

Rising Nation

UGANDA

THE ELECTORAL COMMISSION:

2025/26 GENERAL ELECTION ROADMAP

UDB:

The Impact
of Development
Finance

BRICS:

Uganda's Place
in the Shifting
Global landscape

PDM:

A Presidential
strategy for
National
Transformation

ICT:

Digitizing
the Nation



2025-1



RISING NATION

Rising Nation is a premier quarterly publication that showcases Uganda's transformative initiatives, carving out a distinct niche amidst today's disruptive, protest-driven, and negative media landscape. Through compelling communication and content, the publication serves as a catalyst for national awakening, inspiring Ugandans toward collective development.

As a leading platform for national narratives, Rising Nation spotlights key government initiatives, success stories, and contributions from various sectors, highlighting Uganda's trajectory as a Rising Nation.

Published by UAB Ltd, a communications company established in 2007, Rising Nation is committed to being a trusted communication platform—providing insightful perspectives that align with the country's vision for sustainable development and prosperity.

Mission

To showcase Uganda's journey of development and transformation, inspiring both public and private sector involvement through compelling narratives that celebrate national progress

Core Objective:

Illuminating Uganda's Path to Progress: Highlighting the nation's transformative projects, strategic initiatives, and achievements that define and drive a Rising Nation.

Target Audience

Primary Audience: Policy makers, thought leaders, corporate and business leaders, religious leaders, politicians and influencers who impact public opinion and government policy.

Strategic partners:

Government MDAs, Private sector corporations and multinationals interested in partnership opportunities aligned with government initiatives.

Core Messaging:

Rising Nation Magazine stands as Uganda's trusted partner in national development, a premier communication platform that amplifies government initiatives and milestones. With innovative media solutions and strategic narratives, Rising Nation elevates Uganda's journey toward prosperity, offering creative and impactful advertising avenues tailored to shape and showcase the nation's

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COMMENT

Editor's Note- A Reflection on the Transformational journey ahead.	3
Foreword- A rise from an Enclave to Middle Income	4
Parish Development Model Tours	6
Prime Minister National Transformation Message.	13
NSSF- Powering Uganda's unstoppable Rise To Prosperity	18
The Electoral Commission- The Chairman's Call to Participate towards General Elections 2025-2026.	21
Uganda's Electoral Commission Elected To A-web Executive board	25
UDB- The Impact Of Development Finance.	26
A Deep Dive Into The Ministry Of ICT & National guidance's transformative Initiatives	30
Uganda Communications Commission- A strategic Enabler for Digitization and Communications towards National Development.	32
Uganda's Digital Dawn - Empowering The Youth For Growth Through Digital Technology.	35
Ministry of Education Proposed Education Reforms.	39
The Role of Uganda Management Institute on Uganda's Development.	41
Ushering In A New Era At The Bank Of Uganda	44
The Banks' Impact On Uganda's Economy	45
Public Procurement And Disposal Of Public Assets Authority- Revolutionizing Public Procurement	49
The Evolution Of manufacturing In Uganda	51
Ministry Of Health Developments And Achievements As Of May 2024.	58
Uganda's petroleum revolution.	62
Uganda's 10-fold Growth Strategy	64
Empowering every Woman For Uganda's Collective Growth	66
FARMS TO FACTORIES- A route to Agro-Industrialisation.	68
The Four Dimensional Revolution of Transport In Uganda.	70
BRICS And The New Global financial Order	74

Editor's



JOSEPH BURITE
Editor
Rising Nation Magazine & Online

Note

As Uganda continues its upward trajectory, it stands on the verge of becoming a middle-income economy. The nation is poised to become a regional hub for trade and commerce, a leader in African innovation, and a model for sustainable development. Uganda's path has been one of resilience, driven by visionary leadership and the unyielding spirit of its people.

In this edition of "Rising Nation," we delve into the forces, insights, and analysis of Uganda's remarkable journey. We explore the successes, challenges, and opportunities across various sectors, highlighting the individuals, policies, and projects that have driven Uganda's growth.

Foreword

From An Enclave To A Middle-income Economy. “Uganda A Rising Nation.”

As we celebrate Uganda’s remarkable journey, Rising Nation magazine is proud to stand witness to the ongoing transformation of our country. Over the past three decades, Uganda has grown from an enclave economy into one of Africa’s most promising nations. This journey of resilience, strategic reform, and progress is one we are committed to sharing, as it speaks not only to Uganda’s future but to the untold stories of hope, innovation, and collective effort that have propelled us forward.

The Beginning of a Journey: Post-Independence Challenges

At the time of independence in 1962, Uganda’s economy was described as an “enclave economy,” with a few modern sectors isolated against a backdrop of widespread underdevelopment. Despite the potential of key sectors like cotton, copper, coffee, tobacco, and tourism, the benefits of economic progress were concentrated in the hands of a few, and only 4% of the population participated in the broader economy by 1969.

When the National Resistance Movement (NRM) assumed power in 1986, the country was grappling with an economy in severe distress. The key sectors that had once driven growth had collapsed, and smuggling, black markets, and crumbling infrastructure were the reality of daily life. Uganda faced not just an economic crisis but a crisis of governance and stability.

The Recovery Begins: Laying the Groundwork for Transformation

The NRM government recognized the challenge ahead and focused immediately on stabilizing the economy. With the Minimum Economic Recovery Phase, Uganda began to rebuild. Tourism and agriculture, including tea and cotton, were revitalized, and the Ugandan shilling stabilized through liberalization. This was the first step toward a broader vision of growth and prosperity.

As the recovery unfolded, the second phase, Economic Expansion saw coffee production rise dramatically, from 2 million to 9 million bags annually.



This phase set the stage for a more diversified and robust economy, one that would move beyond the narrow confines of agricultural dependence.

Economic Diversification and Growth: Moving Beyond Agriculture

Economic Diversification was the third phase in Uganda's transformation, as the country broke free from the colonial mindset that had once confined its agricultural economy. Crops like maize, cassava, and milk were reimagined as cash crops, fueling rural economic growth.

Today, agriculture remains the backbone of Uganda's economy, but we are no longer defined by it. Sectors like ICT, manufacturing, and tourism are now integral to our growth story. The ICT sector, in particular, is a shining example of this progress. It has created over 100,000 jobs and contributes 2.5% to Uganda's GDP, while tourism has grown by 20% annually, accounting for 10% of the economy. These sectors reflect our ability to innovate and adapt to the demands of a changing world.

The Rise of the Knowledge Economy: Innovating for a Future of Growth

As Uganda enters the fourth phase of its economic journey—the Knowledge Economy—Rising Nation recognizes the pivotal role that education, innovation, and technology will play in shaping our future. We are positioning ourselves as leaders in high-tech manufacturing, vaccine production, electronics, and automotive ventures. With the support of an educated and skilled workforce, Uganda is setting the stage for even greater advancements in the years to come.

Challenges and Opportunities Ahead: Harnessing Potential for Future Growth

While we have made tremendous progress, Uganda's journey is far from complete. Challenges such as infrastructure gaps, youth unemployment, healthcare strengthening, and climate change remain. But these challenges also represent opportunities for growth and innovation, especially in rural development, sustainable energy solutions, and climate-smart agriculture.

At Rising Nation, we are committed to not only reporting on these challenges but also exploring the solutions that can take Uganda to the next level. By spotlighting innovation, entrepreneurship, and the untapped potential of our youth, we hope to inspire action and contribute to shaping a more prosperous future.

As we continue to witness Uganda's evolution into a middle-income economy, we invite you to join us on this journey. Rising Nation is not just a magazine; it is a platform that reflects Uganda's aspirations, its triumphs, and its challenges. Together, we are building a nation that stands tall as a beacon of hope, opportunity, and resilience in Africa.

**This Is Our Collective
Story As Seen By The
Great Leader Of Our
Nation.**



PARISH DEVELOPMENT MODEL:

A Community-Driven Strategy for Economic Transformation



The Parish Development Model (PDM) stands as a groundbreaking initiative by the Ugandan government, designed to drive national development by empowering local communities. Recognizing the parish as the lowest economic planning unit, the government has structured PDM to directly uplift households through targeted investments and community participation. This bold approach is redefining Uganda's socio-economic landscape by tackling poverty at its roots and fostering inclusive economic growth.

A Blueprint for Economic Empowerment

At its core, PDM is structured around seven strategic pillars that collectively address the barriers to sustainable development. These include:

- ✓ **Production, Processing, and Marketing:** Strengthening agricultural and industrial value chains to enhance productivity and market access.
- ✓ **Infrastructure and Economic Services:** Developing essential infrastructure such as roads, water supply, and energy to support economic activities.
- ✓ **Financial Inclusion:** Ensuring that households and small enterprises have access to affordable financial services, including credit and savings schemes.
- ✓ **Social Services:** Enhancing access to quality healthcare, education, and community development programs.
- ✓ **Mindset Change, Community Mobilization, and Cross-Cutting Issues:** Encouraging local participation, enterprise, and innovation while addressing gender, environmental, and governance issues

✓ **Parish-Based Management Information System (PBMS):** Leveraging data-driven approaches for better planning, monitoring, and evaluation of development programs.

✓ **Governance and Administration:** Strengthening institutional frameworks to ensure transparency, accountability, and efficiency in service delivery.

This comprehensive approach makes PDM not just a policy but a transformative movement that directly engages local communities in Uganda's broader development agenda.

A Targeted Approach for Sustainable Livelihoods

A unique aspect of PDM is its emphasis on the Four-Acre Model, which encourages households to maximize land utilization for agricultural productivity. This model integrates key livelihood sectors, including agriculture, livestock, and fisheries, with a focus on community-based resource management systems. In fishing communities, for instance, PDM promotes sustainable practices to protect water resources and prevent illegal activities.

Additionally, the government has prioritized the development of 18 high-value commodities under PDM. These include Coffee, Cotton, Cocoa, Cassava, Tea, Vegetable Oils/Palm Oil, Maize, Rice, Sugarcane, Fish, Dairy, Beef, Bananas, Beans, Avocado, Shea Nut, Cashew Nuts, and Macadamia Nuts.

By concentrating efforts on these industries, Uganda aims to boost export potential and strengthen domestic food security.

Driving Community-Led Growth

The Parish Development Model is rooted in local participation. Each parish is allocated funds to support economic activities tailored to the needs of the community. These funds empower individuals and households to invest in income-generating ventures, reducing reliance on external assistance and fostering a culture of self-sufficiency. Moreover, direct payouts ensure that financial resources reach intended beneficiaries efficiently and transparently.

By decentralizing development and fostering localized decision-making, PDM cultivates a sense of ownership among Ugandans. Communities are no longer passive recipients of aid but active agents in shaping their economic destiny. This approach is proving instrumental in dismantling systemic poverty and creating a resilient middle-income economy.

A Call to Action: Embracing Uganda's Unique Path to Prosperity

Ugandans, at home and abroad, are urged to rally behind PDM as a vehicle for sustainable development. Whether through engaging in local agricultural production, utilizing financial inclusion opportunities, or participating in community-driven governance, every citizen has a role to play in driving this movement forward.

For investors, development partners, and stakeholders, PDM presents a robust framework for impactful engagement. The model's emphasis on inclusive growth, transparency, and data-driven decision-making makes it a viable blueprint for economic transformation not only in Uganda but also as a case study for other nations seeking grassroots development solutions.

Under the visionary leadership of President Yoweri Kaguta Museveni, the Parish Development Model is setting Uganda on an irreversible path toward a prosperous and self-reliant future. As more Ugandans embrace this initiative, the dream of eradicating poverty and achieving nationwide economic stability inches closer to reality.

Let Us Rise, Take Ownership And Drive Uganda's Transformation One Parish At A Time.





THE PRESIDENTIAL



**President Museveni
pledged
UGX 500 million
to Nyekundire
Group SACCO.**

President Yoweri Kaguta Museveni praised Nyekundire Group in Kanungu District for their unwavering support towards the National Resistance Movement (NRM), despite facing challenges aimed at dividing the party.

President Museveni remarked while meeting the group today at Kanungu District headquarters. The Nyekundire Group comprises men, women, and youth from Kinkizi East and West in Kanungu District, who actively mobilize support for President Museveni and the NRM government. The President acknowledged their steadfast loyalty and credited them for defending the party's unity.

To support their efforts, President Museveni pledged **UGX 500 million for their SACCO**. He also promised to provide a hatchery and a brooder to boost poultry farming within the group. Additionally, he committed to improving road connectivity in the region by working on key roads, including Kanyantorongo and Bwindi to Kisoro.

Mzee Donald Kananura, the Chairman of Nyekundire Group, expressed gratitude to the President for honoring their invitation and acknowledged the government's efforts in constructing roads in Kanungu District. He assured President Museveni of Nyekundire's unwavering support to his leadership.

WEALTH CREATION TOURS

LAUNCH OF KIGEZI ZONAL INDUSTRIAL HUB

President Museveni Contributes **Ugx 40 Million** To The Four Most Skilled Talents & **20 Million** To Youth Sacco.

President Yoweri Kaguta Museveni condemned the practice of rearing cattle in wetlands, emphasizing that wetlands should be preserved for sustainable activities such as fish farming. The President made the remarks today during his performance assessment tour on the Parish Development Model (PDM) and wealth creation in Kigezi sub-region. As part of the tour, President Museveni officially launched the Kigezi Zonal Industrial Hub in Mulambo Village, Bulanga Parish, Kamuganguzi Sub-County, Kabale District. Addressing the residents, the President acknowledged their initiative of setting up a fishpond in the wetland but cautioned them against keeping cattle in the natural resource.

"I appreciate the fishpond you have set up, but I advise you to move your cattle out of the wetland because it is not a suitable environment for livestock. Wetlands are meant for fish farming, not cattle," the President said. He explained that fish farming can be a lucrative venture, offering substantial returns. "With fish farming, you can earn 700,000 shillings from half an acre after deducting feed costs, and up to 1.4 million shillings from a full acre. Additionally, the water from fishponds can be used for irrigation, which improves crop yields," he stated.

The Kigezi Zonal Industrial Hub is focused on equipping youth with practical skills such as carpentry, bakery, tailoring, hairdressing, shoe-making, and welding. The aim is to train 12,000 youth annually, providing them with the skills needed to create wealth and contribute to economic development.

The President expressed satisfaction with the way parents have embraced the initiative of providing free skills training to their children. He also announced the expansion of the program to include three additional courses: plumbing, motor mechanics, and electrical installation. "We will continue to expand the skills training here, ensuring that our children are fully equipped for the job market," the President said.



At the same event, President Museveni contributed 40 million shillings to the four most skilled finalists and 20 million shillings to the Youth SACCO, to enable them to access capital for wealth creation. However, President Museveni raised concerns about the increasing number of school dropouts, especially when such valuable programs are available free of charge. He reiterated the government's plan to establish a primary school in every parish and a secondary school in each sub-county, where students can commute from home to save on accommodation and feeding costs.

"This approach would allow the government to focus its resources on paying teachers and covering other school expenses," he explained.

The President also emphasized that regional industrial hubs would help children from remote areas by providing them with opportunities for skill development and economic empowerment.

Hon. Catherine Ndamira, the Woman Member of Parliament for Kabale District, expressed gratitude to President Museveni for his continued support to practical skills training for the youth; ensuring they are better equipped for the workforce.

Mr. Pascal Tibajjuka, the instructor of the Industrial Hub, praised the President for his role in launching the project in 2023, which has already benefited 247 students.

"This project has transformed our community. Many students who faced challenges due to lack of school resources can now acquire skills and participate in the money economy," Mr. Tibajjuka said.

The event was also attended by the Deputy Speaker, Rt. Hon. Thomas Tayebwa, Members of Parliament, among other leaders.

PRESIDENT MUSEVENI COMMENDS THE CHURCH FOR SUPPORTING GOVERNMENT PROGRAMS.



President Yoweri Kaguta Museveni has commended Kabale Diocese for its role in supporting government programs aimed at transforming rural communities and boosting household incomes.

He made the remarks while commissioning the Rushoroza-Uganda Support to Municipal Infrastructure Development (USMID) Road at Kabale Diocese in Kabale Municipality. President Museveni assured the people of Kabale that the government is committed to strategic planning and effective prioritization of national resources.

He emphasized that the National Resistance Movement (NRM) government prioritizes security to stabilize the country, enabling citizens to conduct their businesses peacefully. The President added that this foundation allows for investments in health, education, and poverty alleviation programs such as the Parish Development Model and Emyooga. He stressed that while infrastructure development, such as roads, is essential, it must be complemented by initiatives that boost household income.

“Good roads and infrastructure are beneficial, but they do not make sense when people are poor. That’s why the NRM government prioritizes household income,” President Museveni remarked.

He also expressed gratitude to Bishop Callist Rubaramira of Kabale Diocese for leading efforts to transform Kabale into a money economy by supporting initiatives that empower local communities. Additionally, President Museveni reiterated his commitment to supporting community empowerment through strategic investments in education, infrastructure, and financial literacy, ensuring sustainable economic growth and development for all Ugandans. The Minister of Lands, Housing and Urban Development, Hon. Judith Nabakooba noted that the developments include stormwater drainage at Mwanjari Business Centre, Mukombe Road, and along Katuna Highway, as well as street lighting along Trail of Road. These improvements have boosted property values, extended business working hours, and enhanced safety and access to social amenities such as schools and hospitals. She further noted that the enhanced infrastructure has significantly increased Kabale Municipality’s revenue collection from UGX 900 million in 2019 to UGX 1.9 billion last year.

Bishop Rubaramira highlighted the positive impact of the USMID Program, which has enhanced local infrastructure and improved livelihoods in Kabale Municipality. He noted that the program has empowered communities through education, financial literacy, and hands-on training. Bishop Rubaramira requested President Museveni’s continued support to

expand the USMID program to other municipalities, consolidating the gains achieved so far. He also appreciated the opportunity given to local contractors which has boosted local capacity and economic growth. He further explained that St. Ignatius University, in collaboration with Kabale Diocese, has dedicated 10 hectares of land for research to maximize productivity and address land fragmentation challenges. The university is also promoting financial literacy and microfinance programs, equipping rural families with financial management skills and providing affordable loans to enhance household incomes. The university’s charitable department is driving community development by launching projects that support food security and value addition. Local farmers are benefiting from machinery that processes fruits such as passion fruit and pineapple, thus increasing their earnings.

The university representatives expressed gratitude to President Museveni for supporting socio-economic transformation programs, which have significantly contributed to poverty reduction.

Under the USMID Program, Kabale Municipality has witnessed substantial infrastructure improvements, including the rehabilitation of municipal roads, street lighting installation, and upgrading of water drainage systems. Executed between 2019 and 2024, these projects have enhanced mobility, security, and employment within the Municipality.

TRANSFORMING LIVELIHOODS AT THE GRASSROOTS IN BUSOGA REGION



The Parish Development Model (PDM) continues to uplift communities, driving socio-economic growth at the grassroots. In Busoga, the initiative has propelled households from subsistence to commercial production, fostering self-reliance and economic independence.

Mrs. Tolofisa Buwala, a dairy farmer, exemplifies this transformation. With UGX 1 million from PDM funds and UGX 250,000 from her savings, she purchased a dairy cow. Now, she earns from selling four liters of milk daily at UGX 1,400 per liter, significantly improving her household income. Encouraged by her success, she seeks additional cows and silage support to scale up her business.

Recognizing such impact, President Yoweri Kaguta Museveni lauded PDM's role in economic empowerment. He extended UGX 12 million to Mrs. Buwala for more cows, UGX 6 million for a boda boda to ease transportation, and UGX 12 million to Mr. Samanya to expand his mango farming.

PDM's success in Busoga highlights its potential to transform rural economies by channeling resources directly to communities. With continued investment and strategic implementation, PDM remains central to Uganda's march toward a self-sustaining economy.

PRESIDENT MUSEVENI COMMISSIONS ANKOLE PRESIDENTIAL INDUSTRIAL HUB

President Yoweri Kaguta Museveni today officially commissioned the Ankole Zonal Presidential Industrial Hub in Muko Village, Mbarara District. The hub is part of a nationwide initiative, with 19 similar hubs across Uganda. The hubs initiative which is spread across the country with 19 training centres aims to equip over 12,000 youths annually with vocational skills, promoting wealth creation, employment and sustainable development in Uganda. So far, 720 students have graduated from the hub, each receiving a certificate from the Directorate of Industrial Training (DIT) after completing the six-month program. He also donated Shs 10 million to a local women's group, Shs 10 million to the Industrial Hub SACCO and also made a pledge of 100 cows to the area church.



Commissioning the Presidential Skillling Hub - Kashari South - Mbarara District - 26th Feb 2025 - 05 (1) (1).jpg



Ankole Wealth Creation Tour



Mrs. Tumusiime Desirata, a beneficiary of the PDM project in Kizurugo village, Rubirizi district, received praise from President Museveni, who reiterated that he has been advocating for wealth creation since the 1960s.

He emphasized that those who have heeded his message have reaped its benefits. In support of her enterprise, President Museveni contributed Shs 10 million to facilitate its expansion.



SYLVIA KIRABO
(MCIPR, MCIM)



Standards Are Key Components Of Parish Development Model

With the nationwide implementation of Parish Development Model (PDM), the role of standards is more crucial than ever. Well aware that the goal of the PDM is to increase household incomes and improve quality of life of Ugandans with a specific focus on the total transformation of the subsistence household into the money economy, we are set as the standards prefect to play our desired role in the successful implementation of the programme. Of the PDM seven Pillars, Uganda National Bureau of Standards (UNBS) has an important role in the Production, Storage, Processing and Marketing, which is also the number one pillar. This is because a key component of UNBS routine mandate rotates around this pillar.

Currently, the UNBS has prioritised standards that are critical in the realisation of the Parish Development model by emphasising the development and promotion of the standards that support key sectors of the economy and act as a catalyst for economic growth. The priority commodities under the Parish Development model (PDM) such as coffee, cotton, cocoa, cassava, tea, vegetable oil, maize, rice, sugar cane, fish, diary, beef, bananas, beans, avocado and shea-nuts among others, all have respective standards. This is particularly important considering that the mandate of UNBS is anchored on welfare and social, economic prosperity of the population.

Further, this is even highlighted in the World Standards Day, celebrated on an annual basis globally on 14th October to highlight the importance of standards in fostering quality, safety, and innovation in industry. Standard “omutindo” is technically the minimum requirement. Much like a pass-mark in an examination. Standards also take into consideration a number of things.

For example, food standards will dictate for the food to be safe when eaten or when a product is used, so that it never harms nor kills the consumer. And this already necessitates or even triggers our involvement in the PDM.

From the regulator’s side; we have developed minimum safety requirements for all products to bear. This means therefore, that every product must have minimum performance requirements, which define its intended purpose, and form the basis for building quality.

To date, UNBS has developed 4,862 standards in the areas of Food and agriculture, Engineering, Chemicals and consumer products and Management and services at national, regional and international levels. We believe if standards become part and parcel of PDM as it should be, then it will be much easier for PDM products to access markets nationally, regionally and even internationally. This is already happening with grain value chain.

For example the grain sector, by September 2024, over 630 grain and grain products mainly by MSMEs have UNBS Certification. The UNBS current value proposition is to grow quality Micro, Small and Medium enterprises (MSMEs) through gap analysis, capacity building, training and hand holding them to enable them meet the quality standards and supply quality and certified products in the market. UNBS has also decentralized Quality Infrastructure and other Standardization Services to the countryside with functional offices in Gulu, Lira, Jinja, Mbarara and Mbale. This has eased service delivery to our people thus enabling industries, especially Micro, Small and Medium Enterprises (MSMEs), businesses and the general public to access standardization services without necessarily coming to Kampala.

Now, as we celebrate standards this year, its critical to explore avenues of embracing standardization in our national policies of Building and incorporating issues of quality and conformity to standards as a necessity in revamping the economy and reset the nation back on track to achieve not just the Sustainable Development Goals but also attain our development aspirations as we gear up for NDP IV. Already the rollout of PDM is an important response towards enhancing household income and consolidating value addition. And our pledge as the standard body is that: we cannot wait to play our role in this space—PDM.

Sustaining National Transformation:



ROBINAH NABBANJA
PRIME MINISTER OF UGANDA

The Enduring Role of the Office of the Prime Minister in Uganda's Growth and Resilience .

The Office of the Prime Minister (OPM) of Uganda stands as a pivotal institution in the nation's governance framework, driving the country's socio-economic transformation with unmatched commitment and foresight. Under the visionary leadership of Prime Minister Rt. Hon. Robinah Nabbanja, the OPM has evolved into a dynamic force, fostering resilience, policy coordination, and the seamless execution of government programs that contribute to Uganda's broader development agenda.

As Uganda strives to achieve its Vision 2040 goal of becoming a middle-income economy, the OPM remains instrumental in aligning governance efforts with national priorities, ensuring that no community is left behind.

The Strategic Mandate of the OPM: A Multi-Sectoral Approach.

Tasked with overseeing critical national initiatives and fostering inter-governmental collaboration, the OPM has emerged as a key player in the nation's development strategy. Through a multi-ministerial approach, the office ensures the seamless implementation of government policies, which are aligned with Uganda's National Development Plan (NDP).

The OPM's leadership has been central to the successful rollout of the Parish Development Model, a revolutionary initiative that is transforming Uganda's rural economy by directly financing grassroots economic activities in over 10,500 parishes across the country. The OPM's leadership in disaster risk management extends beyond immediate response; it focuses on building the resilience of communities against future shocks. With a budget of **UGX 1.1 trillion**, this initiative is lifting millions of Ugandans out of poverty and ensuring sustainable development at the grassroots level.



Humanitarian and Refugee Response: OPM has played an integral role in humanitarian and refugee management. Uganda is proud to be the largest refugee-hosting nation in Africa, with over 1.7 million refugees from neighboring countries. The OPM, in collaboration with UNHCR and other stakeholders, has established self-sustaining refugee settlements equipped with schools, healthcare services, and vocational training programs, enabling refugees to contribute meaningfully to Uganda's socio-economic fabric.

Crisis Management and Disaster Risk Reduction: A Model for Africa

The OPM has also been at the forefront of disaster preparedness and emergency response in Uganda. In the face of natural calamities such as floods, landslides, and droughts, the OPM's Disaster Preparedness Department has demonstrated unmatched agility in providing immediate relief to affected populations and facilitating long-term recovery plans. Over the last five years, emergency interventions have reached more than 300,000 individuals, helping them rebuild their lives and communities.

By reinforcing the importance of ethical governance and accountability, the OPM has positioned itself as the backbone of Uganda's national development agenda, playing a critical role in both policy integration and implementation. Comprehensive climate adaptation strategies are being developed to ensure that Uganda's agricultural and infrastructure sectors are more resilient to the effects of climate change.

Championing Accountability and Good Governance

One of the core functions of the OPM is to ensure transparency and accountability in the execution of government programs. In its efforts to promote good governance, the OPM works closely with the Inspectorate of Government and the Auditor General to combat corruption, enhance resource allocation, and ensure optimal use of public funds. Programs such as Emyooga, Operation Wealth Creation, and Parish Development Model are regularly scrutinized to ensure that resources are channeled effectively to reach those who need them most.

Fostering Regional and International Partnerships

Prime Minister Nabbanja's strategic approach also extends to strengthening Uganda's international relationships. As part of her role as the representative of H.E. President Yoweri Museveni at various international forums, the Prime Minister led Uganda's delegation at the Africa Energy Summit in Tanzania. During the summit, African leaders, including Nabbanja, committed to addressing the continent's energy deficit through the Dar es Salaam Energy Declaration, which aims to deliver affordable electricity to 300 million people across Africa within the next five years. Furthermore, the Prime Minister's working visit to a multi-billion fertilizer factory in Dodoma, Tanzania, is a testament to Uganda's growing partnerships with neighboring countries.

Bilateral talks with key stakeholders, such as the National Social Security Fund (NSSF) of Tanzania, are essential to advancing Uganda's socio-economic development, particularly in areas such as energy, agriculture, and social security.



2025 At a Glance: Key Activities and Milestones

In 2025, the OPM will continue its transformative role through several impactful initiatives:

- **Completion of the Uganda Heart Institute's Infrastructure Development Project:** The Prime Minister has tasked stakeholders to ensure timely completion of the much-anticipated Heart Institute, a key milestone in Uganda's healthcare expansion.
- **Expansion of the Parish Development Model (PDM):** The OPM will further expand this model, ensuring its success across all parishes, with a particular focus on financial inclusion, rural industrialization, and the creation of sustainable livelihoods.
- **Ongoing Collaboration with Refugee Communities:** The OPM will enhance its efforts to integrate refugees into the local economy by providing job opportunities, education, and

vocational training, further reducing dependency on humanitarian aid. efforts to integrate refugees into the local economy by providing job opportunities, education, and vocational training, further reducing dependency on humanitarian aid.

- **Disaster Risk Management and Climate Resilience Initiatives:** The OPM will strengthen Uganda's climate adaptation strategies, focusing on agricultural productivity, energy sustainability, and flood mitigation efforts in vulnerable regions.

- **Bilateral and Multilateral Cooperation:** Ongoing diplomatic visits, including further engagements with Tanzanian officials and key regional stakeholders, will continue to strengthen Uganda's trade, security, and socio-economic cooperation in 2025.

- **Infrastructure Development for Hoima Stadium and AFCON Preparations:** As part of preparations for the 2027 Africa Cup of Nations, the OPM will oversee the completion of the Hoima Stadium and ensure local communities in Bunyoro benefit from emerging business opportunities tied to this international sporting event.

- **Digital Governance and Public Sector Reforms:** In the coming year, the OPM will prioritize digital governance reforms, streamlining government processes and ensuring greater transparency and service delivery through innovative technologies.

- **Support for Local Governance and Decentralization:** The OPM will continue to strengthen decentralization efforts, empowering local governments to take charge of development initiatives while ensuring alignment with national priorities.

Sustaining the Legacy: Looking Ahead

In the coming years, the OPM aims to continue fostering inclusive growth through strengthened decentralization, enhancing the capacity of local governments to implement national policies. This in turn, will ensure that Uganda's growth trajectory remains on track, with every citizen enjoying the fruits of development. Under the appointment of H.E. President Yoweri Museveni, Prime Minister Rt. Hon. Robinah Nabbanja continues to lead the OPM with unwavering dedication, ensuring that Uganda's national transformation agenda remains robust and progressive.



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OFFICE OF THE MINISTRY OF KAMPALA CAPITAL CITY

GREATER KAMPALA METROPOLITAN AREA

CELEBRATING 39 YEARS



HE GEN. YOWERI KAGUTA MUSEVENI
President of the Republic of Uganda



HON. HAJJAT MINSA KABANDA
Minister for Kampala Capital City
& Metropolitan Affairs



HON. KABUYE KYOFA
Minister of State for
Kampala Capital City
and Metropolitan Affairs



HAJJI YUNUS KAKANDE
Secretary for office
of the president

Transforming Greater Kampala into a Vibrant Urban Hub

As Uganda continues to commemorate liberation day. We honor the visionary leadership of the National Resistance Movement (NRM) under President Yoweri Kaguta Museveni, whose commitment to transforming Uganda into a Middle income country has paved the way for sustainable urban development.

Central to this Vision is the Greater Kampala Metropolitan Area Urban Development Program (GKMA-UDP), a transformative initiative that embodies the principles of Liberation – growth, empowerment and progress. The Greater Kampala Metropolitan Area Urban Development Program is made possible with funding from the World Bank and Agence Francaise de Developpment.

Empowering Uganda Through Urban Transformation

The GKMA-UDP seeks to address the critical challenges of urbanization in the Greater Kampala Metropolitan Area by improving urban mobility, environmental conditions, local economic development and coordination in the Greater Kampala Metropolitan Area (GKMA). The program aligns with the NRM Manifesto's pledge to modernize Uganda's cities, ensuring equitable access to resources and opportunities for all citizens.

A legacy of Partnership and Progress

The GKMA-UDP exemplifies Uganda's ability to build strategic partnerships that drive sustainable development. The program focuses on upgrading critical infrastructure, including roads, drainage systems and markets, while improving urban planning and governance to create a resilient and inclusive metropolis.

Alignment with NRM Vision

Under the NRM's leadership, the GKMA-UDP is more than just an urban development program; it is a cornerstone of Uganda's journey towards a economic self-reliance. By fostering innovation, reducing unemployment, and enhancing living standards, the program directly supports the President's vision of a unified, wealthy and prosperous nation.

Liberation Day: A Tribute to Resilience and Progress

Commemoration of is a celebration of our history and the milestones achieved through initiatives like the GKMA-UDP. It is a reminder of how far Uganda has come and beacon of Hope for the journey ahead – a journey grounded in resilience, progress and unity. As we honor the sacrifice of the past, we commit to building a future where every resident in the Greater Kampala Metropolitan Area thrives in a vibrant, sustainable and urban environment.

PRESIDENT AND METROPOLITAN AFFAIRS

URBAN DEVELOPMENT PROGRAM (GKMA-UDP)



OF NRM LEADERSHIP

The GKMA-UDP stands as a testament to what is possible when visionary leadership, strong partnership and unwavering determination converge.

About the Programme

The Greater Kampala Metropolitan Area Urban Development Program (GKMA-UDP) is a government of Uganda (GoU) program aimed at supporting the needs of the entities in the Greater Kampala Metropolitan Area (GKMA) towards service delivery for improved mobility and connectivity, work spaces for job creation, resilience and institutional strengthening. The program will deliver 391 kilometers of roads and 22 markets.

Implementation of the GKMA-UDP

The Office of the President – Ministry of Kampala Capital City and Metropolitan Affairs, coordinate the implementation of the GKMA-UDP. The program is implemented by nine entities including Wakiso, Mukono and Mpigi District Local Governments, Kampala Capital City Authority (KCCA) and the respective Municipal Local Government of Kira, Nansana, Makindye-Ssebagabo, Mukono and Entebbe.

Objectives of the Program

The strategic objective of the program is to enhance the institutional capacity in the Greater Kampala Metropolitan Area (GKMA) for Metropolitan coordination and management and increase access to improved infrastructure.

Specific Objectives of the Program are to;

- I. Enhance Mobility and Accessibility in GKMA.
- II. Foster Resilience and Environmental sustainability in the region;
- III. Create workplaces and employment opportunities for the unemployed youth, women and economic clusters;
- IV. Enhance the capacity of the MoKCC&MA and implementing entities for the improved service delivery.

Model of operation for GKMA-UDP

Program implementation is based on Performance for Results (PforR) financing modalities where the actual size of the funds disbursed depends on the performance of the implementing entities on meeting the disbursement linked indicators based on the annual performance assessment.

Area of Focus for the Program

The areas for the Programs are;

Pillar 1: Mobility and Accessibility - Holistic infrastructure development.

Pillar 2: Resilience and Environment - Enhancement of climate change resilience and environment sustainability (through better management of solid waste, development of green parks and rehabilitation of storm water drainage.)

Pillar 3: Workplace and Job creation – Spaces for vendors; and Business centers for engagement, incubation and job for youth, women and other Market economic clusters.

Beneficiaries of the Program

The program promotes inclusiveness of all stakeholders and will primarily benefit residents of Kampala Wakiso District, Mpigi District, Mukono District and the Municipalities of Nansana, Makindye- Ssebagabo, Kira, Mukono and Entebbe.

The secondary beneficiaries include the transient population beyond the GKMA, Ugandan and non- Ugandan citizens and the private sector both nationals and international.

Planning Framework on which the Program is aligned.

The Program is aligned to the Government of Uganda vision 2040, the National Development Plan III (2020/21 – 2024/25), the Greater Kampala Metropolitan Area Economic Development Strategy (2020 – 2030); the National Urban Policy (2017), Uganda National Climate Change Policy (2015); and Green Growth Strategy (2017/18) - 2023/31) and the global Sustainable Development Goals (2015 – 2030)

POWERING UGANDA'S UNSTOPPABLE RISE TO PROSPERITY.



PATRICK. M. AYOTA
MANAGING DIRECTOR

Since its establishment in 1985, the National Social Security Fund (NSSF) has grown to become a major force in Uganda's economic transformation. As the country progresses towards middle-income status, the NSSF's pivotal role in national development cannot be understated. Its strategic investments in housing, infrastructure, financial markets, and employment generation have not only boosted Uganda's growth but also provided a safety net for workers. Through prudent management of funds and a long-term vision, NSSF has significantly contributed to the country's rising status on the global stage.

NSSF'S ROLE IN UGANDA'S DEVELOPMENT

Over the years, NSSF's impact on the economy has been substantial. With assets exceeding UGX 22.13 trillion as of June 2024, NSSF Uganda stands as the largest fund in the East African region. Its rapid growth in assets under management are attributed to its diverse range of strategic investments throughout the region which not only stimulate economic growth but also create jobs and support government projects. Worth noting, the Fund currently contributes about 11% of Uganda's GDP.

LOCAL INVESTMENTS

In addition, the Fund has made significant investments directly in local companies, both listed and unlisted, amounting to **UGX 1.53 trillion**. These investments in addition to supporting the companies, also generate employment opportunities for Ugandans. The real estate sector is another key area where NSSF has made its mark, with investments surpassing **UGX 1.54 trillion**. The Fund's investments in housing aim to address the country's growing demand for affordable homes, a critical issue driven by rapid urbanization. The Fund's landmark real estate project, the Solana Lifestyle and Residences in Lubowa, is a prime example of NSSF's impact.

This **600-acre self-sustaining satellite city** will be East Africa's largest housing development upon completion, with over **2,750 residential units**, including apartments, townhouses, bungalows, and villas. These real estate projects have created thousands of jobs and contributed to local economic growth by using locally sourced construction materials from local suppliers.

MOBILIZING DOMESTIC SAVINGS

Additionally, the Fund plays a leading role in mobilisation of domestic long-term savings that have enabled the country to undertake several capital investments. NSSF currently holds about 24% of government of Uganda's domestic debt. It is also among the top direct taxpayers in Uganda, contributing over UGX 163 billion annually to the Uganda Revenue Authority.

PROMOTING FINANCIAL LITERACY

Core to its mandate, the Fund with a membership exceeding **2.3 million**, promotes financial literacy among Ugandans, encouraging them to save for retirement and make informed financial decisions. Over 317,950 people have benefited directly from the Financial Literacy programme and over 3.3m people have been reached through targeted content. Similarly, to further promote local companies, the Fund partnered with the Mastercard Foundation to introduce the NSSF Hi-innovator program, investing **UGX 20 billion** to bolster Uganda's entrepreneurship and innovation landscape. To date, 368 start-ups across various sectors including: agriculture, light manufacturing, technology, creative arts, education and digital economy have been supported. As a result, creating and sustaining over 183,110 jobs.



Beyond the financial initiatives, Corporate Social Responsibility is a pivotal focus area for the provident fund, implemented with the aim of improving lives of the people in the community. NSSF focuses on four focal areas in its CSR framework: health, education, youth and disadvantaged persons. In the health and education sector, where its core focus lies on improving access to quality education, the Fund has refurbished over 68 classroom blocks, implemented sanitation improvement projects in 16 schools, benefitting over 18,620 students daily. Additionally, through the NSSF Career Expo, over 161,000 university student finalists have been trained in career planning, growth and entrepreneurship.

STRATEGIC ACHIEVEMENTS OF THE NSSF

In 2015, the Fund developed the 2015–2025 Strategic Plan, a roadmap through which it envisioned achieving key strategic goals such as growth in its asset base and customer satisfaction, among others. It is currently on course to achieve its strategic objectives by 2025, and even earlier in some instances. For instance, the Fund has had a steady growth of its assets under management. The Fund's Assets Under Management (AUM) increased by 19.2% from **UGX 18.56 trillion** in

the Financial Year 2022/23 to **UGX 22.13 trillion** in the Financial Year 2023/24 ahead of the 2025 target of **UGX20 trillion**. NSSF has consistently ensured safety and security of its members' savings with a net return of more than 2% above the 10-year inflation average in line with its promise. Last financial year, the Fund declared and paid an interest rate of 11.5%. Additionally, the integration of digital channels such as the NSSF Go App have made it seamless for members to access Fund services thereby improving the member convenience and experience.

VISION FOR UGANDA'S FUTURE

Looking forward, NSSF's Vision 2035 outlines the Fund's strategic outlook. By 2035, the Fund aims to grow its assets to UGX 50 trillion, extend social security coverage to 50% of Uganda's working population, and achieve a 95% satisfaction rate in service delivery. This strategy is hinged on initiatives that will create the capacity and willingness to save. As the country progresses further in economic development, NSSF's strategic initiatives, commitment to innovation, and future-focused vision will be integral in shaping the country's economic landscape by diversifying in other areas, such as agriculture.



Uganda 2025/2026 General Elections:

A Blueprint For National Growth & Paving The Way For A Prosperous Future



JUSTICE SIMON MUGENYI BYABAKAMA
ELECTORAL COMMISSION CHAIRMAN

As Uganda gears up for the 2025/2026 General Elections, the Electoral Commission has laid out a comprehensive roadmap, meticulously crafted to ensure a transparent, fair, and inclusive electoral process. This roadmap is not just a schedule of activities; it is a blue-print for the nation's democratic future—a testament to Uganda's commitment to good governance and national development.

Uganda has positioned itself as a beacon of democracy and development in Africa, the 2025/2026 General (Presidential; General Parliament, and local Government Councils, including special interest Groups Representatives) Elections serve as a pivotal moment in the country's journey. The Electoral Commission of Uganda, in its commitment to ensuring transparent, free, and fair elections, has meticulously crafted a comprehensive road map to guide the electoral process. This strategic blueprint is not just about logistics; it is about shaping the future of a rising nation.

The Road Map: A Pathway To Success

The Electoral Commission's road map is a detailed plan that outlines the key activities leading up to the 2025/2026 elections. From voter registration to candidate nominations, from campaign periods to Election Day and beyond, every step is designed to foster an environment of inclusivity, transparency, and accountability. The road map is a testament to Uganda's dedication to good governance and democratic principles, ensuring that every Ugandan has the opportunity to participate in the electoral process.

The Importance of Preparation

Elections are more than just a day of casting votes; they are a complex process that requires meticulous planning and preparation.

The Electoral Commission's road map is crucial in ensuring that all stakeholders, from candidates to voters, are well-informed and adequately prepared for the electoral process. This preparation is essential for maintaining peace and stability, which are cornerstones of national development. Proper preparation also minimizes the risk of electoral malpractices and ensures that the results reflect the true will of the people. By adhering to the road map, Uganda is not only upholding its democratic values but also reinforcing its commitment to transparency and fairness.

A Call To Participation: The Role Of Every Ugandan

The success of the 2025/2026 elections hinges on the active participation of all Ugandans. The Electoral Commission calls upon a wide spectrum of society to engage in this critical process. High-profile politicians, youth and senior citizens, large corporate and business executives, business influencers, church leaders, and the local community all have a role to play.

- **The youth**, who make up a significant portion of the electorate, are the driving force behind Uganda's future. Their involvement is essential in shaping the direction of the nation, and they are urged to participate actively, whether by voting or by taking part in the electoral processes.

- **Large corporates and business executives** play a crucial role in the economic stability of the nation. Their support for the electoral process is vital in maintaining a conducive environment for business and investment, which in turn drives national development.

- **High-profile politicians** are encouraged to champion peaceful campaigns and to abide by the rules and regulations set forth by the Commission. Their leadership is crucial in setting a positive tone for the elections.

- **Business influencers and church leaders** are key opinion shapers. Their voices can inspire and mobilize communities to participate in the elections, ensuring that the process is inclusive and representative of all Ugandans.

- **Senior citizens** bring a wealth of experience and wisdom. Their participation is vital in ensuring that the elections are a true reflection of Uganda's diverse society.

- **The local community**, is the heartbeat of the nation. Their participation ensures that the elections are grounded in the realities and needs of everyday Ugandans.





Roadmap For The 2025/2026 General Elections

“The Electoral Commission has approved the revised Roadmap for the 2025/2026 General Elections as described here below”

No	Electoral Activities Milestones	Activity Period
1.	Display of the National Voters' Register at each Polling Station. In line with EC Act, Sec.24(1) & Sec. 25(1).	18th April 2025 – 8th May 2025
2.	Display of Special Interest Groups (SIGs) Committees Voters Register in each Village,UPDF at EC and Workers Offices.	18th – 28th April 2025
3.	Display of Tribunal recommendations at each Parish/Ward, in line with the EC Act Sec.25(1a).	9th – 19th May 2025
4.	Deadline for resignation by public servants wishing to contest in Special Interest Groups (SIGs) Committee Elections	28th April 2025
5.	Nomination of Village SIGs Committees Candidates: Older Persons; Persons with Disabilities and Youth	2nd – 10th June 2025
6.	Nomination of Parish/Ward SIGs Committee Candidates: Older Persons (OP); Persons with Disabilities (PWDs) and Youth	26th –27th June 2025
7.	Deadline for establishing academic papers with the EC by aspiring candidates for Local Governments Elections	3rd July 2025
8.	Deadline for establishing academic papers with the EC by aspiring candidates for Parliamentary Elections	16th July 2025
9.	Deadline for establishing academic papers with the EC by aspiring candidates for Presidential Elections	1st August 2025
10.	Deadline for resignation by public servants intending to contest Parliamentary Elections	13th June 2025
11.	Deadline for resignation by public servants intending to contest Local Governments Elections	2nd August 2025
12.	Deadline for resignation by public servants intending to contest Presidential Elections	1st October 2025
13.	Nomination of Sub-county, Town & Municipal Division SIGs Committees Candidates: Older Persons; PwDs; Youth	14th – 15th July 2025
14.	Holding Sub-county Conferences to elect Non-unionised Workers Delegates to the District/City	11th July 2025
15.	Nomination of Municipality/City Division SIG Committees Candidates: Older Persons; Persons with Disabilities; Youth	24th – 25th July 2025

16.	Nomination of District and City SIGs Committee Candidates: Older Persons; Persons with Disabilities; Youth	11th – 12th August 2025
17.	Holding of District Conferences to elect Non-unionised Workers Delegates to the Regions	7th August 2025
18.	Nomination, Campaigns, and Polling for the National Youth Council Committee	27th – 29th August 2025
19.	Nomination of Candidates for Local Governments, including SIGs, in line with Section 119(1) of the Local Governments Act	3rd – 12th September 2025
20.	Nomination of Candidates for Parliamentary Elections in line with Section 9 of the Parliamentary Elections Act	16th – 17th September 2025
21.	Nomination of Candidates for Presidential Elections	2nd – 3rd October 2025
22.	Nomination of candidates for SIGs Representatives to Local Governments	8th – 12th December 2025
23.	Polling Period for Presidential, Parliamentary, and Local Government Councils (City/District; Municipality/City Division; and Sub County, Town, Municipal Division), including SIGs Representatives, in line with Article 61(2) of the Constitution	12th January – 9th February 2026

The Commission calls on all stakeholders to take note of the key milestones and timelines and to participate in the respective activities following the guidelines for elections. A soft copy of the Roadmap is available on the Electoral Commission website: www.ec.or.ug



JUSTICE BYABAKAMA MUGENYI SIMON

Chairperson, Electoral Commission

Uganda's Electoral Commission Elected To A-web Executive Board:



“A Boost for Uganda’s Global Profile”



EMORUT JAMES PETER
COMMISSIONER

Founded in 2013, the Association of World Election Bodies (A-WEB) is the world's largest organization dedicated to election management, bringing together 119 Election Management Bodies (EMBs) from 109 countries. A-WEB's mission is to enhance electoral democracy worldwide by promoting inclusive, participatory, and transparent elections. Recognizing the challenges faced by emerging democracies, A-WEB supports EMBs with training, resources, and opportunities for collaboration, helping them develop resilient electoral systems that uphold democratic standards.

In a historic achievement for Uganda, the country's Electoral Commission (EC) was elected to the A-WEB executive board at the 6th General Assembly held in Bogotá, Colombia. This prestigious election saw Uganda's EC and Kenya's Independent Electoral and Boundaries Commission (IEBC) chosen to fill two seats representing Africa. Serving alongside Libya, Sierra Leone, and Mauritius, Uganda will represent the continent for a two-year term, renewable once.

Rising Nation Notice Board

Strengthening Uganda's Global Presence

This appointment is a powerful endorsement of Uganda's commitment to democratic principles and electoral integrity. Representing Africa on A-WEB's board not only elevates Uganda's global profile but also provides access to strategic partnerships, knowledge, sharing, and best practices that will support the country's own electoral development.

Promoting Electoral Best Practices

As an A-WEB executive board member, Uganda's EC will play a key role in fostering collaboration and innovation among election bodies globally. This platform allows Uganda to both share its own experiences and adopt international innovations, supporting the continual improvement of Uganda's electoral systems with a focus on transparency, inclusivity, and efficiency.

Benefits for Uganda's Democratic Development

Uganda's election to the A-WEB board highlights its progress in building a credible electoral framework and commitment to democratic principles. Through learning and sharing, the EC is well-positioned to further enhance Uganda's election processes, solidifying Uganda's role as a model for electoral integrity in the region.

A Proud Achievement for Uganda

This milestone reaffirms international trust in Uganda's election systems and their adherence to global standards. Supported by Uganda's history of effective election management, this achievement reflects positively on the nation's growing international profile.

As the EC steps into this influential role, it brings expertise that contributes to a globally inclusive and resilient democratic framework which is essential at the point when Uganda has embarked on the 2025-2026 General Electoral Road Map.



PATRICIA ADONGO OJANGLE
MANAGING DIRECTOR

Uganda Development Bank

Impact of Development Finance

Uganda Development Bank (UDB) has reinforced its role as a pillar of national transformation, driving economic growth through strategic financing and sustainable investments. The Bank's 2024 performance highlights underscore the importance of development finance in bridging critical economic gaps, fostering industrialization, and promoting inclusive development.

UDB's 2024 performance exemplifies the critical role of development finance institutions (DFIs) in driving economic transformation. The bank's financing model is structured to support long-term national development, strategic sectoral growth, and inclusive economic participation.

The Bank's focus on industrialization, infrastructure development, and human capital investment aligns with Uganda's Vision 2040, which aims to transition the country into a competitive and self-sustaining economy. By increasing green financing, SME lending, and sectoral investments, UDB is actively reducing dependency on external funding while enhancing domestic economic resilience.

Furthermore, UDB's financial interventions have demonstrated that development finance is not just about providing loans, it is a catalyst for structural transformation. By addressing capital constraints in priority sectors, UDB is fostering job creation, technological advancement, and economic diversification,

setting Uganda on a sustainable growth trajectory.

Financial Strength and Strategic Loan Disbursement

The Bank reported a net profit of UGX 55.13 billion in 2024, a testament to sound financial management and operational efficiency. With UGX 388 billion disbursed across 171 projects in 67 districts, UDB's reach extends deep into the country, fueling economic activities across multiple sectors. Of the UGX 454 billion allocated for development finance, 85.5% was successfully disbursed in loans. This underscores the efficiency of UDB in channeling resources to productive

sectors, ensuring that financing gaps do not hinder economic growth.

Growth in Assets and Loan Portfolio

UDB's financial position strengthened further in 2024, with total assets growing to **UGX 1.71 trillion** (3% increase) and its loan portfolio expanding to **UGX 1.67 trillion** (4% growth). These figures highlight the Bank's increasing financial capacity to support national development initiatives.

Empowering SMEs, Youth, and Women Entrepreneurs

UDB expanded its loan portfolio for SMEs, youth, and women entrepreneurs by 39%, increasing from **UGX 33.05 billion** to UGX 49.5 billion in 2024. By channeling more resources to these groups, UDB is fostering grassroots entrepreneurship, enhancing financial inclusion, and supporting wealth creation at the community level.

Advancing Sustainable and Green Finance

UDB approved 34 environmentally sustainable projects, marking a 13% increase from 2023. This growth in green financing demonstrates the Bank's commitment to supporting Uganda's transition toward climate-resilient and eco-friendly economic activities. As global economies shift towards sustainability, UDB's initiatives align with international best practices in environmental finance, ensuring long-term economic stability.

Development Finance and Its Impact on Economic Transformation

The projects financed by UDB are projected to generate 17,832 jobs in 2025, a direct contribution to reducing unemployment and fostering productivity. The expected UGX 455 billion tax contribution from these initiatives enhances domestic revenue generation, ensuring financial sustainability for national projects. Furthermore, the **UGX 1.78 trillion** in foreign exchange earnings from UDB-backed projects strengthens Uganda's trade balance and economic resilience.

The manufacturing sector remains the leading job creator, expected to generate 6,344 new jobs, while the education sector will create 365 jobs, contributing UGX 1.5 billion in taxes.

Sectoral Investments: Catalyzing National Growth

To accelerate economic transformation, UDB directed substantial resources to key growth sectors:

- Manufacturing: **UGX 219.7 billion** allocated to 32 projects.
- Agro-industrialization: **UGX 88.31 billion** invested in strengthening agricultural value chains.
- Human Capital Development: 52 projects approved to enhance skills and productivity.
- Transport Infrastructure: 12 projects financed to improve connectivity.
- Tourism: 32 projects supported to boost the sector's contribution to GDP.



UDB's 2024 performance affirms its pivotal role in Uganda's economic transformation, demonstrating how development finance can serve as a powerful tool for national growth.

As Uganda positions itself as a regional investment hub, UDB remains at the forefront of mobilizing resources for industrialization, employment creation, and long-term economic resilience. The Bank's continued strategic investments are set to drive Uganda towards an era of self-sustained development, ensuring prosperity for future generation





Promoting Financial Inclusion Through Farmer Cooperatives

Uganda Development Bank (UDB) is a government-owned financial institution dedicated to accelerating Uganda's socio-economic development by providing long-term financing and advisory services.

As a key player in unlocking the full potential of agriculture, Uganda's largest economic sector, UDB actively supports farmer cooperatives by offering financial assistance, business advisory services, and technical support to enhance their efficiency and competitiveness.

UDB provides a range of financial products tailored to the needs of Uganda's agricultural sector, including the Agri-Connect Digital Lending Solution, which facilitates seamless access to micro-loans for smallholder farmers, and the Farmer Cooperative Initiative, which ensures affordable financing for cooperative societies. Through initiatives like the Business Accelerator for Successful Entrepreneurship (BASE) Program, UDB strengthens cooperative governance, financial management, and strategic planning, ensuring long-term sustainability and increased productivity.

The Transformative Power of Cooperatives: Kihembo Florence's Story

One success story exemplifying the impact of farmer cooperatives is that of Kihembo Florence, a single mother of four from Mbarara District. After losing her husband 19 years ago, she joined Manyakabi Area Cooperative Enterprise in 2000, initially unaware of the power of collective farming. Over time, with training from the Uganda Cooperative Alliance, she became an active leader, serving as a marketer and Chairperson.

Through her cooperative, Kihembo gained access to better farming techniques, financial support, and guaranteed markets for her produce. She cultivates beans and maize on land she acquired in Kyahi, Mbarara, and owns a banana plantation and a retail shop in Kaberebere township. With the steady income from farming, she has educated all her children and now supports her brother's child. "The Cooperative played a crucial role in my children's education," she emphasizes. "I had no assets or resources, but by focusing on agriculture and renting land for cultivation, I was able to provide for my family."

Strengthening Cooperatives for National Development

Kihembo's story is one of many that highlight the significance of well managed cooperatives in transforming lives. During a recent field visit as part of UDB's BASE program, the bank engaged cooperatives in Isingiro, Kikuube, Kazo, Kiruhura, Mitooma, and Ntungamo. Sumin Namaganda, UDB's Senior Corporate Affairs Manager, noted that while cooperatives play a crucial role in agricultural growth, some struggle with poor management, undefined leadership roles, and inadequate financial accountability. "These challenges affect their ability to access funding, service loans, and maximize productivity," she said. "The BASE program equips cooperatives with best practices in governance, financial management, risk mitigation, and market planning, ensuring they operate sustainably."

The Role of Cooperatives in Uganda's Economy

Agriculture employs at least 68% of Uganda's workforce and contributes 24% to GDP and 35% to export earnings (FY 2022/23). Cooperatives are essential to increasing Uganda's production capacity and facilitating industrialization through value addition. The government, through UDB, is addressing financial barriers by offering low-interest loans to cooperatives, enabling them to invest in modern farming technologies and equipment. Speaking at the International Day of Cooperatives in Bukomansimbi, Hon. Haruna Kasolo, Uganda's Minister of State for Microfinance, emphasized the importance of collective farming. "Every Ugandan must engage in production and value addition. Cooperatives provide a reliable structure for accessing financing, technical expertise, and markets," he said.

Expanding Access to Finance for Smallholder Farmers

Under the Farmer Cooperative Initiative, UDB simplifies access to financing for smallholder farmers by using a credit-scoring model based on previous harvests. Applications are processed digitally, requiring no paperwork, and loans are disbursed in under two minutes. Additionally, UDB is working with the government to capitalize on funding, ensuring cooperatives receive affordable financial support to expand production and value addition. Gen. Wilson Mbadi, Minister of State for Trade, Industry, and Cooperatives, reaffirmed the government's commitment: "We are working on capitalizing UDB to make affordable financing available for cooperatives, a critical step towards Uganda's industrialization." **Scaling Up Impact: Success Stories from the Field** Uganda's cooperative movement has grown significantly, from 6,000 cooperatives with 6 million members in 2018 to 45,000 cooperatives with 18 million members today. These cooperatives have improved members' socioeconomic status through access to credit, shared resources, and financial literacy.

During a recent field visit in Kazo District, Mbogo Dairy Farmers Cooperative Society shared how their savings groups have empowered women financially. Cooperative members access loans at 5% interest, significantly lower than commercial rates, enabling them to expand their businesses. Jolly Mujuni, a livestock farmer, credited UDB's training for improving their cooperative's governance and financial management. "With better funding, women could venture into value added activities like yogurt production, protecting them from exploitative milk prices," she noted. UDB also supports cooperatives in value-added processing. In Isingiro, Manyakabi Cooperative received a UGX 900 million loan to purchase a maize milling machine, increasing production capacity from 8 to 40 tonnes per day. This investment has enabled the cooperative to secure major supply contracts, including for Oruchinga and Nakivale refugee settlements.

The Global Perspective: Cooperatives as Vehicles for Inclusive Growth

The United Nations recognizes cooperatives as drivers of social inclusion and poverty eradication. The 2023 UN Secretary-General Report on Cooperatives in Social Development emphasizes building cooperatives' capacity in governance, financial management, and sustainable practices. UDB's BASE program aligns with this vision, providing business development support in partnership with the Food and Agriculture Organization (FAO) to strengthen cooperatives' impact on Uganda's economy.

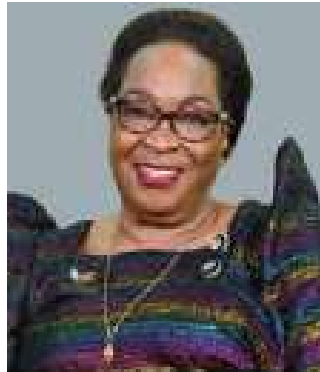
A Path to Sustainable Development: By strengthening Uganda's cooperative movement, UDB is enhancing financial inclusion, boosting agricultural productivity, and fostering industrialization. The bank's continued support through financing, capacity building, and market access ensures that cooperatives remain a driving force in Uganda's economic transformation. With continued investment and policy support, farmer cooperatives can unlock the full potential of Uganda's agricultural sector, improving livelihoods and accelerating national development.



A Deep Dive into the Ministry of ICT and National Guidance's Transformative Initiatives



HON. DR. CHRIS BARYOMUNSI
Minister for ICT and National Guidance



HON. JOYCE SSEBUGWAWO
State Minister For Ict



HON. GODFREY KABBYANGA
State Minister For National Guidance



DR. AMINAH ZAWEDDE
Permanent Secretary

The Ministry of ICT and National Guidance stands at the forefront of Uganda's socio-economic transformation, steering the nation towards a digitally driven future. Its mandate extends beyond mere policy formulation to actively fostering research, innovation, and skills development. As Uganda positions itself in the digital era, the Ministry's strategic priorities encompass the adoption of cutting-edge technologies, the expansion of ICT infrastructure, and the promotion of digital literacy, all of which are essential for inclusive and sustainable growth.

At the heart of the Ministry's agenda is the promotion of ICT research and innovation, with a focus on emerging Fourth Industrial Revolution (4IR) technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), and robotics. These efforts are vital in shaping Uganda into a competitive global player in technology and innovation. By investing in research and development, the Ministry is not only fostering local talent but also ensuring that Uganda is well-equipped to navigate the complexities of a rapidly evolving digital economy. Building a digitally skilled workforce remains central to the Ministry's objectives.

Through strategic partnerships with educational institutions and ICT hubs, a new generation of professionals is being equipped with the skills necessary to meet the ever-growing demands of the technological landscape. These efforts are complemented by the expansion of broadband connectivity, a key driver of economic and social transformation.

By collaborating with private sector players, the Ministry is working to extend last-mile connectivity to underserved areas, ensuring that the benefits of digital inclusion reach all corners of the country. The National Broadband Policy, developed in 2018, has been instrumental in enabling telecom licensing reforms that have improved access to digital services nationwide.

Another critical area of focus is cyber security and data protection. As digital adoption accelerates, ensuring a secure cyber ecosystem has become imperative. The enactment of the Data Protection and Privacy Act (2019) laid the foundation for strengthening Uganda's cyber security frameworks.

The Ministry has since implemented policies and regulations to safeguard digital transactions, enhance data governance, and build public trust in digital services. These efforts are crucial in fostering confidence among businesses and individuals, enabling them to fully participate in the digital economy.

A significant achievement has been the support provided to 112 local innovators through the National ICT Initiatives Support Programme (NIISP). This initiative has led to the deployment of 17 locally developed systems across various government sectors, reinforcing Uganda's capacity for home-grown digital solutions. By enhancing the automation of public services, the Ministry is fostering a culture of digital transformation that will define Uganda's future.

The Ministry's achievements extend across multiple domains, reflecting its broad and impactful mandate. In the realm of national guidance, over 400 district leaders and six ministries have been trained on governance and ideological consciousness, while civic education benchmarking initiatives continue to inform best practices. The Ministry has actively engaged in public discourse, including 24 online engagements under the "I am Ugandan" campaign, which seeks to foster national pride and unity.

ICT infrastructure development remains a priority, with notable milestones such as the implementation of the One Network Area (ONA) for data and mobile financial services under the Northern Corridor Integration Project. To sustain its momentum, the Ministry is focusing on further expanding broadband ICT infrastructure, establishing specialized laboratories and computing centers, and mainstreaming ICT across all sectors to digitize service delivery. Strengthening Uganda Telecommunications Company Limited to improve service quality and affordability remains a key priority.

As Uganda continues its journey towards Vision 2040 and the National Development Plan III goals, the Ministry of ICT and National Guidance stands as a beacon of digital transformation.

Through its strategic policies, robust infrastructure investments, and commitment to innovation, the Ministry is not only shaping Uganda's digital future but also ensuring that technology serves as a key ingredient for national transformation. However, while commendable progress has been made, there are still critical areas that require improvement to fully harness the potential of ICT. Challenges such as inadequate internet penetration, digital literacy gaps, high costs of connectivity, cyber security vulnerabilities, and limited local content development hinder the pace of digital transformation. To catch up with highly digitized nations, Uganda must prioritize nationwide broadband expansion, affordable internet access, investment in digital skills training, and a strong cyber security framework to protect users and institutions from emerging threats. Additionally, fostering a vibrant ecosystem for tech startups and digital entrepreneurship will be instrumental in driving innovation and job creation.

Key indicators for the actualization of digitalization include increased internet access and usage, improved e-governance services, a thriving digital economy with local innovations, enhanced digital literacy rates, and greater adoption of emerging technologies such as artificial intelligence, blockchain, and cloud computing.

Uganda must also measure progress through digital inclusion, ensuring that rural and underserved communities are not left behind in the digital revolution. Beyond government efforts, the private sector has a critical role to play in advancing digitalization. Telecommunications companies must continue expanding connectivity infrastructure, while financial institutions should leverage fintech solutions to drive financial inclusion. The private sector should also collaborate with government agencies to create public-private partnerships (PPPs) that accelerate ICT development. Additionally, businesses across sectors must adopt digital solutions to enhance efficiency, improve service delivery, and foster competitiveness in global markets. A balanced and holistic approach to digital transformation requires synergy between government, private sector, academia, and civil society. While the government provides the policy framework and regulatory environment, the private sector drives innovation and investment, and academia fosters research and capacity building. As Uganda moves forward, it must ensure that digitalization is inclusive, sustainable, and aligned with national development objectives. By addressing existing gaps and leveraging ICT as a transformative force, Uganda is well-positioned to leapfrog into a more connected, efficient, and globally competitive digital economy.

LAUNCH OF THE NATIONAL BUSINESS PROCESS OUTSOURCING (BPO) POLICY AND PUBLICITY CAMPAIGN.



Digitization & Communications:



“A Strategic Enabler For National Development”



Nyombi Thembo
Managing Director
Uganda Communications Commission

As Uganda continues to position itself for sustained economic growth and transformation, the role of effective communication infrastructure becomes increasingly critical. **The Uganda Communications Commission (UCC)**, established under the **Uganda Communications Act, 2013**, serves as the regulator and enabler of Uganda’s telecommunications, broadcasting, postal and radio communication services.

Its mandate is central to the broader development agenda, ensuring that communication technologies are not only accessible but are also effectively harnessed to drive national development on both formal and informal landscapes including SME as the spine of the Ugandan economy.

UCC’S CORE MANDATE AND REGULATORY FRAMEWORK

The Uganda Communications Commission is tasked with creating an enabling environment where communication services can thrive, stimulate economic growth, and contribute to socio-economic transformation. UCC’s strategic role in this sector covers several critical functions:

Licensing and Regulation: UCC regulates and licenses telecommunications operators, broadcasters, and radio communication services. By ensuring compliance with global standards, UCC promotes efficiency, innovation, and the delivery of high quality services to the Ugandan population.

Spectrum Management: Efficient spectrum management is essential for telecommunications and broadcasting services. UCC ensures optimal use of this finite resource, allowing for smooth and uninterrupted services in areas such as mobile telephony, radio and television broadcasting.

Consumer Protection: Through its regulatory oversight, UCC ensures that communication service users have access to reliable, affordable, and secure services. This is key for fostering trust in communication technologies, a crucial factor in driving digital adoption across all segments of the population.

Policy Development & Advisory Role: As a policy advisor to the government, UCC helps shape Uganda's communication landscape by aligning national policies with global best practices and the country's specific development goals. This enables the adoption of regulatory frameworks that drive sectoral growth and investment.

THE STRATEGIC ROLE OF COMMUNICATIONS IN ECONOMIC DEVELOPMENT

Across the globe, robust communication infrastructure has been a key driver of economic growth and innovation.

Uganda, like many developing economies, has an opportunity to harness its communication assets to spur productivity and innovation across various sectors. UCC's work, particularly in ensuring competitive pricing, reliable services, and equitable access to communication technologies, creates an environment that stimulates economic participation and efficiency.

1

Fostering Business Growth & Competitiveness: For Uganda's businesses to remain competitive in a rapidly globalizing economy, the role of efficient telecommunications cannot be overstated. Businesses both formal and informal depend on reliable communication networks for day-to-day operations, market intelligence, supply chain coordination, and customer interaction which drive productivity.

2

Enabling E-Government & Institutional Efficiency: The Uganda Communications Commission (UCC) plays a critical role in promoting and expanding digital infrastructure, ensuring that digital

platforms in governance, education and health information systems are accessible, functional, and secure. This digitization of public services enhances governance, boosts transparency, and significantly improves the ease of doing business in Uganda—factors that are crucial for driving national development and fostering economic growth.

3

Financial Inclusion Through Mobile Money Services: The exponential growth of mobile money services in Uganda stands as one of the most transformative developments in recent years. By regulating mobile money platforms, UCC plays a critical role in ensuring that these services remain accessible, affordable, and secure. Mobile money has allowed millions of previously unbanked Ugandans to access financial services, thus bridging the financial inclusion gap. The importance of mobile money services lies in their ability to enable digital transactions, thus fostering e-commerce, reducing the need for physical banking infrastructure, and facilitating cash-lite economies. This contributes directly to increased business efficiency and economic formalization.





Communications & Digitization As A Catalyst For Sectoral Growth

Across various sectors of the economy, communication technology serves as a catalyst for growth, innovation, and inclusion. For Uganda to achieve its goal of becoming a middle-income economy, robust communication infrastructure and services are not just desirable, they are essential. The Uganda Communications Commission plays a central role in regulating and promoting the communications sector, ensuring that it supports both economic growth and socio-economic transformation.

The commission's focus on expanding access, fostering competition, protecting consumers, and promoting innovation ensures that the communication sector remains a strategic enabler of development. By addressing gaps in access and fostering the adoption of communication technologies across all sectors, UCC is positioning Uganda to leverage the power of communication as the spine of its economic rise.

Q and A

"Will Uganda's FM radio airwaves transition to digital broadcasting, and what implications will this have on the broadcasting industry and listeners?"

OKOT FRED OTUNNU

Director Corporate Affairs
Uganda Communications Commission

Digital Parenting

Empowering the Youth for Growth Through Technology

A Word from the Junior Digital Content Creator



JORDAN TENDO MASAJJAGE
(Junior Digital Content Creator)

At just 12 years old, thanks to the encouragement of my parents, I took the leap into the world of programming and software development by joining one of Uganda's top tech education institutions. This hands-on training in digital skills opened my eyes to the endless possibilities of the tech industry. From learning the basics of coding to developing small software animation projects, I quickly realized that technology wasn't just the future, it was the now. And I wanted to be a part of it.

I have experienced first hand the transformative power of Information and Communication Technology (ICT) in shaping my future. The skills I gained not only inspired me but also highlighted the critical role of ICT in empowering the youth of Uganda to become a highly skilled workforce that drives national development. Four years down the road, as a student of St Mary's College Kisubi, during holiday I still find time for critical thinking and engagement in the practicality of the digital world.

In today's digital age, the ability to use technology effectively is no longer optional; it is essential. ICT equips young people with the skills

necessary to navigate an increasingly complex world. We are taught to create, innovate, and think critically, moving beyond mere consumption of digital content to become creators in the digital space. This shift is vital for fostering a generation capable of contributing to Uganda's economy and society.

A significant part of our learning experience is through Scratch, a visual programming language designed primarily for children and beginners. Scratch allows users to create interactive stories, games, and animations through an intuitive drag and drop interface.

Developed by the Lifelong Kindergarten Group at the MIT Media Lab, Scratch empowers young learners to explore programming concepts without needing to understand complex syntax.

Using Scratch involves combining different blocks, which represent commands and actions, to create a program. Users can manipulate sprites (characters or objects) and incorporate sound, music, and graphics to enhance their projects. This platform not only encourages creativity but also fosters essential skills, such as:

• **Problem-Solving Skills:**

Encountering challenges while creating projects requires logical reasoning and troubleshooting.

• **Creativity:**

Scratch provides a unique space for learners to bring their imaginative ideas to life through digital storytelling.

• **Collaboration:**

The Scratch community promotes sharing projects and collaborating with others, teaching valuable teamwork skills.

• **Technological Literacy:**

Learning the basics of programming and digital content creation helps learners become more comfortable with technology, which is increasingly important in various fields.

The importance of ICT in empowering youth cannot be overstated. It creates a pathway for young people to gain valuable skills that are highly sought after in today's job market. Employers increasingly prioritize digital skills across all sectors, from finance to agriculture. By equipping ourselves with these skills, we position ourselves as competitive candidates in a global workforce that values innovation and adaptability.

Moreover, ICT fosters entrepreneurship among the youth. With the right skills, young people can start their own businesses, develop applications, or create online platforms that cater to their communities' needs. This entrepreneurial spirit is essential for driving economic development and creating job opportunities in Uganda. The skills and opportunities gained from Scratch have broader implications for national development.

By empowering young people with foundational programming skills, we cultivate a generation ready to enter a technology-driven economy. As these learners become adept at creating software, websites, and applications, they contribute to innovation and entrepreneurship within their communities.

Additionally, as more young Ugandans gain access to digital skills, the potential for job creation increases. Start-ups and tech initiatives can emerge, addressing local challenges and contributing to economic growth. Ultimately, Scratch serves not just as a learning tool but as a catalyst for personal and national development, laying the groundwork for a digitally literate and skilled workforce capable of driving Uganda's progress in the 21st century.

Reflecting on my journey through the certification process, I am excited about the future of technology in Uganda. With various initiatives focusing on skilling youth, we are on the right track to harnessing ICT as a tool for empowerment and national development.

We continue to invest in our education and embrace the digital revolution, we, the youth of Uganda, have the potential to shape our nation's future. By becoming skilled professionals in ICT, we are not only preparing ourselves for successful careers but also contributing to the broader goal of national development. The journey of innovation and empowerment is just beginning, and I am proud to be a part of it. Together, we can drive Uganda towards a bright and prosperous digital future!



Uganda's Digital Dawn

“Leveraging Ict For National Development & Inclusive Growth For Uganda's Formal & Informal Sector.”

ICT is more than just a tool for the tech-savvy; it is an enabling force for national development. As Uganda continues to rise, it must embrace ICT not only as a vehicle for innovation but as a catalyst for social and economic inclusion. Every business, farmer, artisan, and entrepreneur, regardless of their size or location, should have access to the digital platforms that connect them to opportunities and government services allowing them to contribute to Uganda's growth story.

Uganda's journey toward becoming a middle-income country hinges on harnessing every tool available for national development. As the world pivots towards digital solutions, Information and Communication Technology (ICT) has emerged as a critical driver of growth and transformation. In Uganda, the integration of ICT has the potential to significantly accelerate development initiatives and create jobs. However, the digital divide presents a challenge: while technology continues to advance, many Ugandans, especially in the informal sector, remain excluded from the digital economy.

THE INFORMAL SECTOR: An Untapped Ict Opportunity

With over 72% of Uganda's GDP coming from the informal sector with a whopping 78% labor force, it's clear that this sector plays a fundamental role in the country's economy. Yet, the adoption of ICT remains largely concentrated in formal enterprises like banks manufacturing, processing, telecommunication, tourism and health care leaving informal traders, artisans, small-scale farmers, and other grassroots actors behind.

For Uganda to fully realize its development potential, ICT must not be a luxury reserved for the formal sector alone. Instead, it is incumbent on the government to actively create pathways for all sectors, particularly the informal economy, to integrate digital solutions into their daily operations. The government's role in fostering inclusive ICT adoption is crucial. By creating affordable and accessible ICT platforms that cater to the needs of informal businesses, Uganda can ensure that the entire population benefits from the digital revolution.

To bridge the divide, ICT can unlock new employment opportunities, particularly for youth and women, who dominate the informal sector. Platforms such as digital marketplaces for local goods, mobile payment systems, and e-commerce platforms can connect Ugandan businesses to regional and global markets, expanding their reach and customer base. Digital skills training programs, particularly those focused on practical applications like E-commerce, social media marketing, and basic digital literacy, should be scaled across rural and urban areas to ensure that informal businesses can effectively leverage these platforms.

Illustratively, integrating mobile technology into agriculture, which supports the livelihoods of millions of Ugandans, would enhance productivity and access to markets. Apps that provide weather updates, market prices, and farm management tools are invaluable to farmers.

Additionally, platforms like mobile money have revolutionized financial transactions in Uganda, making it easier for businesses, regardless of size, to trade and operate in the digital economy. As more informal traders adopt mobile payment systems, there is potential for further growth in small-scale business activity, creating jobs and boosting income. ICT which has been relatively embraced by the market in urban areas should be scaled up through simple application for a wider transformative role in facilitating smoother interaction between informal businesses and government services.

E-government platforms that allow informal businesses to register their enterprises, pay taxes, and access essential services digitally would not only reduce bureaucratic inefficiencies but also lower the cost of doing business. Simplified digital tools for licensing, access to credit, and training could empower small enterprises to formalize their operations, gain government support, and contribute more effectively to the economy.

Demystifying Ict For Inclusivity And Connectivity For Businesses Operating On Tight Margins.

The current challenging and unfavorable economic condition hard hitting the informal sector where businesses operate on tight margins, ICT is the best cost-effective alternative to improve efficiency and maintain customer interaction. Digital marketing on platforms such as **WhatsApp Business, Facebook, TikTok, Marketplace, and Instagram** enables small businesses to connect with customers locally and globally without needing expensive physical infrastructure. Businesses can also reduce operational costs by adopting cloud computing services to store data and manage inventory.

With the potential and deliberate rise of e-commerce, Ugandan businesses have the potential to not only connect with buyers beyond their immediate vicinity but also reduce overheads associated with physical shops. For traders in urban areas, E-commerce could mean the difference between staying afloat or closing shop, especially during challenging economic times. ICT platforms that promote business continuity through digital solutions, such as online payment gateways and automated customer service tools, offer scalable, cost-effective solutions that can help Uganda's businesses thrive. Uganda's rising trajectory can only be sustained if all sectors of the economy, formal and informal, are integrated into the digital economy. With strategic investments in ICT infrastructure, policies that promote inclusivity, and platforms designed for both formal and informal sectors, the country can bridge the digital divide. By doing so, Uganda will not only create more job opportunities but also foster innovation and economic resilience, securing a prosperous future for all its citizens.



UGANDA'S EDUCATION REFORMS: Redefining Learning for the 21st Century

In a landmark development, Uganda's Education Policy Review Commission (EPRC), established in May 2021 under Legal Notice No. 5, has unveiled its comprehensive report titled "Education for Values, Innovation, and Transformation." This extensive document, spanning 242 pages, proposes a series of transformative reforms aimed at overhauling the nation's education system to better align with contemporary global standards and the aspirations of Ugandans.

Re-defining the Ministry's Mandate

One of the pivotal recommendations is the reconstitution and renaming of the current Ministry of Education and Sports (MoES) to the Ministry of Education, Sports, and Training (MoEST). This proposed change reflects a broadened mandate, emphasizing the integration of training to enhance the ministry's leadership and responsiveness to the evolving educational landscape.

Streamlining Regulatory Bodies

The EPRC advocates for the consolidation of various educational regulatory agencies. Specifically, it recommends dissolving the National Council for Higher Education, the Directorate of Educational Standards, and the TVET Council, merging their functions into a unified entity named the National Education Standards & Quality Assurance (NESQA).

This move aims to create a more cohesive and efficient regulatory framework.

Language and Curriculum Innovations

In a bid to strengthen foundational learning, the report suggests that instruction up to Primary 4 be conducted in learners' mother tongues, with English introduced as a subject. From Primary 5 onwards, English would become the primary medium of instruction. Additionally, the commission emphasizes multilingual proficiency, proposing that every learner attain fluency in at least three languages: English, Kiswahili (the second official language), and a Ugandan mother tongue.

Financial Commitments to Education

Recognizing the critical role of adequate funding, the EPRC recommends that 7% of Uganda's GDP and 20% of the national budget be allocated to education and sports annually. It further advises that basic education receive 70% of this investment, distributed as 50% for primary and 20% for secondary education. The report also calls for increased parental involvement in both funding and the general administration of the education system.

Reforming Basic Education Structure

The commission proposes a redefinition of basic education to encompass 11 years: one year of compulsory pre-primary education for children aged 5-6, six years of primary education, and four years of lower secondary education (O'level).

Notably, it recommends abolishing the Primary Leaving Examination (PLE) in favor of continuous school-based assessments, with the first national examinations occurring after Senior 4.

Teacher Professionalization and Welfare

To elevate the teaching profession, the report advocates for the establishment of a Teachers Council responsible for the registration, licensing, and accreditation of all educators in Uganda. It also suggests that teachers' salaries be exempt from taxation to enhance the attractiveness of the profession.

Governance and Inspection Enhancements

The EPRC recommends amending the Local Government Act to re-centralize the inspection of schools, shifting this function from district authorities back to the central government.

Sports Development and Dispute Resolution

Acknowledging the importance of sports in education, the report calls for the creation of a national sports tribunal to address disputes within the sector, thereby promoting fair play and structured development.

Periodic Policy Reviews

To ensure the education system remains responsive to changing societal needs, the commission recommends that comprehensive education policy reviews be conducted every ten years. This approach aims to facilitate continuous alignment with global trends and national development goals.

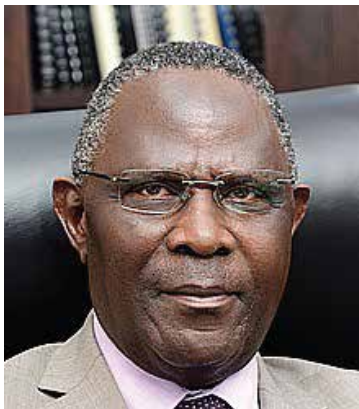
The EPRC's report represents a significant step toward transforming Uganda's education landscape, with its 284 recommendations poised to influence the forthcoming Government White Paper on Education and Sports. The proposed reforms reflect a commitment to fostering an education system that is inclusive, innovative, and attuned to the demands of the 21st century.





The Role of Education in Fast-Tracking Uganda's Modern Development:

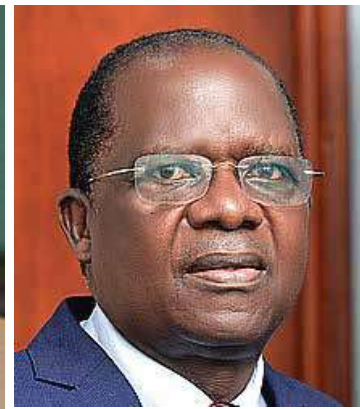
A Deep Dive into UMI's Unique Contribution



DR JAMES NKATA
Director General
UMI.



DR JOHN NAKABAGO
Director Finance
UMI



**DR KASOZI SATURNINUS
MULINDWA**
Director Programmes
and Students Affairs.

Education plays a pivotal role in shaping the socio-economic fabric of any nation, and Uganda is no exception. Over the decades, Uganda's education sector has been instrumental in laying the foundation for sustainable growth and development. As the country strives toward achieving Vision 2040, it has become evident that a strong and adaptable education system is critical to fostering the skills, knowledge, and leadership necessary to realize this vision.

As Uganda navigates its path toward becoming a middle-income nation by 2040, the role of education in shaping its development trajectory cannot be overstated. Modern development, driven by technology, global competitiveness, and socio-economic demands, requires an education system that is not only adaptive but also proactive. It is here that the Uganda Management Institute (UMI) has carved out a unique and indispensable niche in Uganda's education landscape. By focusing on upskilling public servants, policy makers, and corporate leaders, UMI has positioned itself as a premier institution driving governance, strategic planning, and national building in Uganda. But how exactly does education fast-track development, and what sets UMI apart from other universities and institutions?

Education as a Catalyst for Development

Education is widely regarded as the cornerstone of economic development. It not only equips individuals with the knowledge and skills needed for productivity, but it also fosters innovation, nurtures critical thinking, and promotes civic participation. In Uganda, where the economy is undergoing rapid transformation, education must be dynamic, preparing a workforce that can meet the demands of a fast-changing world.

However, it is not enough to produce graduates; the education system must also ensure that these individuals are equipped with practical skills that translate directly into national development. This is where many traditional universities fall short, they provide knowledge but lack the focus on real-world application, leadership, and governance that institutions like UMI have prioritized.

UMI's Edge: Practical Training, Strategic Leadership, and Nation Building

What gives UMI an edge over traditional universities and institutions? It is the Institute's deliberate focus on producing not just graduates, but leaders, decision-makers, and strategic planners who shape the nation's future.

UMI's programs are designed to bridge the gap between theory and practice, offering students the tools they need to influence policy, drive innovation, and foster good governance.

While many Ugandan universities focus on academic excellence, UMI emphasizes experiential learning, targeting professionals with real-world experience. This ensures that graduates are not just theoretically sound but are also equipped with the skills necessary to tackle the country's complex development challenges. According to Dr. Kasozi Mulindwa, Director of Programs and Student Affairs, "Our focus is on developing competencies in leadership, governance, and public administration, ensuring that our graduates can immediately apply what they learn to create tangible change in their organizations and communities." Unlike other institutions, UMI's admission criteria ensure that only professionals with at least one year of work experience can enroll. This selective process guarantees that students bring real-world challenges into the classroom, allowing for a rich exchange of ideas and practical problem-solving. It's this interaction between theory and practice that allows UMI alumni to stand out in their respective fields.

UMI's Direct Contribution to National Development

UMI's contribution to Uganda's development is unmistakable. Since its inception, the institute has played a pivotal role in building the capacity of Uganda's public sector, non-governmental organizations (NGOs), and private enterprises. It has trained over 50,000 alumni, many of whom now hold key leadership positions in government, international organizations, and the private sector.

Some notable alumni include:

- **Dr. John Mitala** – Former Head of Public Service and Secretary to Cabinet. A UMI alumnus, Dr. Mitala's leadership in public administration has been instrumental in shaping Uganda's governance framework.
- **Betty Kamya** – Former Minister for Kampala Capital City Authority (KCCA) and

Minister for Lands, Housing, and Urban Development. UMI's focus on strategic leadership helped shape her approach to urban planning and governance. Currently IGG.

■ **Dr. Jane Ruth Aceng** – Uganda's Minister of Health, whose leadership was pivotal during the COVID-19 pandemic. Her strategic decision-making and public health governance are a testament to UMI's capacity-building efforts.

These individuals, along with many others, are examples of UMI's significant impact on Uganda's national building efforts. Through its tailored programs in leadership, governance, and management, UMI has nurtured a new generation of leaders who are driving economic growth and public sector reform.

UMI VERSUS OTHER INSTITUTIONS: WHAT MAKES UMI UNIQUE?

While universities such as Makerere University and Kyambogo University are known for their broad academic offerings, UMI stands out for its specialized focus on management, governance, and public administration. Where other institutions may provide general education, UMI's approach is highly targeted, equipping students with skills directly relevant to Uganda's national development goals. UMI's competitive edge is further enhanced by its international accreditation and global partnerships. The institute's ISO accreditation, for instance, ensures that its training programs meet global standards. UMI's collaborations with international bodies, such as the Chartered Institute of

Procurement and Supply Chain and the Chartered Institute of Public Relations, also provide students with globally recognized qualifications that enhance their competitiveness both locally and abroad.

Moreover, UMI's curriculum is developed through a rigorous process that involves extensive stakeholder consultations, ensuring that its programs address the real needs of Uganda's job market. This market-driven approach positions UMI as a key player in the education sector, one that consistently produces graduates who are in high demand.

SHAPING THE FUTURE: UMI's Role in Policy Generation and Strategic Planning

One of UMI's greatest contributions to national development has been its role in policy generation and strategic planning. The institute's training programs in public policy and administration are specifically designed to equip government officials with the skills they need to craft and implement effective policies.

For instance, the Certificate in Public Policy and Administration is designed to create a pipeline of policymakers who can address Uganda's developmental challenges.

The program's graduates have gone on to work in critical government ministries, where they contribute to the formulation and implementation of policies that shape the nation's economic and social development.

Additionally, UMI's focus on governance and ethical leadership has helped foster a culture of transparency and accountability in Uganda's public sector. The institute's alumni, many of whom hold senior positions in government, are at the forefront of efforts to promote good governance, fight corruption, and improve service delivery.

UMI's Vision for the Future

As Uganda progresses towards achieving its Vision 2040 goals, UMI remains committed to its mission of developing the country's human capital. The institute's future plans include expanding its digital learning platforms, ensuring that students can access cutting-edge knowledge and skills from anywhere in the world.

In addition to its existing programs, UMI is also working to launch new initiatives that address the evolving needs of Uganda's workforce.

These include programs in digital transformation, climate change governance, and global competitiveness, all of which are essential for preparing Uganda for the challenges of the 21st century. As Uganda faces the future, the role of education in driving modern development is more critical than ever.

Institutions like the Uganda Management Institute are at the forefront of this transformation, equipping leaders with the skills, knowledge, and ethical values needed to steer the nation towards sustained growth.

By fostering a culture of leadership, governance, and innovation, UMI is ensuring that Uganda's human capital remains its most valuable asset in the quest for prosperity.

The debate around the role of education in modern development is far from settled, but one thing is clear: institutions like UMI are providing the strategic, forward-thinking leadership that Uganda needs to fast-track its development. As the nation continues to rise, UMI's graduates will undoubtedly play a central role in shaping its future.



Ushering in a New Era at the Bank of Uganda



Dr. Michael Atingi-Ego
Governor
Bank of Uganda

The confirmation of Dr. Michael Atingi Ego as the new Governor of the Bank of Uganda is a momentous occasion for the nation's financial landscape. After nearly three years of steadfast service as Acting Governor, his official appointment on February 10, 2025, stands as a well-earned recognition of his exceptional leadership, deep expertise, and unwavering commitment to financial stability and economic growth. This milestone marks the dawn of a new chapter in Uganda's monetary policy and economic governance.

A Scholar of Economic Excellence

Dr. Atingi-Ego's academic journey is a testament to his passion for economics and his relentless pursuit of knowledge. He laid a solid foundation at Makerere University, where he earned a Bachelor's degree in Economics. Determined to refine his expertise, he ventured to the United Kingdom, where he obtained a Master of Arts in Economics from Cardiff Business School, followed by a prestigious Doctor of Philosophy (PhD) in Economics from the University of Liverpool. This robust educational background has been instrumental in shaping his illustrious career in economic policy and central banking.

A Distinguished Career in Global Finance

With a career spanning decades, Dr. Atingi-Ego's contributions to Uganda's financial sector and the global economic community are nothing short of remarkable. His journey began at the Bank of Uganda, where he joined as a graduate trainee. Through diligence and keen analytical insight, he rose through the ranks, ultimately serving as Executive Director of Research. His contributions to monetary policy and macroeconomic stability were pivotal in strengthening Uganda's financial resilience. In 2008, his expertise was recognized on the global stage when he joined the International Monetary Fund (IMF) as Deputy Director of the African Department in Washington, DC. His role at the IMF allowed him to shape economic policies that bolstered financial stability across Africa. His leadership continued at the Macroeconomics and Financial Management Institute of Eastern and Southern Africa (MEFMI), where he served as Executive Director from 2018 to 2020, further cementing his influence in shaping regional economic governance.

Steering the Bank of Uganda to New Heights

Dr. Atingi-Ego's journey to the helm of the Bank of Uganda has been characterized by resilience, strategic foresight, and an unyielding dedication to financial stability. Appointed Deputy Governor in March 2020 by President Yoweri Museveni, he stepped up as Acting Governor in January 2022 following the passing of the esteemed Emmanuel Tumusiime Mutebile. For nearly three years, he adeptly navigated Uganda's financial sector through dynamic global challenges, proving his capability as a visionary leader.

Now, as the confirmed Governor, he is set to champion Uganda's monetary policy, fortify financial sector stability, and spearhead economic growth. With his extensive global experience and deep understanding of macroeconomic management, Dr. Atingi Ego is well positioned to drive transformative changes that will propel Uganda's banking sector into a new era of innovation, resilience, and prosperity.

A Bright Future for Uganda's Financial Sector

Dr. Michael Atingi Ego's appointment is not just a victory for him, but a triumph for Uganda's economic future. His vast experience, both domestically and internationally, will play a critical role in shaping policies that foster sustainable growth, enhance financial inclusion, and elevate Uganda's standing in the global economic arena. As he takes on this prestigious role, the nation anticipates a period of economic vibrancy and financial stability under his astute leadership. Uganda stands ready to embrace a new era of prosperity with Dr. Atingi Ego at the helm of its central bank.

The Catalysts Of Development

“Banks' Impact On Uganda's Economy”

Introduction:

Banks play a crucial role in Uganda's economic development by providing the financial resources necessary for businesses to grow, jobs to be created, and infrastructure to be built. However, the relationship between the financial sector and Uganda's broader economy is complex. While banks are seen as catalysts for development, they are also often criticized for perpetuating cycles of debt, creating barriers for small businesses, and hindering sustainable growth. This article will delve into the critical perspectives of Uganda's banking sector, reflect on the challenges and opportunities, and propose solutions for a more inclusive and innovative financial

Critical Perspectives

GROWTH:

How Banks' Stringent Terms Hinder Uganda's Development.

Uganda's economy has seen significant growth over the past decade, but much of this progress is stifled by the stringent loan terms imposed by banks. High interest rates, onerous collateral requirements, and short repayment periods have created a "debt trap" for many businesses and individuals. For SMEs (Small and Medium Enterprises), which account for 90% of Uganda's private sector, accessing affordable credit is crucial for their survival and expansion. Yet, these stringent lending conditions often push borrowers into unsustainable levels of debt, leading to business closures, job losses, and increased poverty levels. Banks argue that these terms are necessary to manage risk in an economy with a relatively low credit rating and high default rates. However, critics argue that such terms limit the potential for economic diversification and innovation, preventing entrepreneurs from reaching their full potential.

BANKING ON EXPLOITATION

The Dark Side of Uganda's Financial Sector.

Uganda's financial sector has also been criticized for exploiting its most vulnerable customers. With limited access to formal financial education, many Ugandans are unaware of the full implications of the financial products they sign up for. High interest rates, hidden fees, and complicated loan terms often lead to a cycle of dependency, trapping individuals in a spiral of



debt. Rural populations, in particular, face an uphill battle in accessing affordable credit. While microfinance institutions have tried to fill the gap, many operate under similar exploitative practices. Instead of fostering development, this system leaves borrowers worse off, deepening socio-economic inequality. Critics call for stricter regulations and more transparent practices to protect consumers.



CHOKING GROWTH

The Unintended Consequences of Banks' Financing Terms.

In their bid to minimize risk, banks have unintentionally slowed Uganda's economic growth. Financing terms that prioritize immediate returns over long-term investment stifle growth in key sectors such as agriculture, manufacturing, and real estate. These sectors, essential to Uganda's broader economic diversification, require patient capital long term loans at reasonable rates to facilitate the development of infrastructure and growth of industries.

Without access to such funding, many businesses remain small-scale and informal, unable to compete on the regional or global stage. The unintended consequence of this restrictive banking environment is a stunted private sector that struggles to innovate, expand, and create jobs, all of which are crucial to Uganda's development goals.

Balance and Reflection

"THE DOUBLE-EDGED SWORD IN UGANDA: GROWTH VS DEBT."

Banks undeniably play a pivotal role in Uganda's growth story by providing essential capital to businesses and individuals. However, the paradox lies in how this growth is financed. On one hand, access to credit has enabled the expansion of Uganda's urban centers, construction of infrastructure, and growth of the consumer economy. On the other hand, the accumulation of debt has become a significant burden for both businesses and individuals. This double-edged sword raises an important question: can Uganda continue to rely on a debt-driven model of growth? The financial sector needs to recalibrate its approach, ensuring that growth does not come at the expense of future financial stability.

UGANDA'S FINANCIAL PARADOX

Banks' Role in Development and Under development.

While banks are seen as engines of development, their current models of operation contribute to both progress and under development. Financial institutions support large scale infrastructure projects and urbanization but fail to reach rural areas and under privileged populations. This creates a paradox where certain segments of the economy benefit from financial services while others are left behind.

Bridging this divide is essential if Uganda is to achieve inclusive economic growth. Banks need to reconsider their strategies to ensure that they are not just serving the elite but also empowering the broader population.

BANKING ON THE FUTURE

Balancing Risk and Reward in Uganda.

Banks operate in a risky environment, with default rates and economic volatility often dictating stringent lending practices. However, there is a growing recognition that Uganda's financial sector must find a balance between risk and reward. By adopting more flexible financing solutions, banks can support sustainable development without compromising their financial stability.

The introduction of alternative financing models, such as blended finance (where private and public funds are combined to reduce risk), can unlock opportunities for growth, particularly in high-impact sectors like agriculture and renewable energy.

QUESTIONING the Status Quo



Are Banks Holding Uganda Back? An Examination of Financing Terms.

It is worth questioning whether the current banking system is fit for purpose in a rapidly evolving economy like Uganda's. With financing terms that disproportionately favor established businesses, small and emerging enterprises are often left behind. As Uganda moves towards its vision of becoming a middle-income country, banks must reconsider their role in either facilitating or impeding this transition.



Can Banks Be the Game-Changers for Uganda's Economy?

There is a growing debate about whether banks can truly be agents of transformative change in Uganda. While they have the financial clout to drive large-scale development projects, banks must adopt a more progressive stance. By focusing on innovation and inclusivity, banks can become the game-changers Uganda needs to unlock its full economic potential.



Rethinking Banking in Uganda: From Obstacle to Opportunity

Rather than being seen as obstacles to growth, banks have the potential to be enablers of development. However, this requires a fundamental rethink of their financing models. By moving away from traditional practices and adopting more flexible, inclusive, and sustainable approaches, Uganda's financial sector can become a cornerstone of the country's development strategy.





Innovative and Solution focused

INCLUSIVE BANKING:

Unlocking Uganda's Economic Potential

Inclusive banking practices have the power to transform Uganda's economy. By expanding access to financial services for underserved populations, particularly in rural areas, banks can stimulate economic activity in regions that have historically been neglected. Financial literacy programs, micro-lending initiatives, and mobile banking solutions are already showing promise in bridging the gap between the formal financial sector and the broader population.

BANKING ON INNOVATION:

Breaking the Mold of Traditional Financing

Innovation is key to breaking the cycle of debt and underdevelopment. Financial technology (fintech) is rapidly changing how banking is done, making financial services more accessible and affordable. By embracing fintech solutions, Uganda's banks can reduce costs, expand their reach, and provide more tailored financial products that meet the needs of the modern economy.

THE FUTURE OF BANKING IN UGANDA:

Flexible Financing for Sustainable Growth.

The future of banking in Uganda lies in more flexible and sustainable financing solutions. Banks must adopt a long-term view of development, moving beyond short-term profits to invest in industries that will drive future growth. By aligning their strategies with Uganda's national development goals, banks can play a pivotal role in creating a more prosperous and inclusive economy.

Conclusion:

Banks are both catalysts and inhibitors of Uganda's development, depending on how they choose to operate. The challenge posed by stringent lending terms, exploitative practices, and stifled growth must be addressed if Uganda is to reach its full economic potential. By embracing inclusive, innovative, and sustainable financing models, banks can become true partners in the country's development journey. The future of Uganda's economy hinges on a financial sector that balances risk with reward and prioritizes long-term growth over short-term gains.



Revolutionizing Public Procurement:

Unlocking Efficiency And Growth In Uganda

The Vital Role Of Public Procurement In National Development

Public procurement, a critical component of government expenditure, plays a pivotal role in driving economic growth, promoting social development, and enhancing the quality of life for citizens. Accounting for approximately 70% of total expenditure, public procurement has the potential to stimulate economic activity, foster innovation, and support the achievement of national development goals.

In Uganda, the Public Procurement and Disposal of Public Assets Authority was established to regulate and oversee public procurement, ensuring that it is conducted in a transparent, efficient, and accountable manner. Effective regulation of public procurement is essential for several reasons:

1. Promoting Economic Growth:

Public procurement can stimulate economic activity by providing opportunities for local businesses to participate in government contracts.

2. Enhancing Transparency and Accountability:

Regulation ensures that procurement processes are transparent, reducing the risk of corruption and mismanagement.

3. Improving Service Delivery:

Efficient procurement processes enable timely delivery of essential public services.

4. Fostering Innovation:

Public procurement can drive innovation by encouraging the development of new technologies and solutions.

National Benefits of Effective Public Procurement Regulation

Research has shown that effective public procurement regulation can yield significant benefits, including:

1. Increased Efficiency: Streamlined procurement processes reduce administrative burdens and costs.

2. Improved Value for Money: Competitive procurement processes ensure that government receives the best value for its expenditure.

3. Enhanced Transparency: Open and accountable procurement processes reduce corruption risks.

4. Stimulated Economic Growth: Local businesses benefit from increased access to government contracts.

Uganda's Public Procurement Landscape

Uganda's public procurement landscape has undergone significant reforms in recent years, with the PPDA playing a critical role in promoting transparency and accountability.

The Authority has implemented various initiatives aimed at improving procurement efficiency, including the development of electronic procurement systems and capacity-building programs for procurement officers, stakeholder management and collaboration coupled with visionary leadership that provides clear direction, to drive efficiency, growth, and sustainable development.



By Cris Magoba

Completing Government Projects On Time Will Spur National Development.

Every financial year, the government secures and allocates funds for service delivery to the citizens through the different ministries, departments and agencies. Service delivery in government is essentially a public procurement function. And thus, the nexus between public procurement and delivery of goods, services and works cannot be overemphasized because upwards of 60% of the national budget is spent through the public procurement processes.

Service delivery is also the main basis upon which the development trajectory of the country is forecast. However, the development indicators forecast at the beginning of every financial year, are realized only if there is efficiency in the public procurement processes. And this efficiency is essentially a time factor.

According to studies and audits by the Public Procurement and Disposal of Public Assets Authority, (PPDA), for instance, the findings for the FY 2020/21 reveal that only 60% of contracts by value were completed within the contractual timelines. In other words, 40% of the procurements were mired in delays to the detriment of the citizens who would be the beneficiaries of efficient service delivery.

And worse still, delays in the completion of government projects is not a mere inconvenience. Delays are practically the same as additional costs, which costs are born by the taxpayer. This is because delays may lead to amendments in the contracts, which amendments will translate into additional costs.

While presenting the 2023/2024 budget to parliament, Finance Minister Matia Kasaija was unequivocal in cautioning entities against entering contracts without ensuring that the projects sites are free from encumbrances. The minister's warning came against a backdrop of reports of government projects failing to take off or stalling because contractors are denied access to the sites owing to unresolved ownership and compensation conflicts, among other reasons. The PPDA, in various studies, has identified delays in the commencement of projects even when all the paper work has been done and the contract signed.

This could be due to several reasons among which are securing the project site and compensating persons whose property has been affected by the project or who may require resettling. The implication here is that adequate homework was not done during the needs identification and procurement planning stages. Thus, contract executions are delayed due to factors that should have been envisaged and avoided.

There is an interesting case in the country with regard to the Support to Municipal Infrastructure Development Programme (USMID). Since September 2015, the government has been implementing USMID in selected cities, municipalities and refugee hosting communities across the country. The programme includes upgrading road infrastructure from gravel to bitumen, installation of security lights and signalized road junctions or traffic lights. Admittedly, the programme has by and large transformed many upcoming cities and municipalities across the country. The infrastructure and aesthetic appeal of many of these urban areas is worth beholding.

In spite of these successes however, the cancer of delays that bedevils many procurements in the country did not spare this programme. Relocation of utilities, (National Water and Sewerage Corporation sewer lines, fibre optic cables, CCTV camera infrastructure and power lines), has been an overriding factor in delaying USMID projects. The PPDA audits established that there was room for even better performance, if these site impediments were addressed in time.

Public procurement is a multi-stakeholder process. It begins with needs identification, usually by elected leaders, (the politicians), in conjunction with the appointed leaders, (the civil servants). This is followed by procurement planning, this time, by civil servants but ultimately with the approval of the political leaders. The procurement plans are by and large executed by the civil servants but with the oversight role of political leaders, and sometimes, civil society. Different players therefore, have a duty to up their efforts to realize procurement processes that deliver on time and in budget.

There is a misnomer that the heads of the procuring and disposing units, usually known as procurement officers, are the sole players in procurement. Yes, procurement officers are critical because how they synthesize the processes may delay or expedite a project. But the underlying causes of delays are multifaceted, and beyond what an officer can singly handle. Lest we forget, the PPDA Act, notably Section 95, provide for punitive action to public officials, who without reasonable excuse, delay government projects.

The mantra of the PPDA is "procurement that delivers". However, this is at times frustrated. The magic wand is adequate homework before any procurement commences. If the entity is not adequately prepared, the procurement process should not commence, or if it does, a contract should not be signed, at least according to the counsel of Hon Matia Kasaija, the finance minister.





Mr. Allan Ssenyondwa
Director Policy Research and Advocacy

The Evolution of Manufacturing in Uganda

The story of manufacturing in Uganda is one of transformation, resilience, and potential. From its agrarian roots to a thriving manufacturing economy though not yet at its full potential with an average capacity utilization of 54.3%, Uganda's industrial journey reflects broader economic shifts and societal changes over the decades. This brief explores the historical context, development milestones, challenges faced, and recommendations for a thriving manufacturing sector in Uganda.

Historical Context

The Industrial Revolution in Uganda can be traced back to the colonial periods when the country was predominantly reliant on agriculture a time when traditional small-scale industries revolved around agro-based products basically cotton ginning, coffee processing, fish processing, and grain milling. The post-colonial period witnessed the government pushing for industrialization, although growth remained stifled by political instability during the times of President Apollo Milton Obote, Idi Amin Dada, and the liberation war of the current ruling government under the leadership of President Yoweri Kaguta Museveni coupled with the limited infrastructure that supported industrialization such as electricity, Roads, Market access, technological developments, financing solutions and many other factors.

The initial industrial landscape, dominated by small-scale operations, began to change significantly in the 1990s. The introduction of fish processing for both local and international markets marked a pivotal turning point, signalling the country's ability to innovate and adapt. These thriving industries laid the groundwork for more robust manufacturing activities, driven by the demand for diverse products.

Development Over the Years.

Post 1986 liberation war, Uganda progressed through the industrial revolution and it was applauded for its economic policies of government divestiture, privatization, and currency reforms and these saw certain sectors experience accelerated growth. A case in point is the textile and garment industries were among the pioneers of this shift such as Nyanza Textile Industries Limited 1954, although they have faced challenges in recent years due to competition and changing consumer demands over imports. Meanwhile, beverages such as Crown Beverages and Coca-Cola company established in the 1990s and tobacco industries such as British American Tobacco in the 2000s carved out impressive niches, contributing significantly to economic diversification.

Uganda's industrial growth is the rapid expansion of the chemical industry, which began producing a diverse range of products from pharmaceuticals (Abacus Parenteral Limited 1995 and Rene Industries Limited 1998 to household materials.

This expansion showcased the country's capability to meet both local needs and export demands. The mineral sector also emerged, exemplified by the establishment of steel rolling mills and metalworking industries such as the East African Steel Corporation by the Madhivani group (1960s), the Alam group of companies (1987), the Roofings Group (1995), Steel and Tube Ltd (2004) and Tembo steel mills (2004), thereby establishing a solid industrial base.

Kampala then emerged as Uganda's primary industrial hub, shifting the focus from Jinja, which was once the epicentre of industry. This transformation was largely attributed to Kampala's strategic location and improved infrastructure, particularly with the establishment of the Kampala Industrial and Business Park (KIBP) in Namanve. KIBP became a central site for various industries, attracting both local and foreign investors, and significantly contributing to the country's manufacturing output. This exacerbates the regional disparities in industrial development

which have been stark, especially in northern Uganda, which has lagged due to decades of conflict led by the Lord's Resistance Army (LRA). The LRA's insurgency hindered growth and investment in the region, leaving it with minimal industrial activity compared to the central region where Kampala is located. However, with the return of peace, efforts are underway to revitalize northern Uganda, aiming to unlock its development potential through infrastructure improvements and investment incentives. As of February 2025, there are ongoing initiatives to further enhance industrial activities across Uganda, with a focus on creating a more balanced economic landscape that includes all regions.

Employment Patterns

The growth of the manufacturing sector has significantly impacted employment from the traditionally unskilled labour force to the skilled labour force with an increase in the number of school-going population to acquire the necessary skills needed for a robust industrialization Agenda. In 2007, the sector employed 72,200 individuals (UBOS), which increased to 130,000 by 2010 (UBOS) to the current figure of 3.5 million (7%) of the total population employed and indirectly about 3 million Ugandans, although a traditional gender bias remains evident with a largely male dominated workforce.

The importance of large firms is underscored, as those employing over 100 people dominate, reflecting the need for standard production to satisfy rising demand. Manufacturing contribution to GDP has consistently risen from 6.3% in 1982 to the current 15.6% as of 2024, contribution to domestic tax revenue of up to 30% of total revenue and now consuming up to 70% of electricity generated locally.

The Uganda Manufacturers Association (UMA) plays a critical role in the evolution of the manufacturing sector in Uganda as the largest and most influential member organization representing manufacturers' voices and interests. With membership growing from 26 companies in 1988 to over 1,961 today, UMA has advised the government on transformative policies that support local industries ranging

from tax policies and administration to standards compliance, and regulatory oversights.UMA has also promoted the initiative, "Buy Uganda Build Uganda" (BUBU), an initiative aimed at promoting exports through value addition and import substitution through encouraging foreign

Umas Initiative To Support Sustainable Manufacturing Sector

Policy research and Advocacy. UMA is committed to promoting policies that foster the growth of local industries and ensure sustainable development. UMA works closely with the government and other stakeholders to advocate for tax incentives, better trade policies, and improved infrastructure, which are essential for manufacturers.

Additionally, UMA encourages businesses to source materials locally, reducing reliance on imports and supporting the local economy. Their efforts also include pushing for protective measures like the East African Community Common External Tariff, which safeguards Ugandan industries from unfair competition. Through these initiatives, UMA aims to strengthen the economy and promote responsible manufacturing practices.

Promoting Green Manufacturing and Environmental Responsibility. Adopting Sustainable Practices. The Uganda Manufacturers' Association (UMA) actively promotes sustainable practices, including energy efficiency, waste management, and reduced emissions in manufacturing processes. The association helps its members adopt clean production technologies and green practices to minimize environmental impact while encouraging the use of renewable energy sources like solar and biomass to lower carbon footprints. Notably, many Ugandan manufacturers are embracing solar energy for their production, with UMA reporting that approximately 15% of manufacturers have integrated renewable energy solutions into their sustainability efforts.

Skills Development and Capacity Building.

Training Programs. UMA enhances manufacturers' skills through workshops and training focused on best practices, innovation, and sustainability. These programs empower them to adopt sustainable practices and technologies in their operations. Additionally, UMA collaborates with educational institutions and international organizations to boost technical skills development, strengthening the capacity of Ugandan workers.

A key initiative is the Skills Development Program, in partnership with the Uganda Industrial Research Institute (UIRI) and Makerere University, aimed at improving engineering and manufacturing skills for local industries.

Promoting Sustainable Supply Chains.

Encouraging Sustainable Sourcing. UMA advocates for sustainable and ethical sourcing of raw materials by urging manufacturers to partner with local suppliers and implement eco-friendly practices throughout the supply chain, from procurement to delivery.

The organization focuses on enhancing quality standards and certifications to align products with international sustainability benchmarks, such as ISO 14001 for Environmental Management Systems and ISO 9001 for Quality Management Systems. A key initiative includes collaborating with the Uganda National Bureau of Standards (UNBS) to assist Ugandan manufacturers in meeting these standards, thereby facilitating their access to global markets

Infrastructure Development and Investment Promotion. Advocating for Industrial Parks.

UMA champions the establishment of industrial parks and free trade zones equipped with essential infrastructure—such as electricity, water, and transportation—to enhance the efficiency and sustainability of manufacturing operations.

These initiatives aim to attract investment, support local businesses, and generate job opportunities. Additionally, UMA emphasizes investing in green technologies, like energy-efficient machinery and waste-to-

energy solutions. Notable examples of this infrastructure development include the Kibuli and Jinja Industrial Parks, which foster a sustainable manufacturing environment.

Access to Financing and Resources. Financial Support for Sustainability Projects:

UMA collaborates with financial institutions and development partners to facilitate funding for sustainable projects in the manufacturing sector, including clean energy initiatives and equipment modernization.

By focusing on small and medium sized enterprises (SMEs), which comprise over 50% of Ugandan manufacturers, UMA plays a vital role in promoting sustainable industrial growth. Through strategic partnerships, UMA enables these SMEs to secure essential financing for equipment upgrades and capacity building initiatives that support sustainability.

Increasing Export Promotion and Market Access.

UMA advocates for policies that enable Ugandan manufacturers to access regional and international markets while promoting fair trade practices and sustainable exports.

By pushing for higher quality standards and improved packaging, UMA enhances the competitiveness of Ugandan products in key industries like agriculture, textiles, and food processing. As a result of these efforts, Uganda's manufacturing exports grew by 15% in 2023, driven by better quality and a commitment to sustainable practices, according to Uganda Revenue Authority data.

Challenges Facing the Manufacturing Sector

Despite the promising trajectory, Uganda's manufacturing sector faces numerous challenges.

Unfavourable Tax Policies. The high tax burden on manufacturers limits profitability and reduces competitiveness.

Administrative Hurdles. The complex regulatory environment and administrative bottlenecks create barriers to efficient business operations.

Compliance and Standards. Meeting local and international standards can be a tedious process, often hindering the ability of manufacturers to compete globally.

Market Access Issues. Limited access to regional and international markets impacts growth potential, as the influx of substandard goods from other regions creates unfair competition.

Infrastructure Deficiencies. Inadequate infrastructure, particularly in transportation and energy, hampers productivity and the ability to scale operations.





Informal Sector Growth. The prevalence of informal businesses undermines formal operations, leading to lost tax revenue and market distortions.

Recommendations for a Thriving Manufacturing Sector

To unlock the potential of Uganda's manufacturing sector, several strategic actions are necessary.

Policy Reform. Simplifying tax regimes and reducing the overall tax burden will encourage growth and attract investment. Streamlined regulations can facilitate easier entry and operation for businesses.

Infrastructure Development Investment in infrastructure transport, energy, and technology is crucial. Enhancing logistics and transportation networks will reduce costs and improve efficiency.

Capacity Building. Training programs aimed at enhancing the skills of the workforce can

improve productivity and foster innovation. Industry academic partnerships should be encouraged to ensure alignment between education and market needs.

Support for Small and Medium Enterprises (SMEs). Providing easier access to financing and resources can empower SMEs, enabling them to thrive and contribute significantly to the economy.

Market Expansion Initiatives. Engaging in trade agreements and regional integration can open new markets for Ugandan manufacturers, significantly enhancing export capabilities.

Promotion of Local Products. Continued advocacy for the BUBU policy will create a fairer playing field for local products and help build consumer confidence in locally manufactured goods.

Investment in Research and Development. Encouraging innovation and research within the manufacturing sector can drive new product development and improve efficiency.

The evolution of the manufacturing sector in Uganda reflects a journey of potential, rich with opportunities amid challenges. To build upon the progress made and ensure sustainable growth, concerted efforts from the government, industry players, and stakeholders are essential. By addressing the existing issues and strategically positioning the sector, Uganda can transform its manufacturing landscape, enriching the economy and improving the livelihoods of its people. Through innovation, collaboration, and targeted interventions, the future of Uganda's manufacturing sector looks bright, promising enhanced industrial capacity, job creation, and economic resilience



POWERING UGANDA'S TRANSFORMATION

“A Nation on the Rise with Sustainable Energy”



HON. CANON RUTH NANKABIRWA SSENTAMU
Minister of Energy and Mineral
Development

Energy notably Electricity is the cornerstone of modern development, with nations worldwide leveraging energy to fuel industrialization, enhance human capital, and elevate productivity. From economic giants like the United States to rising powers like India, access to affordable, reliable electricity has been pivotal in transforming societies and economies. Uganda is no different. As a rising nation, the transformative role of electricity in boosting micro, small, and medium enterprises (SMEs), individualizing regional economies, creating jobs, and increasing productivity cannot be overstated.

The Global Power Revolution and Its Lessons for Uganda

Globally, nations have realized that electricity is the backbone of development. In South Korea, for example, the integration of an advanced power grid has been a key driver in the nation's rapid industrialization, helping it transition from an agricultural economy into a technological power house. Similarly, Brazil's Itaipu Dam, one of the world's largest hydroelectric projects, significantly boosted its economy by providing affordable energy to power industries, households, and SMEs. Uganda's electricity generation journey can take inspiration from such case studies to achieve its ambitious Vision 2040 goals and rise as a major economic player in Africa.



REMARKABLE ELECTRICITY JOURNEY

Uganda's journey in electricity generation began in 1954 with the construction of the Nalubaale Dam, formerly Owen Falls Dam, with a modest capacity of 150 MW, serving both Uganda and Kenya. At its inception, only 15 MW were allocated for Uganda's consumption, with the remaining 135 MW dedicated to Kenya. By 2001, this capacity was raised to 200 MW, a modest increase that helped to meet the growing demand but highlighted the need for further expansion.

Since 1986, Uganda has made tremendous strides in enhancing its electricity generation capacity, building several new dams to cater to the rising energy needs of its growing population and industries. Major milestones include:

- Bujagali Power Dam in Buikwe District, adding 250 MW to the grid.
- Kiira Power Station in Jinja, contributing 200MW.
- Karuma Hydropower Project (HPP), a monumental addition with a capacity of 600 MW, is the pride of Uganda's power generation infrastructure, bringing Uganda's total installed capacity to 2,047 MW.

At peak demand times, Uganda's power consumption averages 1,000 MW, leaving a surplus of 1,000 MW. This excess capacity positions Uganda to export power to neighboring countries, contributing to regional power integration through initiatives such as the East

African Power Pool. Notably, Karuma's underground design and the installation of three major transmission lines, including the Karuma-Kawanda 400 kV line, are technological feats that reflect Uganda's rising status as a hub for green energy.

Boosting SMEs and Job Creation

Uganda's growing electricity network is empowering micro and SME businesses across various regions. As power becomes more accessible and reliable, businesses are expanding operations, increasing productivity, and reducing operational costs, particularly in regions that were previously underserved. Small industries, from agro-processing to manufacturing, now have access to affordable electricity, boosting their output and creating jobs in areas like northern Uganda, which had long suffered from infrastructural gaps.

The ripple effect of increased power distribution is profound: higher productivity leads to greater income generation, especially in rural areas where electrification has spurred entrepreneurial activities. Homesteads benefit from improved lighting and access to electric appliances, raising living standards and contributing to human capital development. This dynamic not only improves livelihoods but also adds to the country's tax base and targeted GDP of USD 500 billion.



Harnessing Power for Economic Transformation

The Ministry of Energy and Mineral Development (MEMD), Uganda Electricity Generation Company Limited (UEGCL), Uganda Electricity Distribution Company Limited (UEDCL), and Uganda Electricity Transmission Company Limited (UETCL) all play pivotal roles in Uganda's energy landscape. The MEMD sets strategic direction, while UEGCL oversees electricity generation, UETCL handles transmission, and UEDCL ensures that electricity reaches end-users across the country. This synergy between generation, transmission, and distribution is what has enabled Uganda to industrialize and create an enabling economic climate. Challenges such as **high tariffs**, transmission inefficiencies, and infrastructure gaps persist, but with coordinated efforts, these can be overcome.

A Vision for the Future: Uganda's Power Outlook

With a target to achieve universal electricity access by 2030 and a generation capacity of 52,000 MW by 2040, Uganda's energy sector is poised for further growth. As electricity reaches every corner of the nation, productivity, human capital, and national income will continue to rise. Improved service delivery in schools, hospitals, and factories, alongside increased industrial investment, will propel Uganda to new heights, positioning it as a model for green energy use and sustainable development in Africa. Uganda's transformative journey, powered by electricity, holds the promise of a prosperous and dynamic future. As the nation continues to light up its homes, businesses, and industries, the vision of becoming a middle-income economy by 2040 becomes ever more achievable.

Powering Uganda's Industrialization

With ambitious industrialization plans underway, Uganda is on track to become a leading player in regional energy distribution and economic productivity. Industrial parks, data centers, manufacturing hubs, and construction projects rely on stable and affordable electricity. By ensuring that industries can tap into reliable energy sources, Uganda's government is stimulating investment and creating jobs, thus transforming the nation into a manufacturing and production center.

The construction of Kabaale Substation, which will power the Kabaale Industrial Park, is a strategic initiative that underscores the government's focus on infrastructure expansion. Such projects are critical for unlocking the economic potential of industrial zones, which in turn boosts Uganda's competitiveness on the global stage.

Uganda's Diverse Energy Mix: Beyond Hydropower

While hydropower contributes to 93% of Uganda's electricity generation, the country is diversifying its energy portfolio to include solar, wind, and geothermal sources. Solar stations like those in Busitema, Mayuge, Soroti, and Tororo are critical for ensuring energy security, especially in regions with limited hydropower potential. The government's commitment to exploring nuclear power further demonstrates Uganda's ambition to scale up its energy infrastructure, supporting long-term growth and sustainability.

QUESTION

Can Uganda Fully Harness Its Electricity Infrastructure to Deliver Fast and Reliable Internet Through Power Line Technologies?



Health Sector Progress:

Major Developments and Achievements as of May 2024



HON. JANE RUTH ACHENG

As Uganda embarks on its ambitious journey to middle-income status, the health sector has emerged as a key pillar of this transformation. Guided by the Ministry of Health's unwavering mission to provide quality healthcare services, significant strides have been made in recent years, marking a period of remarkable progress. These achievements not only align with Uganda's national aspirations but also reflect the country's resilience and commitment to a healthier, more prosperous future. Below, we explore the critical milestones in Uganda's healthcare revolution that are shaping the nation's path toward sustainable development.

Strengthening Healthcare Infrastructure

A robust healthcare system begins with strong infrastructure, and Uganda has embraced this principle by investing heavily in expanding and modernizing health facilities across the country. One of the most impactful initiatives has been the construction of staff housing, which directly enhances the living conditions of healthcare workers. In Karamoja, 68 twin staff houses have been completed, while 32 units have been built at Gombe Hospital. At Mulago National Referral Hospital, work on 150 staff houses is well underway, with 48% of the construction already completed.

Furthermore, the rehabilitation of 24 staff blocks at Kawolo and Busolwe hospitals has substantially improved accommodations for medical personnel, creating a more conducive environment for those on the frontlines of care. Beyond housing, the establishment of regional maintenance workshops, such as the one in Gulu supported by ENABEL, has significantly strengthened Uganda's ability to maintain critical medical equipment at the local level. This initiative ensures that medical machinery is operational and readily available, directly improving the quality of care patients receive.

Another monumental achievement in Uganda's healthcare infrastructure has been the expansion of the National Medical Stores (NMS) warehouse in Kajjansi. Commissioned in November 2022, this state-of-the-art facility has dramatically increased pallet space from 8,000 to 30,000, making it the largest warehouse of its kind in Sub-Saharan Africa. This expansion is a game-changer, guaranteeing a reliable and efficient supply chain for medical products—an essential element for the delivery of consistent, high-quality healthcare.

Revolutionizing Specialized Healthcare

Uganda has made significant progress in transforming its healthcare system into one capable of delivering specialized services that were once out of reach for many citizens.

This transformation is exemplified by the construction of a new home for the Uganda Heart Institute, which is being built on 10 acres of land in Naguru. This facility, dedicated to cardiovascular care, will serve as a beacon of medical excellence, not only for Uganda but for the entire East African region.

In addition to the heart institute, Uganda has made notable strides in cancer care. New oncology centers in Arua and Gulu are already operational, bringing life-saving treatments to previously underserved regions. Plans are also in progress to establish similar facilities in Mbale and Mbarara, ensuring that more Ugandans have access to critical cancer treatment close to home. Furthermore, fourteen regional referral hospitals have been equipped with cutting-edge diagnostic tools, including CT scans, while an MRI machine has been procured for Mbarara Regional Referral Hospital, ensuring that complex diagnoses can be made swiftly and accurately.

Empowering Health Workers and Human Capital

At the heart of every healthcare system is its workforce, and the Ministry of Health has placed a strong emphasis on both the recruitment and professional development of health workers. Over the past few years, more than 47 senior consultants and specialists have been recruited and deployed to referral hospitals across the country. These skilled professionals are helping to raise the standard of care at the most critical healthcare facilities.

In addition to recruitment, the Ministry has invested heavily in training the next generation of medical professionals. Through initiatives such as the awarding of 99 Master's and

Fellowship scholarships and 41 Bachelor's scholarships in anaesthesia, Uganda is fostering a culture of medical excellence. Specialized training programs at the International Specialized Hospital Training Centre have further equipped 80 health workers with the skills needed to provide high-quality service across a range of specialties.

Furthermore, the enhancement of health worker salaries in FY 2021/22 and the introduction of performance monitoring tools have boosted productivity and morale, ensuring that Uganda's health professionals are both well-equipped and motivated to deliver the best possible care.

Technological Advancements in Health Logistics

Digital innovation is transforming healthcare delivery across Uganda, with technology playing a key role in streamlining medical supply chains and improving operational efficiency.

The rollout of the electronic Logistics Management Information System (eLMIS) to 1,424 health facilities has revolutionized how medical supplies are managed, ensuring that critical medicines reach the right locations at the right time. Moreover, the integration of the NMS Client Self-Service Portal (NMS Plus) with the National Health Data Warehouse (NHDW) has made online ordering and tracking of medical products more transparent and efficient.

These technological advances have not only increased the reliability of Uganda's medical supply chain but also enhanced accountability, ensuring that the right resources are available where and when they are needed.

Achieving Excellence in Preventative Healthcare.

Preventative healthcare remains a cornerstone of Uganda's health strategy, and the country has made significant strides in areas such as immunization, tuberculosis control, and HIV/AIDS management.

One of the most notable achievements has been the rollout of the Human Papilloma Virus (HPV) vaccination program, which has reached record levels of coverage. By July 2022/23, first-dose uptake had soared to 157.1%, with 74% of the target population receiving the second dose. To further strengthen this initiative, the Ministry is working to introduce a single-dose HPV vaccine, which will make the program even more accessible and impactful.

In the fight against tuberculosis, six mobile TB clinics, equipped with digital X-rays, have been deployed to remote regions, significantly improving access to diagnostic services.

Additionally, Uganda's commitment to combating HIV/AIDS is evident in the remarkable 91% of HIV-exposed infants receiving early testing in FY 2022/23, an impressive leap from previous years.

These successes reflect Uganda's unwavering dedication to tackling major health challenges head-on.

Promoting a Health-Conscious Nation

Fostering a culture of wellness is an essential part of Uganda's health strategy. To promote healthier lifestyles, the Ministry has revived physical fitness days and introduced comprehensive guidelines for physical activity for all age groups.





The “Healthy Habits, Healthy Life” campaign, which targets schools, workplaces, and communities, encourages Ugandans to embrace physical activity as a means of preventing lifestyle-related diseases. This initiative has already gained traction and is helping to foster a sense of national responsibility toward health and well-being.

Driving Uganda’s Transformation Through Health

The Ministry of Health’s achievements go beyond mere milestones; they are a testament to Uganda’s broader transformation towards a healthier, more prosperous nation. By strengthening healthcare infrastructure, empowering health workers, embracing technological advancements, and focusing on preventative care, Uganda is laying the groundwork for a sustainable and resilient healthcare system.

These efforts highlight the government’s commitment to addressing the current healthcare needs of its citizens while anticipating future challenges. With continued investments, visionary leadership, and a collective commitment from all sectors of society, Uganda is poised to become a regional leader in healthcare. The journey toward a healthier, more prosperous Uganda is well underway, and the health sector will undoubtedly remain a driving force in the nation’s continued growth and success. Uganda stands on the brink of a healthcare revolution.

The government’s ongoing initiatives are setting a strong foundation for a more robust and inclusive healthcare system. Key advancements, such as the construction of the Lubowa Specialized Hospital, which will provide cutting-edge medical care in oncology, cardiology, and orthopedics, signal a transformative shift in Uganda’s ability to handle complex health challenges.

This world-class facility will not only address critical healthcare gaps but also enhance the country’s position as a regional leader in specialized medicine. But the path to a healthier Uganda doesn’t stop with infrastructure. While investments in health worker welfare, like improved salaries and the recruitment of specialists, are critical, continued focus on capacity-building is essential.

Skilled professionals are the backbone of any healthcare system, and Uganda must maintain efforts to attract, train, and retain top-tier medical talent, ensuring that healthcare delivery is both high-quality and sustainable. Technological innovations, such as the electronic Logistics Management Information System (eLMIS) and the NMS Plus platform, are already improving efficiency and access to medicines, yet there is room to expand digital health solutions.

Telemedicine, in particular, could bridge the gap between urban and rural healthcare access, making specialized services available to underserved populations.

Preventative care, too, must remain a central priority. The country’s achievements in immunization, tuberculosis control, and HIV/AIDS management are commendable, but these successes must be scaled up, with a stronger emphasis on public health education and grassroots awareness campaigns. Engaging communities in proactive health measures is crucial to ensuring long-term wellness.

Ultimately, Uganda’s future in healthcare will be defined by the synergy between government action, technological innovation, and public participation. Through continued collaboration and visionary leadership, Uganda can emerge as a beacon of healthcare excellence in Africa, offering high-quality care to its citizens and becoming a model for other nations on the continent.




**Dr. DIANA ATWIINE
PERMANENT SECRETARY**

LAUNCHING OF THE KAJJANSI NATIONAL MEDICAL STORE



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UGANDA'S PETROLEUM REVOLUTION:

Transforming Resources into Regional Prosperity

Uganda's journey into the realm of petroleum exploration is a testament to resilience, strategic foresight, and economic ambition. The country's foray into oil exploration dates back to the 1920s when geologist E.J. Wayland first assessed the potential of the Albertine Graben. Initial efforts, including the drilling of the Waki-B-1 well in 1938, yielded minimal progress due to political instability and shifting national priorities. It was not until the 1980s that Uganda reignited its quest for oil, conducting an aero-magnetic survey in 1983/84 and establishing a Petroleum Unit under the Department of Geological Survey and Mines. The momentum continued with the introduction of Uganda's first petroleum exploration legislation in 1985, setting the foundation for future advancements.

The 1990s ushered in a new era, as international players such as Petro Fina, Heritage Oil, Hardman Petroleum, and Energy Africa entered the scene, conducting seismic surveys and exploratory drilling. The discovery of commercial oil at Mputa-1 in 2006 marked a turning point, unlocking Uganda's vast petroleum potential. Since then, the country has identified 21 oilfields, achieving an impressive 85% success rate in exploration. By 2017, Uganda had granted production licenses to key players, including Armour Energy and Oranto Petroleum, while the second licensing round in 2019 signaled an unwavering commitment to maximizing the country's hydrocarbon wealth.

Uganda's Albertine Graben is estimated to contain 6.5 billion barrels of oil in place, with 1.4 billion barrels deemed technically recoverable. The resource classification, based on the Society of Petroleum Engineers' Petroleum Resources Management System (SPE-PRMS), underscores the nation's promising reserves.

With one billion barrels classified as commercially recoverable and another 400 million barrels requiring enhanced recovery techniques, Uganda's oil potential is immense. Additionally, the presence of 600 billion standard cubic feet of natural gas strengthens the country's energy portfolio. Given that over 60% of the Albertine Graben remains unexplored, future discoveries could further expand Uganda's resource base.

As Uganda transitions from exploration to full-scale production, the development phase underscores the nation's commitment to sustainable petroleum extraction. Among the 21 discoveries, 16 have been appraised, with 14 approved for development. Notable projects include the Kingfisher and Tilenga oilfields, which will drive initial production, with other fields set to follow within the next decade. The production cycle for these fields is projected to last at least 25 years, with potential extensions through enhanced recovery techniques and technological advancements.

Achievements:

A Nation on the Verge of Petroleum Transformation

Uganda's oil and gas sector has progressed significantly from exploration to near production readiness, marking a transformative phase in the country's economic history. Key infrastructure projects have been set in motion, with tangible achievements reflecting Uganda's strategic ambition.

The Uganda Refinery Project, located in Kabaale, Hoima District, is poised to process 60,000 barrels per day, reducing dependency on imported refined petroleum products and ensuring energy security. The government has finalized investment agreements, attracting regional and international partners, including Total Energies and Albertine Graben Refinery Consortium.

The refinery's strategic inclusion of a multi-product pipeline and storage terminal further cements its long-term economic viability. The East African Crude Oil Pipeline (EACOP), a monumental infrastructure initiative spanning 1,443 kilometers from Hoima to Tanzania's Chongoleani Peninsula, is progressing towards completion.

Once operational, the pipeline will facilitate the transportation of up to 246,000 barrels of crude oil per day, positioning Uganda as a regional oil exporter. The project has already created thousands of jobs in construction, logistics, and local services, strengthening economic participation at multiple levels.

The Kingfisher and Tilenga projects, operated by China National Offshore Oil Corporation (CNOOC) and TotalEnergies, respectively, are set to commence production in 2025. Drilling rigs are operational, and pipeline construction is advancing rapidly. The government has also successfully implemented a robust local content strategy, ensuring that Ugandan companies and professionals actively participate in the value chain, fostering skills development and economic inclusion.

Additionally, the establishment of the Petroleum Authority of Uganda (PAU) and the National Oil Company has provided strong governance structures to ensure regulatory compliance, environmental stewardship, and optimal resource management. The enactment of legal frameworks such as the Petroleum Act of 2013 has enhanced transparency, attracting more investors and reinforcing confidence in Uganda's ability to manage its oil wealth responsibly.

Economic Impact and Regional Influence

The economic implications of these projects are profound. The reduction of refined product imports is expected to save Uganda approximately \$1.2 billion annually, while the EACOP is projected to generate \$2 billion in revenue over its lifecycle.

The petroleum sector is poised to create tens of thousands of direct and indirect jobs, bolstering the domestic economy. Industrial diversification will be another key outcome, with petrochemical industries producing essential commodities such as fertilizers, plastics, and pharmaceuticals.

Uganda's emergence as a regional energy hub will enhance East Africa's energy security and foster economic integration. Despite these promising prospects, Uganda's oil sector faces formidable challenges.

Environmental concerns, particularly those related to EACOP's ecological footprint, demand a balanced approach to development and conservation. Land acquisition for infrastructure projects requires transparency and fair compensation to affected communities. Additionally, global financial trends favoring renewable energy over fossil fuels necessitate strategic adaptation, ensuring that Uganda capitalizes on its resources while navigating the global energy transition. To address these challenges, the government has implemented robust legal frameworks, including the Petroleum Act of 2013, alongside stringent environmental and operational standards aligned with international best practices.

A Vision for the Future

Uganda's oil and gas sector can draw valuable lessons from global success stories. Saudi Arabia's approach to maximizing oil wealth through petrochemical industrialization offers insights into value addition. Norway's model of sustainable resource management demonstrates the benefits of stringent environmental oversight and fiscal prudence.

As Uganda advances its petroleum agenda, strategic partnerships, technological innovation, and prudent resource governance will be essential in unlocking the full potential of its hydrocarbon wealth.

This transformative journey is more than an economic milestone; it is a defining moment for Uganda's industrial and regional stature. The nation's petroleum revolution is not just about resource extraction—it is about harnessing these riches to drive industrialization, economic resilience, and regional cooperation.

With strategic vision and unwavering commitment, Uganda is poised to rise as a formidable energy and economic force in Africa and beyond.

National 10-Fold Growth Strategy:

Paving the Path to a USD 500 Billion Economy by 2040

8TH HIGH-LEVEL ECONOMIC GROWTH FORUM

Theme: "Seizing opportunities for structural transformation to increase productivity and resilience"



**Seizing
Opportunities
for Structural
Transformation
to Increase
Productivity and
Resilience**

Uganda stands at a pivotal point in its development journey. This moment is marked by an unshaken determination to overcome global uncertainties while fast-tracking domestic transformation. The 8th High-Level Economic Growth Forum, held from August 29th to 30th, 2024, at Kampala Serena Hotel, symbolized the country's ambition to rise above emerging challenges & fulfill its long-term aspirations.

The forum's theme "**Seizing Opportunities for Structural Transformation to Increase Productivity and Resilience**"—is not merely a slogan. It's a call to action for all Ugandans to redouble their efforts in propelling the country to new heights of economic prosperity. Policymakers and economic experts offered their perspectives on how Uganda, a Rising Nation, can forge a resilient path in an increasingly intricate global landscape.

Laying the Groundwork for Structural Transformation

A major takeaway from the forum was the urgency to promote a strategic, long-term agenda centered on structural transformation. Uganda's path to inclusive and sustainable growth demands more than just reactive approaches; it requires a forward thinking, intentional, and focused strategy across several key areas.

Agro-Industrialization and Manufacturing:

With Uganda's competitive advantage in agriculture, policies must emphasize advancing agro-industrialization and boosting value addition. By fostering an environment conducive to agroprocessing and manufacturing, Uganda can shift from subsistence production to wage-led economic growth, thereby transforming the nation.

Urbanization as a Catalyst for Growth:

As urbanization accelerates, Uganda must leverage the shift from rural to urban livelihoods. Empowering small scale producers and connecting them to urban opportunities can create jobs, spark innovation, and enhance productivity in sectors like manufacturing and services.

Turning Climate Change Challenges into Growth Opportunities:

Uganda's vulnerability to climate change brings both risks and prospects. By utilizing climate finance through innovative instruments such as carbon financing, debt-for-nature swaps, and green bonds, Uganda can convert environmental threats into avenues for growth.

Finance, Savings, And Innovation: The Lifeblood Of Growth

Ramathan Ggoobi, Permanent Secretary and Secretary to the Treasury (PSST), outlined

Uganda's ambitious plan to elevate the economy from **USD 50 billion to USD 500 billion** by 2040. This transformative agenda is anchored on four key sectors: agro-industrialization, tourism, mineral development, and science, technology, and innovation (STI), including ICT and research and development.

To sustain this monumental growth, Uganda must address financing constraints by enhancing both public and private savings. Ggoobi emphasized that Uganda's economic resilience reflected in the 6.0% growth achieved in FY 2023/24, surpassing the Sub-Saharan Africa average of 3.8% is a testament to the government's commitment to macro economic stability, infrastructure development, and human capital investment. Inclusive Growth & Uganda's Demographic Dividend

With a youthful and expanding population, Uganda has a rare opportunity to harness its demographic dividend by investing in education, healthcare, and skills training. Programs like the Parish Development Model (PDM) hold the key to unlocking the potential within the agricultural sector, where the majority of Ugandans are employed. By expanding access to credit for unbanked individuals, Uganda can build a more inclusive economic framework that benefits all citizens.

Global Integration & Competitiveness

In an increasingly interconnected world, Uganda must bolster its global competitiveness by expanding exports and integrating into the African Continental Free Trade Area. Richard Newfarmer, IGC Country Director, stressed that Uganda's exports must grow at double-digit rates to achieve its lofty economic goals. Success in this arena depends on both the performance of the global

economy and Uganda's ability to implement supportive policies that drive trade and investment.

From Policy To Action: A Path For Uganda, A Rising Nation

The policy recommendations from the 8th High Level Economic Growth Forum will directly influence Uganda's national budget strategy for FY 2025/26. Now, it is incumbent upon policy makers, businesses, and citizens to align their efforts with these forward-looking strategies. Uganda's journey to economic greatness is not without hurdles, but as the forum emphasized, the potential for structural transformation is immense.

With persistent effort and innovation across all sectors, Uganda, a Rising Nation can not only confront its current challenges but also thrive on the international stage. To fulfill the President's 10-fold growth strategy, Uganda must remain laser-focused on the key drivers of transformation: agro-industrialization, urbanization, climate resilience, high-productivity services, and global competitiveness. Through hard work, creativity, and collaboration, Uganda can rise as a middle-income economy, unlocking a prosperous future for all its people.

This is Uganda's moment to rise a Rising Nation with boundless potential to shape its destiny.



Empowering Every Woman for Uganda's Collective Growth:

Breaking The Facade Of Economic Inequality;

In recent years, Uganda has made significant strides in promoting gender equality and women's empowerment, particularly in the areas of leadership, business, and education. High-profile women in corporate sectors, politics, and academia. Women such as Janet Museveni, Rebecca Kadaga, and Anita, have emerged as beacons of progress and role models for many aspiring young women. However, while these success stories are undoubtedly inspiring, they represent only a fraction of the broader reality for women in Uganda. The economically empowered woman in urban centers often masks the deep-seated challenges that many underserved and unprivileged women continue to face, particularly in rural areas and the informal economy.

The Illusion of Success: Is Uganda's Economic Empowerment of Women Truly Inclusive?

At first glance, the visibility of women in top leadership roles, boardrooms, and influential sectors may suggest that Uganda is on a progressive path toward achieving full gender equality. Yet, this perceived success risks overshadowing the everyday struggles of women who remain marginalized and underserved. For every woman rising in the corporate world, there are countless others facing barriers to education, employment, and financial independence.

The question, therefore, is whether the empowerment of a few women in high-profile roles truly reflects progress for all women or if it only masks a more profound, systemic inequality that leaves the majority behind.

The Rural-Urban Divide: Disparities in Economic Empowerment

The most glaring divide in women's empowerment is often geographical. While urban women have benefited from more opportunities in education, entrepreneurship, and employment, rural women remain entrenched in poverty, limited by socio-cultural norms, and burdened by unequal access to resources. Many rural women still lack access to quality education, vocational training, and healthcare, which are fundamental to breaking the cycle of poverty.

Agriculture remains the backbone of Uganda's rural economy, where the majority of women work as subsistence farmers with little to no financial security. Despite their role in food production and rural livelihoods, these women face unequal access to land, credit, and markets. Customary land laws in many parts of Uganda still limit women's land ownership, severely restricting their ability to leverage their primary asset—land—to secure loans, expand businesses, or diversify income streams. Without access to formal financial services, many rural women are forced to rely on informal, high-interest lending, which further entrenches them in debt.

The Informal Sector: A Hotbed of Undervalued Labor

Beyond the urban-rural divide, women in Uganda's informal economy face unique challenges. The informal sector accounts for over 70% of Uganda's workforce, with a significant portion being women. Yet, these women often work in precarious conditions with no social protection, labor rights, or access to skills training that could elevate them into higher paying, formal jobs. Street vendors, market traders, and domestic workers many of whom are women are often excluded from formal employment benefits such as health insurance, pensions, or even basic legal protections against exploitation.

The pervasive undervaluing of women's labor in the informal sector also perpetuates their economic marginalization. Despite their critical contributions to Uganda's economy, women in informal employment are frequently overlooked in national economic policies, further widening the gap between them and their counterparts in formal sectors like banking, technology, or education.

Structural Barriers To Gender Equality: Socio-Cultural Norms & Legal Constraints

Uganda has made notable progress in establishing legal frameworks that promote gender equality. Laws around equal pay, land ownership, and antidiscrimination have been enacted.



Generating Opportunities for women Entrepreneurs (GROW) Project successfully disbursed Ugx 50 billion in loans between August 2024- January 2025

However, the implementation and enforcement of these laws remain inconsistent, particularly in rural areas where patriarchal norms still dominate. Customary practices often take precedence over formal law, leaving many women without recourse when it comes to issues like inheritance rights, domestic violence, or land ownership. For example, while women in Uganda legally have the right to own land, customary practices often restrict this in reality, with men continuing to control the majority of land assets. Such gendered inequalities hinder women's ability to participate meaningfully in Uganda's economic growth. Moreover, socio-cultural expectations around women's roles in family and society can confine them to unpaid domestic work, limiting their economic independence and reinforcing gender-based disparities.

Bridging the Gap: A Holistic Approach to Women's Emancipation

To achieve true collective growth, Uganda must move beyond the façade of selective empowerment and focus on creating an inclusive environment where every woman, regardless of background or location, can thrive. A multifaceted approach that addresses structural, financial, and socio-cultural barriers is critical to making women's empowerment not just a symbol of success for the elite but a reality for all Ugandan women.

Expand Access to Education and Skills Development:

The foundation of women's empowerment lies in education. While significant efforts have been made to improve girls' enrollment in schools, the focus must now shift to

retention and completion rates, particularly in rural areas. Additionally, more emphasis should be placed on vocational and technical training for women, which can equip them with practical skills needed to enter the workforce, especially in emerging fields like technology and engineering.

Financial Inclusion & Women-Owned Businesses:

Financial exclusion remains a significant barrier to women's economic participation. Uganda should prioritize expanding access to affordable credit for women, particularly in rural areas and the informal sector. Moreover, supporting women-owned businesses through capacity-building programs, mentorship, and market linkages can help women scale their enterprises and create jobs.

Strengthening Legal Protections:

While legal reforms exist, enforcing these laws must become a priority. Customary practices that disadvantage women must be addressed through community engagement, legal education, and stronger enforcement mechanisms. Land ownership, property rights, and protections against gender-based violence must be upheld to empower women with both security and the confidence to participate fully in economic life.

Investing in Social Infrastructure:

Women, particularly in rural areas, are disproportionately burdened by unpaid care work, which limits their ability to engage in paid employment or entrepreneurship. Investing in social infrastructure, such as childcare services and healthcare facilities, would help alleviate this burden,

allowing more women to participate in the formal economy.

Political Representation & Leadership Development:

Encouraging women's political participation at all levels is critical. Women must be represented not only in Parliament but also in local governance structures, where decisions affecting their daily lives are often made. Leadership development programs for young women will ensure a pipeline of empowered female leaders in future generations.

Toward a More Inclusive Future: Empowering Women for National Growth

The economically empowered urban woman should not serve as a mask for the struggles of the unprivileged and underserved. Instead, she should be seen as part of a broader, inclusive movement to uplift every woman in Uganda. National growth cannot be truly achieved until all women, from rural farmers to informal sector workers, are provided with equal opportunities to contribute to and benefit from the country's development. Uganda's path to becoming a middle-income country will require harnessing the potential of all its citizens, particularly women, who represent half of the population.

Empowering women is not just about social justice—it is about economic sense. By ensuring that every woman is emancipated and empowered, Uganda can unlock unparalleled growth, foster innovation, and build a more inclusive and sustainable future.



Farms to Factories: The Route to Agro-Industrialization

UGX 1.53 trillion allocated in the FY 2024/25 to modernise Agriculture

Uganda's agro-industrialization journey is a pivotal force driving economic transformation, firmly positioning agriculture as the backbone of growth. Contributing 24% to the GDP and employing 68% of the population, agriculture holds immense potential that can be fully unlocked through value addition, mechanization, and infrastructure development. Despite Uganda's vast arable land, **80 million hectares**, only 35% is currently under cultivation. To bridge this gap, the government has allocated **UGX 1.53 trillion** in the **FY 2024/25** budget to modernize agriculture. Key interventions include expanding irrigation schemes, promoting mechanization, and providing high-yield seeds, all aimed at increasing productivity by 50% by 2030.

However, productivity alone is not enough, full industrialization is the ultimate goal. To move beyond subsistence farming, Uganda must transition into a robust agro-industrial economy, where raw materials are processed locally to boost exports and drive domestic consumption.

Coffee The Jewel of Uganda's Agro-Industry

Uganda's coffee sector stands tall as a global competitor, earning the country **USD 910 million** in 2023. Yet, over 95% of coffee is exported as raw beans, missing out on significant value addition benefits. From the **USD 460 billion** global value of the coffee business, Coffee producing countries of Africa, Asia and Latin America only take **USD 25 billion** combined.

Africa takes only **USD 2.5 billion** including loss of job from the value processing chain. Imagine a Uganda where coffee is processed into high value products, instant coffee, capsules, and specialty roasts—creating jobs and increasing revenue tenfold. To achieve this, investment in processing plants and branding Ugandan coffee for international markets is crucial.

Expanding Agro-Processing Beyond Coffee

While coffee remains Uganda's leading agro-export, a broader agro-processing strategy is essential for maximizing the country's agricultural potential. Currently, only 30% of Uganda's agricultural output undergoes processing, limiting value addition, export opportunities, and industrial growth. To unlock the full potential of agro-processing, strategic interventions in key sectors are necessary:

I. Maize Milling & Fortification

Uganda produces approximately 5 million metric tons of maize annually, yet 30% is lost post-harvest due to inadequate storage and processing facilities. Modernizing maize mills, improving grain storage, and expanding fortification plants will enhance food security, reduce post-harvest losses, and increase the supply of high-quality maize products for both local and export markets.



II. Dairy Industry Enhancement

Uganda processes 2.7 million liters of milk daily, but existing dairy plants operate at only 40–60% capacity due to limited investment in ultra-modern facilities, export certification, and regional market access. Strengthening dairy infrastructure and compliance with international quality standards will unlock greater regional and global market potential, driving Uganda's dairy industry forward.

III. Tea & Cocoa Processing

Uganda has over 30 tea factories, yet gaps in advanced processing and branding limit the country's ability to compete in premium tea markets. Meanwhile, cocoa, another high-value crop remains under utilized due to a lack of state-of-the-art fermentation and chocolate production facilities. Establishing high-end tea processing plants and premium chocolate manufacturing units will position Uganda as a key player in global specialty markets.

Closing Missing Links: Infrastructure & Investment

Industrialization thrives on a robust infrastructure ecosystem, including roads, energy, and logistics. While the government's **UGX 2.3 trillion** investment in rural electrification and the construction of 560km of

new roads is a commendable step, gaps remain in the infrastructure needed to drive large-scale agro-industrial transformation. Addressing these gaps requires strategic investments in:

1. Agro-Industrial Parks

Establishing dedicated agro-industrial zones will create an integrated value chain where raw materials seamlessly flow into processing plants. This reduces logistical costs, enhances production efficiency, and attracts both local and foreign investment, fostering industrial competitiveness.

2. Cold Storage & Warehousing Facilities

Uganda continues to suffer significant post-harvest losses, particularly in perishable goods such as fruits, vegetables, dairy, and fish. Expanding cold storage and modern warehousing infrastructure will extend the shelf life of agricultural produce, stabilize market prices, and improve food security.

3. Innovation & Research Centers

Investing in cutting edge agricultural research and technology hubs will drive innovation in climate-resilient crop varieties, precision farming, and smart processing technologies. Such advancements are critical for ensuring sustainable agricultural productivity and competitiveness in global markets.

Private Sector & Global: Market Integration

With agribusinesses contributing **UGX 2.1 trillion annually**, strategic partnerships with the Uganda Manufacturers Association (UMA) and Uganda Investment Authority (UIA) are vital. Foreign Direct Investment (FDI) in agribusiness has already hit USD 350 million in the past five years—this momentum must be sustained by:

- Strengthening access to affordable financing, ensuring enterprises scale up operations.
- Tapping into the African Continental Free Trade Area (AfCFTA) to push Uganda's processed goods into Africa's **\$3.4 trillion** market.
- Pursuing global certification to meet EU and China's stringent market standards.

Final Thoughts:

The Rise of Uganda's Agro-Industrial Empire

Uganda has the potential to shift from being a raw material exporter to a powerhouse in agro-industrialization. The roadmap is clear: mechanization, value addition, infrastructure expansion, and strategic partnerships. With coffee as a flagship product and an all-encompassing industrial strategy, Uganda is on the path to transforming agriculture into a high value sector that powers national development.

A Rising Nation takes bold steps toward full-scale agro-industrialization, transforming the future into the present reality.

The Four Dimensional Revolution Of Transport In Uganda:

A Rising Nation's Path to Technological Efficiency & Interconnectivity.

As Uganda continues its trajectory towards middle-income status, one sector undergoing a profound transformation is transportation. In recent years, advancements in technology, new transport modes, and a focus on efficiency and interconnectivity have sparked a 4-dimensional revolution in Uganda's transport landscape.

This revolution is shaping the country's infrastructure, facilitating trade, and enhancing the daily lives of Ugandans by connecting cities, rural communities, and regional hubs more effectively than ever before.

Dimension 1:

Integration of Smart Technology in Transport

The dawn of smart technology has ushered in a new era for Uganda's transportation system. From automated ticketing on buses and trains to real-time tracking of public transport through mobile apps, technology is driving efficiency and convenience.

Digital platforms like SafeBoda and Bolt are revolutionizing the way people move, offering alternatives to traditional taxis and boda-bodas (motorcycle taxis) with increased safety and cost transparency. In urban centers like Kampala, there has been significant investment in Intelligent Transport Systems (ITS).

These systems manage traffic flow in

real-time, reducing congestion, especially in high traffic areas. Smart traffic lights, coupled with surveillance cameras, help authorities better manage the complex dynamics of urban traffic, creating a smoother driving experience. For instance, plans to implement electric vehicles and establish charging stations mark another leap towards green, tech-driven mobility solutions.

Dimension 2:

Multimodal Transport Solutions

As Uganda develops, the government's focus has shifted towards establishing a seamless network of multimodal transport options that cater to the diverse needs of the population. From road to rail, air, and water transport, Uganda is investing in infrastructure that allows these different modes to complement each other. Key to this strategy is the revitalization of Uganda's railway network. The Standard Gauge Railway (SGR) project, when fully operational, will connect Uganda to its East African neighbors, reducing transport costs and time for goods and passengers. The planned expansions of Entebbe International Airport, along with efforts to boost domestic flights, aim to enhance air connectivity across the country and region, making Uganda an attractive hub for business and tourism.

On the water, the modernization of ferry services on Lake Victoria and other inland waterways is providing an alternative for moving people and goods, especially in regions where road networks are less developed. This creates a more integrated transport system, where different modes work in synergy to improve overall mobility and economic activity.

Dimension 3:

Infrastructure Development for Connectivity

The government's efforts to develop critical infrastructure are central to the transport revolution. Major highways like the Kampala-Entebbe Expressway and the upcoming Kampala-Jinja Expressway have transformed

long-distance travel by reducing traffic jams and cutting travel times. Furthermore, the national road network has been continuously expanded and improved, connecting more remote areas to urban centers, stimulating rural economies and ensuring that no part of Uganda is left behind in its development journey. Rural access is also receiving considerable attention, with feeder roads being constructed to connect agricultural areas to markets, facilitating the transport of goods and boosting local economies. This is in line with Uganda's strategic objective to improve internal connectivity and link key agricultural and mining hubs to regional and international markets.

Dimension 4:

Sustainability and Green Mobility

As Uganda embraces modernity, sustainability has become a core component of its transport revolution. Uganda's commitment to reducing carbon emissions is seen in the increasing adoption of electric vehicles (EVs), with private companies such as Kiira Motors Corporation leading the charge.

Kiira Motors has been developing Uganda's first electric bus, Kayoola EVS, which is being integrated into public transport systems to reduce air pollution and dependence on fossil fuels. Moreover, non-motorized transport (NMT) initiatives are gaining traction. In a bid to promote sustainable urban mobility, the government is investing in pedestrian walkways, cycling lanes, and designated zones that encourage walking and cycling. These initiatives are not only environmentally friendly but also address the growing concerns around urban traffic congestion and road safety.



The Future Of Interconnectivity In Uganda

Uganda's future lies in its ability to maintain this momentum and continue pushing the boundaries of innovation and transport efficiency. The National Transport Master Plan outlines an ambitious vision of developing a fully integrated and efficient transport system by 2040. By focusing on infrastructure, technology, sustainability, and new modes of transport, Uganda aims to foster economic growth and create a more connected society. With the increasing implementation of digital solutions, such as GPS-enabled systems to manage freight logistics and e-ticketing for public transport, Uganda is steadily transforming into a hub of technological advancement in East Africa. The marriage between

sectors, from agriculture to manufacturing, ensuring that Uganda's rising status is matched by world-class infrastructure. Uganda's 4-dimensional revolution in transport is not just about improving roads or deploying electric buses. It's about building a cohesive, efficient, and sustainable transport system that propels the country toward greater interconnectivity and development. By embracing this revolution, Uganda is paving the way for a future of enhanced trade, economic growth, and improved quality of life for all its citizens. As the nation continues to rise, the evolution of its transport systems stands as a testament to its progress and ambition. The dust on the city roads will finally settle and the green will rise.



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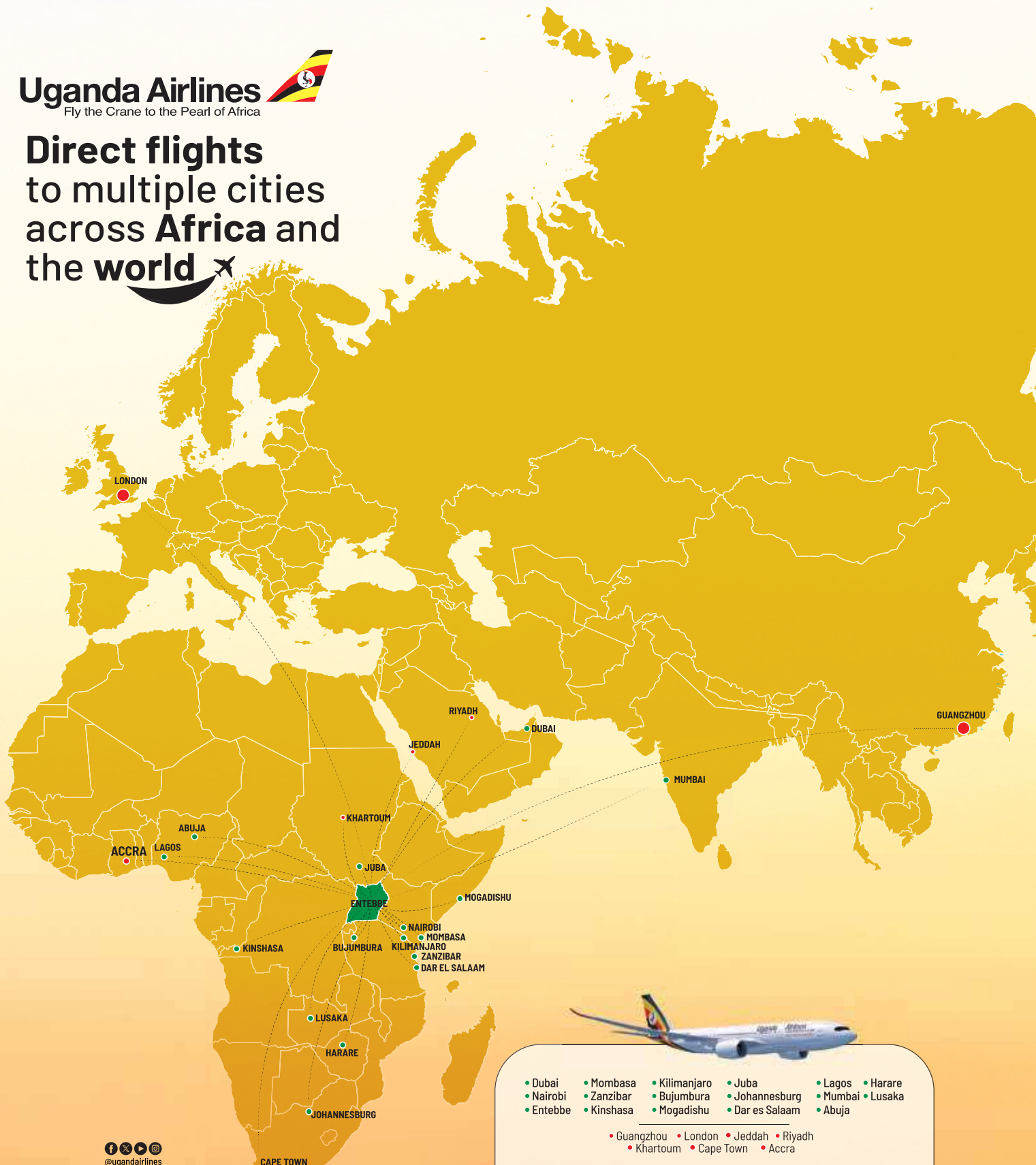
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BRICS & THE NEW GLOBAL FINANCIAL ORDER

“Uganda’s Place In A Shifting Landscape”

The Genesis of



The formation of BRICS (Brazil, Russia, India, China, and South Africa) marked a significant turning point in the global economic order. Conceived in the early 2000s, the BRICS alliance was rooted in a collective desire among emerging economies to reshape a world dominated by Western financial and political institutions like the International Monetary Fund (IMF) and the World Bank.

These institutions, formed post-World War II under U.S. and European leadership, were historically perceived to favor Western interests, often imposing stringent conditions on borrowing nations that critics argued prioritized Western economic and political dominance. BRICS emerged as an alternative

framework, a coalition to advocate for the Global South and provide an avenue for these nations to exert more influence over global financial and economic decisions. Together, BRICS represents nearly half the world’s population and a substantial share of global GDP. By pooling their economic weight and diplomatic influence, the BRICS countries seek to reform the status quo, creating a more multi-polar global system that challenges Western hegemony and emphasizes equitable growth.

RIISING TENSIONS

BRICS VS the West

Over the years, the BRICS bloc has grown increasingly distinct in its opposition to a unipolar world order led by the United States and its allies. This tension has intensified as Western powers view BRICS as a challenge to the existing global governance structures, including the World Bank, IMF, and the dominance of the U.S. dollar as the global reserve currency. The conflict has not only been ideological but also functional, as BRICS has introduced systems designed to

circumvent traditional Western financial controls.

For instance, Russia’s experiences with Western sanctions following geopolitical disputes have driven BRICS to establish independent financial channels. The exclusion of Russia from global capital markets and the freezing of its euro reserves underscored the vulnerability of nations relying on Western financial networks.

This propelled the development of alternative systems, with BRICS members exploring ways to mitigate Western influence through independent monetary and payment solutions. One such initiative, BRICS Pay, aims to enable financial transactions in local currencies, providing an alternative to the dollar and minimizing reliance on Western-dominated systems like SWIFT, VISA, and MasterCard.



Courting The Global South: BRICS' Appeal to Emerging Markets

BRICS has successfully attracted interest from numerous emerging economies by positioning itself as a coalition for economic justice and empowerment. By fostering an inclusive platform for countries in Asia, Africa, and Latin America, BRICS has emphasized shared interests such as economic cooperation, technological advancement, and multilateralism. For nations like Uganda, joining BRICS as a partner offers a compelling alternative to the rigid policies of traditional Western institutions, creating a space where their voices are heard and their developmental needs prioritized.

Beyond rhetoric, BRICS has backed its vision with substantive offerings: access to investment in infrastructure, opportunities for trade expansion, and the prospect of technological exchange. For Uganda, aligning with BRICS means the potential to benefit from these resources, positioning itself within a growing coalition while maintaining a balanced approach to Western partnerships.

BRICS Key Financial Systems: "A Shift from Dollar Dependency"

BRICS has devised multiple systems aimed at establishing economic resilience and independence from the Western financial network. At the heart of these initiatives lies a desire to challenge dollar hegemony, protect members from external economic pressures, and facilitate trade within the bloc. Here are some of the key mechanisms developed by BRICS:

(1.) BRICS Pay:

A Multilateral Payment System Still in its early stages, BRICS Pay is envisioned as a multilateral payment system that operates independently of SWIFT and Western credit networks. Leveraging existing frameworks like China's Union Pay, Russia's Mir, and India's UPI, BRICS Pay is intended to facilitate transactions in local currencies without first converting to the dollar. By creating this decentralized system, BRICS enables member nations and partners to bypass traditional Western systems and enhance their financial sovereignty.

(2.) BRICS Currency Unit (BCU):

A Potential Game Changer The BRICS Currency Unit (BCU) is another step toward de-dollarization. Designed as a virtual currency for internal trade and investment, the BCU could reduce the dependence on the U.S. dollar in international trade, especially for BRICS nations. While the exact impact on the dollar's status remains uncertain, the BCU's adoption could signify a significant shift in global currency dynamics, potentially influencing the value of the dollar and weakening its role in international finance.

(3.) Interconnected Payment Networks

The integration of Russia's Mir, China's UnionPay, and India's RuPay card networks demonstrates BRICS' proactive approach to creating a payment ecosystem that withstands external pressures. With these systems operational across BRICS nations, the bloc aims to offer a reliable alternative for cross-border transactions, making international trade among member countries more seamless, less expensive, and free from Western restrictions.





UGANDA'S POTENTIAL ROLE IN BRICS: “A Balancing Act”

The 16th BRICS Kazan Declaration in October welcomed new members, including Uganda, as partners in the BRICS alliance. As Uganda explores this partnership, it faces the dual challenge of fully leveraging BRICS' resources and influence while preserving strong ties with its Western allies. While Uganda stands to gain significantly from BRICS in terms of trade, investment, and technological support, successful integration will require adept management of both local priorities and international dynamics.

Economic and Trade Benefits: BRICS presents Uganda with promising trade and investment opportunities. Access to markets within BRICS nations could enable Uganda to diversify exports, reduce trade costs, and establish new economic partnerships.

Additionally, Uganda can leverage BRICS-backed funding for infrastructure projects, advancing its development goals without the stringent conditions often imposed by Western financial institutions.

Technology and Innovation Exchange: With BRICS prioritizing technological advancement, Uganda could benefit from technology transfer in areas like digital infrastructure, fintech, and sustainable energy. This support could accelerate Uganda's digital economy and foster innovation, providing new avenues for economic growth and modernizing key sectors.

Security and Diplomatic Relations BRICS membership may also enhance Uganda's regional security through stronger diplomatic ties and potential defense cooperation. However, this could complicate relations with Western nations, requiring Uganda to diplomatically balance its alliances to avoid alienating any strategic partners.

Local Banking Sector: Navigating a Changing Payment Landscape: Currently, integration into the BRICS payment system is primarily

accessible to full members; however, partner countries like Uganda could participate in a limited capacity. For Uganda's banking industry, adapting to BRICS financial systems would entail significant shifts.

Although the advantages of a BRICS-centered payment system are considerable such as reduced reliance on dollar-based transactions and strengthened financial sovereignty successful integration into the BRICS Pay network would require substantial upgrades to digital infrastructure, enhanced cybersecurity protocols, and alignment with international payment standards.

To facilitate this transition, Uganda's central bank and financial institutions would need to raise awareness and actively promote the benefits of adopting BRICS-aligned payment methods. This includes educating businesses and consumers on the value of the new systems, such as faster transaction times, reduced costs, and increased transaction security.

Such a transition would also require strategic investment in new technology, user-friendly platforms, and updates to banking regulations to ensure Uganda's financial landscape is well-positioned for a multipolar payment system.

The rise of BRICS underscores a profound shift in the global financial order, one that creates both opportunities and challenges for emerging economies like Uganda.

By engaging with BRICS as a partner, Uganda can position itself within a coalition that promotes economic sovereignty, fosters growth, and advocates for equitable global governance. However, the journey toward full integration will require Uganda to carefully manage its foreign relations, strengthen its local banking infrastructure, and ensure it balances the interests of all its economic partners.

Ultimately, Uganda's alignment with BRICS could signify a transformative step toward greater economic autonomy and resilience. As BRICS continues to champion a multipolar world order, Uganda's engagement offers a promising route to advancing its national development goals while participating in the evolution of a fairer, more balanced global financial landscape.



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