploitation. Improved case management and information systems have made it easier to track each child's progress, ensuring that support is timely, effective, and tailored to individual needs. In addition, the partnership has facilitated the establishment of income-generating activities that promote self-sustainability within UWESO's programmes - a crucial step toward ensuring that rescued children continue to thrive long after leaving rehabilitation. Together, these achievements highlight a partnership that delivers not only immediate rescue but also lasting impact.



A UWESO organized Christmas party for MCV children in 2024 with Natasha Museveni representing Maama.



Doreen Ankunda, Commissioner of Pre-Primary and Primary Education Standards - Ministry of Education and Sports, Mr Aggrey Kibenge, PS Ministry of Gender, Labour and Social Development, CEO UWESO, Natasha, Hon. Molly Asimwe, and partners who donated a Dormitory for boys at MCV

Three Pillars of Change: Rescue, Rehabilitate, Reintegrate

UWESO's rescue initiative is both systematic and compassionate. Working closely with the Uganda Police and local enforcement teams, government through KCCA identifies "hotspots" where children in crisis are concentrated. From there, joint rescue operations are carried out, leading to safe transfer of the children to the UWESO homes.

Guided by its vision of a Uganda where every child grows healthy and thrives in a peaceful world of opportunity, UWESO continues to challenge the harsh realities of street life, recognising that no child's potential can flourish on the streets. Through its 2021–2030 Strategic Plan, UWESO is working tirelessly to rescue children from crisis, restore their dignity, and reintegrate them into nurturing, child-friendly environments where they can learn, grow, and build a brighter future. UWESO's rescue, rehabilitation, and reintegration initiative is a carefully coordinated process built around compassion, structure, and accountability.

At the centre of this effort is Masulita Children's Village (MCV), Uganda's first and oldest rehabilitation centre for rescued children. Here, every child's journey begins with rescue and restoration. Once withdrawn from the streets, they are provided immediate medical screening, treatment, and, when necessary, referred to specialised hospitals. But healing goes beyond the physical. At MCV, each child's journey toward recovery begins with a thorough case registration process that captures personal information, background, and immediate needs. They each receive essentials like food, clothing, education, and life skills training that restore

dignity and unlock potential. Trained social workers register the children and conduct detailed assessments to determine the kind of support required by each child, whether medical care, counseling, education, or family tracing. Every child is given a personalised case plan designed to guide their rehabilitation, reintegration journey, and education. This is followed by targeted interventions that include counseling, education, skills training, or, in some cases, family reunification.

As the plan is implemented, children receive both direct support and referrals to specialised services. Psycho-social care helps them overcome trauma, while education and skills training prepare them for self-reliance. Throughout this process, progress is closely monitored through family-centred follow-ups, ensuring that every step taken aligns with the child's best interests.

The process continues until the child is ready to rejoin society. Reintegration is done by family tracing to ensure that children return to safe environments. In cases where the home situation is unsuitable, UWESO collaborates with schools or community foster systems to find alternative placements.

This structured approach has allowed UWESO to transform countless lives, turning moments of rescue into lasting stories of renewal and hope.

UWESO approach is child-centred. Its prioritise the child's best interest, even if that means finding a new community or school where they can thrive.

Rays of Hope and Resilience

Once the children complete their rehabilitation at MCV, their journey towards rebuilding their future begins. Many are enrolled in UWESO schools to continue their education, while others are reunited with their families after careful assessment and tracing. However, for a number of children, returning home is not always the best option due to the harsh living conditions and limited economic opportunities within their families. In such cases, UWESO ensures they remain in safe, supportive learning environments where they can thrive. Older adolescents and teenagers are guided toward technical and entrepreneurial training programmes, learning skills such as tailoring, welding, and other crafts that empower them to become self-reliant and productive members of their communities.



Early education for the young ones going on at MCV



Maama celebrating her 76th birthday with the UWESO MCV children



At MCV doing screening after the rescue from the streets of Kampala



Maama celebrating her 76th birthday with the UWESO MCV children



Maama celebrating her 77th birthday with UWESO MCV children

Sustaining the Impact

Looking ahead, UWESO is deepening its partnerships and focusing on sustainability. Through resource mobilisation and the creation of income-generating projects, the organisation aims to expand its reach and strengthen its support for orphans and vulnerable children.

The goal, as outlined in UWESO's Strategic Plan of 2021 to 2030, is to build a Uganda where every child grows healthy, educated, and hopeful in a peaceful world of opportunities.

This vision extends beyond government and UWESO; it calls for the involvement of communities, private sector actors, and civil society organisations. By investing in safe spaces, supporting children's homes, and contributing financial or in-kind support, everyone can play a part in ensuring that no child is left behind.

In Uganda's journey toward social transformation, UWESO and government remain steadfast partners, ensuring that every rescued child steps into a future filled with hope, safety, and endless possibilities.

The writer is the CEO UWESO



Celebrating Maama's 77th BD in Nakasongola with UWESO Migyera children

Happy 63rd Independence Anniversary

The *Patriotic Post* Magazine joins the nation in celebrating this proud milestone of freedom and progress.

The Board of Directors, Management and Staff of The *Patriotic Post* wish to extend their heartfelt congratulations to **H.E. Yoweri Kaguta Museveni**, the Government, and the People of Uganda on 63 years of independence, unity, and resilience.

As we reflect on our nation's journey, we celebrate the spirit of hard work, innovation, and patriotism that continues to define us as Ugandans. May this day remind us of how far we have come—and inspire us to build an even brighter future together.

We also take this opportunity to thank all our readers and partners for standing with us in our quest to provide our readers with incontrovertible data regarding our nation's development agenda.

Here is to a peaceful, prosperous, and self-reliant Uganda.

Happy Independence!



SPORTS AS A GROWTH ENGINE



Uganda Harnesses a 1964 Legacy for a Tenfold Economy by 2040



From Obsolete Law to Modern Governance

For nearly six decades, the **National Council of Sports Act (1964)** guided Uganda's sports. But as the global sports economy evolved, the old law became obsolete — treating sports merely as leisure.

The Sports Act 2023, now in force, marks a turning point. It professionalises sports governance, recognises intellectual property rights, and mandates financial accountability for all clubs and federations.

"A football match is property—it creates value, it's traded, and it deserves protection."

— **Moses Magogo**, President, FUFA



The Act criminalises match manipulation, secures sports land under the NCS, and compels clubs to own property and hold regular elections. Over **51 national federations and associations** have since been registered — a major stride toward order and integrity.

Uganda's long-term vision to grow its economy tenfold — from USD 50 billion in 2023 to USD 500 billion by 2040 — is drawing strength from every productive sector. Sports is no longer just a pastime; it is a pillar of national transformation.

Under **Vision 2040** and the **National Development Plans (NDPs)**, sports has shifted from recreation to a strategic driver of economic growth, job creation, health, and unity.

"Sports is not just recreation anymore—it's a strategic economic sector. Every medal won, every stadium built, every club registered means jobs, investment, and pride for Uganda."

— **Dr. Patrick Ogwel**, General Secretary, National Council of Sports



Building the Infrastructure for Growth

Uganda's sports renaissance is visible in steel and concrete. From the new **Hamz Stadium (formerly Nakivubo)**, seating 35,000 fans, to the expanding **Mandela National Stadium (Namboole)** and the iconic **Hoima City Stadium**, the infrastructure drive under NDP III and IV is unmistakable.

Financed through the **Petroleum Fund**, the Ush 451 billion Hoima Stadium embodies the integration of oil wealth into human capital development.

"This is not just a football stadium—it's a multi-sport, multi-use facility for football, athletics, rugby, basketball and events."

— **Ambrose Tashobya**,
Chairperson, National Council of Sports



Hoima's project alone is expected to spark **sports tourism**, hospitality growth, and youth employment — turning the Albertine region into an economic corridor of its own.



Sports and the Tenfold Growth Agenda

The **Budget Monitoring and Accountability Unit (BMAU)** notes that sports in the EU contributes nearly **3% of GDP** — a model Uganda seeks to replicate through structured investment.

Already, results are visible. In 2024, Uganda's **National Senior Men's Cricket Team** debuted at the ICC Men's T20 World Cup, while **Team Uganda** bagged 20 medals at the **African Games in Accra** — the best haul since 1979.

"We are witnessing the fruits of structured investment. Uganda's athletes are now global ambassadors of our development story."

— **Dr. Patrick Ogwel**, NCS General Secretary

These triumphs echo government's deliberate funding for grassroots talent identification, coaching, and elite competitions under the NDP framework.



Unlocking the Sports Economy

While public funding has increased, the sector still grapples with inequality in resource allocation — with nearly **80%** of annual sports funding going to football. Yet, NDP IV recognises sports as part of the **Creative Economy Cluster**, linking it to **tourism, innovation, and employment**.

“Sports tourism around AFCON 2027 will open Uganda’s doors to investors. But the real win is inspiring the next generation to see sports as a career, not just a pastime.”

— **Joshua Cheptegei**, Olympic Champion

Kenya’s **Sports, Arts and Social Development Fund**, which mobilised Ksh 30.3 billion by 2021, offers a model Uganda could emulate to expand its sports financing and sustainability.



The NDP IV Vision for Sports

Under **NDP IV (2026–2030)**, sports is recognised as a driver of inclusive growth, with strategies focused on:

- Expanding sports infrastructure and regional stadia;
- Strengthening governance, transparency, and professionalism;
- Promoting **sports tourism** and private investment;
- Building youth skills and employment through sports enterprises.

“We’ve moved from seeing sports as recreation to seeing it as a national asset. Every stadium, every champion, every federation is a building block toward the Uganda we envision in 2040.”

— **Dr. Ogwel**, NCS



Conclusion: From Play to Policy



Sports is no longer a sideshow—it’s a strategic component of Uganda’s Tenfold Growth Agenda. As the country prepares to host AFCON 2027, the momentum of reform, investment, and pride continues to grow.

Sports is policy. Sports is progress. Sports is prosperity in motion.





Kyambogo University
Knowledge and Skills for Service

Kyambogo University: A Legacy of Growth and Excellence

Kyambogo University has experienced significant growth and transformation by fostering an environment conducive to academic excellence, expanding its student enrolment, upgrading its infrastructure, promoting staff development, and strengthening community involvement. The University focuses on five key strategic areas as outlined below:

H.E. Yoweri Museveni the President
and the First Lady officiating at a
virtual graduation ceremony.



Teaching and Learning

Kyambogo University provides high-quality, skills-oriented education, consistently enhancing its academic programmes to address the evolving demands of industry and society. As of 2025, the university offers 162 academic programmes, comprising 74 that have been reviewed and 29 newly accredited by the National Council for Higher Education (NCHE), including six PhDs in Science, Technology, and Industry, along with three in Special Needs and Rehabilitation

Studies. Student enrolment has surged remarkably, increasing from 18,128 in 2019/2020 to 21,385 in 2024/2025, facilitated by the Academic Management Information System (ACMIS). The university has also expanded access to higher education through regional learning centres in Soroti, Paidha, and Bushenyi, collectively supporting 3,200 students as of 2025.

Research, Innovation, Industrialisation, and Knowledge Generation

Kyambogo University is dedicated to promoting socio-economic development through research innovation, industrialisation, and knowledge generation. The university has established a Business Incubation Centre, supported by the African Development Bank (AfDB), to encourage entrepreneurship and the development of industrial skills. Research into cassava and banana as substitutes for wheat is currently underway. The university introduced the Competitive Research Grants Scheme in 2019/20, which has significantly increased research output. The university also advocates for scholarly publishing across various faculties.

Institutional Development

Kyambogo University has expanded from six faculties, two schools, and 37 departments to six faculties, six schools, one institute, and 59 departments, with the Graduate School reorganised into the Directorate of Research and Graduate Training to enhance postgraduate education. The academic staff increased by 38%—from 1,281 to 1,772.

Strategic Marketing, Community Engagement and Resource Mobilisation

The university has conducted several strategic marketing and community engagement activities. It has participated in regional and national exhibitions such as RUFORUM, the National Council for Higher Education (NCHE), and Uganda National Science Week. The institution has also contributed to corporate social responsibility initiatives like assisting flood and landslide victims in Bududa, repairing hospital equipment in various regions, and donating life jackets and educational materials to students crossing Lake Bunyonyi.



Several student and staff innovation, research projects, and products



These buildings provided enough room and a conducive environment for learning.



The university has undertaken several strategic marketing and community engagement initiatives to positively impact the communities it serves.



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UPGRADING ENTEBBE INTERNATIONAL AIRPORT FOR A BETTER PASSENGER EXPERIENCE

Entebbe International Airport's modified terminal building was opened to the public in January 2024 and all facilities are operational and running smoothly.

The imminent commission of a new 20,000 sqm terminal connecting to the current terminal will enhance terminal capacity to at least 3.5 million passengers per year.

The existing and ongoing upgrades being implemented are part of a 20-year National Aviation Master Plan aimed at catering to the growing traffic at Entebbe Airport and enhancing the passenger experience.

