MANIFESTO
2011 - 2015
NRM
YOWERI K MUSEVENI

FOR
PEACE, UNITY AND TRANSFORMATION FOR PROSPERITY
ACCELERATING PROSPERITY
FOR ALL

Better Service Delivery and Job Creation
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FOREWORD

It gives me great pleasure to present to the people of Uganda, the National Resistance Movement (NRM) Manifesto 2011. Based on this, NRM seeks the mandate of Ugandans to continue leading this country. Since 1986, Uganda has achieved considerable progress in promoting democracy, good governance and sustained positive economic growth and stability.

Democracy and Governance

Since 2006 when Ugandans last went to the polls and overwhelmingly voted NRM under the multiparty dispensation with a clear mandate to lead the country, significant strides on political and socio-economic fronts have been made. NRM has substantially delivered on pledges made in its 2006 manifesto. It is on the basis of its record of performance, unflinching commitment to the welfare of all Ugandans and its core values and vision of the future, that NRM is seeking a fresh mandate.

Over the last five years, the National Resistance Movement Government has made considerable progress in consolidating political stability, law and order, parliamentary democracy and respect for human rights.

The earlier years of military coups, armed groups, civil wars, refugee flows, human rights abuses, a failing state etc have now been put to an end. This is a monumental achievement hailed across the Country and is a hallmark that distinguishes NRM from other parties.
Institutions for building a firm foundation on which democratic Governance can be achieved are now firmly rooted. These Institutions include reintroduction of multiparty political system, independent Auditor General, Electoral Commission, Human Rights Commission, Independent Judiciary, Inspector General of Government and so on. These institutions are being consolidated.

In addition, a comprehensive decentralization program that provides space for citizens to participate effectively in decision making processes and bringing services closer to the people has been concretized.

NRM has vigorously promoted gender equality and empowerment of women for socio-economic transformation. Affirmative measures have increased women’s role in decision making and participation at all levels of society. The proportion of women in parliament is currently 30%. Additional points to female applicants who wish to gain entry to university has substantially increased enrolment of girls in tertiary institutions and the ratio of girls to boys in primary education has now reached 1. NRM policy will remain dedicated to gender-responsive development.

The remaining challenge is to consolidate and deepen the democratic process and gains so far achieved and to build a firm foundation for constitutional democracy in the country. Uganda must strive to sustain the substantial progress it has made in recent years under NRM leadership in order to realize her vision.
Economic Progress
Along with gigantic leap in consolidating democracy and good Governance, Uganda’s macro-economic performance, under the unswerving commitment of NRM, has been outstanding and has given hope and confidence to all Ugandans.

Uganda’s economic growth of more than 7.2% per annum achieved over the years is among the highest in Sub-Saharan Africa. In line with structural transformation taking place in the economy, the industrial and services sectors are now becoming major driving forces of growth relative to agriculture. Uganda needs to industrialize in order to transform itself into a modern and prosperous country. Under NRM leadership, the following have been achieved:-

• Impressive social progress and continued expansion of the economy which has grown six fold since 1986 and now stands at Ug. shs. 37.5 trillion (US Dollars 17 billion). This has significantly contributed to lifting the majority of Ugandans from income poverty.

• Against the background of macroeconomic stability, private-sector-led growth strategy and conducive investment climate, under NRM leadership, the country has successfully carried out exploration and discovered oil and gas in commercially viable quantities. It is imperative that the exploitation and management of oil and gas resources are placed in hands of competent and tested leadership.
• Uganda’s socio-economic transformation critically hinges upon application of science, technology and innovation as the main driving force. Ugandan scientists have the know-how to power the growth of the economy. Government has supported scientists and will continue to do so.

• Uganda has been at the forefront of promoting regional integration, specifically through building a strong East African Community (EAC), Common Market for Eastern and South Africa (COMESA) as well as Inter–Governmental Authority on Development (IGAD). The establishment of the East African Union is a major milestone towards full integration of East African economies and is expected to give the people a sizable market.

• Because of its unflinching commitment to the prosperity for all Ugandans, NRM has already formulated and launched a National Development Plan (NDP) (2010–2015) as a planning framework and instrument for accelerating a transformed Ugandan society from a peasant into a middle-income economy. NRM is the only Party that has already developed a comprehensive plan and has unmatched record of service to all Ugandans.

No doubt, significant and impressive achievements have been made by Uganda over the last five years under NRM leadership. Uganda must strive and build on these successes so far scored and take off into the future as a prosperous and middle-income country by 2017.
The challenge now is to create a professional and efficient public service at both central and local Government levels for effective service delivery to the people of Uganda. This is what Ugandans need most.

The NRM Election Manifesto 2011 builds and consolidates the measures and reforms that have already been taken. The focus in this manifesto is on the services that have direct link with the quality of life and human development especially health, education, water, sanitation, as well as infrastructure focusing on electricity and transport system.

The challenges are formidable. It is only NRM with its track record of performance and the vision of a secured future that can effectively respond to these challenges for Uganda to realize its potential and achieve its vision.

NRM is seeking a fresh mandate on the strength of its record of performance, for security, continued stability and for enhancing service delivery and creating jobs.

Yoweri Kaguta Museveni
Presidential Candidate 2011
National Resistance Movement (NRM)
PROFILE OF NRM PRESIDENTIAL CANDIDATE

Yoweri Kaguta Museveni became President of the Republic of Uganda on January 29, 1986 after leading a successful five-year liberation struggle that brought an end to the rule of tyranny. Museveni, politically active since his school days, got a Bachelor of Arts Degree in Economics and Political Science from the University of Dar es salaam. He was instrumental in the formation of FRONASA and the ousting of the 1979 Amin regime.

Yoweri Kaguta Museveni formed the National Resistance Army in 1981 to oppose Obote’s rule of tyranny. The NRA was the only guerrilla force that took power without much external support or a rear base in a neighbouring country. The NRA, starting with only 26 guns; and their base only 20 miles from Kampala, achieved sophisticated levels of organizational discipline and effectively overthrew Obote’s junta in January 1986.

Born in a peasant pastoralist background in 1944, Museveni started, at an early age, to mobilize his people against backwardness and the socio-political injustices that attended colonialism. His wide reading and association with Pan-Africanists like Mwalimu Julius Nyerere, further reawakened his political awareness.

After almost 20 years of political turmoil in Uganda, Museveni spearheaded reconciliation, leading to harmonious co-existence of different tribes, religious and political affiliations. The cornerstone of his programme
was the restoration of personal freedoms and the amelioration of the socio-economic conditions of the people. His election as Chairman of the Organization of African Unity in 1990/91, after only four years in power, demonstrated his international statesmanship.

On ascension to power in 1986, NRM methodically took Uganda back on the constitutional road from which she had been diverted by past regimes; leading to healing from social and political ills. A constitutional Commission gathered people’s views and made a draft constitution. A Constituent Assembly was elected to debate and enact the constitution, which was promulgated on 8th October 1995. Museveni challenged the CA Delegates to ensure that political institutions sprung from our social structures in order for us to be liberated from backwardness and set a path to development and prosperity. Without influencing the proceedings, he advised the delegates to distinguish between subjective demands and the objective realities that faced the country.

In 1996, Museveni offered himself in the first general elections since the abortive attempt of 1980, alongside two other candidates. He got a landslide victory with 75% of the votes, becoming the first directly elected president of Uganda. Under his leadership, Uganda continues to realize phenomenal economic growth and today claims a strong position in the community of nations.
INTRODUCTION

In this election manifesto, the National Resistance Movement (NRM) welcomes all Ugandans to the achievements so far registered since 2006 when Ugandans gave full mandate to NRM to lead the country. Sincere thanks go to all those who put trust in NRM as the best and most competent organization to govern the country. The trust Ugandans put in NRM was a result of its known track record of performance in the transformation of the country. NRM inherited, in 1986, a country in ruins. With a devastated economy, the country was collecting Shs. 5 billion in revenue which has catapulted a thousand times to Shs. 5 trillion. With this increased revenue collection as a result of the growth and development of the economy, as well as peace and security, the country is now able to implement critical and desirable programmes such as Universal Primary Education (UPE), Universal Secondary Education (USE), National Agricultural Advisory Services (NAADS), health and roads to mention only a few. NRM is the only political organization in the country today with such a track record of having brought about a fundamental change in the country.

As an organization in charge of Government, NRM has promoted the rule of law and provided an environment for Ugandans to enjoy their constitutional rights. It is pleasing to report that there is peace in all parts of the country. By the time of the last general elections (2006), Kony and the Lord’s Resistance Army (LRA) had
virtually been defeated and they had fled to Garamba in Congo, but many Ugandans from North and North-Eastern Uganda were still living in camps. It is a source of pride that as a result of peace ushered in by the people of Northern Uganda working closely with the Uganda Peoples’ Defence Forces (UPDF), Ugandans in the North and North-Eastern Uganda are no longer in camps. This is what the NRM promised the people. Now is the time for development of the areas that were affected by insurgency. Considerable progress through programmes such as Northern Uganda Social Action Fund (NUSAF) I and II, Peace Recovery and Development Programme (PRDP), rehabilitation of social infrastructure has been achieved and the people have gone back to their homes. In Karamoja, as promised in the 2006 election manifesto, after having launched a voluntary disarmament programme in 2002, NRM embarked on a forceful disarmament exercise that has seen many destructive guns removed from civilian hands. The guns in wrong hands have always been a source of insecurity. With peace in Karamoja, given a new mandate, NRM government will promote agricultural production as a priority to enable the region to be self sufficient in food production and eventually produce for the market.

In the last five years, NRM has invested a lot in the development of infrastructure and social services especially roads, Information and Communication Technology (ICT), health, education, water and sanitation, NAADS etc. The tremendous successes by these efforts are there for everyone to see. To mention a
few, the pioneers of the Universal Secondary Education, started in 2007 are now in senior four; rural water coverage has met the target of 65% as promised in 2006 manifesto; while the roads that NRM promised to tarmac have either been completed or construction is ongoing, or were designed and are due for construction; to mention but a few.

The leadership of NRM commends all its members for the continued support to the organization. Many members offered to take part in leadership of the organization by standing for leadership positions at various levels in the party structures. Sincere congratulations to all those who were elected to serve in the NRM leadership at various levels. Thanks also go to all those who participated in the competition for leadership positions referred to above but did not win. The strong interest exhibited in participating in these elections shows unique loyalty and love for NRM. NRM will forever be grateful to all its members for the enthusiasm and contribution to party activities and programs.

The enthusiasm with which members participated in the NRM primary elections for flag bearer positions in the forthcoming general elections in all parts of the country is a clear testimony that NRM is a mass organization. Notwithstanding the challenges, no other party in Uganda can hold such an election based on adult suffrage. All members are called upon to put NRM before self as is provided in the NRM Constitution. In this regard NRM members are discouraged from abandoning
the party line and offering themselves as Independent Candidates in the forthcoming general elections. NRM will continue with the process of democratization and building consensus within the organization. This will augment cohesion and harmony. NRM extends thanks to its various organs for mobilization and recruitment for the party which has enabled us to register a record 8.6 million supporters and it continues to grow. This is no mean achievement. The drive to recruit new members, including those from other parties, will continue. These new members are welcome and will enjoy all available opportunities in NRM.

In the next five years, given fresh mandate by Ugandans, NRM Government will continue the programmes as detailed in the relevant chapters of this manifesto. NRM will vigorously implement its zero-tolerance policy on corruption.

As detailed in this election manifesto, in the next five years, the thrust will be focused on betterment and effectiveness in service delivery, creation of jobs and consolidation of rule of law. Furthermore, the proposed investment in commercialization of agriculture will make Ugandans more prosperous. The NRM will invest in the development of the oil and gas sector and the proceeds therefrom will be used in the improvement of infrastructure and human resource development for prosperity for all Ugandans. The implementation of the above programmes will prepare the country for take-off to middle income status.
Chapter One: DEMOCRACY AND GOOD GOVERNANCE

1.0 Introduction
The NRM is fully committed to promoting and upholding democracy and good governance first as a core value, but also as a *sine qua non* for national transformation.

NRM, therefore, has diligently worked and continues to work for the following:

a) Peace, security, law and order, as well as equality of all citizens before the law;

b) Legitimacy of government, based on the consent of those who are governed through free, fair, and regular elections;

c) Existence of constitutional democracy where there is a separation of powers between Executive, Legislature and Judiciary;

d) Accountability, transparency and fight against corruption in all spheres of public life, especially in public service;

e) Competent government to formulate appropriate policies and implement them effectively;

f) Availability of Information and freedom of media.
1.1 Constitutionalism and the Rule of Law
The core commitment and value of NRM to upholding constitutionalism and the rule of law has been demonstrated since 1986 and shall be maintained in the years ahead. The single most defining feature of NRM administration has been the adherence to constitutionalism and the rule of law.

In 1994, the Constituent Assembly promulgated a new fundamental law of the Republic of Uganda, i.e. the Constitution. It defines the limits, authority and responsibilities of the various organs of the state, the rights and responsibilities of individuals, as well as their inter-relations and interdependence. The Constitution has grown and continues growing into a living document, mediating the basic exercise of power between the Executive, Legislature and Judiciary and providing bedrock for constitutional government and the rule of law.

a) Free and Fair Elections
The NRM views the holding of free and fair, regular and periodic elections, as a core and essential element in democratic governance.

The electoral process has been premised on electoral reforms introduced by the NRM, including but not limited to: secret voting, one ballot box in the open for all candidates; counting of votes and declaration of results at the polling station in full view of the candidates’ agents and public on the day of voting.
The Constitution of the Republic of Uganda mandates the Electoral Commission to organize and supervise the elections. The NRM Government has supported the Electoral Commission in executing its constitutional mandate, enabling it to deliver on elections for Presidency, Parliament and lower councils. This ensures that through an elected Executive, Parliament, its committees and Local Councils (over 1,000 Local Councils and 27,000 councilors), the people make their own decisions about their vital affairs.

Uganda today, has a fully functional multiparty system of governance, with the NRM as the majority party in the Executive, Parliament and Local Councils; and with an Opposition represented in Parliament, its committees and the Local Councils. Multiparty democracy has been restored and is taking firm root.

In February 2006, Presidential, Parliamentary and Local Council Elections, which were overwhelmingly won by the NRM were held. The Opposition disputed the results; and, accordingly, freely petitioned the Courts of Law, which on their part upheld the verdict of the people. This interplay of the people, the NRM, the Opposition and Judiciary around the electoral process, once again underlined the firm constitutional and democratic order in the country.

Up to no less than 20 Parliamentary bye-elections have been held since 2006, with most of them won by the NRM and a few won by the Opposition. In 2009, by-elections
for Local Councils in almost 2000 Electoral Areas were held. The holding of all these by-elections have helped to underscore NRM’s commitment to constitutionalism and the rule of law.

b) Human Rights and Justice
NRM is fully committed to the strict observance of human rights of each and every Ugandan, as well as the fullest flourishing of justice in the land. The NRM Government therefore, has continued to pursue programmes that promote human rights and freedoms as enshrined in the Constitution of Uganda.

Under the NRM Government, the freedoms of association, assembly and expression have been vigorously promoted and upheld. The Ugandan print and media is free and vibrant, with several new products appearing on the market daily.

The statutory human rights watchdog, the Uganda Human Rights Commission, has played its leadership role, contributing in ensuring that the strict observance of human rights remains a fundamental national imperative.

The NRM Government successfully pushed for a constitutional amendment, permitting dual citizenship. This has taken care of the interests of the several Ugandans who live and work in the Diaspora and wish to maintain their organic links with their homeland.
The NRM Government has worked to uphold the independence and vibrancy of the Judiciary. As pointed out above for instance, the Courts have nullified many parliamentary elections where by-elections had to be held. Where the Supreme Court found weaknesses in the electoral laws as a result of election petitions, we recently amended the electoral laws to incorporate the recommendations of the Supreme Court.

The NRM Government has enhanced access to judicial services throughout the Country by increasing the number of judges.

NRM promotes justice for all irrespective of one’s status, sex or creed. In order to administer justice more effectively at the local level, the NRM government passed the Local Council Court Act 2006. Under the Act, there are Local Council Courts at LCI, LCII and at Sub-county level. The Local Council Courts have powers to settle disputes in relation to the Children’s Act, matters governed by customary law i.e. dispute relating to marriage, customary heir, separation, divorce, etc. Furthermore, the Local Council Courts have jurisdiction over land held under customary Law. The Local Council Courts are nearer the population to administer local justice. However, these Courts have not been active because the opposition went to court and stopped elections of new Local Council leaders. After the general elections, new Local Council leaders will be elected and the Local Council Courts will be revived.
c) Law and Order
The NRM shall always work to promote and uphold law and order in the country, as a cornerstone for constitutionalism and the rule of law.

Over the last five years, the Uganda Police Force has registered a number of achievements in the fields of administration, infrastructure development, transport and equipment, human resources development and personnel welfare.

In infrastructure development, a total of 19 District Police Stations, 34 blocks of residential accommodations, and 8 Anti-Stock Theft Units zonal offices have been built and established.

In personnel development, the Uganda Police Force now has strength of 38,168 Officers, up from 14,000 in 2006. With the recruitment of an additional 5,000 Police Constables and 500 cadets this Financial Year, the number is expected to grow to 43,668 personnel. Thereafter, 3,500 constables and 500 hundred cadets shall be recruited every year until they reach the strength that approximates international policing standards, of 1:500.

The Way Forward

i) NRM shall continue working to protect and defend the Constitution of the Republic of Uganda and the
democratization process and defend the interests of the formally marginalized groups. The commitment to free, regular and fair elections shall be upheld at all times.

ii) NRM shall continue to consolidate and uphold constitutionalism and the rule of law and strengthen the legislature and in particular its oversight function;

iii) NRM shall continue working to protect and defend the human rights and freedoms of the people of Uganda;

iv) NRM shall continue working to protect and defend the independence of the Judiciary;

v) NRM shall enhance access to judicial services by recruitment of more judges and other judicial officers, and provision of supportive infrastructure, including more office space and computerization of the courts;

vi) The NRM Government will facilitate the Local Council Courts to enable them exercise their jurisdiction especially in settling land disputes in the villages. The Local Councils will be sensitized on their judicial powers and the procedures on how to deal with local matters. Also, the public will be sensitized on which cases they should report to the Local Council Courts;

vii) NRM recognizes the importance of national identification for all Ugandans and will ensure that Ugandans have national identity cards within the next five years;
viii) The challenge of providing adequate accommodation for the Police Force shall be decisively addressed over the next five years, directly through government budget and Public Private Partnerships.

ix) NRM shall continue the ongoing professionalization of the Police, including training and equipping it further to meet the emerging challenges of maintaining law and order.

x) Government will emphasize community-based policing every first week of the month, where police managers in the district will visit villages to sensitize communities on the combating of crimes such as human sacrifice, drug trafficking and abuse, human trafficking and terrorism.

1.2 Military and Security Forces
Uganda is now a totally peaceful country, with security assured for all citizens. The peace and security we are enjoying, is irreversible.

NRM pledged, in the 2006 election Manifesto, the complete annihilation of all terrorist groups from the country, as part of the continuing effort to ensure good governance in the country. This has been achieved with the complete expulsion of the LRA terrorists from Uganda and near total emasculation as a military threat.

The biggest achievement of the NRM Government has
been to see the people of Northern Uganda and Teso who were living in camps for internally displaced people now enjoying peace and security like the rest of Ugandans have done over the last twenty five years.

The NRM Government has remained a bulwark for stability in the entire region, ably and decisively containing the threat of global and regional terrorism. This has been possible because the NRM Government has maintained its high focus on the professionalization of the Uganda Peoples Defence Force which is now a Bi-Service Army with Land Forces and Air Force and building the capacity of its specialized units.

The consolidation of peace, defense and security has additionally been possible because of the maintenance of high professional standards for the security organizations. Other arms such as marines and Special Forces have also been formed and because of their highly specialized nature we are now enhancing the force capability, agility and lethality.

**The Way Forward**

i) *The maintenance of peace and security shall remain a fundamental policy priority over the next five years.*

ii) *The professional development of the UPDF shall continue through the implementation of the Defense*
Strategic Infrastructural Investment Plan (DSIIP).

iii) The maintenance of high professional standards for the security organizations shall continue.

iv) The Defence and Security Sector will continue to invest in defence diplomacy in order to contribute to peaceful resolution of conflicts internally, regionally and internationally and build the capacity to support the country’s foreign policy baselines of peaceful co-existence and good neighborliness.

1.3 Rehabilitation of War Conflict Ravaged Areas

As pledged in the NRM Manifesto 2006, the NRM Government embarked on the implementation of plans for the recovery and rehabilitation of war and conflict ravaged areas, as well as dealing with the issue of disarmament in Karamoja. These efforts are a reflection of the commitment of the NRM to the consolidation of good governance in the country, as outlined below.

Luwero-Rwenzori Development Plan

a) In May 2010, the NRM Government launched a 5 year Development Plan for the Luwero-Rwenzori Reconstruction Programme. This is an affirmative plan for an area which was affected by the NRM protracted war and the ADF insurgency.

b) Implementation of the Plan has commenced with the disbursement of Uganda Shillings 10 billion to
cover the 40 Districts in the two regions. Grants have been given, to cover interventions in 7 Districts in: commercialization of agriculture; roads and bridges; schools and water for production in the cattle corridor.

c) As the interventions continue being rolled out, additional efforts shall be directed at the establishment of secondary schools in sub counties, and primary schools in parishes, which have none.

**NUSAF**
a) The Northern Uganda Social Action Fund (NUSAF Programmes I and II), have been an effort to ensure that communities in the North are able to “catch up” with development processes in the rest of the country. This, yet again, clearly demonstrates the core belief of the NRM in good governance.

**NUSAF I**
The First phase of the Northern Uganda Social Action Fund registered a number of challenges. Despite these challenges some achievements were registered in areas of Teso and Lango. These include among others;

i) Construction of 2,693 classrooms, 1,221 teachers’ houses, 63 science laboratories, 20 Nursery schools and supplied 7,902 desks and chairs
ii) Sinking 1,074 boreholes
iii) 44 Health Units, 85 staff Houses and 31 OPD wards built
iv) 57 roads and 25 bridges constructed
36,631 heifers, 8,657 bulls and 22,748 oxen procured and distributed

**NUSAF II**

b) To sustain the improvement of the livelihoods for the people of Northern Uganda registered under NUSAF I as shown in the above achievements, the NRM Government accessed a loan of USD 100 million from the World Bank to finance NUSAF II as a successor programme, which was launched on 8th February 2010 and will address livelihood support programmes both in terms of grants and cash for work through Public Works. It will also support the community Infrastructure and this will a long way to compliment other initiatives in order to achieve the 4 strategic Objectives of the PRDP.

**Peace Recovery Development Plan for Northern Uganda (PRDP)**

The overall goal of the Peace Recovery and Development Plan for Northern Uganda launched by the NRM Government as per the NRM 2006 Election Manifesto was to consolidate stability, peace, recovery and development in Northern Uganda. Full implementation commenced with the allocation of Uganda Shillings 100 billion. This Financial year an additional 123 billion has been allocated for the implementation of PRDP to demonstrate the commitment of the NRM government towards recovery efforts in northern Uganda.
Under the PRDP the following has been achieved:

a) **Consolidation of law and order**
   This has included the establishment of 105 sub county Police Posts in the sub regions covered by the PRDP (including the Teso, Bukedi and Elgon sub regions), and the deployment there of 1200 Police Officers. 3,000 Anti Stock Theft Unit Personnel were trained and deployed in Karamoja to curb the problem of cattle rustling.

b) **Rebuilding and Empowering Communities**
   i) During the first year of full scale implementation of PRDP, a number of significant achievements were registered including: the construction of 722 classrooms, 275 teachers’ houses, 203 health workers’ houses, 36 Out Patients Wards and maternity units and 29 shallow wells 160 boreholes and 54 classrooms were rehabilitated.

   ii) To facilitate the return of Internally Displaced Persons (IDPs) to their ancestral homes, the NRM Government has procured and distributed 35,349 iron sheets. An additional 32,000 iron sheets have been procured by Government and will soon be distributed to the beneficiaries. 350 Ox ploughs, 700 Oxen and 350 heifers have been procured and distributed to beneficiaries in the Lango sub region.

   iii) In order to support the reintegration of the IDPs, the NRM Government has constructed 54 houses for the Traditional Chiefs of Acholi using Hydraform
technology. This is a demonstration that peace has fully returned to the region.

iv) The NRM Government has procured and distributed 60 hydraform brick making machines and trained over 500 youths from the 55 PRDP Districts. From these efforts, the following projects have been undertaken
• A modern Manyata comprising 20 Houses in Nadunget sub county-Moroto district;
• A modern housing estate comprising 20 houses and a Health Centre has been constructed in Nakapelimen in Moroto Municipality;
• 25 houses have been constructed in Wera Sub county in Amuria District;
• 20 Houses for the Kweyo women Group in Gulu District;
• A Health Centre and 2 Medical Staff houses constructed in Pabbo-Amuru District;

c) Revitalization of the Northern Economy
i) Up to 1,000 kilometers of roads have been opened across Northern Uganda. Major road links like Bugema-Busano, and others in the districts of Manafwa, Bukwo and Butaleja were rehabilitated.

ii) In order to promote commercial agriculture in the region and increase agricultural yields, 29 tractors have been procured and distributed for Acholi, Bunyoro, and Karamoja Sub-regions.
iii) Farmers in selected PRDP districts were assisted to open up land and plant crops as a way of improving food security and production. The sub regions were supported as follows: Karamoja - 2,312 acres; Acholi - 3,632.7 acres; Lango - 1,744.2 acres; Teso - 1,744.2 acres; West Nile – 872 acres.

d) Peace Building and Reconciliation
Under this strategic objective, a process of reconciliation and peace building has been embarked on. Through Amnesty Commission, mechanisms of local intra/inter communal conflict resolutions are being developed.

**Karamoja Integrated Disarmament and Development Plan (KIDDP)**
a) The NRM Government is committed to the complete disarmament of Karamoja and has continued to engage the people holding illegal guns to surrender them voluntarily in order to stomp out the incidents of banditry and anarchy in the Sub Region. This has been supplemented with the cross-border discussions with Kenya and the Government of Southern Sudan.

b) Government has commenced the branding of cows in Karamoja region to help on identification and recovery of animals

c) Government has launched the Karamoja Food Security Action Plan to address persistent hunger and food insecurity in Karamoja sub region. In this regard, Government procured and distributed 5 tractors and
engaged a private firm to plough, harrow and plant food for all communities, starting with groups of vulnerable people were identified in each parish.

Additionally, farm inputs like seeds, hoes, pangas, and slashers were availed to all the Districts of Karamoja as part of the Food Security Campaign.

**The Way forward**

i) The NRM Government shall consolidate the achievements of the recovery and rehabilitation plans for the formerly war ravaged and conflict areas over the next five years. In respect of the PRDP, the NRM Government has so far implemented one year of the three year Plan. Similarly other programs like NUSAF II, Luwero – Rwenzori Development Plan will be implemented over the next four years.

ii) The NRM Government shall ensure that security is maintained in Karamoja. This includes the complete elimination of: internal raids within Karamoja; raids by the Karimojong against their neighbors; raids aimed at the livestock of the Karimojong from across international borders. Beginning with this year, Government will introduce the Bolas tracking system to limit the cattle rustling within the Karamoja Region. The Bolas tracker will enable the people of Karamoja and Government to identify animals through a microchip inserted in the cattle.

iii) The NRM Government shall work with the neighbouring countries in the spirit of good neighborliness to end cross-
border raids into Karamoja.

iv) The NRM Government shall support and encourage resettlement and agricultural production schemes in fertile and green belts in Karamoja in order to ensure food security and sale of surplus.

v) The NRM Government shall support the gradual re-stocking of all the formerly war ravaged and conflict areas.

vi) Under the existing Government programmes such as NAADS, PRDP and others, government will provide appropriate technologies, especially oxen and ox-ploughs to support the commercialization of agriculture in Teso.

vii) The NRM Government shall build multipurpose water reservoirs (mini lakes) in catchment areas which have already been identified for human consumption, irrigation, farming and livestock, in the formerly war ravaged and conflict areas including Karamoja.

viii) The NRM Government shall construct security roads in Karamoja, Teso regions and the border areas of the neighboring districts to enhance the army’s capacity to hunt down the cattle rustlers.

ix) The NRM Government shall continue affirmative action in education, with the provision of scholarships in tertiary institutions, in the formerly war-ravaged and conflict areas.
x) The NRM Government shall put in place a program to address the social-economic plight of the people who suffered as a result of the Lakwena war in the Busoga and Bukedi areas. The emphasis will be on restocking and other income-generating projects.

xi) The NRM Government shall continue to appeal to friends of Uganda to support the development programme in Northern Uganda. Government will support the re-integration of the Youth and provide economic opportunities under the Northern Uganda Youth Development Programme through a network of satellite vocational training Centres and the Northern Uganda Youth Development Centre over the next 5 years.

xii) NRM Government shall procure a ferry on Lake Kyoga to link the areas of Lango (Amolatar), Teso (Serere), Buganda (Kayunga)- Ntimba and Busoga (Kamuli/ Bukungu). This will improve communication between Northern and Eastern Uganda. It will also increase the economic activity between and within these regions.

xiii) In order to expeditiously revitalize the socio-economic infrastructure of Teso which was destroyed by insurgency and cattle rustling, the NRM leaders from Teso region have proposed that a separate framework be established to handle the recovery of Teso. This is a good proposal. The NRM government is going study the proposal and come out with the mechanism of its implementation.
1.4 Decentralization
One of the democratic principles that NRM upholds is to give effect to the constitutional dictum, “All Power Belongs to the People” through devolution of governmental functions, powers and responsibility to the people at the appropriate levels where they can best manage and direct their own affairs. In this respect, the NRM decentralized powers from the central to district, municipality and sub county local governments. Each district has an elected council with an elected chairperson. The same applies to sub counties and municipalities.

New Districts and other lower local governments have been created in accordance with the Constitution and the wishes of the people. The local communities are now fully involved in the process of implementing their own programs under decentralization.

The Way Forward

i) The NRM shall continue implementing the policy of decentralization.

ii) The regional government arrangement shall be implemented in those areas of the country in which districts agreed to co-operate.

1.5 Empowering Special Interest Groups
a) Gender and Women
Over the last decade, the NRM Government has adopted and commenced the vigorous implementation of a national gender policy, outlining strategies and interventions for the empowerment of women. This has involved strengthening the legal framework, initiating legislation on domestic relations, sexual offences, and employment.

This has been in clear recognition of the fact that gender equality and equity are core values for the NRM, as well as being key determinants of sustainable economic growth and development.

The national gender policy further, has been highly successful, for example:

i) Through the affirmative action policy, the number of women in decision-making positions has grown.

ii) National machinery now oversees gender mainstreaming and the advancement of women.

iii) Violations against women and children are now dealt with under the Penal Code Act, with family protection being established at police posts, and sensitization and awareness-raising measures have been introduced.

iv) With respect to the HIV/AIDS pandemic, particular attention has been given to the prevention of mother-to-child transmission.
Way Forward

i. The NRM Government shall continue enhancing gender equity and equality.

ii. The NRM Government will expand the programmes for elimination of gender-based violence throughout the country.

iii. The NRM Government will uphold all the affirmative action clauses in the Constitution of Uganda and enact laws that empower women in the political, economic, and social sectors, especially the laws on the family, property, education, and health.

iv. Under PRDP, Government will provide psycho-social support and other related services to women and girls in post-conflict situations. In addition, special attention will be given to child-headed households.

v. NRM Government will continue to emphasize programmes aimed at reducing maternal and child mortality.

b) Youth
The youth have been and remain, at the centre of thinking, policy formulation and the programmes of the NRM. Critical programmes such as Universal Primary Education (UPE), Universal Secondary Education, Immunization, etc, all directly or indirectly benefit the youth. Furthermore, as jobs are created in industry, agriculture and services sector the youth remain the direct beneficiaries.
In all, NRM has worked to develop an appropriate framework for enabling youth to develop social, economic, cultural and political skills and capacities so as to enhance their participation in the overall development process and to improve their quality of life.

The Youth Policy of the NRM Government therefore, has had the following core elements:

i) Initiating, strengthening and streamlining all programmes and services targeting the youth;

ii) Promoting the social and economic empowerment of the youth;

iii) Building capacity and providing relevant training and information to the youth;

iv) Promoting growth in the development of the youth through actions that protect, empower and prepare them for the future;

v) Providing psycho-social support and other services to youth in conflict situations;

vi) Increasing youth involvement in decision making and leadership at various levels;

vii) Mobilizing resources for youth programmes and projects at all levels.
**Way Forward**

i. The NRM shall consolidate the framework for enabling youth to develop social, economic, cultural and political capacities;

ii. The NRM government shall implement the student loan scheme for students in tertiary institutions over the next five years;

iii. The NRM government shall commence the disbursement of the Youth Graduate Fund.

iv. The NRM Government shall promote the formation of SACCOs for youth at sub county level throughout the country as a means of economic empowerment.

v). The NRM Government will pursue an aggressive programme for jobs creation in various sectors of the economy to absorb youth who are ready for the job market.

c). People With Disabilities (PWD)
The NRM recognizes and has worked to uphold the fundamental human rights of People With Disabilities. These are explicitly provided for in the 1995 Constitution of Uganda, and in related legislation for example in the People with Disabilities Act 2006.

In September 2008, the Ugandan Government ratified the UN Convention on the Rights of Persons with Disabilities.

The NRM Government has built and completed 3 Secondary Schools for People With Disabilities: for the deaf in Wakiso; for the visually impaired in Mukono; for the physically handicapped in Gulu.
NRM Government has started to give grants to persons with Disabilities.

Way Forward
i). The NRM Government will continue upholding the fundamental rights of People With Disabilities.

ii). The NRM Government will sensitize the population to better appreciate People With Disabilities, imparting the knowledge that disability is not inability.

iii). The NRM will progressively provide for People With Disability components and slots in all Government programmes, including NAADS, PRDP, NUSAFA, and Special Needs Education.

iv). Over the next five years, the NRM Government will roll out the Special Disability Grant to all Districts to enhance job creation.

v) The NRM Government will construct the fourth Special Needs Education regional school;
d). The Elderly
The NRM Government has promoted the empowerment of older persons within the community to participate in economic development activities as well as improving on their social welfare. Accordingly, a policy framework has been developed upon which Government, Local Government and Civil Society Organizations deliver services to older persons, and is encapsulated in the National Plan for Older Persons.

It is in the same manner that Government has supported the establishment of the Equal Opportunities Commission for disadvantaged groups.

Way Forward

i). The NRM Government will continue promoting the empowerment of older persons in the community.

ii). The NRM Government will roll out the cash transfer program for older persons.

iii). The NRM Government will enact a Law on the establishment of a National Council for Older Persons.

1.6 The Fight against Corruption

NRM has vigorously implemented its policy of zero tolerance to corruption since 1986. It has successfully eliminated the more overt forms of corruption and
criminality; i.e. air supply, extortion on road blocks etc. Today the most common forms of corruption manifest themselves more prominently in abuse of office, the procurement process through tendering and awarding of contracts. At institutional level, the NRM established the office of the Inspector General of Government with powers to investigate and prosecute and recommend administrative action against public officials. The Office of the Auditor General which was formerly a department under the ministry of finance was made independent and given more powers. The same was done for the office of the Director of Public Prosecutions which was formerly a department within the ministry of justice was made independent of the executive. Furthermore, under NRM, oversight committees of parliament have been empowered to check on the executive. We have had cases where following the Auditor General’s reports, ministers have been made to account for their actions before the oversight committees of parliament. The IGG has also been able to investigate and prosecute cases involving senior public officials and ministers. The impact of corruption is far reaching as it undermines the effectiveness and efficiency of service delivery.

In particular, the NRM has strengthened the legal framework for fighting corruption as follows:

*The Leadership Code Act 2002*

The Leadership Code Act 2002 provides for, among
others, the declaration by leaders of their assets, liabilities and those of their spouses and children below the age of 18 years. In 2005, the Constitution was amended by the inclusion of Article 235A that provided for the establishment of a Leadership Code Tribunal. The enabling law will be put in place within the term of the Eighth Parliament.

*The Inspectorate of Government Act 2002*

The office of the Inspector General of Government was established in accordance with the Inspector General of Government Statute of 1988. However, following the promulgation of the 1995 Constitution, a number of changes were made which necessitated the enactment of a new law in accordance with chapter 13, which is the Inspectorate of Government Act of 2002. The Act provides the Inspector General of Government with special powers to Investigate and Prosecute Corruption and Abuse of office and Authority.

*Access to Information Act 2005*

A freedom of Access to information legislation was enacted to enable the public demand for information from government to enhance transparency and accountability.

*The Anti Corruption Act 2009*

The Prevention of Corruption Act 1970 was the principle anti-corruption legislation. The law had to be reviewed
however to bring it in line with current international instruments and new and emerging issues in the fight against corruption. We have now reviewed the law to be more deterrent and better enforceable by the law enforcement agencies. The review thus focused on the introduction of both proactive and reactive measures. All laws on the criminalization of corruption were consolidated into the new law, the Anti Corruption Act 2009.

The Whistleblowers Protection Act, 2010
The Whistleblowers Protection Law is legislation designed to encourage and facilitate disclosure of improper conduct by officials of public and private bodies. It provides protection for persons making such disclosure and persons who may suffer detrimental action in relation to those disclosures and provides for the matters disclosed to be properly investigated and dealt with. The Act will give confidence to people to report the corrupt without fear of retribution.

Anti Money Laundering Bill
The development of an Anti-money Laundering Legislation commenced and the relevant Bill is before Parliament.

Proceeds of Crime Bill
The NRM Government has signed and ratified the UNCAC (in full?) and the African Union Convention for
Preventing and Combating Corruption. The combined effect of the provisions of these treaties is to oblige the Government to introduce into its domestic legislative framework laws pertaining to the recovery of the proceeds of corruption and other crime. The provisions of this proposed law would empower the Government to seize and confiscate the profits of those found to be engaging in corrupt activities and so raise the risk threshold of corrupt activities and thus operate as a deterrent of further criminal tendency. Consultations on this law have commenced.

Challenges
The above successes notwithstanding, there are still challenges in the fight against corruption. The challenges obtain in both investigation and prosecution capacity, which need to be improved, as most of the corruption cases are covert requiring sophistication in investigation. Fighting corruption is a concerted effort of the executive, legislature, the judiciary, media, and civil society.

Way Forward

In order to strengthen the fight against corruption, NRM will in the next five years implement the following:

i) Continue with the policy of zero-tolerance to corruption;
ii) Strengthen the investigative and prosecution capacity of anti-corruption agencies to be able to handle the new and more sophisticated cases of corruption including cyber crime.

iii) Continue to raise awareness in the public to participate in the fight against corruption by taking advantage of the Whistleblowers Act, Access to Information Act and other relevant laws.

iv) Pursue the ‘Qui Tam’ policy reform measures that the NRM Government has instituted to fight corruption. This is designed to allow an individual to initiate a civil suit to recover tainted proceeds of corruption for and on behalf of the Government as well as for some monetary compensation at the end of a successful case. It is intended to motivate and reward private individuals who may have knowledge of corruption transactions. A law will be enacted to implement this policy.

v) The President will constitute a committee that investigates political leaders and senior public officers once they have been mentioned in corruption-related scandals and report back to the President within a specific time frame. If in the committee’s opinion there is need for further investigation by other institutions like the IGG, then the President shall refer the matter for further investigations and ask the person(s) being investigated to step aside during the time they are being investigated.
1.7 Patriotism and the Promotion of National Interest and Common Good

The 1995 constitution of the republic of Uganda makes provisions for National objectives and directive principles of State Policy, among which there are political, social, economic, cultural and foreign policy objectives. It is these objectives and directive principles that the state of Uganda and any government in power ought to uphold in order for Uganda to exist as a sovereign country with in a family of independent states. It also describes the duties of a citizen; “The exercise and enjoyment of rights and freedoms is inseparable from the performance of duties and obligations; and, accordingly, it shall be the duty of every citizen to be patriotic and loyal to Uganda and to promote its well-being”.

Patriotism

The NRM Government has launched a patriotism building campaign, initially targeting youth and students in all secondary schools in the country. The object of this campaign is to inculcate the norms and values of patriotism amongst Ugandans. Patriotism refers to love for Uganda and its people, as well as the readiness to sacrifice for them.

The objective of launching patriotism clubs in schools is to target the growing number of children who are in urgent and dire need of national ideological orientation.
In other words, this large number of young people must be assisted and enabled to appreciate the objective needs of their country beyond their academic pursuits. They must appreciate the strategic purpose of the knowledge they are acquiring at school.

The Constitution of the Republic of Uganda provides the overall constitutional/legal framework for the patriotism building.

**Way Forward**

i). NRM shall continue working for the consolidation of a new patriotic culture in the country, by deliberately and systematically promoting the norms and values of patriotism.

ii). NRM shall support the continued establishment of voluntary Patriotism Clubs for youth and students in the secondary schools in the country. Progressively, the programme shall be extended to students in tertiary institutions.

iii). NRM shall support the strengthening of the National Secretariat for Patriotism, for purposes of coordinating the activities of the Patriotism Clubs and related work.

iv). NRM shall continue working to ensure that the norms and values of Patriotism are mainstreamed into the school curriculum.
Promotion of National Interest and Common Good

The NRM has continued to guide the country in upholding the vital national interests of Uganda and promoting the common good, in order to curtail disharmony, sectarianism and instability that may threaten the survival of Uganda’s sovereignty and territorial integrity. While a lot has been achieved, to the extent that Ugandans feel a sense of belonging and togetherness, there still remain a few traces of voices of disharmony that from time to time pose a threat to national stability.

Way Forward

NRM will through its institutions of National guidance continue to popularize the spirit of upholding the national interest and common good through among other things:

i) Intensifying popular and continuous civic education, mchaka mchaka and ideological development for the population, regardless of their political, ethnic, religious, and class differences

ii) Developing a responsible and patriotic mass media that builds rather than fanning seeds of disunity, instability and anarchy.

iii) Strengthen the regulatory capacity of government to guarantee the sovereignty of Uganda, national harmony and cohesion, while pursuing a progressive foreign policy.
1.8 Efficient and Effective Service Delivery

In the last five years, the NRM has invested a lot in public service delivery in the country. Considerable resources have been provided by the NRM Government for the improvement of infrastructure and social services such as roads, water and sanitation, health, education and agriculture.

However, efficient service delivery still remains a challenge due to negative attitude, poor work ethics, the lack of patriotism and, in some cases, corruption. This is exemplified in the stealing of drugs in health centers, health worker absenteeism, teacher absenteeism and shoddy road and other civil works construction and maintenance, etc.

The challenges mentioned necessitate greater investment in supervision of service delivery by both the central government and the local governments. NRM, therefore, will continue to carry out further reforms of public service delivery management systems in order to achieve efficient and effective service delivery.

Way forward

In the next five years, NRM will carry out the following reforms in public service delivery management system in order to improve service delivery.
i) The appointment and renewal of Accounting Officers and other senior public officers will be based on performance contracts. They will be required to make quarterly reports on implementation of government programmes under their jurisdiction. No accounting officer’s contract will be renewed unless successful implementation of Government programmes has been proved. Assessment of performance of accounting officers will also be based on:

- Implementation of work plans
- Proper accountability of public funds

ii) The National Resistance Movement will institute regular monitoring of Government programmes on quarterly basis at Sub-County Barazas and at Half Year Central and Local Governments Performance Retreats. This will create public awareness in respect to resources meant for implementation of government programmes. The public will thus hold accountable public officials responsible for implementation of government programmes.

iii) Apart from the Permanent Secretaries and CAOs, NRM shall also hold accountable public officials who falsely or negligently certify work done or services delivered as per contract; and internal auditors who are expected to recommend payment for any service rendered to government upon their satisfaction that the service was rendered. Before payments to contractors are made, the central government or district engineer is expected to inspect the work done and provide a report before payment is effected. There are also internal auditors who
are supposed to recommend all the payments after they are satisfied that the work was actually carried out or the supply was effected in accordance with the contract. These have powers to stop any payment if they are not satisfied with the performance of a contractor or supplier.

iv) The National Resistance Movement shall also support the relevant anti-corruption agencies in ensuring that they carry out value for money audits, in addition to financial audits.

v) Holding Sub-County and Parish Chiefs accountable in service delivery: Below the CAO, there are other officers who too will be appointed on performance-based contracts. These are the Sub-County Chief in charge of a Sub-County and the Parish Chief in charge of a Parish. The Sub-County Chief is the head of all the public servants i.e. teachers, health workers etc in the Sub-County. Assisted by Parish Chiefs, the Sub-County Chief should find out absentee teachers and health workers and report them to the Chief Administrative Officer for disciplinary action. The Chiefs should be able to monitor the drugs in the health centres in their areas of jurisdiction, absentee health workers and non-functioning water points and report about them regularly. The monitoring role of Chiefs in service delivery will be emphasized and any officer whose performance is found wanting will be relieved of their duties.

vi) The NRM will also hold Resident District Commissioners (RDCs) accountable for failure to monitor poor service delivery in the districts. By law an RDC is supposed to
monitor implementation of central government programmes in the district and has powers to cause auditing if they are not satisfied with implementation of any government programme. Therefore, if there is evidence of poor service delivery and the RDC has not reported it, she/he will be held accountable to explain why poor service delivery was never reported.

vii) The NRM Government will enact a law that enjoins elected leaders and civil servants severally and individually to be responsible and accountable for the timely delivery of public services to the people of Uganda.

viii) The NRM will also put a time frame within which tenders should be evaluated and awarded. There are reports that in some cases the process takes too long thus affecting business people and service providers whose money is held up in bank guarantees awaiting awarding of the tender. This affects negatively the Small, Medium Enterprises who have limited capital.

ix) The NRM will sensitize the elected leaders to carry out a monitoring role in service delivery to enable the elected leaders hold the public officials accountable. In our democratic system, we have popularly elected Councils and Local Governments at Sub-County and District Levels. Each Parish is represented at a Sub-County Council with an elected Councilor and a Woman Councilor who combines about two Parishes. Besides, there are representatives of special interest groups such as Youth and People with Disabilities. At the district, each
Sub-county is represented by a directly elected Councilor and a Woman Councilor who combines about two Sub-Counties. All these Councilors come from areas where government programmes are being implemented. They should therefore use their political positions to ensure that the public officers responsible for implementation of government programmes in their areas of jurisdiction do their work diligently. At the village, we have a Local Council Chairperson with elected executives.
CHAPTER TWO: THE ECONOMY

Introduction
Between 1971 and 1986, the economy of Uganda was seriously damaged and per capita output fell by 42%. Not only had the economic production shrunk dramatically between 1971 and 1986, but the structure of the economy had changed remarkably, with the virtual collapse of much of the manufacturing and other formal sectors of the economy. The majority of the Ugandan populace retreated into subsistence production just to survive. The collapse of the formal sector also had a commensurate effect on Government’s tax base, as it collapsed precipitously. By the mid 1980s tax revenues had fallen to a mere Shs. 5 billion, equivalent to only 5.8% of GDP, with the result that Government could no longer afford to run most of the basic services needed by the population and to maintain physical infrastructure, such as roads, railways and power generation stations.

This was the state of the economy inherited by NRM in 1986.

2.1 Performance of the Economy

Over the last 25 years, Uganda’s economic performance has been exceptional and impressive, with the country hailed as the “success story of Africa”.

a) Nine-fold increase in the size of the economy:
The NRM has, since it came to power in 1986, restored the economy from the ruin it found it in. GDP growth has averaged 7.4% per annum in real terms between 1986 and 2009, comparing most favorably with the sub-Saharan average of 2.4% per annum over the same period. Consequently, the size of the economy in 2010 is estimated to have expanded to Shs. 37.5 Trillion equivalent to almost US$ 17 billion. This is ten times bigger than the economy was in 1986. GDP per capita has grown from US$264 to US$540.

b) Economic Stability:
NRM’s restoration of Uganda’s economic stability has led to consistently positive results as is evidenced in a number of economic indicators. Inflation has been brought down from 240 percent in 1986 to an average of 6 percent per annum for the last 17 years. Exports have performed remarkably well growing to over US$ 3.216 billion in 2009 compared to only US$ 411 million in 1986; which translates into an average growth rate of 27 % per annum over the period. The country has also experienced significant increases in foreign direct investments flows and Uganda workers’ remittances (Kyeyo), a reflection of increased confidence in the economy.

c) Changed the structure of the economy:
The structure of the economy has also changed substantially from one that was predominantly agricultural. Since 1985/86 the share of agriculture to national output has declined from 53.9 percent to
22.8 percent in 2009/10; while the share of industry in national output has grown from 9.9 percent to 23.2 percent. The contribution of the Services Sectors has grown significantly from 36.1 percent to 47.8 percent in the same period, a clear indication that structural transformation of the economy is taking firm root.

<table>
<thead>
<tr>
<th>Sector Shares to GDP</th>
<th>1985/86</th>
<th>1995/96</th>
<th>2005/06</th>
<th>2009/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>53.9%</td>
<td>44.5%</td>
<td>24.1%</td>
<td>22.8%</td>
</tr>
<tr>
<td>Services</td>
<td>36.1%</td>
<td>39.1%</td>
<td>47.2%</td>
<td>47.8%</td>
</tr>
<tr>
<td>Industry</td>
<td>9.9%</td>
<td>16.4%</td>
<td>22.8%</td>
<td>23.2%</td>
</tr>
</tbody>
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d) Poverty reduction:
The growth of the economy has translated into social progress, with income poverty declining from 56% in 1992 to about 31% in 2002 and to 23% in 2010. Regional poverty declined, for the period 2006-2010, as indicated for the respective regions: Central region from 16% to 9.7%; Eastern, from 35.9% to 24.2%; North from 60.7% to 46.2%; and the West from 20.5% to 18.2%. The extent of poverty reduction and improvement in welfare of Ugandans can be seen in more tangible terms, from the results of the Uganda National Household Survey (UBOS 2010). For example, the percentages of households
whose houses have cement floors increased from 7% in 1992 to 27% in 2010. The percentage of households with iron roofed houses rose from 33% in 1991 to 62% in 2010; while those with thatch roofed houses fell from 67% in 1991 to 37% in 2010. Households with brick-walled houses rose from 16% in 1992 to 57% in 2010.

e) **Social Services:**
In terms of social services delivery, the NRM embarked on unprecedented and ambitious education reform to expand access to education from primary education to university education; with 8 million in primary, 1 million in secondary and 100,000 tertiary students enrolled annually. The adult illiteracy rate fell from 58% in 1986 to 38% in 2008. The infant mortality rate fell from 123 per thousand live births in 1986 to 76 per thousand live births in 2007. The percentage of the population with access to clean and safe water rose from 16% in 1986 to 72% in 2008. Life expectancy rose from 42 years in 1986 to 51 years in 2010.

f) **Increased Domestic Revenue Mobilization:**
This progress has been a result of the NRM increasing revenue collections from UShs. 5 billion in 1986 which is projected to rise to Ushs 5 trillion in 2010/11, as economic activity expands thereby increasing the tax base. The NRM has ensured the maintenance of macroeconomic stability over the last twenty years.

g) **Liberalized the economy:**
The NRM has maintained a liberal economy by removing
the plethora of controls on imports, on access to foreign exchange, on the prices of goods and interest rates. The removal of these controls has enabled the vibrant growth of the private sector.

Liberalized exchange rate policy has removed selective access to and administrative allocation of foreign exchange, to allow free convertibility of the Uganda shilling and the movement of foreign exchange. In addition to increased export earnings, remittances of Ugandans working abroad have grown from US$ 0 in 1985 to US$ 805 million in 2010, while other private inflows grew to US$ 362 million in the same period. The large inflows of foreign exchange into our economy by the private sector and remittances of workers abroad are a demonstration of private sector confidence in our economy.

Way Forward

The remarkable socio-economic progress registered has been the direct result of the economic policies pursued in the past. In the next five years NRM will maintain and consolidate implementation of the above policies by undertaking the following:

i) Increase Economic Growth to more than 10% per annum through targeted measures to stimulate increased productivity and production in agriculture, industry and services sectors;
ii) Maintain macroeconomic stability by keeping inflation at single digit and implementing a sound fiscal and monetary policy;

iii) Continue growing the economy, improve revenue collection, to at least 18 percent of GDP; and ultimately lower taxes as the economy grows.

iv) NRM will target fully financing the national budget in the next five years;

v) Promote private sector-led strategy as the engine of growth of the national economy. To achieve this, the NRM government shall take measures aimed at reducing the cost of doing business. This will include among others investment in energy, road, railways, and simplification of the procedures of registering a business including registering land.

vi) Float bonds as a way of raising more revenue to enable government invest in strategic areas like energy and transport infrastructure.

2.2 Financial Services

a) Extension of banking services
Following years of turmoil, the financial sector’s health was restored in the 1990s to soundness with the NRM Government ensuring the independence of the Bank
of Uganda in determining monetary policy. The Bank has also developed a strong supervisory capability over the financial sector. As a result, the financial sector has performed well, with rapid expansion of banking network and in financial products offered.

With the Bank of Uganda’s recent lifting of the ban on licensing Commercial Banks, there are now 22 banks. However, most of the branch network is located in the major urban centres. This leaves a lot of money in the rural areas un-banked, hence leading to low savings. There are also some districts without a single bank branch. The biggest constraints banks face in opening branches up country are mainly infrastructural i.e. lack of power, internet communication, distance from the currency centre, etc. It is estimated that it costs US $ 250,000 to set up a bank branch. This cost acts as a hindrance for banks to reach out to rural areas, leaving a lot of money outside the banking services. This also is a hindrance to development as people cannot easily save and access loans in areas where there are no banks.

**Way forward**

In order to extend banking and financial services to the majority of Ugandans in rural areas, the NRM will:

i) Provide tax incentives to any bank that will open a minimum of five branches in rural districts in one year.
ii) Provide incentives to banks that invest in innovative products like mobile van banking to targeted rural areas.

iii) Work with the Bank of Uganda to set up more currency centres. This will reduce the cost commercial banks incur costs on cash on transit.

iv) Introduce necessary legislation to facilitate agency and linkage banking. This will make commercial banks operate at levels lower than the branches by appointing agents who may include SACCOs to act on their behalf.

Extension of banking services will not only create jobs in the new branches, improve on savings but also has a resultant effect of lowering interest rates as the banks will have a bigger resource base of money to lend from.

b) Savings, Cooperatives and Credit Societies (SACCOs)

The NRM Government has encouraged SACCOs to provide savings and credit services to rural areas based at sub county level as part of Prosperity for All. Sub-county chiefs have been trained to help in the formation of SACCOs in their respective sub-counties. So far, Government is supporting 735 SACCOS. Government policy has been to lend to people in business at 17% and those in agriculture at 13% per annum. Government through Micro Finance Support Centre (MFSC) lends the SACCOs at 9%. Government also supports the SACCOs through training and payment of three staff salaries and rent for two years plus provision of a safe for keeping money. Membership to these SACCOs remains
a challenge. This is in part attributed to the fear that in the past some unscrupulous people mobilized funds from the public and disappeared with it. The other fear was the behavior of micro finance institutions that charged high interest rates and when one failed to pay, their properties were confiscated. Under the SACCOs supported by government the borrower is not supposed to provide collateral for the loan. The security of the loan is based on the fact that the borrower is known to the SACCO as a member.

**Way Forward**

In order to strengthen the SACCOs, the following will be undertaken:

1. **Pass a law regulating SACCOs;**

2. **Where SACCOs have not been created, the NRM Government will encourage the population to form them, help to strengthen and monitor them.**

3. **Encourage market vendors and other groups such as carpenters, handicraft makers, etc, to set up their own SACCOs. This financial year SACCOs in 80 markets across the country including all the 65 markets in Kampala are being supported.**

4. **Raise the levels of sensitization of the population to join SACCOs and allay their fears;**
v) Avail more financial credit facilities to the SACCOs already in existence which are performing well.

vi) Encourage persons in the same industry like boda boda, carpenters, welders, handicrafts, etc to form their own SACCOs not necessarily based on a sub county.

vii) In the case of Kampala, other cities and Municipalities, NRM will encourage formation of SACCOs at ward level.

viii) Encourage SACCOs in a district to form a Union; and ultimately the Unions will form a national savings and credit bank.

When SACCOs are fully operational, people will borrow from the SACCOs and carry out businesses that will transform them from poverty. For instance in agriculture, while we are helping farmers through NAADs, the farmers who are not assisted through NAADS but have learnt from the NAADs assisted farmers can borrow from the SACCOs and carry out the activities NAADS farmers are carrying out.

c) Pensions
The NRM policy on pensions is to clear all arrears and transform pensions by liberalizing the sector. In the last five years, outstanding retirement benefits of shs. 445.8 billion were paid. This included payments to East African beneficiaries, retired teachers, tradional civil
servants, UPDF veterans, widows and orphans, the local government pensioners and ex-gratia payees of former armies. By the beginning of October 2010, 16,000 ex-service men had been paid. The NRM Government also introduced measures to ensure that regular pension payments are made directly to beneficiaries through their bank accounts.

**Way Forward**

*In the next 5 years the NRM will ensure that all Pensions, including the National Social Security Fund, are liberalized and regulated to allow better terms and returns to accrue to pension savers.*

d) **Stock Exchange**

The Uganda Stock Exchange has shown strong growth over the last five years with total market capitalization, which is the sum total of all companies listed on the Uganda Stock exchange growing from U. Shs. 3.5 billion in 2005 to Shs. 11.76 billion as at October 2010 from 12 listed companies comprising both national and regional cross listed companies. The total turnover from January to October 2010 amounted to Shs. 25.5 billion. Currently Umeme and other companies are working out arrangements to offer shares to the public. This will among others increase opportunities for Ugandans to invest and get good returns.
Way Forward

The NRM will over the next five years seek to the increase the capacity of the Uganda Stock Exchange to raise capital for eligible companies through the following measures:

i) Ensure adequate legal and regulatory environment for capital markets to protect stock market participants by amending legislation for licensing, corporate bond issuance and regulatory compliance

ii) Promote awareness through sensitizations campaigns, of the Uganda public to enable greater understanding and participation of Ugandans on the Stock Exchange

iii) Support the development of products including collective investment schemes and pension funds to allow greater market participation

iv) Support the fast tracking of the harmonization and integration of capital markets across the East African Community member states

2.3 Industrialization, Science and Innovations

The country is blessed with a diverse raw materials base, including agricultural products, minerals, oil, etc. The NRM consequently, will put in place policies and strategies that will ensure the development of natural domestic resource-based industries such as petroleum, cement and fertilizer industries.
The industrial policy of the NRM further emphasizes agro-processing including food processing, the processing of leather and production of leather products, the manufacture of textiles, garments, sugar and processing of dairy products; and value addition for all commodities which cannot be eaten raw.

The NRM promotes knowledge-based industries such as ICT, that exploit knowledge in science, technology, and innovation, as well as engineering for capital goods, agricultural implements, construction materials, fabrication and jua kali operations.

The focus throughout, is on the utilization of local raw materials through processing and value addition. This is intended to create jobs for Ugandans and to promote commodities in demand on the market locally, regionally and internationally.

The NRM has zeroed in on industrial research and development as a way of revitalizing industrial activity in the country.

a) Industrial research and development
The NRM Government is cognizant of the fact that for industry to thrive and even flourish the basic inputs of appropriate technology, financial capital, and skilled human resource must be availed and must be complemented with a conducive entrepreneurial environment. The NRM therefore, is committed to support the private sector with these inputs through
well orchestrated private-public partnerships, so as to address fully and effectively the application of science, technology, and innovation especially as they apply to value addition and a robust industrial activity. The NRM demonstrated this commitment by the revival and rehabilitation of Uganda Industrial Research Institute (UIRI) through increased funding and procuring the services of competent personnel to help UIRI meet its mandate.

With deliberate NRM Government support, UIRI has now fully been strengthened, and is now in a position to promote the use of technology and to spearhead the efforts of translating Research and Development (R&D) results into practical products and processes. UIRI has developed the wherewithal to support scientists and engineers in research activities through the establishment of modern engineering workshop facilities, analytical laboratories, as well as an enhanced business incubation programme.

Not only has the Institute increased its skilled human resource base but it has also achieved the following:

- developed new technologies for soap production;
- deployed printed circuit board technology;
- started research in alternative energy and fuel sources;
- developed machinery for paper production from banana stems and other fibers;
- fabricated machinery for producing feeds;
- undertook gasification projects;
• developed machinery for silk processing;
• built a variety of looms for weaving;
• enhanced its capacity to process bamboo into a variety of products;
• renovated and equipped a vaccine production pilot plant;
• completed a modern computerized business development centre;
• established a biotechnology centre of excellence,
• renovated and acquired equipment for microbiology laboratory;
• acquired chemistry analytical laboratories; and
• acquired modern equipment for ceramics pilot plant.

The technologies mentioned have all been prototyped and are ready for commercialization.

In a bid to augment technology transfer UIRI has supported the establishment of the following virtual incubation centers:
• Peanut butter production in Lira District;
• Fruit juice processing in Mpigi District;
• Meat processing in Busia District;
• Mushroom processing centre in Kabale District;

UIRI has developed the capacity to engage in Computer Aided Design (CAD) and Computer Aided Manufacturing (CAM), ushering in a new era of industrial training for our scientists, researchers and engineers and for enhancement of R&D. An Industry Resource Centre
(IRC) has been established as a “nerve centre” for up-to-date information on the status of industry in Uganda. Such a treasure trove of information and data is crucial for researchers, investors, and planners.

UIRI is pursuing collaborative scientific innovative research with a number of higher institutions. Support of the new business incubation centre at Makerere University department of Food Science for instance is coordinated through UIRI. This should enable them to produce products that are highly competitive on the market.

In order for local industries to produce products that meet international standards and are competitive on the market, the NRM Government has invested in enhancing the capacity of the Uganda National Bureau of Standards, so that it can perform its monitoring, supervisory and regulatory role. It also regulates and monitors imports in order to ensure that the country is not flooded with cheap substandard items and counterfeits which could kill local industry.

Way forward

In the next five years, the NRM government will:

i) Maintain a friendly environment for private sector-led industrialization in which industries will develop, with improved productivity, quality of products, and competitiveness in the global economy.
ii) Consolidate the gains made by UIRI and other agencies like National Council for Science and Technology (NCST), to forge links between their enhanced capacities and the needs of the private sector. It is these innovations that must be translated into industrial processes and products for the benefit of the private sector. In this respect we will fund the commercialization of the prototypes UIRI has developed through direct government intervention in investing in a particular industry and marketing the prototypes to the private sector.

iii) The NRM government will fund UIRI to set up small fruit, vegetable, animal by-products in areas where they are in abundant supply.

iv) Revitalization of Uganda Development Corporation (UDC) will be prioritized in order to play a lead role for investment in strategic sectors.

v) Uganda Development Bank (UDB) will be further capitalized to provide long term financing to entrepreneurs.

2.4 Investment, Job Creation and Labour Relations

Introduction
The NRM policy on employment is to create economic conditions and environment that attract investment in the country so as to industrialize and create jobs. The NRM has promoted a private sector led economic growth
as an engine of development and job creation. Uganda’s labour force has been growing at an estimated rate of 4% per annum. Uganda’s total labour force (working age group) is currently estimated at twelve million people, 70% of whom are employed in the agricultural sector and the 30% in other sectors of the economy. According to the National Development Plan, the labor market will need to absorb about 8.2 million people by 2015. Through the macroeconomic policies pursued by the NRM government, a lot of jobs have been created in public works, the informal and formal sectors of the economy. The position of NRM is to reduce the cost of doing business through investment in infrastructure like roads, power so as to attract investors in the economy, hence create more jobs.

Since the establishment of the Uganda Investment Authority (UIA), Government has created 160,567 jobs through projects licensed by the UIA. NRM Government has also created jobs in the public sector by recruitment of teachers, health workers and in the Public Service. As one of the ways to overcome the above challenges the NRM Government has commenced the establishment of serviced Industrial Parks (as promised in the 2006 NRM Manifesto) with 3 of them already operational at Namanve, Bweyogerere and Luzira in Kampala. Land for Industrial Parks has already been acquired in Kasese, Mbale, Soroti and Mbarara. These interventions are helping to address unemployment.
a) Workers
The NRM government recognizes and applauds the role workers play in the economy. In the last five years, government has been committed to the Decent Work Agenda for the workers of Uganda. Indeed, NRM takes cognizance of the demands for a minimum wage. However the number of jobs available, has been low compared to the ever growing demand for the same. The NRM strategy therefore is to make Uganda more attractive to investors so that more jobs can be created. As more jobs are created it will be easy for the workers to negotiate a better package. In the meantime, six labor laws have been passed, a judge for the industrial court has been appointed and the employment policy has been put in place.

Way Forward

NRM has designed a comprehensive job creation strategy using a multifaceted approach to ensure that all Ugandans are gainfully employed.

i) NRM will continue to strengthen Uganda Investment Authority so that it can execute its mandate of attracting and facilitating investors, both local and foreign, as a one stop centre.

ii) NRM government will persue policies that attract more investors and therefore enhance job creation.
iii) Alongside the already acquired parks mentioned above, the NRM Government shall develop serviced Industrial and Business Parks in Arua, Lira, Gulu, Moroto, Tororo, Iganga, Jinja, Luwero, Nakaseke, Nakasongola, Bushenyi, Kabale, Fort Portal, Hoima, Rakai and Mubende. The total planned acreage of industrial land over the next 5 years is estimated at about 3,782 acres. On average 1 acre of Industrial land is expected to generate at least 75 jobs, it is therefore estimated that this initiative shall create about 283,650 jobs countrywide. It is also assumed that 1 direct job will result in 2 indirect jobs resulting into an additional 567,300 indirect jobs in these parks. The total projected employment created by the Industrial and Business Parks strategy alone shall create about 850,950 jobs over the next planning period.

iv) MSMEs play a significant role in the provision of employment opportunities for Ugandans providing jobs to over 2.5 million people. There are currently about 800,000 MSMEs in Uganda and the sector is growing at a rate of about 20%, making it a strategic entry point for massive job creation especially for the youth and women. NRM will address the constraints faced by MSMEs through training in business skills, access to financial services and improving the business environment like giving a time frame through which contract committees in government should evaluate and award contracts.

v) The NRM shall empower youths to be job creators and not job seekers through the following programs:
• **Youth Enterprise Start-Up Fund** – NRM Government shall establish a Youth Enterprise Capital Fund which will provide the youth entrepreneurs with start-up capital on concessional terms. The fund shall be accessed by youths of all levels of formal education after they have undertaken the relevant business and managerial skills development.

• **Youth Business Skills Training** – to be undertaken by Enterprise Uganda. Enterprise Uganda shall set up five (5) Regional Skills Development Centres to undertake entrepreneurship and business development skills among youths.

• **Youth Business Linkage** – Large companies shall be given special incentives to when they give businesses to youth-owned enterprises. Furthermore, youth-owned enterprises will be given preferential treatment while supplying government departments. This initiative will help the youths penetrate the market and make them competitive and more sustainable in business.

• **Youth Work Places and Sites Support Program** – aimed at providing sheltered and serviced work places for artisanal groups such as carpenters, metal fabricators and motor vehicle mechanics (garages). These places will be provided with common user tools and equipment.

• **Youth Internship Programs** – The NRM Government shall encourage internships for youths at various tertiary institutions. The main objective of this
program is to enable students acquire hands-on experience and make them more relevant to potential employers. Under this program investors who provide internship to students shall be given special incentives and recognition.

- Through business out sourcing already referred to under the ICT section, more jobs will be created.

vi) Added to the above, more jobs will be created through NRM’s targeted investment in infrastructure development such as roads, rail, power dams, power lines extension waterworks as well as constructions in health and education sectors. In road maintenance, the NRM will promote labor based road gangs. Furthermore, the NRM investment in agriculture will not only commercialize agriculture but will improve productivity in the sector and create more jobs.

vii) NRM will support vocational and technical training to improve skills and competitiveness of Ugandans in the job market. This will ensure that Ugandan workers retain their jobs and also create their own jobs.

viii) Workers will be encouraged to form SaccoS at their places of work as a means of accessing affordable credit to start and support their businesses.

ix) Employers and employees will be sensitized on Ugandan labour laws to ensure compliance.
x) As the performance of the economy continues to improve, more jobs will be created and wages for workers will be improved.

b) Public-Private Partnerships
The NRM Government has consistently promoted private sector-led development since the 1990s, attracting significant levels of private investments into the country. In furtherance of this policy, NRM government has now adopted Public Private Partnership as a tool and framework for engaging both the public and private sector in joint provision of public goods and services. An example of such partnership includes the Bujagali Hydro-Power Scheme, BIDCO, etc. The NRM Government has also re-established the Uganda Development Corporation (UDC) to undertake strategic investments for national development on a commercially viable basis. For instance through UDC government is currently building a fruit processing factory in Soroti.

**Way forward**

Over the next five years, the NRM Government will address the gaps in investment by providing public financing to strategic investments in partnership with the private sector. The private sector will remain the engine of growth, employment creation and socio-economic transformation within the context of our five-year National Development Plan (NDP).
The NRM Government will:

i) Enact a law that will provide a legal framework for the application of public resources to strategically identified investment areas under public private partnerships;

ii) Establish a PPP Fund annually for government investing in strategic projects;

iii) Uganda Development Corporation will undertake investment in viable business ventures and sell off government interests as the businesses break-even.

2.5 Trade and Development

a) Trade Development

Performance
In the past five years of the NRM administration the National Trade, National Textiles and National Sugar polices were adopted. Under the sugar policy, government will carry out sugar research, establish a sugar regulatory authority to coordinate both the out growers and the processors to enable the out growers get better returns. The Trade policy includes capacity building, trade facilitation parameters i.e. trade financing, standards and negotiating favourable trade agreements. The NRM administration has also consolidated regional integration within the East African Community (EAC) and the wider COMESA region. The EAC is transforming
into a Common Market with a combined population of some 130 million people and GDP of about $50 billion. Uganda spearheaded the efforts to develop a Tri-Partite Free Trade Area (COMESA-EAC-SADC), which will bring together a population of over 500 million people with a combined GDP of over $600 billion.

As a result of the national trade and trade related policies that the NRM government has developed in the past five years and our regional integration agenda, regional trading has gained momentum and the region is now our leading export market. In the past five years our exports to the region grew from $283.747 million in 2006 to approximately $1.5 billion in 2009. This trading is in most cases carried out by the Micro Small and Medium Enterprises (MSMEs).

**Way Forward**

*In the next five years, NRM will address the constraints faced by the private sector in doing business in Uganda. These are:*

i) **Improving the business environment i.e.**
Reduce the procedures required to start and operate business and also amalgamate the 30 commercial laws into 10 so as to improve on Uganda’s competitiveness as an investment destination;

ii) **Support to the Micro Small and Medium Enterprises:**
• Over 1,000,000 Micro Small and Medium sized Enterprises (MSMEs) will be equipped with entrepreneurial and business development skills; they will also be assisted to develop their institutions in financial mobilization and use of modern ICT among others. This programme has been ongoing under the Ministry of Trade where about 150,000 MSMEs were being supported every year over the last five years.

• Furthermore, NRM Government will provide credit incentives to support over 200,000 MSMEs. The credit will be in form of tools used by MSMEs i.e. the tools used in capentry etc.

iii) Implement Marketing and Agro Processing Strategy:

• Provide agro processing technologies to organized groups e.g. hullers, milk cooling plants, maize mills at sub-county and eventually parish levels;

• Establish 18 regional trade information centers to undertake market information dissemination and build linkages with grassroot agro-processing units at sub-county and district levels. These will be at Arua, Gulu, Kitgum, Lira, Moroto, Soroti, Mbale, Jinja, Iganga, Hoima, Luwero, Masaka, Kasese, Tororo, Mubende, Mbarara, Kabale, Fort Portal;

iv) Improving trade support delivery services: Strengthen
all District Commercial Offices (DCOs) to ensure they provide commercial extension services to the districts.

v) Establishment of cross border markets:
Establish seventeen cross border markets at Bibia, Malaba, Mpondwe, Katuna, Lamya-Busunga, Ishasha, Mirama Hills, Mutukula, Amudat, Lwakhakha, Suam, Vura and Oraba, Busia, Lumino, Ngomoromo and Madi Opei, Kikagati cross-border market. This strategy which entails development of state of the art satellite cross border trade markets is meant to among others increase Uganda’s competitiveness in and penetration of, regional markets. Similarly, in the road sector NRM will ensure that all roads that open Uganda to the regional markets are tarmacked.

vi) Commercial diplomacy:
The NRM will increase market access to East Africa, COMESA, the European Union; the Middle East and the USA (AGOA) among others through commercial diplomacy promoted by Ugandan embassies abroad.

vii) Trade in Services:
Promote Business Process Outsourcing (BPO)

viii) Trade Promotion:
NRM will pursue a trade promotion strategy through trade fairs and exhibitions among others to show case what Uganda can offer.

With the implementation of the measures above, Uganda’s
exports to the regional and international markets will increase by over 40% in the next five years.

2.6 Tackling Informal Sector Impediments

A big percentage of the Ugandans depend on the informal sector transactions for survival. These would be able to graduate out of informal business dealings if impediments to doing business could be addressed, as here-under:

a) Construction of markets:
In order to provide and improve work places for the people, we will construct or reconstruct markets as here below:

Way forward

i) Starting this Financial Year 2010/1, 26 markets will be reconstructed. Funds have already been secured and the tendering process is at various levels. They are: Wandegeya, Nakulabye, Ntinda, Busega, Kasubi, Kansanga in Kampala; Kitooro in Entebe, Arua main, Gulu main, Lopeduru in Moroto, Soroti main, Mbale central, Tororo central, Napier/Kimaka and Jinja central in Jinja, Lugazi central, Kitgum main, Lira main, Hoima central, Kasese central, Mpanga in Fortportal, Mwanjari in Kabale, Nyendo and Masaka central in Masaka, Mbarara central, Busia central.
ii) The NRM government will construct or reconstruct markets in every city, municipality and all town councils. NRM government will also improve on the markets in Kampala on top of the ones mentioned in (i) above.

iii) Investment will also be undertaken in improvement of roadside markets by providing them with shades, power and social amenities.

In all the government owned markets the common user facilities like toilets, water and power will be paid for by the local authorities from the monthly fees the vendors pay and not to charge a person every time they use the facilities or utility.

b) Abolition of daily market dues (empooza):
The NRM in the 2006 election manifesto promised to abolish daily market dues (empooza) which were being charged in government owned markets on top of rent vendors pay for the stalls they occupy. This abolition took effect and where it is still being charged it is a problem of enforcement by local administrations and it must stop. Vendors in government owned markets should only pay a monthly rent for the stall they occupy.

Way forward

i) NRM reiterates that there should be no payment for daily market dues in government owned markets.
ii) For lack of space in the existing market(s) there are people who sell their merchandise along the roadside markets approved by the local authorities, like at Kyengera on Kampala-Masaka road. These too, should not pay market dues as the local authorities have not provided them with markets. Our programme is to expand the existing markets or construct markets for such people so that they get a better work place.

c) Rationalization of Taxi/Bus park fees:
Many businesses are suffering from the multiple fees imposed by local authorities. For instance a taxi on its way from Ntungamo to Rukungiri pays Shs. 6,000 as a loading fee at Ntungamo taxi park and pays another Shs. 2,000 at Rwashamaire upon dropping a passenger, and yet another Shs. 5000 at Rukungiri when it has loaded on its return to Ntungamo. As already noted, this same taxi would have paid Shs, 2,000 at Rwashamaire when it off-loaded a passenger who only paid Shs. 1,500, hence subsidising that passenger. This happens across the country, with buses being affected as well.

Way forward

i) The NRM will rationalize these fees to ensure that the taxi operators are not exploited by the local authorities.

Taxi/bus operators and Market vendors managing parks/markets:
There is also an element of local authorities tendering out the collection of taxi/bus park fees to private business people to collect revenue on their behalf. These private business people exploit the taxi and bus operators. This affects markets as well.

**Way forward**

*d) The NRM policy will be that the taxi/bus operators and market vendors should manage the parks and markets through their associations. They should be the ones to collect revenue on behalf of the local authorities*

*d) Assisting Youth in the informal sector:*
Many youth are either not in agriculture or in formal employment of government or private companies. This category of youth is trying hard to earn a living through self employment ventures like boda boda, brick making, stone crushing, car washing etc. The biggest problem these youth face is enough capital either to expand or to start for those who are not doing anything. For boda boda riders some of the problems they face among others include a high cost of driving permits, far off registration centres. For example one has to move from Lira to Gulu to register a motorcycle or to obtain a driving permit. NRM government has already reduced registration fees for motorcycles by Shs. 80,000/=.
Way forward

In order to help this category of youth the NRM will do the following:

i) NRM will reduce the permit fees for motorcycles and decentralise registration services nearer. Progressively we will have them at every district level.

ii) NRM will help boda boda riders to train in the observance traffic rules and regulations as we help them to obtain driving permits whose fees will be reduced.

iii) For the youth in brick making and stone crushing, NRM will assist them obtain working tools like brick making machines on affordable terms.

iv) The youth will be assisted to set up SACCOs in their sectors.

2.7 Tourism and Wildlife

With the consolidation of peace and security in the country, Uganda is steadily becoming a leading tourism destination.

Tourism is Uganda’s fastest growing industry with an average annual growth rate of 21%.

- Tourist numbers increased from 200,000 in 2002 to over 800,000 in 2008.
• In 2008 over 140,000 tourists visited wildlife protected areas.
• Tourism contributes about 24% of total foreign exchange earnings.
• Domestic tourism increased by 50% over the last ten years.
• In 2007, over 640,000 tourists were foreigners from Europe, Asia, America and Africa.

Tourists to Uganda’s wildlife protected areas enjoy an unspoiled wilderness environment, diversity of unique flora and fauna, culture, history and the hospitality of Ugandans. They participate in a variety of activities including gorilla and other primate tracking, bird watching, Sport fishing, Boating, Game Viewing, nature walking and trekking, Mountaineering, and White water rafting among others.

Uganda, gifted by nature, offers tourist attractions such as game parks, birds, waterfalls, volcanoes, and snow capped mountains, diverse culture and heritage, and unique climate. The marketing of what Uganda has to offer, has led to the steady increase of the number of tourists visiting the country. The NRM has put in place programmes to support the development of tourism and hospitality infrastructure. The number of hotel rooms has been doubled.

The biggest challenge is enhancing the manpower to service this very fast growing sector.
Way Forward

i) NRM shall sensitize the population on the country’s tourism potential in order to promote domestic tourism;

ii) NRM will promote selling East Africa as a single tourist destination

iii) The NRM Government shall support the development of the human resource in the Tourism and Wild Life sector through improved training at various levels, and strengthening the Uganda Hotels and Tourism Training Institute.

iv) Animal deterrent measures will be implemented to reduce incidences of human animal conflict by electric fencing of the boundaries of National Parks.
   • Develop the necessary infrastructure, especially roads and airfields, in tourism areas to enhance easy access and movement of tourists.

2.8 Agriculture

Introduction
Agriculture has been for a long time the core sector of the economy providing basis for growth in other sectors and significantly contributing to GDP and employment. The NRM goal on agriculture is to transform it from subsistence to commercial agriculture. This will be achieved through transformation of the subsistence
farmers who constitute 60% (3 million households) of the farming households into commercial farmers. Furthermore, NRM will ensure food security and invest in research, increased production and productivity, post harvest management, agribusiness and marketing. To achieve the goal of commercialized agriculture, NRM has developed a five year investment plan: the Agricultural Sector Development Strategy and Investment Plan (DSIP) 2010 - 2015. Under this plan, NRM will increase investment in agriculture over the next five years, with a target of raising household incomes to a minimum Shs. 20 million per household per year.

**Performance**

a) *Agriculture Exports*

The agriculture sector in Uganda has continued to offer the best opportunities to the economy. On account of the foresighted stewardship by the NRM, total agricultural exports grew by an average of 10 percent per year between 2005 and 2009; with US$ 502 million earned in 2005 to US$ 800 million earned from agricultural exports in 2008 - in spite of the global economic recession. As a result of interventions by the NRM government in production of coffee, export of coffee rose from 142,324 tons in 2005 earning US$ 173 million to 200,640 tons in 2008 earning the country US$ 400 million. However, as a result of the global recession, export volumes dropped in 2009 to 181,324 tones earning US$ 280 million. For tea, export volumes increased from 36,532 tons in 2005 to 44,446 tons in 2009, earning US$ 34 million and US$ 60 million, respectively. Overall, export earnings from
traditional exports i.e. coffee, cotton, tea and tobacco, rose from US$ 268 million in 2005 to US$ 530 million in 2008 but dropped US$ 420 million in 2009 as a result of global economic recession. Food production has continued to exceed domestic demand, enabling Uganda to export food to neighboring countries without compromising national food security.

b) Agriculture Research and Extension Linkage
Within the Agriculture development plan NRM has paid particular emphasis on improved research through the National Agricultural Research Organization (NARO); and enhanced production through the National Agricultural Advisory Services (NAADS).

NARO and NAADS are working through a joint programme, the Agricultural Technology, Agribusiness and Advisory Services (ATAAS) which will be actualized through interface and synergy between research and advisory services in each agricultural zone of Uganda. This joint program is intended to deliver improved agricultural technologies, provide advisory services, increase production, develop agribusinesses and support value addition to agricultural produce through public private partnerships (PPPs). This new approach is responding to specific farmer needs in different agricultural production zones.

c) NAADS
The NRM Government reviewed NAADS in 2008 and increased its coverage to all districts and all sub-counties
in Uganda. By 2009 all the sub counties and Town Councils were covered under the NAADS programme; targeting farmer groups at Parish level. Six (06) model farmers per parish were selected annually and supported with technology inputs to catalyze transformation from subsistence to commercial agriculture. By June 2010, a total of 100,000 model farmers had been supported with various inputs. The NRM Government through NAADS has also supported food security farmers with seeds in different parts of the country; initially emphasis was in areas that were affected by floods in eastern Uganda. Furthermore through NAADS, alternative technologies in respect of oxen ploughs have been distributed to the youth in Teso region. Besides, youth have been assisted in various districts outside the 6 model farmers per parish. As a result of the NRM intervention, many people have responded either through NAADS or learning from the messages NRM has been giving out in respect to transformation from subsistence to commercial farming. There are now examples of people whose incomes have tremendously increased due to interventions above.

d) Agriculture Credit
Two years ago, we introduced agriculture financing through commercial banks. Government has availed shs. 60 billion while the commercial banks have put 90 billion bringing in a total of 150 billion availed to finance agriculture at a rate of 10% per annum for a maximum period of 8 years.
Way Forward

NRM shall give priority to investments that will drive agriculture. Over the next five years, our commitment is to transform subsistence agriculture to market oriented or commercial agriculture. We shall do this by increasing investments in several areas, as contained in the five year agriculture development plan. The specific interventions are summarized below.

i) National Agricultural Advisory Services (NAADS)
Under NAADS the NRM will carry out the following: **Household food security**: under this initiative the NRM government will implement the following:

- Reach as many households as possible and alleviate mass poverty, household food security will be pursued through the Village Farmer Development Forum (VFDF)). All households in a village will be constituted into a development forum to provide the basis for planning for food security, and provide the ground for recruitment of the majority of subsistence farmers into market oriented farming. In each parish 100 farmers will be selected annually from their constituent village farmers. These 100 farmers per parish will graduate into commercializing farmers annually. With some 6,000 Parishes in the country; this will translate into 600,000 farmers supported annually. NRM Government shall reach 3 million subsistence households transforming from subsistence farming to commercial farming by year 2016. Special arrangements for active
participation of women, the youth, the elderly and the physically challenged, will be integrated during implementation.

- NRM shall guide each VFDF to establish a revolving scheme to ensure that the multiplied planting and stocking materials are passed on to farming households in that village.

- NRM shall provide advisory services to all households that have received planting and stocking materials and encourage them to operate in farmer groups, making them eligible to qualify for additional support at higher production levels, within the sub-county.

- NRM government believes no child should go to bed hungry, nor die of hunger or malnutrition. As such supporting households to attaining food and nutrition security is on the NRM agenda through the above interventions.

ii) Agricultural Commercialization: This will be executed through three farmer categories: market oriented model farmers, commercializing model farmers and nucleus farmers.

- The NRM government will continue to support six (06) market oriented model farmers per parish every year, reaching 36,000 farmers nationally. As part of this support each farmer will receive agricultural inputs and technical advice for improvement of productivity of their agricultural enterprise and/
or promotion of their enterprise mix. In five years, 180,000 model farmers will have been supported.

- NRM shall support three commercial model farmers per parish annually. This will result into 18,000 farmers annually. The support will include capacity for value addition and/or bulking of produce through organized commodity platforms. In five years, a total of 90,000 commercial farmers will have been supported under this initiative.

- NRM shall establish a Commercialization Challenge Fund (CCF), under NAADS, to provide financial support to nucleus farmers under the public/private partnership (PPP) strategy. One hundred (100) **nucleus farmers** per year countrywide at district level. Ten (10) larger and specialized nucleus farmers will be supported at national level. Nucleus farmers will be supported through co-financing, using the PPP approach. Note that a nucleus farmer can be an individual or a farmer association. In five years, a total of 550 nucleus farmers will be supported under the CCF initiative.

- NRM shall boost availability of extension workers and quality of advisory services to farmers. A total of four staff (a coordinator and three service providers) shall be employed on performance-based contracts at the sub-county. Over 4,000 officers will be employed under these terms.

- In order to increase agricultural production and
productivity, NRM will promote the use of both organic and inorganic fertilizers. Government will address the bottlenecks hindering phosphate fertilizer production at Tororo. NRM will also explore the use of petroleum byproducts in the production of fertilizers.

All in all in the next five years NRM through NAADS will support 3 million food security farmers, 180,000 model farmers, 90,000 commercial farmers and 550 nucleus farmers.

iii) Agricultural Research
Under research the following activities will be carried out:

- NRM shall promote research in quick-maturing, high-value seeds and drought/pest resistant seeds for each agricultural zone. The resultant seed varieties shall be multiplied through partnership with the private sector.

- NRM shall mass-multiply the new seven (7) coffee wilt resistant high-yielding robusta varieties for distribution to farmers in coffee producing areas;

- NRM shall expand animal genetic multiplication and distribution to the farmers throughout the country. We shall increase the national breeding programme using the operational public farms and ranches throughout the country. Maruzi and Aswa
ranches will be rehabilitated to serve livestock farmers especially in northern Uganda.

- Thirty thousand (30,000) beef heifers-in-calf will be produced by the National Animal Genetics Research Center and Databank (NAGRC&DB) in partnership with accredited breeders in the country to support the national restocking program. Subsequently, semen production will be increased to 300,000 doses of semen per year. Furthermore, 5,000 dairy heifers-in-calf will be imported to improve dairy production and embryo development.

- NRM shall encourage dairy and beef farmers to use artificial insemination, plant pasture and prepare hay and silage for the animals;

- NRM shall improve breeding of poultry (25,000 broiler parent stock, 30,000 layer parent stock per year); goats (50,000 pure Mubende goats, 100,000 Boer crosses) and pigs (1000 nucleus sow breeding herd) so that farmers can attain improved productivity through acquisition of quality genetics;

- NRM shall scale-up research to develop cassava varieties resistant to cassava diseases, given its importance for food security as well as industrial use

- NRM shall ensure availability of soil testing kits to
enable farmers select enterprises and fertilizers best suited for their soils. Training in the use, by farmers, of soil testing kits and soil mapping shall be done at sub-county level. NAADS shall collaborate with Makerere University and NARO to popularize this technology among farmers as individuals or in groups.

iv) Agricultural Finance and Insurance
NRM government will promote agricultural insurance and increase credit to the agricultural sector in partnership with private financial institutions over the next five years.

v) Value Addition and Post-Harvest Management

• NRM shall promote value addition in agricultural products, by providing milk coolers, rice hullers, maize mills, etc, at sub county level.

• NRM shall promote the use of local materials and byproducts of maize, soya bean, cotton, sunflower, wheat, rice, etc, in the fast growing animal feeds industry.

• NRM shall support the utilization of all other cotton by-products for oil, soap stock, paper production, and many other specialized uses.

• NRM shall construct over 44 warehouses and
over 190 grain satellite collection centers in grain producing areas; targeting to reach over 52,000 households, 50 percent of which will be women headed households. Most of these facilities will be owned by the private sector. One large plant shall be established to produce fortified foods to improve household nutrition security. NRM will increase coverage of the Warehouse Receipt System (WRS) to provide storage to farmers who can use the receipts to acquire credit.

- NRM shall establish 17 grain milling and fortification plants under a PPP arrangement.

- NRM shall support (and pilot at zone level) cold-chain storage facilities supporting high value perishable products including milk, meat, vegetables, fruits, and mushrooms.

vi) Pest and Disease Control
NRM shall continue intensifying pest and disease control, regulation and regulatory enforcement as well as standards awareness and compliance, and traceability systems. Promotion of Good Agricultural Practices (GAP) system will be integrated in the NAADS advisory services component; ensuring that farmers are the first line of defense against pests and diseases (mostly through improved knowledge, peer pressure and agriculture industry pressure). Proffessionals to enforce regulations
and ensure pests and disease control as well as quality assurance and traceability of products will be recruited at sub-county and district levels.

vii) Farm Power and Mechanization
NRM shall promote farm mechanization through loaning tractors and related implements to sub-county SACCOS and youth groups which will operate as service providers to farmers in the sub-county. Furthermore, NRM shall promote other forms of appropriate technology like the use of ox-ploughs in areas where the technology is appropriate. NRM government shall establish a mechanization workshop for technology generation and testing for appropriateness in different agricultural production zones. A mechanization unit shall be established in each zone for hire by farmers for bush clearing and other on-farm uses.

viii) Water for Agricultural Production

- NRM shall provide machinery for water for agricultural production enabling farmers to pay for construction of valley dams/tanks for livestock and for irrigation. Each of the traditional regions will have access to a complete set of equipment.

- NRM shall establish micro water harvesting and irrigation demonstration sites in at least 100 sub-counties every year. In addition, farmers shall be trained and supported to use micro-
irrigation using both permanent water sources like streams, rivers and lakes, and valley dams/tanks which shall be constructed using the equipment referred to in (a) above, in an environmentally sustainable manner. NRM shall establish 13 irrigation units for research and demonstration in Kabale, Mbale, Bushenyi, Rwengaajju (Kabarole) and in Bunyoro, Teso and Karamoja.

• NRM shall rehabilitate four medium scale irrigation schemes (Doho in Butaleja, Mubuku in Kasese, and Olweny in Lira/Dokolo and Agoro in Kitgum) with a total area of 6,535 hectares. In addition, Atera in Apac, Ongom in Lira, Odina in Soroti, Labori in Serere and Kiige in Kamuli districts, shall be rehabilitated.

• NRM shall establish four new medium size irrigation schemes each with 2,000 hectares for promotion of irrigation: expansion of Kibimba irrigation scheme to support outgrowers; Pearl rice irrigation scheme in Igongero swamp in Bugiri/Iganga districts; expansion of Doho irrigation scheme in Butaleja; and development of Namatala swamp in Mbale/Budaka districts.

• NRM shall construct twenty three (23) communal valley tanks across the country each with total reservoir capacity of 2.2 million cubic meters to serve 450,000 heads of cattle. The valley tanks shall be constructed in districts within the cattle
NATIONAL RESISTANCE MOVEMENT
corridor (Nakasongola, Luwero, Nakaseke, Kibaale, Kamwenge, Kyenjojo, Masindi, Kiruhura, Kyegegwa, Sembabule, Palisa, Kotido and Moroto).

ix) Investing in people

- NRM shall establish a Uganda Farmers School and Leadership Center to bring about a shift in life orientation and mindset change in agricultural development; thus creating the required quality of human resources needed to drive the modernization of agriculture in Uganda;

- NRM shall use agricultural training colleges (Bukalasa, Veterinary Training School, and the Fisheries Training School) to increase numbers and quality of employable agricultural technicians through aligning curriculum to market demands in the country. These will be supported at farm level by tens of thousands of hands-on skilled technicians. Using the District farm institutes, NRM shall establish Farmer Academies to provide specialized training on specific aspects of agriculture, e.g. agro-forestry, bee-keeping, etc.;

- NRM shall strengthen Centers of Excellence for strategic commodities including Cassava and Rice centers at Namulonge and Fisheries centre at Kajjansi;

- The planned interventions in support of agricultural sector will make Uganda self reliant in food and
nutrition security. This will make the country a net exporter of both fresh and processed agricultural products. These measures will create jobs (both on farm and off farm) and transform our society from subsistence to commercial farming.

x) Agricultural Production Targets

- NRM shall promote commodity value chains for fifteen strategic enterprises including coffee, tea, cocoa, cotton, maize, rice, fish, beans, cassava, Irish potatoes, dairy cattle, beef cattle, goats, poultry, honey, fruits (citrus, pineapples, mangoes, apples), vegetables and bananas. NRM shall establish national commodity platforms to manage each of these strategic commodities.

- With NRM government investments in animal industry, in terms of improved breeds, disease control and training farmers on improved feeding practices, it is expected that the livestock population in the next five years shall rise as follows: cattle from 13.4 million to 17.5 million; poultry from 43.8 million to 57.2 million; goats from 14.5 million to 18.7 million; sheep from 3.9 million to 5.1 million; and pigs from 3.7 million to 4.8 million.

- Regional fruit and vegetable processing plants will be constructed in three places: Soroti, Kasese and Luwero. The funds for the Soroti factory have already been secured. PPPs will be sought so that private companies become active in the industry.
• A new lowland rice project is to be set up under a PPP in the Naigombwa swamp network in Busoga (Iganga/Bugiri) to include 4,000 ha under nucleus and outgrower farms in an environmentally sustainable manner. Also, Kibimba dam will be expanded which will result in additional 4,500 ha of new land being brought under rice production. As a result of these and other planned initiatives in both upland and lowland rice, production is to increase from the current 200,000 MT to 400,000 MT by 2016 to enable Uganda meet national demand with substantial quantity for export within the region.

• NRM shall support and guide the protective and conservation of wild fisheries resources and their critical habitats;

• NRM shall promote and support intensive fish farming; fish feeds production and marketing and develop the value chain for fish for local, regional and international export markets. Aquaculture parks and cage farming will be promoted in a manner that enhances clustering of farmed fish operations; ensuring that government support is converged at production enclaves. With these efforts, we expect fish production to increase from 473,000 MT in 2011 to 629,000 MT in 2016.

• NRM will promote cotton production and value addition by supporting farmers with seed, agrochemicals and relevant extension services,
targeting to increase production from 70,000 bales in 2009 to 400,000 bales by 2016. In addition, under the Peace Rehabilitation, and Development Programme (PRDP) for Northern Uganda, cotton farmers are among those to benefit from support by way of agricultural mechanization. Cottage industries around cotton will also be established in cotton growing areas to create rural employment, especially for women and youths.

- NRM shall mobilize and support farmers to plant 20 million high-yielding, coffee wilt resistant seedlings/clones per year to achieve 4.5 million bags of exports by 2016.

- NRM government will pursue policies that are aimed at ensuring self sustenance in sugar production. This will be achieved through Public Private Partnership arrangement. Currently cane production from both small holder farmers and estate commercial companies of Kakira, Kinyara, Lugazi and other areas stands at 3.3 million tons producing 300,000MT of sugar per annum. NRM will implement measures to increase sugar production which will result into 5.5 million tons of cane producing 600,000 tons of sugar in the next five years. This intervention will create 100,000 jobs, generation of 80 Mega watts of electricity and 40 million Litres of power alcohol.

- NRM shall mobilize farmers to improve the
quality of agricultural produce by training them on post-harvest handling, sustaining market entry standards in regional and international trade; especially sanitary and phytosanitary requirements. This will reduce on the current post harvest losses which stands at 40%.

- **NRM shall continue on-going public private partnership efforts, especially in palm oil and other oil seeds such as (sunflower, simsim, cotton seed) to ensure Uganda is self-sufficient in vegetable oil production. In this regard, four commercial centres to stimulate oil seed production will be established in Lira, Gulu, Arua and Mbale. By 2014, Uganda will be self-sufficient in vegetable oil, with a second palm oil mill at Buvuma, in addition to other private investors in Lira and other parts of the country.**

- **NRM government will provide one zero grazing dairy cow per household in areas that have small land holdings. This will lead to improved nutrition, household incomes and will promote the use of biogas at household level, thereby reducing reliance on expensive bio-fuels and protecting the environment.**

- **NRM government will ensure that every household has at least 10 fruit trees in order to improve nutrition, the environment and income**
2.9 Mining, Oil and Gas

a) Performance
The NRM government policy on minerals development is to promote, strategically manage sustainable exploitation and utilisation of mineral resources for social and economic development. Over the last five years the following have been achieved:

- Acquisitioning of the airborne geophysical data covering 80% of total landmass of Uganda. The Surveys results provide the framework for geological mapping and mineral exploration leading to investment in the mineral sector and mine discoveries.

- Geological mapping, geochemical surveys and mineral resources assessments in the areas covered by the airborne geo-surveys commenced in November 2008. These activities are due for completion in December 2010 with production of new regional geological maps.

- **Eighty locations with** uranium occurrences have been identified. More surveys are still being carried out in order to quantify the available tonnage and grade of uranium ore.

- Capacity building for staff have undertaken various training through short courses, undergraduate and post graduate training in disciplines of geology, mining, mineral processing, geo-
information management, analytical chemistry, and procurement. This has helped to enhance their technical competency and professional capability.

- Training, awareness campaigns and dissemination of information on small scale mining technologies, mineral processing, business skills, legal and regulatory issues, basic geology, health and safety and social and environment issues were undertaken in seventeen (17) mining districts. This resulted into the formation of mining groups/associations and regularization of operations and increased productivity. The pilot areas were Lake Katwe for salt and Muhokya for limestone in Kasese District; Tororo for limestone, Busia for gold, Gulu for aggregate quarry and Karamoja for gold and marble, Mashonga and Buhweju for gold in Bushenyi, Ruhaama for tin in Ntungamo, Kisita for gold in Mubende, Wakiso for clays and aggregates and clays in Masaka and Mukono.

**Way Forward**

In the next five years the NRM government has the following planned activities in the mineral sector:

i) Enhance human resource capacity to facilitate the mining industry.
ii) Provide basic geo-scientific information for development of the Mining and subsidiary sectors. The NRM government will:

• undertake remote sensing, geological, geochemical, geo-physical and mineral resource surveys;

• disseminate information on opportunities for investment in the mineral sector.

iii) Promote and empower artisanal and small scale miners as follows:

• develop and implement laws and regulations to protect and benefit miners, mining communities and the environment;

• enhance institutional collaboration and partnership in the mining sector;

• promote the use of new proven technologies for improved mineral recovery and production;

• provide credit access to artisanal and small scale miners;

• develop infrastructure for mining activities;

• ensure market awareness within artisanal and small scale miners’ communities;

iv) Attract investment to develop already proven mineral deposits such as the exploitation of the Muko iron ore,
Karamoja Marbles, gold mining in Bushenyi, Kisita, Mubende district, Sikulu phosphates in Tororo, glass sand deposits in Diimu and Bukakata as well as reopening Kirwa and Ruhinja wolfram mines in Kisoro and Kabale districts respectively.

v) Promote environmental and social responsibility in mining sector;

vi) Strengthen and expand the National Seismological Network to achieve national coverage over areas prone to earthquakes.

vii) Promote and gazette the geo-sites and geo-packs. We will identify and classify the potential sites/areas and gazette them as geo-sites and geo-parks; and create awareness and recognition of the two important tourist attractions.

b) Oil and Gas
Under the NRM leadership, Uganda has made significant progress in the petroleum sector. This has been possible through investment in the human resource capacity through training Ugandans in geological and petroleum studies. These efforts led to the attraction of investors in the country to take forward the exploration and subsequent discovery of oil and gas. Four oil companies namely Tullow Oil, Heritage Oil, Neptune Petroleum and Dominion Petroleum are licensed to carry out petroleum exploration, development and production in five out of

A total of 14 oil fields and one gas field have so far been discovered in the country. The total petroleum resources established in the country to date are now over 2 billion barrels of oil in place. Once production commences this will contribute to the take off and social economic transformation of the country. Along with these very outstanding achievements in this sector the NRM Government has moved to improve the regulatory environment of the sector to ensure that Government achieves maximum benefit from these resources. In this regard a National Oil and Gas Policy for the country was formulated. The policy describes a strategic direction for the country with regard to the management and utilization of these resources and the revenues that are expected to accrue from the sector.

**Way Forward**

_The NRM plan of development of the petroleum sector will continue along the strategies and actions defined in the National Oil and Gas Policy as follows:_

_1) The NRM Government will pass a new legislation_
governing access to oil and gas rights, regulation of exploration and production, refining and gas processing, environment management as well as that for petroleum revenue management will be put in place. Further more, institutions to effectively take the sector forward like the Petroleum Regulatory Authority to regulate the sector, the National Oil and Gas Company to participate in the business aspects.

ii) In the medium term, the NRM Government will develop a refinery in the country on a public-private partnership basis to add value to the oil. This refinery, which will be located in Hoima district, will be developed in a phased manner.

iii) Capacity building in the oil and gas sector will continue with a view of producing the required manpower for the sector. This will be through the expansion of the Uganda Petroleum Institute at Kigumba to produce initially artisan and technical level personnel for the industry followed by professional levels. Graduates in the petroleum sciences and relevant disciplines will also be produced in courses which have begun at Makerere University and other private universities in the country. These trained Ugandans will take up the over 20,000 jobs directly generated by the oil industry together with the additional 100,000 jobs generated as a result of the multiplier effect.

iv) to ensure an investor friendly environment to facilitate continued attraction of investments to this sector in exploration, complete appraisal of the discovered oil
and gas fields; Licensing rounds will be undertaken to facilitate open and competitive licensing for the areas with petroleum potential in the country which are not yet licensed.

v) The fourteen oil and one gas discoveries which have been made in the country will continue to be appraised with a view of establishing their extent and production capacities.
Shall invest in the generation of electricity from gas starting with the Nzizi field which has an estimated capacity to generate 50MW-80MW of electricity.

vi) The NRM Government will promote the establishment of energy and oil based industries like iron and steel, plastics, pharmaceuticals and fertilizers, among others. The oil and gas sector will continue to contribute a growing number of employment opportunities and the industrialization agenda.

vii) Promote environmental and Social responsibility in the Oil and Gas sector.

viii) A Petroleum Fund will be put in place to ensure that oil revenues are well managed.

ix) Furthermore, the NRM Government will ensure that benefits arising out of oil production like royalties benefit all stakeholders in the country through investment in infrastructure, human resource development and scientific research and development.
x) Physical planning will be under taken in the oil producing areas as a matter of priority with emphasis on Municipalities and other towns in the region.

2.10 Land Sector

Land plays an important role in the production process. The National Resistance Movement policy on land is to ensure security of tenure for land owners in accordance with the various tenure systems namely: mailo, freehold, leasehold and customary. The NRM government recently passed the Land Amendment Act, 2008 whose objective is to strengthen the security of tenure of lawful and bonafide occupants of land.

In the last five years, the following have been done to improve land management:

- **Rehabilitation and modernization of existing Land Registry records and operations:**
  - Completed construction of 11 regional land offices. Two more land offices (Mbale and Jinja) to be completed by end of January 2011;
  - Completed a Storage and Archival Centre located in Entebbe.
  - Issued 55,115 land titles (28,443 Mailo, 26,672 Freehold;
  - Computerized Mailo Land Records for Kampala, Wakiso and Mpigi districts, for effective and efficient service delivery;
• Development of a Land Information System (LIS) and expansion of cadastral information access to key regional centers/districts:
The first phase of implementing the LIS, which is a pilot scheme, is underway. This is being piloted in the districts of Jinja, Mukono, Wakiso, Kampala, Masaka and Mbarara. The LIS will be a one stop centre for all land related information in the country.

• Strengthening the Capacity of the Land Sector:
  • The School of Survey and Land Management in Entebbe was re-opened in 2006. The re-opening of the school has increased the number of land managers and administrators.
  • The Mortgage Act, 2009 and the Physical Planning Act, 2010 were enacted.

• Systematic Demarcation:
Systematic demarcation is a technical approach for demarcating all land ownership rights within a selected administrative area. Systematic land demarcation helps in increasing land tenure security. Under this pilot scheme freehold land titles have been given to beneficiaries at a subsidized fee of only Ushs 70,000=.
Systematic demarcation has been carried out in the following areas:
  • Rukarango parish, Ntungamo District
    A total of 2,444 parcels have been surveyed in Rukarango Parish. The
preparation of certificates of titles to be completed by December 2010.

- Bulowooza Parish, Iganga District
  In Bulowooza parish, 53 Area Adjudication Team members were trained in management of land disputes; Adjudicated, demarcated and plotted 785 parcels in Bulowooza Parish. Certificates of Titles for all the 785 parcels have been processed and over 400 issued to land owners;

- Bumbobi Parish, Bungokho Sub county and Bumasikye Parish, Busoba sub county in Mbale District;
  In Bumbobi parish, a total of 1,200 parcels have so been surveyed and all the application forms for issuance of freehold titles for 1,200 have been approved by the Mbale District Land Board.

- In Bumasikye Parish, Busoba sub county, 100 Area Adjudication Teams Members have been trained in the management of land disputes.

- Kasingo Parish, Bwanswa Sub county, Kibaale District
  In Kasingo parish, Bwanswa sub county, mobilization, training and sensitization have been carried. 70 Area adjudication members of Bwanswa Sub County have
been trained in land dispute management. Adjudicated, demarcated, and surveyed 565 parcels in Kasingo parish in Kibaale district.

- **Expansion of the Land Fund**
  - Compensated 3,228.55 Ha of registered land in Kibaale for regularization of ownership for bonafide occupants.
  - Developed land fund regulations, to enable bonafide occupants to acquire full ownership rights through acquisition of land titles.

### Way forward

The NRM government in the next five years will:

i) **Construct 9 Regional land offices and equip them;**

ii) **Complete computerization of the land registry and decentralize the management of land records;**

iii) **Rollout systematic demarcation in Uganda,**

iv) **Rollout Land Information System to 6 district land offices;**

v) **Increase the land fund to enable bonafide occupants to acquire full ownership rights through acquisition of land titles;**
vi) Enhance capacity building for land management institutions (District Land Boards, Area Land Committee and District Land Offices);

vii) NRM will support the expeditious settlement of land disputes using both customary and legal means, especially in parts of Uganda which suffered insurgency.

2.11 Environment

a) Introduction
The NRM policy on environment is to promote sustainable social economic development through enhancement of environment and natural resources quality, quantity, diversity and productivity, in particular of soils, water resources, forests, wildlife, wetlands and air on a long term basis that meets the needs of the present generation without compromising the ability of future generation to meet their own needs. Uganda’s economy is dependent on its natural resources; soils, water resources, fisheries, forests, wetlands minerals and tourist sceneries. Notably, Environment and Natural Resources sub sector contributes about 21% to the Gross Domestic Product (GDP).

The NRM government is fully committed to the sustainable development of the country and *Greening the economy*; addressing the issues of deforestation, degradation of soils, wetland, river banks, Lake shores and water
resources, climate change and weather variability, and indeed the implementation of the national aspirations regarding the environment sector. The NRM Manifesto 2006-2011 focused on environmental sustainability, conservation and restoration of degraded ecosystems and specifically on the following;

- Pursuing policies to ensure a clean and healthy environment;
- Enforcing a deliberate policy to effect afforestation on all bare hills in the country in a bid to protect the environment;
- Biodiversity conservation including plants for medicinal purposes
- Restoration of degraded wetlands, river banks and lake shores.

b) Strategic Achievements
In line with the above commitments, the following achievements have been registered:

- In order to put the country on a sustainable development path, environmental sustainability concerns have been integrated into national development strategies, policies, plans and programmes including the National Development Plan.
Solid and liquid wastes from oil and gas activities have been safely disposed off in properly constructed pits that have been lined with high density impermeable plastic materials and concrete before bio-remediation and eventual use in approved activities.

Restoration of some wetlands, lakeshores and riverbanks, and restoration of bare hills within the ecologically sensitive regions like Lake Victoria and the upper Nile Catchment Areas.

Government supported 9 Municipal councils including; Lira, Soroti, Mbale, Jinja, Mukono, Fort Portal, Kasese, Mbarara and Kabale to set up solid waste composting plants. These projects aim at ensuring a clean and healthy environment, revenue generation from carbon credits, compost manure for sustainable agriculture, employment and income to the communities.

Sustainable environment management concerns have been integrated into primary and secondary school curricular including; university academic and non-academic programmes and other tertiary institutions such as Police and Army training schools.

Dissemination of environmental information and raising public awareness on the state of the environment and its implications on the attainment of national development goals through the production and publications of the National

- Disaster risk reduction including; risk identification/forecasting, assessment and institutional development for disaster management.

\[c\) Specific Achievements\]
The following are the specific achievements made to contribute to environmental sustainability countrywide:

- **Restoration of wetlands**
The following wetlands have been demarcated (restored) to regain their ecological functions and services; Nakayiba and Nabajjuzi in Masaka District, Katengo in Kyotera town council, Rakai district, River Semuliki- Ntoroko district, Kyeirungu in Buhweju district,

- **Afforestation and re-afforestation:**
In total over 40,000,000 trees were planted in the last five years covering about 35,000 ha.

**Way forward**

*The NRM government will continue with the restoration of degraded ecosystems as a strategy for disaster risk*
control and improved livelihoods. This will include;

i) Support to afforestation and reforestation programmes through the National Tree Fund, National Environment Fund and other programs/projects. In the next five years, NRM government will provide tree seedlings through both public and private schemes to plant at least 200,000,000 trees annually equivalent to 180,000 ha. This way the country will be able to replace the annual forest cover loss which is estimated at 89,000 ha.

ii) Boundary demarcation and gazettement of critical wetlands including creating alternative sources of income for those in wetlands as an incentive to vacate them under this arrangement, the following wetlands will be demarcated, gazetted and given strict protection: Nakivubo, Kinawataka, Lubigi, Kansanga, Kyetinda, Nyanama-Lufuka, Mpologoma, Mayanja, Katonga, Kakyera and Teso wetland system (Agu, Awoja, Abuket, Kodike), Okole-Arocha in Lango..

iii) Restoration of fragile ecosystems and resettlement of people affected

iv) Restoration and protection of the threatened/endangered tree species such as shea nut tree, bamboo and tamarind in Northern Uganda and West Nile.

v) Special protection of water catchment areas

NRM will also put in place additional measures to ensure
that environmental quality, quantity and diversity are enhanced. The measures will include:

- **Setting up additional Municipal Solid Waste composting facilities** in Gulu, Arua, Tororo, Busia, Entebbe, Mityana, Masindi and Hoima Municipal councils.

- **Creating awareness and building capacity in the management of the environmental impacts of Oil and Gas, and the management of waste in urban areas across the country.**

- **Establishing a central waste management facility for Oil and Gas and other related wastes.**

- **Support and empower Local Governments and local communities to manage environment sustainably and increasingly build the capacity of local governments (staffing, funding, training and re-tooling).**

- **Generation of information using satellite technologies to improve capacity to detect disasters such as droughts and floods and early identification of populations at risk to enable timely planning for sustainable livelihoods.**

- **Operationalization of the Environment Protection Force (EPF).**
Environmental law and standards will be strictly enforced to eliminate pollution of water bodies and land from industrial effluents.

- Greening the economy through economic instruments like green levy, economic valuation of natural resources and payments for ecosystem services.

- Implementation of activities to cope with adverse impacts (drought, flood) of climate change.

- Finalization of transforming the Meteorological Department into the National Meteorological Authority
CHAPTER THREE: PHYSICAL INFRASTRUCTURE

3.1 Energy

Energy is a major driving force for social economic transformation of the country. When the NRM assumed leadership in 1986, power production had fallen from 150MW in 1963, to 60MW. The NRM Government has been building up the power sector and currently the total capacity is 595MW. This will rise to 875MW in early 2012 after commissioning Bujagali (250MW), Mpanga (18MW), Buseruka (9MW) and Ishasha (6MW).

Limited access and use of energy significantly slows down economic and social transformation. The low energy consumption per capita in Uganda has largely contributed to the slow economic transformation by limiting industrialization as well as value addition. The energy exploitation pattern is such that biomass accounts for 92 per cent of total energy consumed while fossil fuels account for 7 per cent and electricity only 1 per cent. This exploitation pattern is not sustainable because it heavily relies on non renewable energy that is costly, untimely, limited and has serious environmental effects.

a) Nyagak power project

The development of Nyagak small hydropower which had stalled due to the inability of the Civil Work Contractor to efficiently execute the project, has now resumed. Government has sourced and injected USD 6.1 million to complete the project. The project will be commissioned
in July 2011. To support power distribution from Nyagak, government has injected USD 10million for the construction of an extensive network covering Nebbi, Pakwach, Zombo, Maracha, Koboko and Yumbe.

**Way forward**

i) Efficiency in Energy Consumption

- The NRM administration will take measures over the next five years, to improve on the power supply so that the per capita energy consumption improves significantly from the current 69.5kwh. The long term plan is to reach a per capita energy consumption of 675 kWh which will require the stepping up of generation capacity to 3,885 MW by 2016. This is part of a longer term vision to reach 41,738 MW by 2040.

- NRM will encourage and support research in the use of biomass energy through improved cooking stoves in the medium term. In the long term use of more modern forms of energy like electricity and gas, will be promoted.

- NRM will offer incentives to encourage use of alternative forms of renewable energy such as solar, biogas and wind, as a way of increasing power supply to private and public facilities.

- Encourage energy efficiency along the whole life
cycle of the energy sector covering generation, transmission, distribution and use.

(ii) Generation Plan
The five year electricity generation plan targets reaching a total capacity of 3,885 MW from the following:

- Current capacity 595 MW;
- Bujagali 250 MW;
- Karuma 700 MW;
- Ayago 700 MW;
- Isimba 120 MW;
- Aringa 400 MW, thermal power plant 700 MW (as part of the oil refinery) utilizing Uganda’s oil resources;
- solar thermal (200 MW);
- Geothermal power (100 MW) and utilization of biomass (cogeneration, wood, waste crop and garbage) to generate 150 MW;
- Small hydro power plants 150 MW, the small hydro power plants to be developed will include Muzizi, Kikagati, Nshungyezi, Waki and several others.
- Invest in exploration of strategic minerals like uranium as a source of energy
The long term generation plan the NRM has designed for the country is here below:

### ELECTRICITY GENERATION PLAN UP TO 2040

<table>
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<th>Year</th>
<th>2010</th>
<th>2015</th>
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<td>1273</td>
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<td>14,670</td>
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</tbody>
</table>

(iii) Transmission Plan

In the coming five years, NRM plans to build new transmission lines to evacuate power from the new generation plants and extend the grid to improve power service delivery to different areas of the country and also extend to interconnect with regional neighbors. The strategy will be to expand the transmission grid from the current 1,300 km to 2,750 km and increase transmission voltage from the current 132 KV to cover 220KV and 400KV. The transmission lines to evacuate power from generation plants will include:

- Nkenda – Mputa – Hoima (132KV, 254km);
- Karuma – Kawanda (400KV, 264 km);
- Karuma – Olwiyo (132KV, 60km);
- Karuma – Lira (132 KV, 80km);
- Karuma-Gulu (132KV, 70km);
- Isimba interconnection (132KV, 40km).
NRM will also extend the transmission grid to improve power service delivery to different areas of the country. New grid extension lines to be built to improve power delivery are:

- Kawanda – Masaka (220KV, 142km);
- Kampala – Entebbe (132KV);
- Mirama – Kabale (132 KV);
- Hoima Kafu (132 KV);
- Lira – Gulu – Nebbi (132 KV);
- Opuyo – Moroto (132KV, 200km);
- Tororo – Opuyo – Lira upgrade (132KV, 260km); and
- Mbarara – Nkenda (132KV, 160km)
- Lira-Kitgum (132KV, 125km).

Several sub-stations will be built to include: Kawanda 400KV, Masaka 220/132KV, Hoima 132/33KV, Mputa 132/33KV, Fort portal 132/33KV, Moroto, 132/33KV and Olwiyo 132/33KV) and Kitgum (132/33KV) to allow distribution and rural electrification.

At regional level, transmission lines will be built to allow interconnection with regional neighbors. Regional interconnectors will include Masaka – Mwanza (220KV), Mirama – Rwanda (220KV), Gulu - Nimule (220KV) and Tororo – Kenya 1220KV). A 220KV line will also be built from Nkenda in Kasese district to Beni and Bunia in the Eastern part of the Democratic Republic of Congo (DRC). Other connections to eastern part of DRC will come from Bunagana in Kisoro district; Ishasha in Kanungu district.
and to Aru from Arua district.

(iv) Rural Electrification:
Rural electrification measures will be further accelerated based on grid extensions, independent grids, use of solar home systems, solar energy packages and domestic biogas for schools, health centers and water supply. Grid extensions will reach all district headquarters of Uganda to support service delivery. Further, the target will be Health Centre IVs, landing sites with fish processing plants, and where there are potential industries. Solar home systems and domestic biogas will be supported through financing interventions to make the systems more affordable for the rural poor. The following programmes will be carried out:

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<th>Districts</th>
<th>Areas to be covered</th>
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<td>1.</td>
<td>Sironko-Nakapiripirit-Amudat</td>
<td>Sironko, Nakapiripirit, Amudat</td>
<td>Nakapiripirit, Tokora, Namalu and a tee-off to Lolachat, Nabilatuk, Meturon, Tabakonyi, Bunambutye, Cheptui, Bunangaka</td>
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<td>Kaberamaido, Soroti, Dokolo</td>
<td>Kaberamaido, Amanamana, Omarai, Lwala, Pilokot, Otuboi, Dokolo, Amolatar District Hqtrs, Namasale</td>
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<td>Bukwiri, Butemba, Kyankwanzi</td>
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<td>Lira-Aloi</td>
<td>Lira</td>
<td>Apoki (Bwelwe), Chegere, Alege, Ilee, Barodilo, Ayer (Sub-County), Alemi, Abilonino, Lwala, Abari, Abur, Alei, Teboke.</td>
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<td>Kitgum-Palabek</td>
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<td>Pajumo, Palabek Gem, Palabek Kal Ogili, Labeja, Mucwin, Lakamama, Padibe, Paluga, Mad Opei, Agaro, Potika</td>
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<td>Rwemikoma-Buremba-Rukunyu including Rushere-Mugole-Kijuma</td>
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### Small to Medium Rural Electrification Schemes

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<td>Nyakatooma Trading Centre and Nyamitanga.</td>
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<td>Guluddene Parish</td>
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3.2 TRANSPORT

a) Introduction:
The NRM policy on the transport sector is to invest substantially in the road, water, rail and air transport with the ultimate aim of reducing the cost of doing business and making Uganda the preferred investment destination.

To achieve this, the NRM Government has developed a National Transport Master Plan, which includes Greater Kampala Metropolitan Area.

Uganda’s transport needs are predominantly served by the road system. The NRM Government has continued to develop and maintain National, District, Urban and Community access roads in the country. Since 2006 major reforms have been carried out to improve the administration and funding of the Road Sub-Sector. The Uganda National Roads Authority (UNRA) was established to create an environment that is conducive
to the efficient and effective management of the national roads network. The Uganda Road Fund was also established to facilitate the delivery of road maintenance services for National, District, Urban and Community Access Roads. The national roads network has been almost doubled by taking over 10,000km of District Roads which will now be under UNRA.

b) National Roads
Some of the roads that NRM had promised to tarmac have been completed, others are at various stages with construction ongoing, while others were designed and are ready for tarmacking as indicated below. With increased revenue, NRM is now able to tarmac some of the roads using own revenue. In the past road construction was hampered by dependence on borrowing, with its attendant conditionalities. This involved borrowing for design, a process that does not take less than two years, after which one would have to borrow for actual construction, which also takes long. Now we have the financial capacity to design the roads using our own money and even tarmac some of the roads.

The following roads that we promised to tarmac or complete in the last manifesto have been completed:

- Kafu-Masindi,
- Busunju-Kiboga-Hoima,
- Karuma-Olwiyo-Pakwatch;
- Jinja-Iganga-Bugiri;
• Soroti-Dokolo-Lira;
• Kawempe-Kafu, and;
• Kampala Northern bypass.

**Way Forward**

*In the next five years, the NRM Government shall undertake the following:*

i) **Complete upgrading from gravel to tarmac the following new roads:**
   - Gayaza – Zirobwe – Wobulenzi (66km),
   - Matugga – Semuto – Kapeeka (41km),
   - Kabale – Kisoro – Bunagana/Kyanika (98km),
   - Fort Portal – Bundibugyo – Lamia (104km),

ii) **Complete the reconstruction/rehabilitation of the following roads:**
   - Kampala - Masaka – Mbarara – Katuna (416km),
   - Busega – Mityana (57km)
   - Tororo – Mbale – Soroti (152km)
   - Lira – Kamdini – Gulu (128km)
   - Mukono – Jinja (52km)
   - Mukono – Kayunga - Njeru (94km),
   - Jinja – Kamuli-Mbulamuti (60km)
   - Kafu – Karuma road (67km)
   - Kampala-Kalerwe (Dualing)
   - Kalerwe-Gayaza

iii) **Upgrade from gravel to tarmac the following new roads**
iv) Construction of the 4 lanes Kampala – Entebbe Express highway (53km) with a spur to Munyonyo

v) Complete the design and commence works for capacity improvement multiple lanes of the following roads;

- Kampala Northern Bypass (17km)
- Kampala – Jinja (80km),
- Kibuye – Mpigi (30km),
vi) Commence upgrading from gravel to tarmac of the following roads:

- **Rwenkunye – Apac – Lira – Kitgum – Musingo (350km)**
- **Olwiyo- Gulu- Kitgum (167km),**
- **Muyembe-Nakapiripit and Moroto- Kotido (200km),**
- **Soroti- Katakwi- Moroto- Lokitanyala (290 km),**
- **Masaka- Bukakata (36 km),**
- **Villa Maria – Sembabule (48 km),**
- **Kyenjojo- Hoima-Masindi-Kigumba (238 km),**
- **Musita – Lumino – Busia/Majanji (140 km),**
- **Tirinyi - Pallisa – Kumi/Pallisa – Mbale (111km),**
- **Mbale –Bubulo –Magale/Lwakhakha and Bududa circula road (58 km),**
- **Namagumba- Budadiri- Nalugugu (30 km),**
- **Kamuli- Bukungu (64 Km),**
- **Hoima - Wanseko (111km),**
- **Katine-Kalaki-Lwala-Kaberamaido-Ocero**
- **Kayunga – Galiraya (88 km)**
- **Namalu-Nabilatuk-Lokapel (45km).**
- **Luwero-Kiwoko-Butalangu**
- **Nebbi-Golli (14.4km)**
- **Ocoko-Inde (32.8 km)**
- **Luwero-Zirobwe (36.7km)**
- **Mityana-Kanoni (37.2km)**
- **Kyegegwa-Kazo (87.0km)**

vii) In addition, the following roads will be designed for tarmaking:

- **Ibanda-Kabujogera-Masyoro-Rwenzaza/ Kyambura (84km)**
• Rakai-Isingiro (55km)
• Kanungu-Nyakishenyi (38km)
• Kanungu-Kambuga (17km)
• Kamwenge-Kitagwenda-Ibanda/Masyoro (84km)
• Kamwenge-Dura-Rwimi (60km)
• Atiak-Kitgum (108km)
• Pajule-Pader (18km)
• Kitgum-Koputh (165km)
• Kotido-Kaabong (64km)
• Angatun-Lokapel (47km)
• Iganga- Kiyunga-Buwenge-Kamuli
• Tororo-Nagongera-Butaleja (48km)
• Tororo-Buteba-Busia (27km)
• Bududa-Bulucheke (10km)
• Customs-Tororo (3km)
• Kashozi-Buremba-Kariro
• Bwizibwera-Kabwohe-Kibingo
• Kashwa-Kashongi-Ruhumba
• Masindi-Buliisa
• Kibaale-Mubende
• Buloba-Mpigi
• Kapeeka-Ngoma-Masindi
• Soroti-Serere
• Kamengo-Buvumbo landing site
• Muduuma-Mpigi

viii) Construct the following bridges:
• 2nd Nile bridge at Jinja.
• Aswa bridge on Gulu – Kitgum road
• Bulyamusenyu bridge connecting Nakaseke to Masindi District.
c) District and Community Access Roads
Two years ago, the Central Government took over 10,000 km of roads from districts. The NRM Government has continued with the maintenance of the district roads in the last five years. A road fund was created to secure funds for road maintainance. Funds for road maintenance are directly sent to districts and urban authorities for this purpose. The NRM Government will evolve a correct formula of working on the murram roads to address the challenge of over pricing. The system of using contractors to work on murram roads
NATIONAL RESISTANCE MOVEMENT

has discredited itself as the contractors over-price their work.

**Way Forward**

*The NRM will carry out the following in the next five years:*

i) **Use direct labour (force account) to maintain the murram roads. The districts have already been directed to put road gangs back into place.**

ii) **All districts will receive Road Units; Kampala has already received road maintenance equipment.**

iii) **The Central Government has taken over 10,000 km of roads previously under districts. Starting this financial year, 2010/11 routine maintenance will be carried out on the 10,000 km using labour-based contractors. These roads will be upgraded to national standards in the next five years.**

d) **Urban Roads:**

*Dust-free Kampala*

The NRM Government will ensure that the gateways to the city namely: Entebbe-Kibuye, Nakawa-Kireka roads; Kampala road-Wandegeya-Bwaise-Kawempe road; Bakuli-Nakulabye-Nansana road; and Kibuye-Ndeeba-Nateete-Busega roads are in excellent condition. Roads
in Kampala should not have dust or mud. Kampala City Council has been given brand new equipment to work on the other roads. Central Government will maintain the main roads mentioned above.

**Way forward**

*i) The central government will take over roads in Kampala and reconstruct all the tarmac roads that are in a sorry state and construct new ones and maintain them.*

*ii) Roads in other cities and municipalities will be reconstructed and new ones will be constructed.*

*e) Tourism Roads*

To improve the movement of tourists to tourist centres, access roads that are critical to the performance of these key tourism products will be upgraded. We will construct tarmac roads up to access gates in Bwindi, Mugahinga, Murchison, Budhagali, Kyabirwa, Isimba, Semuliki, Kibale and Kidepo, Lake Mburo, Lake Bunyonyi and Rwenzori national parks, Namugongo and other attraction areas.

*f) Road Safety*

The road safety situation needs improvement inorder to save lives of Ugandans.
Way Forward

The strategic interventions that will be implemented over the next 5 years to reduce road carnage will include:-

i) A new National Road Safety Policy, Vision and Goals, to be put in place.

ii) Establish and operationalize a National Road Safety Agency (NRSA) that will be responsible for coordinating the implementation of a Comprehensive Road Safety Action Plan; Improve road safety management capacity in the road sector agencies and mainstream road safety activities in their annual programmes.

iii) As part of the Decade for Action to reduce road carnage by one half, Government will undertake:
   • widespread road safety education amongst the masses;
   • Mainstream road safety in schools;
   • Improve monitoring of road safety on the road network to identify black spots for improvement, etc.

g) Railway Transport:
NRM Government will mainstream investment in the railway transport. Construction of the standard rail gauge from Malaba to Kampala will be undertaken. Development of the railway network to serve other parts of the country will be pursued. Feasibility study for
Tororo- Gulu working with our neighbors, NRM will link Uganda with Congo, Sudan, Rwanda and Burundi by railway. The Southern railway route to the seaport of Dar-es –Salaam and or Tanga will equally be attended to.

**h) Water Transport:**
On water transport, the NRM programme will be to provide a ship and ferries on Lake Kyoga, River Nile and improve transport on Lake Victoria to enhance trade with Kenya and Tanzania. We will also upgrade the Port Bell and Jinja ports.

**i) Air Transport:**
Aviation is of significant importance in the development of non-coastal economies. Uganda, being a non-coastal country can gain a lot from a well developed aviation network for promotion of tourism and export of perishable products.

The NRM Government will, through a PPP management, develop a new cargo terminal at Entebbe International Airport. NRM has already developed an ambitious plan to improve facilities at upcountry aerodromes. This is envisioned to promote and ease domestic travel and movement of tourists to various tourist attraction sites.
• Entebbe International Airport (EIA):

Over the last five years, the following infrastructure developments have been undertaken at Entebbe International Airport.

• **Installation of a new Air Traffic Control (ATC) Radar**
• **Improvement of the Passenger terminal building which among other things included expansion of arrivals hall, installation of modern baggage claim system, and modification of the departure area.**
• **Construction of a Very Very Important Persons (VVIP) Facility at Entebbe International Airport (at old airport).**
• **Installation of aerobridges at Entebbe International Airport**

**Growth of Traffic**

*Passenger traffic:*
Over the past five years, international passenger traffic has grown from 543,590 passengers in 2004 to 996,395 in 2009. This represents an annual growth of 12.9 % over the last five years.

*Cargo traffic:*
Cargo traffic has had its ups and downs over the last five years due to a combination of weather factors, diminishing fish stocks in Lake Victoria as well the credit crunch which affected the demand side of our exports. Imports grew from 14,420 tonnes in 2004 to
19,916 tonnes in 2009 representing an annual growth rate of 6.7% over the last five years. However, exports declined slightly from 33,473 tonnes in 2004 to 32,726 tonnes in 2009 for reasons mentioned above.

**Commercial Aircraft Movements:**
Over the last five years, Commercial aircraft movements have increased from 16,692 in 2004 to 21,619 movements in 2009. This represents an annual growth of 5.3% over the last five years.

- **Up Country Airports:**
  - **Arua:**
    - *Regravelling of the runway was completed.*
    - *Phase I of the terminal building construction is underway in Arua Airport. Phase II will commence as soon as phase I is completed.*
    - *Expansion of Arua Airport* (the process for acquiring more land is on-going).
  - **Kasese:**
    - *Land acquisition for expansion of Kasese was completed.*
    - *Detailed engineering designs are being developed for upgrading the airport facilities to international standard.*
  - **Soroti:**
    - Renovation of control tower complex, staff houses and terminal building was completed
    - Designs to upgrade the airport to handle international flights have been completed
    - Airport fencing was completed
Jinja:
• Buildings have been rehabilitated at the airport
• Runway, taxiway as well as the apron have been regravelled.
• Aerodrome fencing was completed

Tororo:
• Aerodrome buildings were renovated.
• The runway was upgraded from grass to marrum surface.

Gulu:
• A new terminal building constructed
• A mobile control tower procured

• Other Achievements
  • Hosting of the headquarters of East African Community’s CASSAO Entebbe
  • Introduction of 24 hour commercial operations at Entebbe Airport
  • Automation of the car parks at Entebbe
  • Installation of Departure Passenger Handling System at EIA.

Way Forward

i) Entebbe International Airport
NRM has developed plans to partner with the private
sector to develop the air transport industry. In the next five years, the following will be carried out:

- Construction of a Cargo Terminal
- Expansion of the existing Cargo Terminal
- Construction of a Fuel Farm and Ferry Port
- Construction of an Airport Maintenance Hangers

ii) Kasese Airport
Kasese Airport will be tarmacked and upgraded to International standard.

iii) Gulu Airport
The programme to redevelop Gulu Airport into a Northern Regional Hub is taking shape. The preliminary Master Plan and Detailed Engineering Designs for resealing of the runway and construction of the new apron and taxiways have been completed and will be implemented in the next five years

iv) Arua Airport
The Plan to modernize Arua Airport commenced in the Financial Year 2009/10 with the construction of a new Terminal Building. Additional land will be acquired to expand and tarmac the runway, taxiways and apron.

v) Masindi Aerodrome
Masindi Aerodrome will be developed through a concessionaire. This aerodrome has the potential to effectively serve the Albertine oil region.
vi) Pakuba Aerodrome  
During the Financial Year 2011/12 the NRM Government will reconstruct the electric perimeter fence, re-gravel the runway and apron for Pakuba aerodrome. The aerodrome is also expected to serve as an air facility for the Albertine oil region.

vii) Nyakisharara Aerodrome  
Infrastructure improvements will be carried out

viii) Jinja Aerodrome  
Infrastructure improvements will be carried out

ix) Ntungamo Aerodrome  
Designs and start construction will begin in the next five years

3.3 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Introduction

The ICT sector under the guidance of NRM government has seen tremendous positive growth since the late nineties to date. The liberalization of the telecommunications sector and formation of the Ministry of ICT has greatly guided the sector into the leading contributor to the country’s GDP. The effective dual use of Information and Communications
Technology (ICT) has become a very critical factor for rapid economic growth and wealth creation, and for improving the livelihoods of the world’s poor. In Uganda, in addition to ICT being taken as an enabler or tool in the service sector and executing government programs and projects, it has also been recognized as an industry that can significantly contribute to socio-economic transformation of a nation. It is against this background that the NRM listed ICT as one of the key priorities to be implemented by Government to enhance developmental transformation of the country in the last 5 years.

**Achievements**
The manifesto achievements in the table below have been realized by the NRM Government in last 5 years;

<table>
<thead>
<tr>
<th>No.</th>
<th>Programs</th>
<th>Achievements</th>
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<tbody>
<tr>
<td>1.</td>
<td>Increase of Telephone subscriber base in the country.</td>
<td>• Telecom sector fully liberalised and opened up as a result more private telecom companies licensed hence reduction in communication costs and increase in subscriber base of over 11 Million from 2.2 Million in 2006.</td>
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<td>2.</td>
<td>Increase of ICT services coverage.</td>
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<td></td>
<td>• All districts &amp; major trading centres are covered in terms of voice and data connectivity.</td>
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<td></td>
<td>• Provision of Internet Points of Presence (POP) &amp; District Websites in over 80 Districts.</td>
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<td></td>
<td>• Equipped 198 secondary schools with Computer laboratories, and 300 more planned for this FY 2010/2011.</td>
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<tr>
<td></td>
<td>• Established ICT learning centres for Children (Hall-in-the-Wall)</td>
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<td></td>
<td>• Pan-African e-network at Makerere University and Mulago Hospital operationalised. More than 500 students and medical professionals have been trained through this network in the last one year alone, by leading Indian institutions.</td>
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<td>3.</td>
<td>Integrating all ICT activities under one Political leadership.</td>
<td>- Ministry of ICT fully established with the following agencies: Uganda Communications Commission, Broadcasting Council, Posta Uganda, Uganda Institute of Information and Communications Technology and the National Information Technology Authority.</td>
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</table>
| 4. | Development of ICT infrastructure to enhance voice and data communications | - National Data Transmission Backbone and e-Government Infrastructure to provide broadband connectivity was built. This links all Government Ministries and Departments.  
- The infrastructure has been extended to most districts and the boarders with the neighbouring countries to link with the international Sub-Marine optic fibre cable system.  
- Private operators have also been issued with a new licensing scheme that enhances infrastructure provision. |
5. **Support of outsourcing services (Call Centres)**

- A unit to focus on Business Process Outsourcing (BPO)/ Call Centres was set up under the ICT Ministry.
- Business Process Outsourcing (BPO) Strategy developed in conjunction with private players and being implemented to stimulate job creation and employment for the youth.

6. **Integration of ICTs into the National Planning Framework.**

ICTs have been identified as a core sector in the National Development Plan (NDP).

7. **Development of E-government.**

- E-Government infrastructure developed connecting all Ministries in Kampala and Entebbe.
- E-Government framework to operationalise the infrastructure has been developed.
- Directorate of e-Government services has been established under NITA-U to oversee the implementation.
|   | Review of sector policies. | • ICT Policy harmonised within the East African Community Framework;  
|   |   | • Telecom Policy 2006 updated  
|   |   | • Information Technology Policy  
|   |   | • Postal Policy  
| 8. |   | • Digital Broadcasting Migration Policy  
|   |   | • Electronic Waste Management Policy  
|   |   | • Rural Communications Development Policy  
|   |   | • Internet Protocol version 6 Migration Policy  
|   |   | • National Information Security Strategy  
|   | Review of laws for protecting intellectual property. | • Cyber laws (Computer Misuse, Electronic Transactions, Electronic signatures) were passed by parliament. |
| 10. | Providing connectivity to rural areas. | • Modern communications services including internet provided in rural areas in partnership with licenced private operators through the Rural Communications Development Fund;  
• District Business Information Centres establishment;  
• Multi-Purpose community tele-centers rolled out in rural areas. |

**Way Forward**

*The NRM shall undertake the following in the next five years:*

i) Operationalisation and commercialization of the National Fibre Backbone and e-government infrastructure to enhance service delivery;

ii) Extend the National Fibre Backbone to reach all district headquarters.

iii) Promote and market Business Process Outsourcing (Call Centres) industry to stimulate job creation and employment for the youth;
iv) Develop human capital and critical mass of ICT skills to compete in the global market;

v) Develop a Telecommunication Resources Management Policy;

vi) Develop a National Postcode and Addressing System;

vii) Establish Information Technology parks for promoting ICT software and hardware development industry;

viii) Institutionalize the ICT function in Government by establishing ICT units in Ministries, Departments, Agencies and Local governments, and create common ICT Cadre to enhance service delivery.

ix) Operationalize the migration of Analogue to Digital Television broadcasting;

x) Extend Television and Radio signals to all districts;

xi) Promote electronic Commerce and online services delivery to ensure efficiency, cost effectiveness, transparent and accountability;

xii) Operationalize the National Information Security framework to protect national resources and systems from potential cyber attacks and associated risks such as cyber terrorism.
CHAPTER FOUR: HUMAN CAPITAL

4.1 Education

Introduction
Human capital is the most valuable asset in any nation. The NRM policy on education is education for all. This underscores the importance NRM attaches to the development of the human resource.

In order to achieve education for all, NRM introduced Universal Primary Education in 1997 which was followed by the introduction of Universal Secondary Education (USE) and free Business Technical Vocational and Enterpreneur Training (BTVET) in 2007. In addition, Government liberalised university education which led to the increase in the number of public universities.

Before we launched UPE, only 2.5 million children were going to school. The number shot up to 5 million children when we started the programme in 1997. Today (2010) there are about 8 million pupils registered under UPE. This shows that many children especially from poor families who could not afford school fees were being left out of the education system, without any hope of ever seeing the inside of a classroom. At the time the programme started, there were challenges of increasing the number of classrooms, teachers and teaching materials. At that time Uganda had only had 28,000 classrooms which had accumulated from the time formal education started in the country about 100 years
ago. Under both UPE and USE, the role of a parent/guardian is to provide uniforms, exercise books, pens and lunch. Government provides teachers, classrooms and scholastic requirements. In respect to lunch, parents are expected to pack food for their children.

In the last 13 years of UPE, we have increased the number of classrooms to 85,000, an increase of about 200%. In the case of teachers, we have increased the number from 65,000 to the current 130,000 on the pay roll. In our view, both UPE and USE have been a tremendous success. The children who joined primary one in 1997 when NRM started UPE are now at university. Those who joined senior one in 2007 when NRM started USE are now in senior four. All in all, with the introduction of USE, enrolment in secondary schools has increased from 412,367 in 2007 to 1,194,000 in 2010. Along the way we have encountered challenges which include the need to increase the number of teachers, classrooms, laboratories, libraries, teaching materials, teachers’ welfare including housing, drop outs and poor performance in government schools. At vocational level, there is a need to sensitise parents to send their children to vocational schools as the training offered easily prepares young people for the job market.

Like we addressed the earlier challenges at the start of universal education programme, NRM will overcome the above challenges in the next five years by instituting measures as outlined below.
Way forward

In the next five years, NRM’s policy will be to continue improving the quality of education and strengthening UPE, USE, Technical/Vocational and Tertiary Education through the following:

i) Universal Primary Education
Recruitment of more teachers to bring down the teacher: pupil ratio from the current 1:57 to 1:45. In this respect:

- Each class shall get a teacher as a minimum; for example, a primary seven school will be allocated seven teachers, and that the allocation will be in line with the number of streams in a class. Furthermore, we will introduce refresher courses for teachers will be introduced;

- Head teachers shall not be part of the teachers’ ceiling but rather shall be over and above the ceiling.

- Our reforms will include improvement in the management of the pay roll;

- In order to implement (a) above, an additional 20,000 teachers will be recruited to add to the 130,000 teachers already in service, thus increasing the number of teachers in primary education to 150,000. NRM has now provided funds to the District Service Commissions to effect the recruitment of the 8,000 teachers on top of the
20,000 who should have been recruited under the 2009/2010 budget. The recruitment will be completed within the 2010/2011 financial year.

- NRM will progressively increase teachers’ salaries in the next five years, starting with financial year 2010/11 during which the starting salary was increased by 30% from 200,000/= to 260,000/= for teachers generally, while those in the hard-to-reach areas had theirs increased to 338,000/=. In order to motivate teachers further, Government introduced a promotion scheme within the teaching service like it is in the rest of the public service. For instance, a teacher can now be promoted to Senior and later to Principal level. At every promotion level there is an increase on the salary.

- Construction of additional classrooms in all primary schools to bring down the pupil:classroom ratio of 65:1 to 54:1 by 2015

- Construction of teachers’ houses starting with the hard to reach areas and then extending the programme to the rest of the country;

- NRM Government will strictly observe the Education Act 2008, that out laws payments of any kind of fees in UPE, USE and BTVET schools. NRM will not tolerate any charges imposed by head teachers or parents associations;

- In respect to Karamoja region, NRM will continue with the policy of providing both UPE and USE
through boarding schools. This policy will be extended to Islands as well;

- **Provision of teaching materials to achieve a pupil book ratio of 2:1.** To achieve this, NRM Government shall commit about 6-8% of the Education Sector Budget to the procurement and distribution of instructional materials in primary schools.

- **In order to ensure quality in the education system,** the NRM Government will compel the administrative structures in the districts to play their role in monitoring and supervising service providers in both public and private schools. Government will strengthen the capacity of District Inspectors of Schools. It is planned to have an Inspector for every County. The inspectors will also be provided with motorcycles. This however, will not take away the overall national responsibility of the Directorate of Education Standards Agency to inspect, monitor and supervise schools to ensure quality education.

The above measures will improve the quality of education and performance in government schools. As pointed out above, NRM Government will improve on the inspection system by the inspectors and sensitise the parents, elected leaders and administrative leaders like Chiefs to play their role in supervision of schools. The NRM Government will ensure that the teachers do not absent themselves and that they attend to the pupils. Efforts will be made to address the weak links in public schools, which
include: the weak Boards of Governors (BoG) and School Management Committees (SMC), the weak/absentee Head teachers and the weak/ineffective inspectorate.

ii) **Universal Secondary Education/Technical and Vocational Education**

In order to consolidate the achievements in USE/BTVET, we will implement the following measures in the next five years:

- **NRM target** is to have a government seed secondary school in every sub county. A total of 83 seed secondary schools have been constructed in the last five years. This financial year, 2010/11, 17 seed schools will be constructed. Subsequently, 20 seed schools will be constructed annually, thus bringing the total number of schools to 100 to be constructed in the next five years.

- **Extension of the Universal Secondary Education to higher education**, i.e. S.5 and 6, BTVET and Technical Education.

- **Rehabilitation of the old secondary schools and establishment of centres of excellence in some of the schools**;

- **Construction of laboratories and libraries**: In the next five years Government will construct and equip 475 laboratories and 639 libraries. This will aim at filling the gap in achievements so far
attained and and enhance the teaching of science;

• NRM will continue giving incentives to investors in private schools including the current policy of not taxing private schools;

• NRM will progressively improve the curriculum to meet the job market requirements.

• Construction and rehabilitation of Technical and Vocational Schools. Our target is to have a technical/vocational institute in every district. Currently only 49 districts have technical/vocational school or institute. In order to achieve the above target NRM will carry out the following:

  • The following 21 Technical Institutes will be built in the financial year 2010/2011. They include: Amuria, Hoima, Kamuli, Masaka, Ntungamo, Mukono, Nakasongola, Namutumba, Pader, Yumbe, Kiboga, Bukedea, Kyenjojo, Lyantonde, Adjumani, Kitangwenda, Nakaseke, Lt. Col Nasur Amin Memorial Institute, Bumbeire, Kyeizoba, Kyabugimbi.

  • Another 2 institutes will be constructed in 2012/13. They are Kisomoro Technical in Kabarole and Maanji Memorial Institute in Mbarara.

  • Subsequently, (after 2012/13) fifteen
technical schools will be constructed every year.

iii) **Special Needs Education**,  
- Pupils with special learning needs shall be allocated teachers at a pupil: teacher ratio of 10:1;
- Special Needs Education teachers with diplomas who were being paid a salary of grade III teachers shall be paid a Grade V Teacher’s salary in order to attract and retain them.

iv) **Public Universities**  
The policy of NRM is to increase access to quality university education. To consolidate this goal, the following will be carried out:  
- Government has been admitting 4,000 government sponsored students annually in public universities for the last ten years. As we expand public universities, the NRM government will review this figure upwards. This will be looked at alongside the current studies on the implementation of a student loan scheme.  
- The NRM Government will also increase funding to universities including private universities to carry out research. In addition, Public Universities will be assisted to rehabilitate and develop their infrastructure.
The following expansions of public universities will be carried out.

- **Arapai Campus** under Busitema University will start this financial year offering applied sciences starting with a Bachelor of Animal Production and Management.
- **Namasagali Campus** under Busitema has started offering a Bachelor of Science in Natural Resource Economics.
- **Lira Constituent College** of Gulu University will become operational in 2012/13. It will be offering degree courses in Nursing, Public Health and Engineering.
- A public University will become operational in **West Nile region** in 2012/13. Funds have been earmarked in this year’s budget to enable a task force plan for the said university;
- **Makerere University Business School** will be elevated to university status in 2012/13;
- NRM Government will also start a constituent college in Karamoja.
- Kigumba Petroleum Institute to be developed into a public university.
- The plan for establishment of Mbale campus of Busitema university is under way.

The measures we are proposing above will enable Ugandans attain quality education under the National Resistance Movement Government.
4.2 Health

a) Introduction

As a pro-people Movement, the NRM advocates for health for all the people of Uganda. Our policy is to prevent preventable diseases through immunization, observing good hygiene and nutrition and to provide curative medicine to those who fall sick. The NRM recognizes that a healthy population is both an input as well as a consequence of economic and social development.

Uganda is one of the countries in Africa that is making steady progress in improving the health of her people as evidenced by increased life expectancy and improved infant, child and maternal mortality. Diseases such as polio and guinea worm have been eradicated; measles and leprosy have attained elimination status. The population living within five kilometers of a health facility has increased from 49% in 1999 to 74% in 2010 due to construction of new health facilities in rural areas.

Before NRM came to power, the health infrastructure was poor with only a dispensary at county level. The NRM Government has solved this problem through construction and equipping of health units at constituency, sub county and parish levels. Through immunisation and advocacy against HIV, we have reduced the prevalence of HIV and almost eliminated the child killer diseases. The above gains will be consolidated by improving on
the delivery of health services including equipping all health units, scaling up supply of medicines, provision of houses for health workers, elimination of theft of medicines and improving on welfare of health workers.

b) Health Infrastructure

In order to bring health services nearer to the population, NRM policy is to have a health centre IV in every parliamentary constituency, a health centre III in every sub county and a health centre II in every parish. This is augmented by 50 government general hospitals, 13 Regional Referral Hospitals and the 2 National Referral Hospitals at Mulago and Butabika. This has increased the number of people living within five kilometers of a health facility from 49% in 1999 to 74% to date. So far, we have 164 constituency-based health centre IVs out of 238 parliamentary constituencies. The NRM Government has put in place a total of 853 health centre IIIs and 1454 health centre IIs out of 6,000 parishes. The following successes have been recorded in the health infrastructure:

- In the last three years NRM Government has rehabilitated buildings at all the 11 regional referral hospitals and put up new infrastructure including staff houses.

- The NRM government rehabilitated 39 health centres and provided them with medical equipment. Of these 13 are Health Centre IVs
which were provided with ambulances. Furthermore under the same project 8 general hospitals both public and private not for profit hospitals were provided with ambulances.

- In addition, seven (7) mental health units have been constructed at Lira, Moroto, Mbale Jinja, Mubende, Masaka and Mbarara. Under the cooperation agreement with the Government of Japan similar projects were undertaken in Eastern Uganda namely at Tororo, Mbale, Bududa and Masafu hospitals. The facilities have also been re-equipped. In some cases construction is still ongoing.

- The following hospitals are undergoing rehabilitation: Nebbi, Apac, Tororo, Bududa, Kambuga, Rushere and Itojo.

- Furthermore, the NRM government supplied imaging and theatre equipment to a number of hospitals and health centre IVs.

- Solar installations for lighting and providing energy for medical equipment have been provided at 8 HC IVs, 68 HCIIIs and 79 HCIIIs in Arua, Koboko, Maracha, Nebbi, Yumbe, Pallisa, Budaka, Kumi, Bukedea, Kotido, Abim and Kaabong Districts.

c) Management of Medicines

The NRM government has over the years been committed
to ensuring that the health infrastructure which has already been built in form of numerous health centres has enough medicines. To achieve this, there has been a shift in the policy of sending medicines to the districts. Initially, 70% of the budget for medicines was sent to the district administrations. The balance of 30% was left at the centre for credit lines for health facilities to be claimed by National Medical Stores (NMS) after delivery of the medicines. Later, the policy changed to sending only 30% to the districts. Starting this Financial Year, NMS is given 100% of the budget to purchase medicines for distribution to health units in the respective districts. There has been an outcry that when people go to health units they are told that there are no medicines. At the same time there are reports of pelfrage of medicines from government health units. In 2006, NRM promised embossment of medicines in government health units to prevent theft. In order to address the problem of theft of medicine, starting last financial year, NRM enforced the embossment of medicines in government health units. The President appointed a team which has been carrying out medicine audits in government health units. This team has arrested many medicine thieves from various health units. The shift in policy of delivery of medicines, their embossment referred to above and the audit of health units have greatly improved on the availability of drugs in government health units.
**d) Disease Control**

**HIV/AIDS Prevention and Control**

Under the NRM leadership, Uganda has made significant strides in addressing the HIV/AIDS problem with reported epidemic contraction and sexual behavior change using the ABC approach. Currently the national HIV prevalence is 6.4% and 1,100,000 people are living with HIV/AIDS. All health centre IIIIs, health centre IVs and hospitals now offer prevention from mother to child services in respect to HIV prevention among children. There is however need to increase the emphasis on prevention as the availability of ARVs has resulted in some complacency among certain sections of the population. The cumulative number of individuals who have ever started Antroviral Therapy treatment (ART) is approximately 304,142. The coverage of ART treatment in the country is 57% of eligible individuals.

**Malaria Control**

It is the intention of NRM to totally eliminate malaria from Uganda through preventive methods. Malaria poses the biggest danger to both child and maternal health. It accounts for the high mortality figures. It is estimated that 80% of the persons seeking treatment in Uganda are malaria cases. Therefore handling malaria effectively means significantly reducing on the patient load in our health units. So far the following achievements have been registered in the fight against malaria:
• **Insecticide Treated Nets (ITNs):** In the last five years, the Government, with support from partners, has increased the number of insecticide-treated nets to the population. ITNs are more efficacious since they act both as barriers to the mosquito bites and also kill mosquitoes since they contain an insecticide which is harmless to the human beings. ITN coverage increased from 16% in 2006 to 47% in 2009. However, only 83% of those who received nets were using them, as per the health surveys. By end of 2010, this coverage will have increased to 80%.

• **Indoor Residual Spraying (IRS)** – Spraying has been carried out in the following districts: Kanungu, Kabale Amuru, Oyam, Apac, Kitgum, Pader, Gulu, Katakwi and Kumi. This has increased the coverage of IRS from about 1% to the current one of 6%. Within the financial year, spraying will be carried out in 9 more districts in Northern Uganda and around Lake Kyoga region where malaria transmission is high due to high density of anopheles mosquitoes.

• **LARVICIDING:** This has not been a major focus in the strategy to control malaria but with further research, starting financial year 2010/2011, we will embark on killing the mosquito larvae in the breeding sites before they develop to adult mosquitoes.
• *Laboratory diagnosis*: Laboratory diagnosis with rapid diagnostic testers (RDTs) is on the increase starting with the malaria epidemic regions and where spraying is taking place. So far 1.4 million testers have been procured.

This financial year we have put in the budget shs 120 billion for procurement of Artemesinin Combination Therapies for malaria and Antretroviral drugs.

**Immunization**

The NRM Government recognises the importance of immunisation in child survival and health. By 1986 immunisation coverage in the country stood at only 30%. This meant that 70% of our children were prone to suffer from immunisable diseases. Under NRM’s policy of immunisation of all children, the following achievements have been attained.

- Currently DPT3 coverage is 85%
- Mass polio and measles campaigns conducted 2009, obtained a coverage of above 90% both for oral polio vaccine and measles vaccine which offers commendable protection of the target children.
- Uganda has sustained the routine coverage of vaccination against polio and measles above 80%.
- Measles mortality and morbidity has been reduced by 95%.
- To ensure that all children and women of
reproductive age are protected from vaccine preventable diseases, the Government has created a protected budget line for vaccines and related supplies in the Ministry of Health budget.

- Uganda attained a Polio free status since 2006 and has ensured sustainability of this achievement through the years. Although an outbreak of wild polio virus, imported from Sudan, was reported in 2009, Government quickly responded and successfully contained this out break.

- A vigilant active surveillance system for early detection, investigation and quick timely response to any vaccine preventable diseases outbreak threats has been established.

- The NRM Government has established cold chain infrastructure to ensure that every sub county in Uganda has a vaccine store.

e) Non Communicable Diseases (Chronic Diseases)

In developing countries including Uganda, Non communicable diseases such as Diabetes, Hypertension, Cardiovascular disease and Cancers have always been overshadowed by communicable diseases. They were thought of as diseases of the affluent in the developed world. However, it is now a fact that their incidence is on the rise and are affecting both the affluent and non affluent and both the young and old. They cannot therefore be ignored. The NRM Government is undertaking the following measures:
• Government has over the years increased funding to the Uganda Heart Institute, which can now carry out Heart Surgery. The institute, for the first time in its history, now boasts of the state of the art equipment. Construction of a catheterization Laboratory (Cath. Lab) at the institute currently under way and once in place it will pave the way for open heart surgery to be carried out at Mulago.

• The Uganda Cancer Institute is receiving similar attention. A new 5 storey building is currently under construction on Mulago hill to expand space at the institute. The medicines budget for cancer diseases has improved.

• In order to plan better for non communicable diseases, a survey to establish the prevalence and pattern is being undertaken this financial year.

**f) Infant, Child and Maternal Health**

The above measures will improve on health service delivery in Uganda in general. Above all the measures we are proposing will register positive results on infant, child and maternal health and mortality. Already some progress has been made. For example maternal mortality has reduced in the last ten years from 505/100,000 live births in 2001 to 435/100,000 in 2006. However, maternal mortality is now estimated at 350/100,000 (according to the “Lancert” publication mid 2010).
On child health, we have reduced infant mortality from 152/1,000 in 2001 to 88/1,000 in 2006 to the current 76/1,000 live birth. Government has already secured funds to finance the “Roadmap to reduction of maternal and neonatal mortality and morbidity”.

g) Private Health Providers

The NRM Government appreciates the role played by private investors including institutions such as private not-for-profit/religious founded health units. There are many private hospitals and clinics, which offer health services to the population. However, the NRM recognizes the financial constraints private investors in the health sector face due to lack of long-term financing. The same applies to investors in the pharmaceutical industry. In this regard, the Government of Uganda supports a total of 58 private not-for-profit hospitals and 679 private not-for-profit health centres. This is through financial support and supply of medicines.

h) Social Health Insurance

In 2006, the NRM Government promised to establish a social health insurance scheme. So far, sensitization with stakeholders has been going on well leading to a draft bill governing social health insurance. This will soon be tabled in Cabinet and later in Parliament. The world over health funding is made easier by pooling resources through health insurance. When we pool resources in form of contributions through health insurance, we will
be able to meet the challenges facing the health sector which include better wages for health workers, supply of equipment in health units, etc.

**Way Forward**

In the next five years, the NRM government will put into place measures to ensure that health services are better managed by both the central and local governments and that there is stronger coordination between the various government ministries and departments to maximize synergies and complementarities in order to consolidate these achievements and accelerate progress as indicated below:

**i) Staffing in Health Units**

Currently, of the approved posts in health units, only 56% are filled.

- **NRM Government will recruit more health workers to fill all the approved posts within the health service sector.**

- **In addition to improving staffing levels in the health sector, health workers will be motivated by progressively improving their renumeration and providing housing accommodation.**

- **Government will also start to pay other allowances**
including an allowance to staff working in hard-to-reach and hard-to-stay areas.

**ii) Rehabilitation of the Health Infrastructure**

- The NRM Government has already secured US$ 100m loan from the World Bank for major rehabilitation of hospitals and health centres with work expected to begin in March 2011. These are:

  - **General Hospitals:** Mubende and Moroto hospitals will be upgraded to Regional Referral, while Nakaseke, Mityana, Itojo, Apac, Kiryandongo, Masindi, Kitgum, Anaka, Moyo, Nebbi, Kawolo, Entebbe, Bugiri, Iganga, Jinja and Pallisa hospitals will be rehabilitated. Buwenge and Bukwo will be newly constructed.

  - **27 Health Centre IVs (Sub Hospitals)** serving the above hospitals will be improved/completed to facilitate referral of patients:- Kasanda, Kiganda, Ngoma, Mwera, Kyantungo, Kikamulo, Kabuyanda, Mwizi, Kitwe, Rubare, Aboke, Aduku, Bwijanga, Buliisa, Padibe, Atiak, Obongi, Pakwach, Buvuma, Budondo, Ntenjeru-Kojja, Buyinja, Nankoma, Bugono, Kiyunga, Kibuku and Budaka.
• Mbarara Hospital is being remodeled in preparation for upgrading to a national referral status. Furthermore, rehabilitation of Masaka, Abim and Mubende Hospitals will be carried out.

• The following health centres will be upgraded to hospitals status: Bugembe, Masafu, Kyenjojo, Buwenge, Katakwi, Bukwo, Kaberamaido, Nabilatuk Lyantonde and Naguru Health Centres. Progressively, health centre IVs serving districts where there are no district hospitals will be upgraded to hospital status.

• Funding has also been secured to install solar systems in 156 health centres (13HC IVs, 67 HC IIIs & 76 HC IIs) in Kibale, Mityana, Mubende, Kabale, Moroto, Nakapiripirit, Adjumani, Kitgum, Apac, Amuru, Kaberamaido and Dokolo districts. The intervention also includes provision of lighting in staff houses to improve the livelihood of staff in remote areas and enhance attraction and retention of staff.

• NRM target will be to construct health centre IVs in the constituencies that don’t have them, construct health centre IIIs in the new sub counties, construct health centre IIs in the parishes that don’t have them. In order to achieve the above, NRM will rehabilitate 20 health centre
IIIIs and 15 health centre IVs, annually.

- Supply of medical ambulances and medical equipment to all hospitals and health centre IVs will continue to be done.

- Construction of 3 new general hospitals in Kampala i.e. Kawempe, Makindye and Rubaga Division, in addition to the one under construction at Naguru will be undertaken. Government will also construct new Hospitals in Mukono and Wakiso districts. The hospitals in Kampala and the surrounding districts will decongest Mulago Hospital.

- Upgrading of Kapchorwa hospital to a referral hospital

- Construction of Regional Blood Banks in the remaining regional referral hospitals.

- Improvement of HC IIIs to provide for deliveries.

- Provision of solar systems in all rural health units

- Improvement of functionality of HC IIIIs and HC IVs.

- To diagnose TB at all Health centres from H/C III upwards
iii) Disease Control

The NRM government will implement the following to sustain and consolidate the achievements so far registered in disease control:

- The NRM Government will ensure continuous advocacy and resource mobilization to sustain uninterrupted availability and access to immunization services for all the target populations of Uganda up to the grass root level;

- The Government will increase the scope of protection for children by introduction of pneumococcal vaccine in 2011 and Rotavirus in 2013; to protect children from pneumonia and diarrhea respectively;

- The NRM Government will increase the scope of protection of women of child bearing age by scaling up vaccination of young girls with Human Papilloma Virus (HPV) vaccine to offer them protection against cervical cancer. Furthermore, the NRM government will sensitize women to undertake routine screening for cervical cancer.

- Vaccination of women of child bearing age, including school girls against tetanus shall be scaled up and strengthened in order to offer protection at birth from tetanus for all new born infants in the country.

- By the end of 2010, coverage of people in need of
ART will have increased to 67%. Our target in the next five years is to increase coverage to 100%.

- The Government will avail lower health units like health centre II’s Rapid Diagnostic Testers to test for malaria before treating a patient thus eliminating incidences of people who claim to be suffering from malaria and are given expensive treatment when actually they don’t have malaria.

- The population will also be sensitized to watch out for possible mosquito breeding sites that can be eliminated by the people themselves.

- With mosquito nets, the Government will continue to sensitize those who receive the nets to sleep under them.

**iv) Infant, Child and Maternal Health**

In order to reduce infant, child and maternal mortality and achieve the MDGs, NRM Government will carry out the following in the next five years:

- NRM’s target in the next five years is to reduce maternal mortality from the current 435/100,000 to the Millennium Development Goal of 131/100,000 or even less. Government will focus on nutrition, breast feeding, birth spacing, adolescent health, providing emergency obstetric care (Emoc) and male involvement.

- Reduce further infant mortality rate from the current
76/1,000 live birth to the millennium development goal target of 46/1,000 in the next five years. This we will achieve through immunization, sensitization of the population on nutrition, de-worming, encouraging hygiene and proper sanitation and the prevention of malaria and diarrhoea related diseases.

- **NRM will address Emergency obstetric care which addresses the major direct causes of maternal death. These include hemorrhage, unsafe abortion, hypertensive disorders and obstructed labour.**

- **Improve on skilled attendance at birth to help detect and manage complications.**

- **Family planning facilities to prevent unintended pregnancies, or pregnancies conceived too frequently or too early or too late.**

- **Effective antenatal care that can prevent or detect and treat problems such as malaria, anemia, HIV/AIDS**

- **Traditional Birth Attendants (TBAs) shall be empowered through training and retooling to detect in good time complicated cases and refer them to health centres with capacity to handle such cases.**

- **A richer population is able to meet its health needs. Apart from health measures mentioned above in reducing both maternal and infant mortality, NRM poverty reduction measures through NAADS, SACCOs, loan schemes to youth etc, will help in the reduction of morbidity and mortality. Furthermore,**
interventions and programs implemented by the NRM government in other sectors such as education, water, agriculture, gender, roads, energy and better governance will contribute to improving the health status of the people of Uganda.

v) Private Health Providers

In the next five years, the NRM Government will provide a fund accessed through commercial banks, like we have done for agriculture to be accessed by investors in the health sector for long term financing on concessionary terms. Furthermore, the NRM will continue to encourage and support Private Public Partnerships in the health sector.

vi) Social Health Insurance

In the next five years, NRM’s policy on financing social health insurance will be to use part of the contributions to pension schemes to pay for social health insurance. This way, both the worker and the employer will not pay more. In the case of government workers, under the contributory pension scheme, which NRM is soon introducing, part of that money will go to health insurance of the government workers. Gradually, those in the non formal sector who want to join the scheme will be encouraged to join.
4.3 Sports

The NRM Government recognizes the importance of sports in the society as a tool for social mobilization, economic development, employment, revenue source, political mobilization, peace and unity. In the past five years, NRM has contributed a lot to the national teams’ competitions. In line with the above, success has been registered in athletics by winning gold medals. There has also been improved competition in Football and Rugby to mention but a few. Physical Education and Sports (PES) training has received more attention.

Way forward

In order to continue supporting sports in the country, NRM will undertake the following:

- NRM Government will commit more resources for the uplifting of sports in schools, the sporting groups, and individuals;
- NRM will provide more resources for the upkeep and development of sporting infrastructure in the country;
- Provide more financial support to national sports teams.
4.4 Water

a) Introduction
The National Resistance Movement policy on water is to ensure access to clean safe water for domestic use and supply of water for production of both crops and livestock. Over the years, we have improved access to water from about 10% in 1986 to 65% in the rural areas, from 0% in 1986 to 51% to date in small towns and attained 73% coverage in urban areas served by National Water and Sewerage Corporation.

In order to have a synchronized development, the NRM Government will target 100% access to clean safe water in the rural areas, small towns and big urban centres served by National Water and Sewerage Corporation. In the case of rural areas, already 30 districts have coverage equal to or above 70%, another 24 districts have coverage of between 60-70%, with 26 districts having coverage of below 60%.

In respect to water for production, facilities like dams and valley tanks in the cattle keeping areas, our strategy is to have equipment run by the districts where the beneficiaries will pay for fuel and construct their valley tanks using the government equipment.

b) Rural Water Supply and Sanitation
Increased Access to safe water supply in Rural Areas

In rural Uganda, access to clean safe water has improved
from 10% in 1986 to 65% as of June 2010. The current number of people with access to safe and clean water within a radius of 1km stands at 17,817,000 (65%) as of June 2010 out of a total rural population of 27,588,000.

**Major achievements in the rural areas since 2006-to date (the past 5 years)**

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Springs protected</td>
<td>22,121</td>
<td>24,479</td>
</tr>
<tr>
<td>Shallow wells installed</td>
<td>10,923</td>
<td>16,234</td>
</tr>
<tr>
<td>Deep boreholes installed</td>
<td>17,827</td>
<td>24,479</td>
</tr>
<tr>
<td>Rain Water Harvesting Tanks</td>
<td></td>
<td>14,841</td>
</tr>
<tr>
<td>Piped Gravity flow schemes (Taps)</td>
<td>7765</td>
<td>8,883</td>
</tr>
<tr>
<td>Piped Rural Growth Centre Schemes (Taps)</td>
<td>988</td>
<td>3,896</td>
</tr>
</tbody>
</table>

Since 2006, provision of safe water in the villages has been supplemented by 7,713 rainwater harvesting
tanks constructed at household level. Notable among the districts that have benefited are Bushenyi, Isingiro, Kabale, Bugiri, Rakai and Mbarara. 340 rain water harvesting tanks are currently under construction at household level in Rakai and Kamuli Districts. These facilities have significantly reduced walking distances to water facilities by women and children. This in turn has enabled children to attend school and women engage in household income generating activities. Prevalence for water related diseases has also drastically reduced.

c) Urban Water Supply and Sanitation

*Increased Access to safe water supply in Urban Areas*

Access to safe water in urban areas (towns) has improved from about 18% in 1986 to 73% in urban areas (towns).

*Major achievements in medium and small towns in the period 2006-2011*

In the period 2006 – 2011, construction of piped water systems and sanitation facilities in the following towns have been completed; Aduku, Amuria, Anaka, Bujenje, Bulanga, Buliisa, Bwera- Mpondwe, Bwijanga, Ciforo, Hima, Hoima, Ibanda, Ibanda – Bugoye(Kasese), Iganga, Ishongororo, Isingiro, Kabaale(Masaka), Kaberamaido, Kabira – Mutara, Kabwohe – Itendero, Kachumbala, Kagarama, Kakukuuruu, Kalaki, Kamdini, Kamwenge, Kangulumira, Kanungu, Kasambira, Kasunganyanja, Kibaale, Kigumba, Kitagata, Kitwe, Kiyenje(Rukungiri), Koboko, Kuru, Kyabugimbi, Kyatiri, Lefori, Magale, Masafu, Migyera, Mityana, Mpigi, Mubende, Muyembe,

d) Water for Production

Increased Water for Production

Water for Production refers to development and utilization of water resources for productive use in crop irrigation, livestock, aquaculture, rural industries, wildlife, and recreation. It is a strategic intervention to ensure sustainable investment in Agriculture, Animal Industry and Fisheries, Industries, Tourism and ecosystem has necessitated the harvesting and storage of water for present and future use given the unforeseen climate change challenges. Storage capacity for water for production has been stepped up from 28 billion litres of water in 1986 to 43.2 billion litres of water in 2010.

Major achievements in the water for Production since 2006-2010

Significant achievements in designing and construction of water storage facilities has been registered in the districts of Sembabule, Masindi, Nakasongola, Luwero, Rakai, Kiruhura, Mbarara, Lira, Karamoja region, Isingiro, Apac, Ntungamo, Kamuli, Lyantonde, Kumi, Kiboga, Mubende, and Kyenjojo. A total of 144 valley
tanks of storage capacity range of 10,000 - 45,000 million litres and 25 earth dams of storage capacity between 200 - 5,000 million litres have been constructed. This has created a total storage capacity of 43.2 billion liters of water as of June 2010 up from 28 billion litres in 2005. In addition, 127 valley tanks of sizes 3 – 5 million litres have been constructed in the districts of Katakwi, Bugiri, Bushenyi, Isingiro, Kiruhura, Mubende, Nakasongola, Sembabule, Luwero, Masaka, Kiboga, Rakai and Lyantonde in the period 2006 – 2009 through district local Governments. This intervention created storage of 339 million litres of water.

A total of 118 valley tanks of capacities 1.5 to 7 million litres have been constructed in Kiruhura District. The valley tanks have been constructed at individual farms using a cost sharing arrangement where Government provides construction equipment and farmers access it by paying for fuel and routine maintenance costs. This intervention has in turn created a total of 200 million litres of water storage. NRM will continue encouraging this arrangement.

**Urban Water and Sanitation**

The National Water and Sewerage Corporation (NWSC) services cover 23 towns with a total population of 4.3 million. This follows the transfer of management of Masindi, Hoima Mubende, and Kaberamaido towns to the Corporation. Under the Kaberamaido water supply system, the towns of Kalaki and Utuboi are also supplied and managed by the Corporation.
The Key achievements attained by the Corporation include:

- The service coverage of the NWSC water supply system has increased from 18% in 1986 to 73% in 2010.

- The NRM has ensured that NWSC improves from a loss making institution to a profit making institution providing improved services to the citizens and also providing external services to sister water utility companies in the region.

- Total water connections have increased from 10,000 in 1986 to 252,456 in 2010.

- The NRM Government increased the number of water kiosks from 500 in 1986 to 7,748 in 2010 targeting water service provision to the poor urban communities.

- In addition, a total of 427 pre-paid meters have been installed in Kampala in the parishes of Kishenyi I & II, Ndeeba, Kawempe, Mengo and Kagugube bringing the cost of a 20 litre jerrycan to Shs 20 as opposed to the previous situation where a jerrycan cost Shs 100.

- The NRM Government through the NWSC constructed a new modern Water Treatment
Plant at Gaba III that has increased production capacity in Gaba by 80 million liters of water per day, and extended the intakes in Gaba and Jinja to mitigate the deteriorating raw water quality and improve water supply in the Kampala and Jinja service areas.

- The NRM Government through the NWSC constructed and expanded the water and sewerage system for the Greater Entebbe supply area from 6 million litres to 20 million litres per day resulting into the improved water supply. Furthermore, the water systems for Kampala and Entebbe have been interconnected to cover the fast growing hinterland of the two urban centers.

- The NRM Government through the NWSC embarked on a phased rehabilitation and expansion of the Gulu Water Supply and Sewerage system to cater for the rapidly increasing population of Gulu Municipality. This has resulted into increase in water supply from 1.5 million litres per day to 4 million litres per day and reservoir capacity has been increased from 0.65 million litres to 6 million litres. This has significantly improved supply reliability for the 188,490 population living in Gulu Municipality and its surroundings.

- The water supply system in Bushenyi/Ishaka, was rehabilitated, resulting into an increase in the production capacity of Nyaruzinga Water
Treatment Plant, and reservoir capacity. A new treatment plant at Kitagata, and a micro hydro power station is foreseen to be constructed in the next phase of works.

- The NRM Government through the NWSC completed the piped water extension to Mukono Municipality and the surrounding areas. The Mukono water supply system will be strengthened to serve the Namanve Industrial Park, Seeta, and Mbalala Industrial area among others.

- The Arua Water Treatment Plant was rehabilitated resulting into an increase in the water production capacity from 1.4 million liters per day to 3 million liters per day. Additional works are foreseen to further improve the water supply in the rapidly growing municipality.

- Iganga municipal council was connected on the Jinja water supply network by NWSC.

**Challenges**

The current challenges being faced in the urban areas include;

- Increased pollution of the raw water sources in most urban centres/ municipalities.

- Sanitation challenges in Kampala and other
growing towns/ Municipalities.

- Inadequate services to the urban poor in all urban areas of Uganda.

- Inadequate water supply in the greater Kampala area, and other towns/ Municipalities.

**Way Forward**

**Rural water**

The NRM envisages increasing access to safe and clean water in rural areas from the current 65% to 100% by the year 2016. In order to achieve this target we will carry out the following:

i) The following technologies will continue to be promoted where appropriate: Spring protection, Boreholes installed with hand pumps, piped gravity flow schemes and piped schemes for rural growth centers. Renewable energy systems (solar, wind) will be pushed as much as possible to keep costs of pumping low and affordable tarrifs in the rural areas. Large piped Gravity flow water supply systems in Kanyampanga (Kanungu District), Lirima (Manafwa District), Nkaka (Kisoro district), Gomba, Nabweya (Bududa District), Muyembe, Bunambutya and Bukwo (Bukwo District) will be constructed.

ii) In addition, rain water harvesting at household level
will be emphasized. The rain water harvesting programme initially will cover the water stressed districts of Kiruhura, Sembabule, Mubende, Kiboga, Nakaseke, Nakasongola, Luwero, Kayunga, Bugiri, Mayuge, Buyende, Kyegegwa, Masindi (Kimengo Subcounty and Ntoma Parish), and the Islands of Buvuma. During the financial year 2010/11, the districts of Mubende (Kiganda Sub County), Nakaseke (Ngoma Sub County), Bugiri (Mutumba Sub County) and Buyende will be covered with a total of 640 tanks constructed. The strategy entails cost sharing between the central Government (60%) and the beneficiary household (40%). The current tank size being promoted is of ferrocement of 6,000 litres. Households that can afford to construct bigger tank sizes are encouraged. The household contribution may take form of local materials and labor. This strategy will cut down walking distance from the household to the water source in water stressed areas and reduce water related disease burden in households thereby creating an enabling environment for households to engage in economic development initiatives.

iii) In the hard to serve areas (Water Stressed Areas), the approach will be to develop large piped water supply systems. Under this arrangement, detailed designs have been completed for Namayingo, Bugiri (Bukooli) and Yumbe. Feasibility studies and designs will be undertaken in all other water stressed areas. In addition, Government will construct protected village valley tanks in order for the population to access clean and safe water.
Urban water (small towns)
In a bid to ensure access to improved water for rural towns, deliberate efforts will be made to construct piped water supply systems. The NRM will provide piped water in the following areas:

i) Currently, detailed engineering designs for the following towns have been completed and are ready for construction: Abim, Aboke, Agweng, Amolator, Amuru, Anyeke, Atiak, Buhimba, Bukwo, Butaleja, Butare – Mashonga, Buwama, Buyala, Buyamba, Gasiza, Ibuje, Iki Iki, Kambuga, Kabura, Kagadi, Kagongo, Kagwara, Kahunge, Kakumiro, Kakuuto, Kakyanga (Rakai), Kalongo, Lefori Karenga, Kasagama, Kasanje, Kasensero, Kasenyi –Nyanamo, Katovu, Kazo, Kiganda, Kigorobya, Kikagati, Kinoni, Kinoni (Mbarara), Kinuka, Kitanga, Kiruhura, Kivuza and Kotido.

ii) Others include Kayabwe, Kyakabadima, Kyamuhunga, Kyeggega, Kyempene, Kyenda, Lodonga, Loro, Lwanika, Lwebitakuli, Manafwa, Matete, Mayuge, Midigo, Mpugwe, Nakaloke, Nakapiripirit, Nakaseke, Namagera, Namalu, Namasagali, Namasale, Namwendwa, Nazigo, Ntusi (Sembabule), Nyabweru, Nyakashaka, Nyeihanga, Obongi, Okollo, Omugo, Opit, Ovisoni, Ovujo, Oyam, Pabbo, Padibe, paidha, Pajule, Patongo, Rwenkobwa (Ibanda), Rwenshaka, Sanga, Suam, Tirinyi- Kibuku, Wanseko, Zombo. Dzaipi, Purongo, Bala, Rhino Camp, Adwoki, Awach, Lokung Olebi, Namukora, Kal, Alebtong, Barr, Okokoro, Arra/Dufile, Pacego, Singla, Acholibur, Rackoko, and Barakala Kisoko Corner, Kapelebyong,

iii) Other planned investments include the expansion and augmentation of piped water supply systems and sanitation facilities in Kotido, Kitgum, Kiboga, Lyantonde, Dokolo, Moroto, Kalisizo, Kumi – Ngora, Nyero, Wakiso, Bundibugyo, Busolwe, Adjumani, Wobulenzi, Luwero, Pallisa, Rukungiri municipality, Ntungamo municipality, Lukaya, Busembatya, Kaabong Kanungu, Nakasongola, Bweyale and Kabango

iv) As a principle, piped water supplies and sanitation facilities shall be provided to all the townships that are district headquarters. Furthermore, Government will continue to provide technical support in operation, maintenance and management of water supply and sanitation systems to ensure continuous services to the Citizens.

**Water for production**

NRM will put emphasis on increasing the storage capacity with an additional 30 billion litres of water over the period 2011 - 2016. This is to be achieved through:
i) construction of the following reservoirs whose designs have already been completed; Mubende District (Lwebicucu, Kayebe, Butayunja dams), Mityana District (Nalugi dam and Kajodi valley tank), Kiboga District (Mbaali, Nakakabala, Nyamiringa valley tanks), Kibaale District (Siyon dam and Kyangota valley tank), Oyam District (Awangi C Valley tank and Acanpii dam), Nebbi District (Andibo and Olyeko dams), Lira District (Awali Ipor dam), Kaabong District (Longoritopoj dam), Katakwi District (Ongole and Opoch dams), Abim District (Katabok dam), Kiruhura District (Buhembe, Rwemirondo dams and Akabarafu valley tank), Kamwenge District (Nkoma dam and Bihanga valley tank), Kyegegwa District (Katwiire and Kasikizi valley tanks), Hoima District (Kamaato dam), Sheema District (Mate valley tank and Rugasha dam), Kayunga District (Nawansama and Kataigwa valley tanks), Iganga District (Ikumbya and Butaseerwa valley tanks), Pallisa District (Odusai valley tank) Kibuku (Nalubenbe valley tank), Budaka district (Nabiketo and Nageye valley tanks), Bugiri (Iwemba and Nabweya valley tanks) and Kapchorwa District (Seretyo valley tank).

ii) At least 104 dams will be rehabilitated in the following districts:- Kamuli, Bukedea, Kumi, Soroti, Nakapiripirit, Moroto, Napak, Kotido, Kaabong, Lira, Apac, Kole, Nakasongola, Luwero, Nakaseke, Kiboga, Mubende, Masaka (including the new districts created out of masaka), Sembabule, Lyantonde, Rakai, Kiruhura, Mbarara and Ntungamo. Old dams in Teso region will be desilted. Communal dams will also be constructed in Lwabenge
iii) Bulk water transfer systems and strategic reservoirs for multipurpose use will be constructed in strategic areas to provide water for aquaculture, water for irrigation and backup storage for water for livestock (especially in periods of prolonged drought). In this regard, feasibility studies have been finalized for; Bukanga (Isingiro), Nyabushozi and Kazo in Kiruhura District, Kakutto and Kooki in Rakai District and Kabula in Lyantonde District. Others include Nakasongola, Nakapiripirit, Katakwi and Moroto Districts. Design and construction of 5 bulk water schemes will be done in Rakai, Kiruhura, Nakasongola, Napak and Moroto.

iv) Construction of 5 large scale irrigation schemes will be undertaken in Rakai, Nakapiripirit, Kasese, Napak and Bukedea

v) In addition, provision of water for production construction equipment to be accessed by farmers will be up scaled to other districts. Government will mobilize resources to acquire 10 equipment units for this purpose.

Urban water supply (big towns)

In the next five years, the NRM will undertake the following programmes to address the critical challenges facing the urban areas in Uganda.
i) Ensure that water supply coverage in the urban areas increases from the current level of 73% to 100% through sustained water network intensification and new water connection activities.

ii) Expand the piped sewerage services in Kampala from the current level of 7% to 30% through the implementation of the Kampala Sanitation project at a cost of Euro 68 million. The rest of the city will be covered through on-site sanitation facilities (public toilets and septic tanks).

iii) Embark on a programme to protect all catchment areas for the raw water sources. This will entail the replenishment of the natural flora and fauna and the protection of the wetlands in the catchment areas. A tree planting campaign is on-going.

iv) Under the framework of the Kampala Sanitation Project, the NRM Government will support the Private Cesspool Emptiers in ensuring effective disposal of fecal matter from the on-site facilities (septic tanks and pit latrines) and more public toilets will be constructed. In the long term the NRM plan is to construct central sewerage networks for cities and urban centres.

v) Expand water services to the greater Kampala Area through the implementation of the Kampala Water Supply Project. This project will entail the construction of a new water treatment Plant in Katosi (Mukono), the rehabilitation and expansion of the Kampala network and the elimination of water stressed zones in Kampala. The
total cost of the project is estimated at Euro 250 million.

vi) Because of the increasing population in towns and municipalities, the NRM Government will continue with the rehabilitation and expansion of the existing water supply and sewerage systems in the towns of Hoima, Masindi, Arua, Bushenyi, Gulu, Mbale, Kasese, Mbarara, Masaka (Kako), Nsangi and Buloba.

vii) Ensure that both water and sanitation services to the urban poor in all urban centres are improved through the extension of water and sanitation facilities, and the installation of prepaid meter services on public water kiosks in all the urban poor settlements.

4.5 Housing

The NRM policy on housing is to ease access to housing, make housing affordable in the urban areas and to ensure decent accommodation in the rural areas. The housing sector, apart from giving the population better shelter, can be a stimulus for development. It is said that a shilling invested in a house creates seven more shillings. However, house developers incur a lot of costs in infrastructure like roads and on utilities: (power and water). It is estimated that the above infrastructure costs add up to about 25% of the cost of housing in an organized housing estate. This cost is passed on to the house buyer in form of a high price of a house.
In 2006 NRM promised interventions to make houses in the urban areas affordable. The following achievements have been recorded:

- Zero rate VAT on the sale of houses has been effected.

- The NRM Government has assisted house developers by meeting infrastructure costs in the form of access roads, water and power as another way of making houses affordable. So far this has been carried out at Ms Akraight project at Kakungulu on Entebbe road where construction of access roads is on going.

- Capitalization of Housing Finance Bank with Shs. 30 billion in order to increase its capacity to lend to people to buy houses.

- Enactment of the Mortgage Act 2009 to provide for the creation of mortgages and also mortgages for matrimonial homes.

- Launched housing scheme for the IDPs in Tubur sub county, Soroti district;

- Reviewed the National Housing Policy;

- Development of the Housing Sector Strategic Investment Plan under way;
Drafting of the Housing Bill under way to be completed by June 2011; and

**Way forward**

i) The NRM government will develop physical plans for Kampala City, other cities, municipalities, town councils, town boards and rural growth centres. All urban centres will have to grow in a planned manner.

ii) In order to reduce on the housing backlog in the urban areas the NRM will provide land and physical infrastructure to private real estate developers.

iii) The NRM government will capitalize National Housing Corporation to be a lead agency in providing housing in urban areas;

iv) The NRM government will work out measures of availing affordable mortgage.

v) The NRM will work out a legal framework to allow savers in pensions schemes use part of their accumulated savings to pay for equity in the acquisition of houses. This will allow the savers to pay only the monthly mortgages without restraining themselves with equity.

vi) In order to bring down the cost of building materials, government will co-invest in exploration and development
of the requisite materials i.e. iron-ore deposits at Muko to produce iron and steel; and limestone deposits at Katikekile and Moyo to produce cement; Glass sand deposits at Diimu and Bukakata in Masaka to produce sheet glass; granites and marbles in Karamoja Dura and Busoga to produce dimension stones for floor and wall tiles. In order to enhance the investment, government will provide the required key infrastructure like power, roads, railway and water services. Similarly, programmes aimed at increasing timber supply for the housing and construction industry will be undertaken.

vii) There will be no capital gains tax on the sale of houses by real estate developers.

viii) Low-cost housing mortgages in the countryside will be provided in partnership with banks. The NRM Government will provide low-cost housing plans for two-three bedrooms, a sitting room, kitchen and a toilet pit latrine for rural areas. With regard to the provision of housing, the target groups will be teachers and health workers. Consideration will be extended to cover youth and farmers who have regular income from either their salaries or the sale of their agricultural produce. Payment of the mortgage should be within the income reach of the rural population.

ix) NRM will invest in slum improvement through provision of low cost houses.

x) To enhance efficiency in energy consumption, the
use of solar will be strongly encouraged and promoted especially for lighting, domestic water heating and street lighting.

xi) The building physical and central planning laws and regulations will ensure that any building plan to be approved in a planning area shall have guarantees of solar application.
CHAPTER FIVE: REGIONAL INTEGRATION AND INTERNATIONAL RELATIONS

The NRM foreign policy seeks to promote and protect Uganda’s national interest abroad. It is based on the 1995 Constitution principles of good neighborliness and mutual cooperation; respect for international law; peaceful co-existence and settlement of disputes; mutual trust, political will and sovereign equality; respect for sanctity of human life, condemnation of and rejection of impunity and political assassination, acts of terrorism and subversive activities; right of self defence in instance of armed attack or threat of aggression; respect of human rights; consistency with national; and participatory and consultative approach.

In promoting Uganda’s interest abroad, the NRM gives priority focus on promoting regional and international peace and security; promotion of trade, tourism, investment and technology transfer; deepening regional integration; creating an international environment supportive of mobilization of development resources; adhering to international law and treaties; mobilizing the Ugandan Diaspora abroad to participate in Uganda’s development and protection of their interest in host countries and strengthening institutional capacity to enable the delivery of an effective foreign policy.

Achievements under NRM Foreign Policy
As a result of a successful foreign policy, Uganda’s strong standing among the regional and world leaders is now
globally recognized as world leaders and diplomats travel to Kampala for high-level Summits and Conferences and consultations with President Y Museveni are very frequent. The success of Uganda’s foreign policy is based on the achievements in the following strategic areas:

**Promotion of Regional and International Peace and Security**

In supporting and playing a lead role in the regional peace initiatives in Burundi, the DRC, Rwanda, Somalia and the Comprehensive Peace Agreement (CPA) in Sudan, the NRM Government has provided leadership in developing the new concept of Region-led peace initiatives augmented by a regional high-level Facilitator(s) and supported by the African Union and the United Nations. The concept of region-led peace initiatives as articulated by the NRM Government has been endorsed by the UN Security Council as workable model for dealing with conflict situations in Africa.

Uganda has played an important role in the signing of the Pact on Peace, Stability and Development in the Great Lakes Region and the related protocols which have contributed greatly in the pursuit of turning the Great Lakes Region from an area of conflict to a Zone of Peace focusing on increased regional integration and economic cooperation. The recent progress in dealing with negative forces such as LRA by the joint Uganda-DRC-Sudan and Central African Republic forces demonstrates the usefulness of the Pact.
The NRM Government has particularly demonstrated clear leadership and commitment to Pan-Africanism on the situation in Somalia by providing leadership to the AU Peace-keeping Mission (AMISOM) mandated to protect the Transitional Federal Government (TFG), encourage political dialogue among the Somali political Groups, assist in the delivery of humanitarian assistance and help the TFG to build military capacity to deal with the terrorist threat to Somalia as well as to the East African and the Horn-of-Africa Region.

As a member of the United Nations Security Council (UNSC) (2009/10) and the AU Peace and Security Council (2006-2009), the NRM Government has utilized consultations, coordination and cooperation with members of the UNSC including the P5, the UNGA and the AU to generate consensus on the need to strengthen the capacity of AU for dealing with conflict-prevention, peace-keeping operations and post-conflict peace-building challenges in Africa.

The NRM government has worked with the members of the international community in the elaboration of the Rome Statute (2000), establishing the International Criminal Court (ICC) and its review in Kampala (2010) to develop strong measures for protection of human rights and deal with impunity for those who commit crimes against humanity.

Uganda has played a lead role in the UNSC to highlight the threat on Nuclear weapons in the age of WMD and terrorism by advocating that those Countries that have Nuclear weapons should eliminate them and those who
do not possess them should not seek to build nuclear weapons. The NRM government was able to negotiate a consensus UNSC resolution during Council’s September 2009 Summit chaired by President Obama on the need to allow and assist Developing Countries like Uganda who seek nuclear technology for peaceful purposes such as energy use under the supervision of IAEA in Vienna.

**Commercial Diplomacy:**
**Promotion of Trade, Tourism, Foreign Investment and Technology transfer**
The NRM Government policy has been successful in promoting Commercial Diplomacy as Uganda continues to perform well in attracting foreign direct investment and increased tourism revenues. Our Embassies’ mission charters challenge our Ambassadors to actively engage in the promotion of Ugandan value-added products abroad and promoting Uganda as a leading investment and tourism destination. The success of Uganda’s commercial diplomacy is illustrated by the following achievements:

Uganda has consistently performed well in attracting foreign investment in East Africa.

Tourism arrivals have grown. Due to confidence the international community has in Uganda and the successful hosting of CHOGM 2007, Kampala has become a hub for conference tourism (regional and international Summits and conferences) as we recently hosted the Ministerial Meeting of the Organization of
Islamic Countries (OIC) in 2008; the Smart Partnership Dialogue Summit (2009), AU Summit on Refugees and IDPs in 2009 as well as the ICC Review Conference, the AU2010 Summit and the Global Summit on Agro-business in 2010.

The NRM foreign policy has focused on expanding exports of Uganda products, with emphasis on value-added products. Emphasis has been put on obtaining duty-free and quarter-free access for Ugandan products through the World Trade Organisation Development Round in Geneva and in the bilateral negotiations with our major trading partners in Europe, Asia, Americas and Africa.

The Government has established an aggressive policy to mobilize the Diaspora to participate in the development of Uganda. As a result Diaspora remittances have grown to US$850m

**Promotion of Regional Integration in Africa**

The NRM Government has successfully provided clear support and leadership on issues of regional integration in Africa as a whole and East African Region in particular. The success of the NRM policy on regional integration in the last decade is demonstrated by the following achievements:

Uganda has successfully provided leadership on the question of African Continental Government within a context of the AU Constitutive Act since 1999. Indeed
a near consensus has now emerged within AU that the political integration of Africa should follow a gradual approach based on Regional Integration Groups such as the East African Community, South African Development Corporation and Economic Community of West African States as the building blocks.

The NRM Government support for fast tracking East African integration has contributed to the impressive progress in establishment of the East African Customs Union, the EA Common Market, the EA Monetary Union and ultimately the establishment of a Political Federation of East Africa. Indeed EAC has already started discussing issues relating to common defence and security as well as governance and confidence-building measures toward political integration.

**Way Forward**

*In the next five years, the NRM Government will build on the past successes in foreign policy, taking into account the changing geo-political environment and new global challenges including, inter alia, climate change, terrorism and the management of the Nile and other shared natural resources. With regard to the specific strategic areas Uganda’s foreign policy will be based on the following:*

**Promotion of Regional and International Peace and Security**

1) *NRM will continue to strengthen the application of Pan-
African doctrine of Region-led peace initiatives supported by the AU and UN on the critical challenges of our times, including post-referendum Sudan and Somalia in order to promote peace and stability and ensure post-conflict reconstruction, regional integration and development in the Great Lakes Region and the Horn of Africa.

ii) The NRM Government will continue to work with all the Nile Basin Countries including Egypt and Sudan to ensure an equitable and sustainable use of the River Nile and other shared natural resources.

iii) On the International scene, the NRM Government will continue to meet commitments to the international treaty obligations in the AU and United Nations. NRM government will, as members of the AU Committee of 10 on the UNSC Reform, continue to support the reform of the UNSC to reverse a historical wrong by enabling Africa to obtain 2 permanent seats on the Council as reflected in the Ezulwini Consensus.

**Commercial and Economic Diplomacy: Promotion of Trade, Investment, Tourism and Technology Transfer.**

The NRM Government will continue to pursue the promotion of Ugandan exports especially for value-added products, inward tourism and direct foreign investment especially in the three priority areas of infrastructure (roads, rail, telecommunications), energy (hydro-power, oil and gas) Agricultural modernization and value-added agro-processing industries as well as tourism infrastructure.
government will continue to promote Uganda as a tourist destination and as a hub for Conferences and other global events.

Uganda, as member of the AU Committee of 10 on Climate Change, will continue to play a prominent role in the Climate Change negotiations in order to create a healthy balance between the development objectives of Developing Countries and the need for cleaner energy use as well as ensuring concrete commitment by the international community to mobilize substantial and adequate resource for the necessary mitigation and adaptation measures with the required technology transfer.

Promotion of Regional Integration in Africa

NRM Government will continue rendering support and commitment to the East African Community integration as the country moves forward to the EA Monetary Union in 2012 and eventually East African Federation.

The NRM Government will continue to support the Tripartite SADC-EAC-COMESA efforts at harmonizing and deepening their integration process.

Uganda will also continue to work for the gradual political integration of Africa, and to support on going efforts within the AU to ensure strong joint efforts to invest in inter-regional road, rail and telecommunications infrastructure projects and inter-regional power pools which will promote regional trade and continental economic integration.
CONCLUSION

There can be no denying that since 1986 when NRM came to power under the leadership of President Yoweri Kaguta Museveni, Uganda has made monumental progress in all spheres of development.

In the next five years, therefore, the focus will be on removing the most binding constraints that hamper socio-economic transformation for Uganda to take off from being a third world to a middle income country.

Therefore, in the next five years, the following will be our major programmes:

1. Expanding electricity generation to 3,800 mw.

2. Tarmacking and reconstructing the roads we have indicated on many occasions. Districts will be given road units to work on their feeder and community roads.

3. Repairing the railway using UPDF Engineering Brigade.

4. PFA through agriculture – leading to the reduction of the subsistence sector and expansion of the commercial
agriculture.

5. Value-addition to all agricultural products that are not eaten fresh.

6. Industrialisation, the promotion of cottage industries, the setting up of ICT parks and the expansion of the optic fibre backbone infrastructure to the rest of the country.

7. Expanding education infrastructure; the building of technical vocational schools; continuing to spread schools to all sub-counties; building teachers’ houses; continuing to emphasize science education in secondary schools and universities.

8. Continuing to expand and ensure the optimal use of the health infrastructure at sub-count levels and below; the health centre (HC) III will be staffed with enough manpower to do clinical work, carry out immunization, deal with maternal health, deal with HIV/AIDS and dispense drugs. Sub-counties in many parts of Uganda are not too large – a radius of about 4 miles. People, even on foot, can easily reach these centres. Let us, therefore, ensure that there is enough staff and enough drugs at this level. If the sub-county is bigger than 4 miles radius, then, we can think of two HC IIIs. Checking for cervical cancer will be intensified and the use of ergometrine medicine for delivering mothers will be made standard requirement so as to reduce the danger
of women bleeding to death after delivery.

9. Continuing to expand piped water to more towns and trading centres, expanding safe-water coverage in rural areas (bore-holes, gravity-flow schemes, protected springs, water harvesting, etc.) for human consumption.

10. Irrigation (mega and micro) mainly, for agriculture to ensure that the weather fluctuation do not affect productivity.

11. Developing Uganda’s petroleum resource through building a refinery; generating electricity by using HFO and gas; building a pipeline to export products; and using gas to make steel;

12. Working for the political Federation of East Africa along with our partners in East Africa to guarantee our strategic security and long-term sustained development.

13. Ensure environmental management and restoration for sustainable development.

NRM has been steadfast and at the forefront of Uganda’s social and economic transformation. Consequently, Ugandans have, time and again voted NRM because of its record of performance and for fulfilling its pledges. This is a record no any other party can match.

Through this manifesto, NRM renews its determination to implement the promises that have been made for
Uganda’s take off from being a third world to a middle income country.

Long live Uganda
Long live National Resistance Movement
Vote NRM, Vote for Uganda’s take-off to become a middle-income country.