



NATIONAL RESISTANCE MOVEMENT
MANIFESTO 2026 - 2031

PROTECTING THE GAINS

**AS WE MAKE A QUALITATIVE LEAP INTO
HIGH MIDDLE INCOME STATUS**



NRM
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A large crowd of people, mostly men, are gathered at a political rally. They are wearing yellow clothing, including t-shirts and headwraps. Many are holding up their smartphones to take photos or videos. The crowd is dense and fills the foreground and middle ground. In the background, there are trees and a building. Yellow streamers and balloons are strung across the top of the image. A yellow banner with black text is at the bottom.

Bazzukulu turned up in big numbers at Kololo Independence Grounds during nomination rally on Tuesday, 23rd September 2025

MESSAGE FROM THE NATIONAL CHAIRMAN

Time for the Qualitative Leap Forward

I have always recapitulated the history of Uganda's economy and society according to the phases they have gone through. This time, I will start with 1962, the year of Uganda's independence from the British after their control of 68 years - starting with 1894 when they imposed a "Protectorate" on our ancestors. By that time, as I have told you many times, Uganda had been partially annexed to the British capitalist system through the creation of the small enclave economy of the 3Cs and 3Ts; the 3Cs being Coffee, Cotton and Copper and the 3Ts being Tea, Tourism and Tobacco. This small money economy was covering only 9% of the homesteads; this meant that 91% of the homesteads were still outside the money economy - living by the distorted pre-capitalist mode of production of *okukolera ekidda kyonka* (working only for the stomach) mainly and some limited barter trade (*Okuchurika*).

In 1971, the ignorant Idi Amin came in and by the time we removed him in 1979, cotton and copper production had collapsed and so had tea and tourism. Only coffee and tobacco were still limping on. The whole economy had been informalised and people were only getting products and foreign currency through *Magendo* (smuggling), *Kibaanda* (forex black market) and *Kusamula* (speculation, where you buy something scarce and sell it more expensively). It has, therefore, been the task and pleasure of the NRM to take the collapsed money economy of Uganda and the desperate society, through the following five phases:

- 1) The minimum economic recovery that involved bringing back some of the Cs and Ts and reformalising the money economy, thereby uprooting *Magendo*, *Kusamula* and *Kibaanda* (smuggling, speculation and forex black market respectively). This restored the small enclave (island) economy;
- 2) Expanding the small island economy by growing more coffee, more tea, bringing more tourists, etc.;
- 3) Diversifying the economy by commercialising the hitherto subsistence products such as milk, beef, bananas, maize, cassava, sugar-cane, fruits, etc.;
- 4) Adding value to some of the products such as maize, sugar-cane, milk, cotton, timber, etc.; and
- 5) Commencing entrance into the knowledge economy of auto-mobiles, pharmaceuticals, vaccines, ICT, etc.

This is how this economy has grown from USD 3.9 billion in 1986 to USD 66.1 billion by the end of the financial year 2025-2026 using the forex method and USD 188 billion by the PPP method. In other words, the economy of Uganda has expanded 17 times ever since 1986, in spite of the corruption and disorientation of some of the actors. This recovery, expansion, diversification, value addition to some extent and now entering the knowledge economy, has been enabled by peace and security, correct macro and micro-economic policies and good infrastructure.

With respect to infrastructure, we shall continue to expand, improve and rationalise all the elements involved. Hitherto, some good effort has been done on some of the roads from North to South and from East to West although some of the already tarmacked roads need reconstruction. The under-budgeting that had crept back and the suspected inflation of costs, will be firmly dealt with so that the tarmac roads are continuously smooth and the murram roads are well maintained. Besides, it is time to rationalise the whole transport system by making it multi-modal, instead of the present uni-modal — mainly only the roads. With the standard gauge and the repaired metre gauge railways and in

liaison with Kenya and Tanzania, we shall be able to remove cargo from the roads to the railway and also remove petrol tankers from the roads to the pipeline, so that the roads remain for the passengers and light cargo.

Given where we are, my proposal is that we now clearly understand the seven words that represent the different aspects of our recovery, expansion, diversification, value addition and the beginnings of the new knowledge economy. These are: peace (*obusiingye*); development (*entunguuka* — meaning infrastructure both social and economic); wealth (*obugaiga*); jobs (*emirimo*); services (*obuweereza*); markets; and Political Federation.

We have achieved a lot. However, we could have achieved much more if, especially the leaders (political, religious, cultural and social), had properly grasped our message on those aspects. Our message since the 1960s has never changed. However, many leaders keep missing the core issues and going for the peripheral. Let me amplify a bit, each of the seven words.

(1) **Peace.** Without peace, you cannot create prosperity, which is number one of our historical missions. Prosperity how? Through the production of goods and services and selling them, sustainably. We shall encounter this later when we are talking about wealth. The NRM has been able to preserve peace for 40 years which no previous governments, over this area, have ever achieved except, probably, the Bachweezi (900 AD to 1400 AD). How did we manage? Through correct politics emphasising interests (business, markets, services, etc.) instead of identity (tribes, religious sectarianism, gender chauvinism). This has enabled us to unite our people politically and create strong national institutions such as the Army, Political Parties, Police, etc. That is how Uganda has become a Country that does not generate refugees but, instead, absorbs refugees. Today, we have 1.8 million refugees in Uganda.

(2) **Development** (*Entunguuka, Enkulakulana, Dongo lobo*). This is comprised of foundational assets and services that the economy and society need. These are: the roads, the railways, the pipelines, the electricity, the piped water,

the telephones, the schools, the health centres, etc, etc. It is these assets — collectively termed as infrastructure — that support the economy (economic infrastructure) and the society (social infrastructure). Without them, the economy cannot grow. Moreover, these assets must enable us to have low costs of doing business (transport, electricity, etc). These competitively lower business costs that will enable our business people to succeed. How will they make profits, if the input costs are high? How will our products be competitive, if they are very expensive? This is how European products – e.g. cars, textiles, etc., lost the global markets to Japanese, Chinese, etc., products. Above, I have briefly told you how we are moving on infrastructure. The detailed plans for the roads, the railway, the ICT backbone, the electricity, etc, etc, are in this manifesto. The confusing thing about infrastructure, is that many leaders who have not understood the anatomy of economies, spend all the time talking about precisely this — development which, as stated above, is comprised mainly of economic and social infrastructure. What they miss is the fact that, at the end of the day, you do not spend your night in a hospital or school or on the road. You must go to your home. That is where you confront your personal and family problems — poverty, joblessness, etc.

(3) **Wealth.** This is where wealth comes in. Wealth (*obugaiga, obuggaga*), belongs to the individual, the family, a company, etc. Wealth creation is assisted by development (e.g. infrastructure); but development does not *ipso facto* cause wealth creation. Especially in the pre-capitalist traditional societies of Africa, that huge Continent with a lot of natural resources but with, hitherto, a small population, people may not have pressure to create modern wealth characterised by money economies. They may content themselves with *okukolera ekidda kyonka* (working only for the stomach). In the case of Uganda, this has been one of the causes of poverty. The other cause has been getting involved in the money economy (such as producing colonial cash - crops), without *ekibaro*. We have been telling Ugandans that you can actually create wealth even when the development (e.g. infrastructure) is primordial. That is how you get families in the cattle corridor, in distant Bundibugyo or in the isolated Kalangala, creating more wealth and prosperity, than the people living in Kampala. Moreover, as

you create wealth, you can install your own solar system for lighting, you can *jolopii*, *aiga akipi*, etc., water from the roof and have safe water by your own efforts, even as you await the arrival of the national efforts in development. With good family incomes, you can send your children to private schools and go to private and money paying health centres, if the government ones have issues. Therefore, with income, a family can handle the issue of poverty, some aspects of development and some aspects of service delivery. When I am talking about wealth, I always remember the guidance of Jesus in the Book of Matthew chapter 6, verse 33; It says: **"Seek Ye first the Kingdom of God and His righteousness; and all these things shall be added unto you"**. When it comes to society, I advise as follows: *"Seek ye first the homestead income and the rest shall be added unto you"*.

Additionally, we have been informing Ugandans of the four sectors that contain wealth creation opportunities. These are: (i) Commercial agriculture (crops, livestock and fisheries), with *ekibaro*. The commercial agriculture we have been informing our people about is of two types. These are: intensive farming where you use a limited area, by selecting high value enterprises, that can give the family good money even if the family has got only four acres or less and extensive agriculture, on the other hand, where families with big land can produce for us products that are low value per unit, but by doing it on a big scale, you get good money. The high value enterprises we have, hitherto, recommended were initially seven. These being one acre for coffee; one acre for fruits; one acre for pastures, for feeding cattle; one acre for food crops (bananas, cassava, *emoondi*, etc.); poultry and piggery in the backyard; and fish farming near the wetlands. Recently, some people have recommended cocoa, palm oil and avocados. I need to satisfy myself on the global demand for those products. The seven activities I recommended in 1996 had internal, regional and global demand that was big. The global demand for coffee is USD 460 billion, fruits USD 688 billion, dairy products USD 893 billion, poultry products USD 336 billion, piggery USD 397.5 billion and fish USD 671.45 billion. However, the Country also needs the low value products such as cotton, tobacco, tea, maize, sugar-cane, indigenous cattle, etc. If you do these on a big scale, you will get

good money. Somebody in Adjumani told me that you get Shs. 1 million from an acre of cotton. That is bad if you only have one acre for earning money. If, however, you have 10 acres, that is Shs. 10 million; 100 acres, Shs. 100 million; 1000 acres, Shs. 1 billion. You, therefore, get good money from these low value products provided you do them on a big scale. Indigenous cattle (The Ankole breed) were, initially, classified as low value. However, they have now become very high value, some selling as much as Shs. 6 million per cow.

In order to maximise returns from agriculture, we need to grasp the importance of the environment and water usage. There is now the rampant misuse of the wetlands by growing rice there that is very low value per acre and under-utilising the terrestrial parts of the country (*olukalu*) by denying those parts water for irrigation because the water has been misused for rice growing. Dr. Muranga, in Bushenyi has increased the yield of bananas 10 times from 5.3 tonnes per hectare, that the nearby Banyankore get, to 53 tonnes per hectare. This irrational use of Uganda's land needs to stop. Fish farming at the edges of the swamps (*Emiiga, kulubalama*) is much more profitable. My ponds in Lango, Teso, Kabaale, Kawumu, give me Shs. 70 million as net per pond per year (with only one pond each site). In Limoto (Pallisa) and Pacwa, the rice growers were getting Shs. 4.2 million per acre. We shall massively, using earth-moving equipment or paid human labour supported by government, whichever is cheaper, develop fish ponds on the *miiga* of our swamps, to liberate the nearby residents from poverty and, at the same time, water will come back in the centre of the swamp so that we use it for irrigation. Stop misusing the wetlands and under-utilising the terrestrial parts (*olukalu*) of our Country. The example we have initiated at Limoto is the way to go. Regarding the whole issue of wealth creation, I am reminded of the parable of the sower in the Book of Matthew, chapter 13, verse 3-9 (GNT). It says: ***"Jesus used parables to tell them many things. A man went out to sow grain. As he scattered in the field, some of it fell along the path and the birds came and ate it up. Some of it fell on rocky ground, where there was little soil. The seeds soon sprouted, because the soil wasn't deep. But when the sun came up, it burned the young plants; and because the roots had not grown deep enough, the plants soon dried up. Some of the seeds fell among thorn bushes,***

which grew up and choked the plants. But some seeds fell into good ground and brought forth fruit, some hundredfold, some sixtyfold, some thirtyfold. And Jesus concluded, "Listen, then, if you have ears!" Some of the seeds that fell on fertile ground are people like Ijala of Serere using 2.5 acres and earning Shs. 1,450,000,000 gross and Shs. 608,940,000 net annually from eggs, milk, etc.; Nyakaana of Rwengaaju near Fort Portal earning Shs. 1,069,200,000 gross and Shs. 183,600,000 net annually from eggs and milk, etc.; Hon. Byamukama of Kikwaya, earning Shs. 1.3 billion gross and Shs. 660 million net; people like Kizito Lawrence of Masaka, growing coffee in 2 acres and earning Shs. 15 - 16 million per annum; Basaangwa of Kamuli, earning Shs. 20 million from 5 acres; then, Kacuro Benard of Bundibugyo earning Shs. 56.6 million annually from Cocoa and Shs. 7.2 million per year in Palm Oil; and, finally, Erick Mbarara of Katuna, Kabale, earning Shs. 35 million per annum from apples. These are the small-scale and, sometimes, medium-scale farmers. You also, of course, have the large-scale farmers and plantation owners such as Madhvani, Rai and yours faithfully Yoweri Museveni and many others. Nyakaana has created 15 jobs in 1.3 acres. If farmers with a total of 7 million acres out of the 40 million acres that can support arable activities, were to use the Nyakaana example, we would create 105 million jobs. All Ugandans and all the refugees in Uganda would get jobs and we would have to import other workers from the neighbouring countries as happened in the colonial times. This is very easy. When I look at my small town of Rushere that only boasted of 3 shops in 1967 and find that there are now 619 permanent buildings in that unit, I confirm that our vision is not a mirage. What has stimulated the phenomenal growth of Rushere Town? One word: "milk". It is the dairy industry that we started nursing in 1967 but finally launched in 1989, that has been the magnet pulling these Ugandans together. I doubt whether the majority are from the area. There are 22 milk coolers in Rushere Town today, each day handling 65,500 litres of milk. This quantity will increase, when the farmers listen to my message and use irrigation and also plough the farms and plant pastures instead of the cattle *kukunuuz*a (trying to scrape something to eat) on the *gwamera gwene* or *isubi ryameraryene* (the grass grew by itself).

(ii) The second sector of wealth is **manufacturing and artisanship**. Here, we are referring to factories and artisan working, etc. Many of the factory owners are friends from outside Uganda – Chinese, Indians, Arabs, etc. However, Ugandans are also coming up. Look at the Mulwanas, the Sudhirs, etc. The factories are for adding value to agricultural products, minerals, fresh water resources, forests, etc. Then, there is the knowledge economy of automobiles, electronics, vaccines, etc., where our people create the products of the brain.

(iii) **Services**

The third sector of wealth, are the services such as transport, medical, music, preaching, tourism, hospitality, etc. Many people make a good living through services. He or she is not producing a good (soap, salt, cloth, food, etc); but he or she is providing a service of boda boda by transporting me from point A to point B and I pay him or her. At the moment, services constitute 41.9% of the economy of Uganda. Many of the services depend a lot on peace and infrastructure. Industries like tourism, transport, entertainment, music, hospitality, etc., immediately collapse when there is no peace. I was recently in Egypt and some friends told me that their tourism business had collapsed during the time of political chaos in that country. That is exactly what had happened to our tourism here after Idi Amin took power in 1971. Therefore, I advise all the services sector entrepreneurs to *kukyeena* (curse) those who promote chaos. They are enemies of our Country and also our livelihood. Good roads and airports also encourage some of the services, such as tourism, transport, etc.

(iv) **ICT**

The fourth sector of wealth is ICT — using modern computer and internet-based capacity to provide certain services. It is also part of the services but I prefer to highlight it because of its potential. Take the service known as Business Process Outsourcing (BPO). Here you get auditors, for instance, or accountants, people that specialise in skills of bookkeeping and auditing. Auditors and accountants that are based in Kampala, are able to work for companies in the United States of America, Canada, Europe, etc., while they are physically here. How do they do it? Work from abroad is sent to them over the internet, they handle the work as

required and send the work back over the internet and they are, then, paid over the International Payment System. A Country like India, earns USD 49.87 billion from BPOs. Uganda can do well there.

(4) The fourth word I have been emphasising is **Jobs** (*emirimo*). People talk so much about jobs. The question is: "Where do jobs come from, mainly?" The danger in Uganda is the colonial thinking on account of the distortions caused by that phenomenon of colonialism. When the colonialists grabbed Uganda from the incompetent and ego-centric chiefs, they completely distorted our economy that provided full employment in the form of *emyooga*. There was no phenomenon of the unemployed in the traditional society except for the vagabonds (*ebirare*). I even doubt whether the *biraare* would be permitted to survive in that no-nonsense society. Everybody had *omwooga* which created a job for him and jobs for others. You had: *Abaheesi* (black smiths); *Ababaizi* (wood workers); *Abakomagyi* (bark cloth workers); *Abahazi* (leather workers); *Abariisa* (livestock herders); *Abahiingyi* (cultivators); *Abajubi* (fishermen); *Abariimbi* (water transporters); *Abagyengyi* (surgeons); *Abashakyiizi* (medical workers); *Abafumu* (foretellers); *Abahanuuzi* (prophets); *Abatanagyi* (bow and arrow makers); *Ababuunzi* (hawkers); *Abarungaanwa* (inter-zonal traders from the coast); *Engabo* (soldiers); *Abanogoozi* (clay workers); *Abakama* (rulers); etc, etc.

When the colonialists took over Uganda, they wanted to kill the indigenous providers of goods and services and annex Uganda's consumers to their colonial system. Instead of, for instance, modernising those *emyooga* (blacksmithing, carpentry, etc.), they killed almost all the *myooga* and their products and replaced them with imported products. Instead of *endosho* (wooden spoons), they brought metallic spoons that are not comparable in safety. Instead of *entatika* (wooden plates) and *ebyaanzi* that last for a very long time, they brought clay plates and cups that break so easily and many times are made from materials that turn out to be risky to health. Hoes, pangas, cloth, shoes, etc., were imported, so was food (tinned milk and beef) from New Zealand in to remote Ntungamo, maize flour from the White Farms in Kenya, butter and

jam from the United Kingdom, etc. So ridiculous but true. Instead, the colonies were assigned the role of producing not food but beverages such as coffee, tea, cocoa and other stimulants such as tobacco. How can you survive on beverages and stimulants without food (carbohydrates, protein, fat, vitamins)? With these basics, you had to import but concentrate on the peripheral.

Once the *emyooga* products were suppressed and replaced by colonial imports, people massively lost jobs. The whole massive, elaborate and universal system within the region (from the coast to the interior), based on barter trade (*kuchurika*) and *ensiimbi* (cowrie shells currency), was destroyed and replaced with imports from Europe such as Manchester textiles, *Marekaani* (American textile), *Japani* (textiles from Japan). Therefore, the only category of jobs that remained or was created was to work as auxiliaries for the colonial system, as low-ranking soldiers, policemen, clerks, translators, etc. There were also a few chiefs. Ankole had 55 Gombolola Chiefs, 10 Saza Chiefs and a few Co-ordinators at the District Headquarters — *Engaanzi* / *Katikkiro* (Prime Minister), *Omuramuzi* (Judge), *Omubikyi* (treasurer) and *Kihiimba* (Head of the local civil service). This was a total of 70 colonial jobs that the Banyankore colonial agents were fighting over and dividing our people on a sectarian basis on account of these few jobs. With this disruption of the ancient and elaborate economy, came the distortion about jobs (*emirimo*) and business (money-making). Jobs (*emirimo*) became the colonial clerical jobs (*obwakaraani*) — not the previous artisan jobs providing for the needs of society; and money-making (business) was only confined to the colonially demanded beverages and stimulants (coffee, tea, cocoa, tobacco, etc). These were the cash crops, according to this distorted thinking. How about bananas, cassava, millet, milk, beef, fruits, etc? No. These are just subsistence products. Do not think about them, when it comes to money.

It is this colonial thinking about jobs and money-making (business), that is disorienting our people. You ask somebody: "What job are you doing?" "Nokora Kyi?" The answer: "I am not employed. I am just a farmer!!" Really; but being a farmer is one of the best jobs.

The NRM, therefore, from the beginning, saw through these colonial obscurantist schemes. We saw the limitations of the small colonial economy of 3Cs and 3Ts (coffee, cotton and copper and tea, tobacco and tourism), even when we restored some of them. Our 10-points programme, among other things, talked of building an independent, integrated and self-sustaining economy, where everything that is used nationally, regionally and internationally, that we can produce profitably, can be a cash product (bananas, maize, cassava, milk, beef, fruits, millet, sorghum, sweet potatoes, etc). We also rejected the status of being a mere supermarket for imported products. Hence, the four sectors where wealth is found. These are; commercial agriculture, manufacturing and artisanship, services and ICT. It is, therefore, the wealth of an individual, a family or a company that creates jobs for the owners and also for their employees. As we speak today, commercial agriculture has already created 3,610,064 jobs, manufacturing 1,416,548 jobs, services 5,042,188 jobs and ICT 46,172 jobs. This is just the beginning. As I said elsewhere, the Nyakaana model where he has created 15 jobs in 1.3 acres, means that if we only use seven million acres of the arable land of Uganda, we shall create 105 million jobs. Therefore, the *Bazzukulu*, do not kill yourselves over the office jobs. Use the government programmes to go into commercial agriculture, artisanship that is integrated with industry, services and ICT. The skilling hubs and the technical schools, should ensure that the people they train have the capacity to work in the mushrooming factories. I am told that the electricians we need, the machine operators, etc., are not enough and many times we import from other countries.

(5) Services

Here we need to talk about services not as just businesses for the owners or the employees, but from the point of view of the consumer. I am a citizen or a resident of Uganda. I need security from war. I need security from crime. I need medical care. I need veterinary and crops advice. I need education for my children. On account of our strong Army, Uganda is free from war. However, there is a bit of crime partly encouraged and covered up by elements in the Police and even some sections of the UPDF. We have already arrested some

of the traitors and we know all those involved, but we need more evidence to conclusively act. They have been scaring away informers or even persecuting them. The citizens must be firm. Report the criminals. Action will be taken. The same applies to corruption. The corrupt try to infiltrate into the investigation agencies to blind them by blocking and confusing the investigations. On the theft of drugs in hospitals, we are working with our scientists on tracing these drugs. They are confident that they have a solution. As we stop the theft of drugs, the next pressure on our families is the cost of education in government schools. In the coming term (*kisanja*), we are determined to implement free education for our children in government schools (primary, secondary and tertiary). The good thing is that we have moved reasonably well on the expansion of the education network. We now have 12,549 government or government-aided primary schools, 1,416 government or government-aided secondary schools, 189 tertiary institutions and 10 government universities. It is through these that we shall provide free education, our long-time held wish that some local groups have been blocking. In the dialogue we had with them last, they promised to co-operate. Apart from the government education network, there are the privately-run schools. There are 32,653 private primary schools, 6,121 private secondary schools, 115 private tertiary institutions and 68 private universities. There are 9,412,869 children in the government primary schools, 1,178,484 in government secondary Schools, 30,171 students in government tertiary institutions and 111,598 students in government universities. The total enrollment of learners in Uganda is currently 11,130,179 in the primary schools, 1,709,267 in the secondary schools, 63,055 students in tertiary institutions and 220,000 students in the universities.

We have been emphasising the study of science and technical studies, which is paying off. You see what our scientists are doing in the areas of the electric automobiles, vaccines, pharmaceuticals, etc. With service provision, therefore, we are going to emphasise no stealing of government drugs, free education for our young people in government schools, well-maintained tarmac roads, using the Shs. 1.3 billion per district to maintain well the murram roads, uproot the criminals within the security forces and continue to expand other services

such as clean water, telephones, radio, etc. Before we conclude the point about services, it is important to, again, note that with wealth at the individual, family, or company level, you actually provide some of the services yourself. You can go to a private clinic, pay for your child in a private school, drive yourself in your own car, put solar power on your house, tap rainwater from the roof of your house. That is why wealth creation is so crucial in the whole spectrum of prosperity creation. Wealthy families even take away burdens of service provision from the government.

(6) Market

It is amazing to see how many actors implement what is in the Church of Uganda Prayer book on page 4 that says: ***"They left undone what they ought to have done and did that they ought not to have done and there is no truth in them."*** It is tragic to hear so called leaders — whether political, cultural, religious or whatever else they are called, talking of tribes, religious sects in politics. *"If you really love your people, do you want them to be prosperous?"* If they are to be prosperous through the sale of goods and services, who will buy those products? Is the tribal market enough for your people's products? How useful is religious sectarianism when it comes to markets? Do you want buyers for your tribesmen or your religionmates? If whoever buys from you is good for you, why, then, do you foment sectarianism among your potential customers? It is, therefore, important that the NRM supporters understand and tell all and sundry that in order to ensure prosperity for our people, we need, not only a United Uganda to give market to our wealth creators, but also a United East Africa and Africa. Hence, our four principles of Patriotism (love Uganda), Pan-Africanism (love Africa), Socio-Economic Transformation and Democracy. All Africans need to know the importance of a United African market. Why is the USA prosperous and the nearby Latin America in misery yet Latin America has got more natural resources than the USA? My view is that the main cause may be the fragmented market in Latin America. How easily can a business person succeed in that fragmented market situation where the Continent is rich in the number of Presidents and natural resources but poor in everything else? What

is our historical mission in Africa? Are we to build a United States of Africa in Africa or a Latin America in Africa?

(7) The final word is **Strategic Security**. How can Africa be secure from all threats? With economic integration, we unite the markets and create prosperity. However, prosperity alone does not guarantee strategic security. A developed Japan and a developed South Korea, still depend on others for strategic security. In the 2nd World War, the developed countries of Holland, Denmark, Belgium, France, etc., were overrun by Germany. It was the mighty Soviet Union and, later on, the USA, that rescued those countries and the world. There is now the phenomenon of some players seeking the 4-dimensional superiority — to be superior on land (Land forces), in the air (Air-force), at sea (the Navy) and in space. Only four countries have been to the moon: the USA, China, Russia and India. Can Uganda, even when it becomes a developed country, a task we are already achieving, be able to be present in these four dimensions? My answer is: "No". In order to be present in the four dimensions, Africa needs to rationalise its political framework of excessive fragmentation. The AfCFTA (Africa Continental Free Trade Area) will help to address, if it is implemented 100%, the issue of prosperity. However, for strategic security, we need another medicine. This is the medicine of political integration in the form of the formation of the East African Federation, taking advantage of the similarities and linkages among the people of this area, including the use of Swahili to unite us. It is what gives us the seventh crucial word —the East African Federation, through political integration.

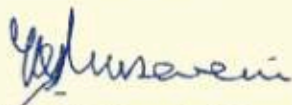
The above are the seven words that we need to put uppermost in our heads. (peace; development; wealth; jobs; service delivery; markets; and political federation). This is how we come to our present intention of executing a qualitative leap and transformation into a high middle-income status of USD 500 billion in the next few years. Why do we think that this is achievable? It is because much of our USD 66 billion today by the exchange rate method, is comprised of raw-materials. These include: unprocessed coffee, unprocessed fruits, beef with little transformation other than just *kubaaga* (slaughtering),

grains such as maize, 10 million tonnes of unprocessed bananas, cassava, forest products, etc, etc. By adding value to all these and also intensifying our involvement in the knowledge economy, we shall attain the size of an economy of USD 500 billion. The economy of the four sectors, will usher in socio-economic transformation in society, leading to social metamorphosis. The old traditional society of peasants, feudalists and artisans, already distorted by colonialism in the form of killing the artisan class, will be replaced by a productive middle class and a skilled working class.

I wish to end by congratulating all those that got elected as the new leaders of the NRM. I am very happy to see that most of them are young. In order to succeed, do two things. Do not try to carry the population under you on your head, but simply lead them by showing them what to do and how, as you have been guided by the NRM, using government money, not your personal money. Secondly, concentrate on *okukyenuura* (removing the removable needs) of the people by showing them how to get out of poverty using government programmes such as PDM, Emyooga, etc; implementing universal free education in government schools in primary, secondary and tertiary institutions; stopping the theft of government drugs in health centres; ensuring that the Police deal with crime in your area; ensuring that the tarmac roads are always well maintained and so are the murram roads; and ensuring that you fight land grabbing in your area.

I thank the masses of the NRM members across the Country, the Central Executive Committee (CEC), the National Executive Council (NEC) and the National Conference (NC) for supporting my candidature as NRM National Chairman for 2026-2031 and Presidential flag bearer for the same period. I will not let you down. We have got more capacity now than ever before.

I thank you all.



Yoweri Kaguta Museveni

NRM NATIONAL CHAIRMAN AND NRM PRESIDENTIAL CANDIDATE 2026





NRM Presidential Candidate, Yoweri Museveni accompanied by his wife Hon Janet Museveni, at the Electoral Commission Offices in Lweza for nomination on 23rd September 2025



PROFILE OF THE NRM PRESIDENTIAL CANDIDATE

President Museveni was born in September, 1944, to the Late Mzee Amos Kaguta and the Late Esteeri Kokundeka in the pastoral heartlands of Ntungamo, Western Uganda, during the tumult of the Second World War. His very name (Museveni) - a tribute to the brave Abaseveni, Ugandan servicemen of the King's African Rifles - foreshadowed a life dedicated to service, sacrifice, and sovereignty.

In a community where colonial land policies and collaborator chiefs sowed division and poverty, young Museveni witnessed firsthand the chains of oppression that bound his people. These early experiences ignited a fire within him: a profound commitment to dismantle injustice and uplift the marginalised.

From his school days at Ntare School in Mbarara, Museveni emerged as a natural leader, captaining the debating society and Scripture Union. It was here, in 1959, that he launched his first anti-poverty crusade among the Banyankole, rallying kinsmen to abandon nomadism for sustainable livelihoods. This early activism carried him to the University of Dar es Salaam, where, from 1967 to 1970, he immersed himself in the crucible of Pan-Africanist thought. Graduating with a Bachelor of Arts in Economics and Political Science, Museveni co-founded the University Students' African Revolutionary Front (USARF), serving as its chairman and forging alliances with liberation icons like Julius Nyerere. Mentored by progressive minds, he absorbed the anti-imperialist ethos that would define his life's work: a belief that Africa's salvation lay in unity, self-reliance, and the eradication of neo-colonial dependencies.

Museveni's entry into Uganda's political arena was no accident of fate but a deliberate stand against tyranny. As Idi Amin's brutal regime plunged the nation into darkness after the 1971 coup, Museveni mobilized the Front for National Salvation (FRONASA), a vanguard force that allied with Tanzanian troops to expel the dictator in 1979. In the fragile aftermath, he served as Minister of Defence and Vice-Chairman of the Military Commission, only to witness the rigged 1980 elections that restored Milton Obote's corrupt rule. Undeterred, on February 6, 1981, Museveni ignited the flames of resistance with the National Resistance Army (NRA), armed with just 27 guns and an unshakeable faith in the people's will.

What followed was a five-year odyssey of ingenuity and endurance, a guerrilla campaign without foreign bases or external patrons, rooted instead in the grassroots support of ordinary Ugandans. On 26th January 26, 1986, the NRA triumphantly entered Kampala, ushering in a new dawn. Sworn in as President on 29th January 29, Museveni inherited a shattered land: an economy in freefall, tribal fissures deepened by vengeance, and institutions hollowed by decades of dictatorship. True to his convictions, he assembled a broad-based government, transcending ethnic and political divides to heal a wounded nation. Re-elected decisively in 1996 (with over 75% of the vote), and reaffirmed in every poll since (most recently in 2021), Museveni has shepherded Uganda through 40 years of transformation, serving also as Chairman of the Organisation of African Unity in 1990/91.

Under his stewardship, Uganda has evolved from a byword for chaos into a beacon of stability and progress. His gaze extends beyond borders. He is a pragmatic Pan-Africanist. He eschews the victim mentality and believes that the African people are the architects of their own destiny. With this mantra, he has contributed to regional peace. This has won him global admiration.

Museveni is the current Chairman of the Non-Aligned Movement (NAM), and has several priorities for NAM's agenda.

His transformative leadership has earned him prestigious recognition:

- 1) He was awarded the *Global Peace Award*, by the Global Peace Foundation for his exemplary and democratic leadership.
- 2) He received the *AfrikaVerein Award*, for excellence in leadership from the German Africa Business Association, making him the first African president to receive this prestigious award.
- 3) On the 21st January, 2020, President Museveni received *The African Leadership Magazine Award*, in London, in honour of his contribution to the liberation struggles of Africa and good leadership skills.
- 4) He was also credited for leading a decisive battle against the Corona Virus Pandemic in Uganda, by taking quick and bold measures to combat its spread. The prestigious Lancet Medical Journal credited Uganda for being among the 10 best countries in the world and the best country in Africa, in responding to the COVID-19 Pandemic.

Museveni is happily married to Janet Kataha Museveni, with children and grandchildren. He is a true patriarch not just to his immediate family, but to the People of Uganda. He affectionately refers to young Ugandans as his *Bazzukulu* (grandchildren), and they in turn refer to him as *Jjajja* (grandfather). In Yoweri Kaguta Museveni, Uganda finds not just a leader, but a liberator whose legacy is etched in healed divisions, a burgeoning economy, and hopeful hearts.



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1 INTRODUCTION

1.1 Background

The NRM believes in transparency and accountability, as the hallmarks of good leadership. As we ask the people of Uganda to renew our political mandate, in the new *kisanja* (term of office), we must, first and foremost, give accountability for the *kisanja* of 2021-2026. Thus, in our Manifesto, we clearly show performance, over the last five years, pointing out both the achievements and unfinished business. We are concluding the *kisanja* with an excellent scorecard, having delivered on most of the promises which we made to the people of Uganda. In the next five years, our efforts will be centered on the following:

1. Growing the Economy and Creating Wealth;
2. Infrastructure Development;
3. Human Development;
4. Democracy, Good Governance and Security; and
5. Regional Integration and Political Federation.

1. Growing the economy and creating wealth. How will this goal be achieved? We will achieve it by ensuring that we completely eliminate spectators, in the income-generation campaign. We want all energetic Ugandans to be players in the money economy. A modern economy has two key players: the consumers and the producers or wealth creators; and wealth is created by individuals,

families, companies, etc. Therefore, in the next five years, the NRM will boost the wealth creation campaign, by mobilising all the Ugandan households to become producers of either a good or a service, in order to increase jobs, incomes and revenues for the government. We will not allow bystanders in the wealth creation drive. The other catalyst for economic growth and development is industrialisation. We will continue to invest in value addition in order to curb the loss of money and jobs, on account of exporting raw materials. We will make sure that products from Uganda are processed and of a high quality.

2. Infrastructure development. We will continue to improve and modernise the social and economic infrastructure, across the country. Every part of Uganda has immense economic potential, if supplied with the necessary infrastructure i.e. roads, electricity, schools, hospitals, etc. Therefore, the NRM government will continue to invest in infrastructure development, in order to guarantee low costs of doing business i.e. cheap electricity, cheap transport, cheap internet, etc. This way, our wealth creators will earn good profits to save and invest more.

3. Human Development. The NRM's initial sacrifice was to liberate the people of Uganda from oppressive regimes. After we succeeded in removing the incompetent governments, we embarked on the mass programmes i.e. immunisation for all, education for all, to elevate Uganda's human resources. This is how we have achieved the goal of a healthy and educated population. Our focus is on building a more skilled and science-oriented labour force, to support manufacturing and innovation. Therefore, in the next five years, we will continue to implement reforms in the school curriculum, at all levels, to ensure that our institutions of learning produce more job creators, rather than job seekers. We will ensure that the school curriculum is aligned with the demands of the job market i.e. the private sector that needs engineers, electricians, science teachers, doctors, nurses, etc. Uganda has a big pool of talent i.e. athletes, footballers, musicians, etc. The NRM government will continue to harness the talents of our young people by building the sports infrastructure, supporting the talented men and women in the arts and creatives industry, etc.

4. Democracy, good governance and security. The democratic credentials of the NRM are unquestionable. We have continued to conduct periodic general elections where the people exercise their constitutional rights to elect their leaders. The power to hire and fire leaders lies with the people. We will continue to uphold this gain. We also promise to continue protecting life and property, fighting crime and impunity, and combating all threats to our peace and security.

5. Regional integration and political federation. The visionary leadership of the NRM remains committed to the three historical missions i.e. prosperity, security and fraternity of the African people. The three goals cannot be achieved if Africa remains fragmented into the current 54 states. Each of these states have neither big markets to support their people's prosperity nor military muscle to defend their interests against a powerful predator from outside. Therefore, the opportunity for guaranteeing the prosperity and security of our people lies in building regional and political integration of Africa. The NRM will continue to exploit the linkages and similarities among the African people to foster unity.

The NRM has defended Uganda with meagre resources, in the past. We now have greater means and resources to keep away parasites and opportunists, who imagine that they can reap from where they did not sow. The NRM has put Uganda in an enviable position; and, therefore, there are many *kamunyes* (carnivorous birds), with their mouths watering for Uganda's coffee, gold, timber, iron ore and other riches. With the NRM at the helm of the Country's affairs, Ugandans can be rest assured that their resources are safe; and that those resources will be sustainably exploited, to create wealth and jobs, for everyone. That is why the theme of this Manifesto is: 'Protecting the Gains.' It resonates with the NRM's historical mission of guaranteeing Uganda's prosperity and security.

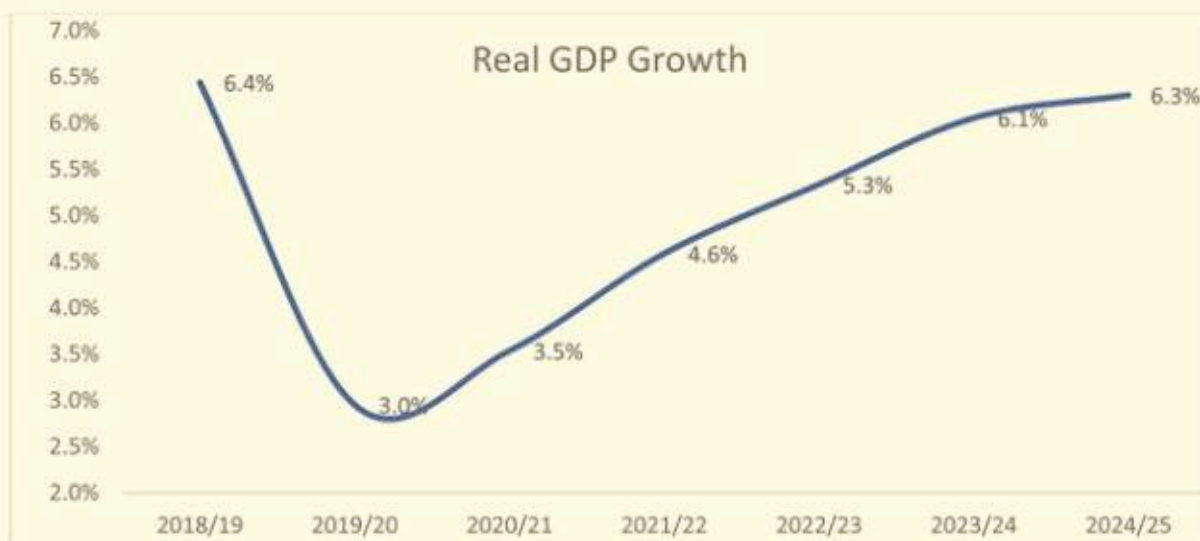
Finally, we urge all Ugandans to read and internalise the wonderful programmes outlined in the NRM Manifesto 2026-2031. Trust the NRM to protect your gains.

1.2 Our Gains

1.2.1 Economic Gains

Under NRM, economic stability is non-negotiable, particularly low inflation, a stable exchange rate, and prudent fiscal and monetary policies which are fundamental in a free-market economy. These have laid a foundation for the following progress, in the last 5 years;

- i) The size of the economy doubled, in spite of global shocks such as COVID-19 and disruptions in external markets. Real GDP has grown faster every year (2020-2024) recovering from 3.0% in FY2019/20 to 6.3% in FY2024/25. As a result, the economy expanded from Shs 128.5 trillion (USD 34.7 billion) in 2019 to Shs 226.3 trillion (USD 61.3 billion) in FY2024/25. By the end of the FY2025/26, the size of the economy is projected to expand to Shs 254.2 trillion (USD 66.1 billion);



- ii) Uganda upgraded from a Least Developed Country (LDC) and will rise to be one of the most respected countries. In March 2024 Uganda met the criteria for graduation from the category of Least Developed Countries (LDCs) thus Uganda crossing the lower middle-income threshold and setting the foundation for continued socio-economic transformation. GDP per capita

increased from Shs 3.15 million (USD 891) in FY2019/20 to Shs 4.52 million (USD 1,263) in FY2024/25 and is expected to increase to Shs 4.76 million (USD 1,324) by end of FY2025/26;

- iii) Ugandans are wealthier. Poverty declined from 21.4% in 2016 to 16.1% in 2025, while the proportion of households engaged in the subsistence economy fell from 68.9% in 2010 to 33.1% by FY2023/24. This is as a result of the successful NRM financial inclusion programmes like the OWC, PDM, Emyooga and other livelihood support programmes, discussed in detail below;
- iv) Income inequality has reduced. The Gini index (a statistical measure used to determine the extent of inequality within a population) reduced to 38% in 2024, from 41% in 2020 and 46% in 1994. Hence, the gap between the richest person and the poorest is reducing contrary to popular belief;
- v) Jobs are back after recovering from COVID effects and will continue to increase. New jobs, which had contracted to 258,286 in FY2020/21 due to Covid, have since recovered to 345,039 in FY2021/22, and are expected to reach 399,083 by end of FY 2025/26. This is driven by recovery of the service sector and the contribution to job creation by our wealth creation initiatives. Informal sector employment rose from 9 million (FY2019/20) to 10.5 million (FY2024/25), making up over 85% of the workforce and contributing 51% of GDP. Public sector jobs expanded from 329,633 (2020) to 366,574 (FY2024/25);
- vi) The cost of living has been well managed as prices of basic utilities like sugar, fuel, soap and salt have either remained unchanged or reduced. NRM has a track record of prudent management of price stability which has made Uganda one of the least costly and price predictable countries;
- vii) The shilling has been the most stable currency in Africa. During the FY 2024/25 our shilling gained value as many other currencies lost theirs;
- viii) Revenue collection doubled. The total revenue collected increased to Shs 32 trillion in FY2024/25 from Shs 17.6 trillion in FY2019/20;

- ix) Driven by investments in industrial parks, the industrial sector continues to grow. Factories have increased to an estimated 50,000 from 37,559 in 2019/20. Of these, 10,437 are formal of which 690 are located in industrial parks;
- x) Our exports are vibrant and as already mentioned getting more diversified and sophisticated. Total export earnings from goods and services reached USD 13.3 billion in FY 2024/25, of which USD 10.6 billion was earned from export of goods only. Key exports included: gold (USD 4.2 billion); coffee (USD 2.2billion); Manufactured products (USD 2.4 billion); Cocoa beans (USD 620.4 million); milk products (USD 79.11 million); base metals and products (USD 225 million); sugar (USD 202.2 million); fish and fish products (USD 149.4 million); Ceramic tiles (USD 112.7 million); wood and ply wood (USD 93.16 million); Plastic products (USD 61.03 million); tea (USD 54.68 million);maize (USD 97 million); Beans (USD 71.1 million); Flowers (USD 62.41 million); cement (USD 78.04 million); Fruits (USD 89.12 million); Soya beans and groundnuts (USD 18.3 million)among others;
- xi) Ugandans abroad continue to contribute progressively to our economy. Remittances from Ugandans abroad reached USD 1.6 billion (Shs 5.76 trillion) in FY 2024/25, from USD 1.1 billion in FY 2020/21 at the start of the *kisanja*;
- xii) We have increased our capacity to power our industrialisation agenda and connected more Ugandans to the grid. Electricity generation rose to 2,051 MW in 2024 from 1,839.4 MW in 2019, with completion of flagship projects like Karuma, Isimba and other electricity generating facilities. As a result, access to electricity increased to 60% of the population in 2024, up from 51% in 2019/20, driven by grid extension, solar solutions and last-mile connectivity;
- xiii) Tourists have renewed optimism. Tourism earnings have grown by 13.1 percent to USD 1.52 billion in 12 months to March 2025, from USD 1.36 billion during the same period in 2024. This impressive growth is attributed to the sustainable peace, increased competitiveness of Uganda's tourism

industry and Government investment in strategic tourism infrastructure, including Uganda Airlines;

- xiv) In the past ten years, we have invested over Shs 11 trillion in key wealth creation initiatives. These initiatives have contributed to poverty reduction from 56.4% in 1992 to 16.1% in 2024 and cut the number of households in subsistence economy by more than half from 68% in 2014 to 33% in 2024. In addition, they facilitated value addition; empowered youth and women to do business; and helped businesses to recover from economic shocks including COVID 19.

1.2.2 Socio-Political Gains

NRM has invested in services that have improved the quality of life of the average Ugandan, as exemplified below:

- i) Ugandans are living longer and happier lives like never before. Life expectancy at birth has improved to 68 years, from 43 years in 1986;
- ii) Mothers are no longer dying from childbirth-related complications like they used to. The overall Maternal Mortality Ratio has reduced by about 45% from 336 per 100,000 to 189 per 100,000 live births in the past 10 years;
- iii) The number of children dying before their first birthday has significantly reduced. Infant mortality rate has reduced from 122 deaths per 1,000 live births in 1986 to 28 deaths per 1,000 live births in 2024 (way below the average of Sub-Saharan Africa of 42 deaths per 1,000 live births). NRM has saved 94 lives for every 1,000 Ugandans born. Before the NRM, Ugandan children were dying from common killer diseases such as Measles, Polio, Tetanus, Whooping Cough, Tuberculosis (TB) and Diphtheria. Our immunization efforts have eliminated these diseases;

- iv) Malaria incidence reduced by 24% from 302 per 1,000 population to 230 per 1,000 population over the past five years and a 42% reduction in mortality due to malaria from 5,050 deaths in 2020/21 to 2,917 deaths in FY 2023/24;
- v) Through NRM's Universal Primary Education (UPE) programme, Ugandan children are going to school. The national literacy rate has risen to 74% in 2024 from 43% in 1986. Enrollment in Government-aided primary schools increased to 9.5 million learners by 2025, up from 2.5 million in 1996;
- vi) The national road network is in better condition. The road network that is tarmacked has increased to 6,288 kilometers from 1,000 kilometers in 1986 and 844 kilometers at independence;
- vii) As a result of Ugandans becoming wealthier, they are living in better houses. Between 2014 and 2024, Uganda's housing stock increased from 6.53 million units to 7.99 million units, with the proportion of households living in grass-thatched houses decreasing from 37.6% to 25%. Thus, 75% of households live in houses roofed by permanent materials such as iron sheets, clay tiles, slates, etc. Similarly, brick-walled houses increased, from 5.20 million units in 2014 (54.8%) to 6.50 million units in 2024 (60.7%). This indicates a progressive reduction in mud-and-wattle structures, which reduced from 30.6% in 2014 to 21.2% in 2024, reflecting increasing household incomes and access to durable materials. Flooring quality has also improved. Households with cement floors increased from 2.64 million units in 2014 (27.8%) to 3.34 million units in 2024 (31.2%). Over the same period, rammed earth floors declined from 31.6% to 25.2%;
- viii) Ugandans can now access safer and cleaner water. Currently, 68% and 71.6% of the population in the rural (within a walking distance of 500m) and urban areas (within a walking distance of 200m) respectively, have access to clean and safe water. At village level, the number of villages with a safe, clean and affordable water supply system increased from 38,809 villages in 2021 to 57,313 villages out of 71,210 in 2025 which is now an 81% coverage;
- ix) Uganda is peaceful and stable.

1.3 Unfinished Business

The NRM has, over the past four decades, laid a strong foundation for Uganda's stability, security, and socio-economic progress. However, the journey to a fully transformed, modern, and prosperous Uganda is ongoing. We remain resolute in our pursuit to transform Uganda into a modern, inclusive, and competitive economy that works for all. In the next five years, we will focus on the following, deepening our efforts to ensure no one is left behind:

- i) Creating wealth for the remaining 33% of the households still in subsistence. Three in ten families are either still stuck in subsistence farming and not benefiting from the money economy or engaged in non-profitable enterprises;
- ii) Resolving land use rights, ownership and fragmentation that remain a barrier to commercial farming and proper land use;
- iii) Adding value to agriculture and minerals before exporting them. Currently, we are donating 80% of our value and jobs to the rest of the world by exporting raw materials;
- iv) Development of tourism sites;
- v) Investing in irrigation and fertilizer to stabilize agriculture and enhance productivity. We are currently over relying on rain-fed agriculture and our soils are depleted;
- vi) Investing in science, technology and innovation to unlock industrial growth, and increase productivity. Our economy is currently reliant on agricultural raw materials, extractives, low value industrialization, and less complex exports;
- vii) Reducing the cost of doing business by increasing investments in the transport infrastructure, reducing the cost of electricity and increasing access to affordable, long-term capital to support private sector growth and competitiveness;

- viii) Constructing the pipeline for refined products to get the fuel tankers off the roads;
- ix) Completing the Standard Gauge Railway and rehabilitation of the Meter Gauge Railway;
- x) Reducing unemployment and underemployment among our young people by increasing labour productivity, gainful employment, and skilling;
- xi) Eliminating corruption in government and private sector;
- xii) Increasing access to international and regional export markets such as the EAC, COMESA and AfCFTA, by addressing tariff and non-tariff barriers;
- xiii) Increasing domestic revenue mobilization to fund national priorities. Our revenue to GDP ratio has stagnated between 13% and 14%;
- xiv) Investing in our cities, including Greater Kampala Metropolitan Area with modern infrastructure, affordable housing and other facilities or amenities;
- xv) Investing in more industrial parks and export zones to increase industrialization, create jobs, substitute imports and increase exports;
- xvi) Investing in the creative arts industry, sports and talent development for wealth creation and youth employment;
- xvii) Expanding affirmative programmes to attain social equity and ensure no Ugandan is left behind;
- xviii) Enhancing quality of healthcare and education. On education, the issue is charging parents fees in UPE and USE schools that are already funded by government. In health, the issue is theft of medicines and absenteeism of health workers; and
- xix) Dealing with environmental degradation and climate change.

2

**GROWING THE ECONOMY
AND CREATING WEALTH****2.1 Growing the economy**

In the next five years, NRM's economic mission is clear: to double the size of Uganda's economy, transform livelihoods, and turn every adult Ugandan into a producer of a good or a service for sale. We will focus on generating more gainful jobs, expanding wealth creation opportunities, and empowering Ugandans to take charge of their economic destiny. The overall goal is full monetization of the economy, with the following specific objectives:

- i) Commercialization of agriculture;
- ii) Investing in manufacturing;
- iii) Adding value to minerals and oil & gas;
- iv) Developing tourism;
- v) Investing in science, technology and innovation (STI) and ICT; and
- vi) Investing in young people with talents.

For these objectives to be realised, the NRM will continue to prioritise macroeconomic stability and lower the cost of doing business by bringing down the cost of electricity, internet, transport, and capital.

2.1.1 Commercialisation of Agriculture

NRM's onslaught on the subsistence economy has resulted in reducing the number of Ugandans "working for only the stomach". Households in subsistence in the different parts of the country, reduced to 33% in 2024 from 69% in 2014. The target is to fully monetize all Ugandans. To achieve this, we will make it cheaper and easier for Ugandans to get affordable, patient capital.

NRM will also continue to guide our people in enterprise selection. While some of our people have joined the money economy (such as producing colonial cash-crops), they have been doing it without *ekibaro* (without a cost-benefit analysis). This poor enterprise selection leads to low returns and perpetual poverty. Where households have adhered to NRM's wealth creation gospel, they have transformed into successful homesteads.



Palm Oil growing in Kalangala District

This *kisanja* is going to be dedicated, first to enrolling the remaining 33% households still in subsistence to achieve full monetization of our economy, and help those in the money economy without *ekibaro* to select more profitable enterprises.

NRM's protracted targeted investment in commercialisation of agriculture along the value chain has yielded significant results. In the subsequent sections, we elaborate what we are going to do to support all Ugandans engaged in agriculture to commercialise. This we shall do by investing in the entire value chain right from research to markets.



Coffee Plantation in Masaka

a) Agricultural research

NRM has over the years invested in crop and animal research thereby introducing high-yielding and drought-resistant crop varieties, superior animal genetic resources for breeding and improved technologies. For example, the National Agricultural Research Organisation (NARO) developed an anti-tick vaccine which we have now commercialised. NARO has also developed agricultural technologies such as water-saving cultivation technology; integrated pests, disease and weed control technologies (for bananas, cassava, maize, rice, potatoes etc.); anti-aflatoxin technologies; among others. NARO also produced fast growing fish fingerling which have contributed to the growth of fish farming in Uganda.

The National Coffee Research Institute (NaCORI) under the auspices of NARO, has spearheaded research into wilt-resistant varieties of coffee which has contributed to increased coffee production, productivity and export earnings. We have also produced and availed to farmers countrywide fast-maturing piglets.

Our Promise

NRM will:

- i) Continue to fund NARO, NAGRC&DB and academic institutions to undertake more research to provide farmers with improved planting materials and breeds;
- ii) Continue to support NARO to commercialise the anti-tick vaccine and complete research on vaccines against Foot and Mouth Disease and Swine Fever;
- iii) Conduct soil testing across the country to provide crucial information about soil fertility and nutrient levels, allowing farmers to optimize crop production;

- iv) Support NaCORI to multiply coffee foundation varieties to ensure availability of high yielding and drought resistant seedlings;
- v) Refurbish the national aquaculture brood stock hatchery to produce more fish fingerlings; and
- vi) Develop bio-control technologies for management of weeds.



President Museveni with Ijara, a model farmer in Serere

b) Agricultural production and productivity

The NRM through Operation Wealth Creation (OWC) laid a strong foundation by supporting millions of households with planting materials and livestock. We distributed a number of farm inputs for coffee, tea, sugarcane, cassava, maize, fruits, livestock, fish, etc. In 2021, we started the PDM which now enables our farmers to buy their own farm inputs. As a result of these efforts, Uganda is now a surplus producer of these. For example, coffee production has increased

to 8.2 million (60 kg bags) in the FY 2023/24 from 7.8 million (60 kg bags) in FY2022/23. The volume of maize increased to 5 million tons in 2024 from 3.4 million tons in 2018. Fish volumes have also increased to 600 metric tons of fish, while milk production increased to 5.4 billion litres making Uganda the number one producer of milk in Africa.



The NARO anti tick vaccine factory at Nakyesesa in Wakiso District

The above efforts have been complimented by investments in water for production and irrigation, agricultural Mechanisation, and correct enterprise section.

(i) **Water for production and irrigation**

In order to stop over-reliance on rain-fed agriculture and stabilize agriculture, NRM is prioritizing investment in water for production and irrigation. We have invested in seven large scale irrigation schemes: Ngenge in Kween District; Rwengaaju in Kabarole; Tochi in Oyam; Mubuku II in Kasese; Olweny in Lira;

Doho II in Butaleja; and Wadelai in Pakwach. Another three irrigation schemes are currently under construction. These are: Acomai in Bukedea District; Atari in Kween/Bulambuli Districts; and Namatala, covering Budaka, Mbale and Butaleja Districts.

Apart from large scale irrigation, NRM has also invested in solar-powered irrigation for smallholder farmers across the country. In the past few years, we have constructed over 4,300 micro-scale irrigation facilities, and 5,251 small and medium-scale irrigation schemes in 135 districts across the country, benefiting thousands of smallholder farmers.



A Garden being Irrigated using Water from Mabira Dam in Mbarara city

Currently, we are investing in a number of irrigation projects strategically located in different parts of the country. In Eastern Uganda, Amagoro and Angololo in Tororo District; Namatala in Mbale, Budaka and Butaleja District; Sipi in Bulambuli District; and Namaitso medium scale Irrigation and Cheptui irrigation scheme in Kapchworra District. In Karamoja sub-region there is Namalu in Nakapiripirit District and Lopei in Napak District. In Northern Uganda we have; Unyama in Gulu and Amuru, Districts Imvempi in Arua District, Purongo in Nwoya District and Palyec in Amuru District. In Western Uganda; We have Kabuyanda dam and irrigation network, Matanda in Kanungu District and Enengo in Rukungiri and Kanungu Districts. In Central Uganda, We have Kawumu Irrigation scheme in Luweero District are under construction.

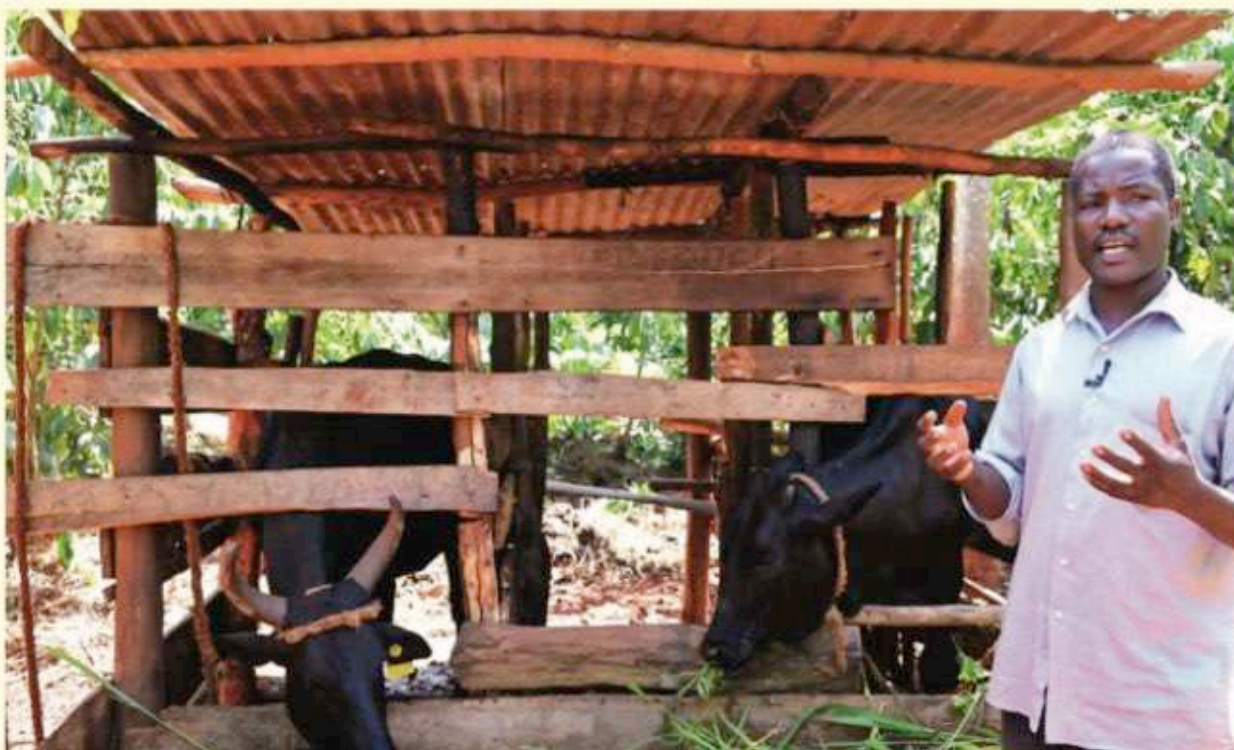


Fish ponds at Limoto where the community was transformed from using the wetlands for rice growing where they earn peanuts, to fish ponds which is a sustainable use of the wetlands and earns the farmers more income than from rice

In order to address water shortage in the cattle corridors across the country, we have constructed valley dams/tanks in Kyenshama Dam in Mbarara district; Karengese in Nakapiripirit District; Napeikar, Loteteleit, Kalopedomuge and Lokipworanaron in Kotido District; and Auskuyon and Katotin in Amudat District. We have also built valley tanks in the districts of Isingiro, Nakaseke, Gomba, Bukomansimbi, Kiruhura, Mbarara, Kazo, Ntungamo, Rakai, Mubende, Nakasongola, Ibanda, Kyankwanzi, Luweero, Nabilatuk, Kotido, Amudat,



Maate Edison, a Cocoa and Vanilla Farmer from Bundikahondo Village, Ngaranda Parish, Kagugu Sub-County in Bundibugyo district



Muwereza Waako, a PDM beneficiary in Buvuma District

Kaabong, Karenga, Soroti, Butebo, Kapelebyong, Kumi, Bukedea, Lyantonde, Bugiri, Omoro, Arua, Dokolo, Agago, Kayunga, Mbale, Tororo, Kiryandongo, Nwoya, Kibaale, Sembabule, Kiboga, Katakwi, Kalaki, Masindi, Abim and Kibuku. We have also constructed valley tanks to provide water for wildlife, serving the Kidepo Conservation area in Karenga District.

(ii) **Agricultural Mechanisation**

The NRM recognises the role mechanisation plays in commercialising agriculture. It is key in raising agricultural productivity and reducing labour costs. We have established zonal agricultural mechanisation centres in Namalere, Buwama, Bunghokho, Agwata and Sanga to enhance farmers' access to modern farming equipment. We have also procured and distributed hundreds of assorted tractors and their implements to farmer groups countrywide. We have trained thousands of youths and women as operators and mechanics. We also acquired heavy earth moving equipment which is used for bush clearing and construction of valley tanks/dams. These can be accessed by farmers at Subsidised rates.



A Ugandan farmer ploughing land for planting using a tractor

In the next *kisanja*, we will enhance value addition and increase the market value of agricultural products.

Our promise

NRM will:

- i) Increase investment in agriculture to facilitate private sector to produce more agricultural inputs; extension workers to reach the farmers; disease, pest and vector control; and inspection, surveillance, certification and enforcement of quality standards of inputs;
- ii) Continue to deepen our PDM efforts and guide our smallholder farmers to engage in intensive farming for high value enterprises. For those with large pieces of land, we will facilitate them to engage in extensive farming to produce raw materials for our industries;
- iii) Set up a fertilizer fund to support farmers access fertilizers;
- iv) Regulate the tea sub-sector to ensure compliance with international quality standards;
- v) Fund NAGRC&DB to: breed, multiply and avail breeding stock to farmers; avail quality and affordable semen to farmers; and certify private breeders to complement government efforts of increasing quality breeding stock in the country;
- vi) Fund the production of animal feeds for cattle, fish, piggery and poultry;
- vii) Establish regional fish hatcheries to produce and avail fish fingerlings and fries;
- viii) Invest in water for production: irrigation schemes, valley dams/tanks and solar powered pumps for smallholder farmers to reduce reliance on rain-fed agriculture;
- ix) Purchase more agricultural mechanisation equipment: heavy earth-moving equipment, tractors and matching implements; and

- x) Establish zonal agricultural Mechanisation centers to; train tractor operators, maintain and repair tractors, improve access to tractors and test appropriate agricultural Mechanisation technologies and equipment.

c) Post-harvest management

To reduce post-harvest losses, NRM has constructed community grain stores, distributed milk coolers and matching generators to dairy farmers, provided maize and rice milling equipment to farmers' groups, and trained farmers in the right post-harvest handling practices across the country.

Our promise

NRM will:

- i) Work with the private sector or farmer cooperatives to provide post-harvest technologies such as cold chain and packaging facilities for horticulture. Where this is not possible, government will directly invest;
- ii) Provide extension services to farmers in post-harvest handling;
- iii) Ensure compliance with standards at harvest, post-harvest and storage;
- iv) Establish a national sanitary and phytosanitary export training and demonstration facility at Namalere.

d) Adding value to agricultural raw materials

Since colonial time, our hardworking farmers and other wealth creators have been largely relegated to supplying raw materials for other nations' industries. At the dawn of colonialism, Uganda's economy, for example, was structured to be a producer of raw cotton, coffee, tea, tobacco, rubber and minerals for Britain, and a market for Britain's manufactured products such as textiles, instant coffee, processed tea, cigarettes, car tyres, electrical appliances, etc.

Our wealth creators have been donating a disproportionately large share of the value of our coffee, cotton, tea, and minerals to other countries. When we export raw materials, we donate money, jobs, foreign exchange, price stability, etc. to the countries that add value to these raw materials. They reap the benefits of our toil.

For example, last financial year (2024/25) we exported coffee worth USD 2.2 billion. This was largely raw coffee packed in 7.75 million 60-kg bags, translating into 465,000 tonnes of coffee. The countries that bought our coffee paid USD 4.75 per kilo, on average. If we added value to this coffee before export, we would have earned USD 30 per kilo. In total, Uganda would have earned USD 14 billion from coffee last year.

Therefore, by exporting unprocessed coffee, we donated USD 11.8 billion to the countries that bought it. On this, add the jobs we lost, the value our shilling would have gained, the value of electricity that would have been used to roast and package the coffee, etc. The USD 11.8 billion we donated through export of raw coffee is equivalent to Shs 43.7 trillion. This is the money we needed last year to finance our budget without borrowing, and with minimal taxation.

That is why the NRM has always been pushing for value addition to stop this hemorrhage (the constant outflow of our resources). This is enshrined in Point Number Five of our historical *Ten Point Program*. In the past four decades we have made some good progress. Uganda is now self-reliant in, and an exporter of some of the basic manufactured products such as soap, sugar, salt, cooking oil, soda, beer, cement, steel, paper, etc. A few years ago, our country was a net importer of these products. Last year we earned USD 963.7 million from exports of value-added products. If exports of refined gold are added, the figure balloons to USD 5.17 billion.

Therefore, our resolve is to intensify value addition during the 2026-2031 term. This is not just an economic strategy; it is a patriotic duty. It is the most practical path to creating sustainable jobs for our youth, boosting household incomes,

and securing our economic sovereignty.

NRM has over the years constructed a number of value addition facilities to increase opportunities to enable farmers access high value markets. They include facilities for processing coffee, fruits, cassava, sugar, and tea.

Our Promise

As already indicated in the section 1.3, this is part of NRM's unfinished business that we are going to put emphasis on. To achieve the ten-fold growth, we are going to invest more intentionally in value addition, in all agricultural raw material before export.

e) Increasing markets access for our wealth creators

The NRM has always pursued a two-pronged strategy for enhancing market access by our wealth creators. First, we are working to boost the household incomes to enhance the purchasing power of Ugandans for expanded domestic market. Taking milk as an example: Currently, each Ugandan consumes about 64.5 litres of milk per year. The World Health Organization (WHO), however, recommends a per capita consumption of 200 litres. If say, 40 million out of our 46 million Ugandans could afford this recommended amount, we would need 8 billion litres of milk annually creating a huge demand that far exceeds our current production of 5.3 billion litres. Increasing purchasing power will thus unlock our domestic markets.

Secondly, we are deliberately promoting regional integration to access bigger markets within the EAC, COMESA and AfCFTA. This is complimented by access to duty free markets that we have negotiated with the EU, Britain, Russia, Serbia and the Middle East. This explains why our exports have grown to USD 13.2 billion as at June 2025 from as low as USD 554 million in 1995. We currently export over USD 2.8 billion within the EAC alone, rising from just USD 63 million in 1999 when the EAC was restarted. This is a 44-fold growth in regional exports,

despite the Non-Tariff Barriers (NTBs) imposed on our exporters by some of our trade partners. We have all heard stories of some of our key exports like milk, sugar, eggs, maize, etc being banned from accessing markets of some of our neighbours. They use NTBs such as rules of origin, standards, permits, etc. to frustrate our exporters. Recently, even value-added products such as steel, and ceramic tiles have faced levies and tariffs imposed by some EAC Member States. Yet, to achieve ten-fold growth and socio-economic transformation, Uganda needs regional markets. They are near us, fast growing in both size and purchasing power, and the standards are easier to meet. For example, DRC alone is now giving us USD 965 million. Kenya is giving us USD 702 million, South Sudan USD 586million, Rwanda USD 305 million, Tanzania USD 218 million and Burundi USD 67million. To this, add the USD 2.2 billion that we earn from COMESA and USD 199million from the rest of Africa. Therefore, out of the USD10.8 billion that Uganda received from export of goods in FY 2024/25, USD 5 billion came from Africa. This is why NRM has always pursued the correct strategic mission of pan-Africanism and regional integration.

Our promise

NRM will:

- i) Continue investing in our wealth creation initiatives to increase household incomes and enhance the purchasing power for domestic demand;
- ii) Fund our Missions abroad through the Economic and Commercial Diplomacy (ECD) programme to promote our exports;
- iii) Invest in standards, certification and market intelligence to enhance market access;
- iv) Establish border export zones with full logistics support to facilitate seamless trade;
- v) Negotiate more market access and ensure more market penetration to the EAC, COMESA, AfCFTA, Middle East, EU, UK, Eastern Asia and America. Emphasis will be put on removal of tariff and non-tariff barriers;

- vi) Set up a National Marketing Company (NaMCO) to market agricultural commodities locally, regionally and internationally;
- vii) Operationalise the export guarantee scheme to de-risk and provide patient capital to our exporters; and
- viii) Continue establishing and maintaining our market infrastructure such as cold storage, slaughter houses and general markets (including border markets).

2.1.2 Investing in Manufacturing

Manufacturing stands at the heart of Uganda's economic renaissance, serving as the main engine to propel our nation into a future of prosperity and shared wealth. Since we captured power in 1986, the NRM has pursued manufacturing to add value to our abundant raw materials, reduce import dependency, create jobs, shield our economy from external vulnerabilities, and position Uganda as a regional economic hub.

As a result of these efforts, Uganda's manufacturing sector has transformed remarkably. Uganda is now a net exporter of goods that we used to import such as soap, sugar, milk, salt, cooking oil, soda, beer, cement, steel, paper, etc. In the past 15 years we have added another 31 new value-added products to our export basket. Some of these include light manufactured products such as steel, cement, ceramic tiles, pharmaceuticals, paper, processed foods, dairy products, casein, cosmetics and textiles, among others.

Manufacturing now contributes 15.6% (equivalent to USD 9.6 billion) to our GDP, USD 61.3 billion as at June 2025. Manufactured goods constitute of about 23% (USD 2.4 billion) of Uganda's total export of goods worth USD 10.6 billion. It should be noted that by 1986, Uganda was not exporting any manufactured good, instead it was importing almost everything it needed.

We are going to focus on taking the manufacturing sector to the next level by



President Museveni at Kawumu Tannery in Luwero District. Uganda is now producing leather needed in making leather products like shoes, bags, etc.



Kinyara sugar factory in Masindi now produces industrial white sugar



President Museveni launches a concrete railway sleepers factory in Lugazi



Kiira Motor Vehicle manufacturing plant in Jinja



Aerial view of industries in Namanve Industrial Park.





Engineers at UIRI's Namanve Campus conducting industrial research to support manufacturing



Workers assembling phones and laptops at SIMI Mobile and Laptop Assembly plant in Namanve, Mukono district during the commission of the plant.

moving from basic production to secondary and tertiary manufacturing. This is how we will make Ugandan products more competitive and attractive, and build the kind of economy that sustains long-term prosperity for all.

Our promise

NRM will:

- i) Further capitalize UDC and NEC to undertake investment in priority areas including co-investment with the private sector (equity financing);
- ii) Further capitalize UDB to avail affordable, patient capital to manufacturers;
- iii) Setup new fully-serviced plug-and-play industrial parks and improve infrastructure in the existing industrial parks;
- iv) Further reduce the cost of electricity for manufacturers to the target of 5 USD cents per kWh. We have so far reduced the tariff to 5.5 from 8.5 USD cents per kWh for the extra-large manufacturers;
- v) Expand access and improve reliability of electricity;
- vi) Invest in industrial research and establish regional industrial incubation hubs across the country;
- vii) Expand demand-driven technical and vocational training and skilling required for our fast-growing manufacturing sector;
- viii) Further invest in transport infrastructure, particularly railway and water transport to reduce cargo transport cost;
- ix) Further digitise government to improve efficiency (e-payments, e-procurements, e-taxes, etc.);
- x) Provide more investment incentives to both local and foreign manufacturers, and;
- xi) Further enforce the "Buy Uganda, Build Uganda" (BUBU) policy to prioritize

locally manufactured goods in public procurements.

2.1.3 Adding Value to Our Minerals and Oil & Gas

a) Minerals

Historically, our minerals have been exported in a raw form hence robbing our country of significant amounts in foreign exchange earnings and jobs. This is why the Chairman of the NRM revolution banned the exportation of minerals in their raw form. As a result, there has been increased investment in value addition to our minerals here at home. For example, companies have poured in to add value to gold (10 refineries), iron ore (3 steel making factories), limestone (4 cement factories), tin (1 tin smelting plant), ceramics factories, copper and cobalt, uranium, and rare earth elements, etc.

We have also successfully explored more minerals including: gold in Buhweju, Mubende, Namayingo, Bugiri, Amudat, and Zombo districts; uranium in Kabarole, Buhweju and Sembabule districts; Rare Earth Elements in Bugweri district; Graphite in Kitgum district; Base metals in Namisindwa and Amuru districts; Wolfram in Kabale district; and Bentonite in Hoima District.

Our promise

NRM will:

- i) Invest in quantification of all explored minerals to guide investors;
- ii) Undertake further exploration to discover and fully exploit our mineral potential;
- iii) Capitalize the Uganda National Mining Company to invest in value addition to our minerals in collaboration with the private sector;
- iv) Develop bankable projects to attract private sector investment and concessional financing;

- v) Continue to undertake biometric registration and licensing of artisanal miners to formalize the sector;
- vi) Ensure expeditious re-development of Kilembe Mines;

f) Oil and Gas

When NRM discovered oil, we started by investing in our scientists to lead its exploitation. The goal was to ensure maximum return to the people of Uganda. We were even ready to keep our oil in the ground until we had built the necessary capabilities to lead its exploitation and regulation. We also set up a robust institutional, legal and regulatory infrastructure that includes; the Petroleum Authority of Uganda (PAU), Uganda National Oil Company (UNOC), Uganda Petroleum Institute Kigumba (UPIK), and enacted several laws and policies to safeguard our national interests.



Staff from the East African Crude Oil Pipeline (EACOP) company looking at the kingfisher feeder pipeline



Launch of the Kingfisher Oil Well in Kikuube district

We are now ready for the first oil with proceeds estimated at USD 2 billion per year for the next 25 years from sale of crude oil. This money has been ringfenced for investment in infrastructure and not for *cham cham* (consumption). In order to earn this revenue, we had to invest in the East African Crude Oil Pipeline (EACOP) and several other upstream projects. Even before the first oil, a total of 47,682 Ugandans have secured jobs.

Our next phase is investment in the downstream projects to add value to our oil and gas for both domestic consumption and export. These include: a 60,000-barrel per day refinery, a pipeline for refined products, storage terminals, and a petrochemical industrial park. These investments are projected to create a new economy worth an average of USD 5 billion per year.

Our Promise

NRM will:

- i) Complete the EACOP and pump out the first oil;
- ii) Construct the National Oil Refinery to produce refined petroleum products;
- iii) Develop the Kabalega Petrochemical Industrial Park and attract investments to process oil by-products into finished products for the local and export markets;
- iv) Continue capitalising UNOC to invest in downstream projects including; a 60,000-barrel per day refinery, a pipeline for refined products, storage terminals, and a petrochemical industrial park;
- v) Invest in a natural gas pipeline to transport gas from Tanzania to Uganda;
- vi) Continue supporting local content in oil and gas sector;
- vii) Undertake further exploration of oil and gas; and
- viii) Develop bankable projects to attract private sector investment and concessional financing.

2.1. 4 Developing Tourism

Tourism has always been strategic for Uganda, earning the country foreign exchange even at a time when the economy was in turmoil. With minimal investment, the sector has grown to a net receipt of USD 1.6 billion in FY 2024/25.

NRM's strategy now is to leverage tourism as one of the anchor growth drivers to turn Uganda into a USD 500 billion economy. This will be easy to achieve by increasing the number of tourists that visit Uganda, their length of stay, and their average spend.



Tourists at Murchison Falls



Tourists being debriefed in Bwindi National Park



Gorilla tracking and wildlife safaris

Our Promise

NRM will:

- i) Aggressively brand, promote and market Uganda domestically and internationally;
- ii) Further invest in tourism infrastructure including tourism roads, airports and aerodromes, ICT, electricity, water, sanitary facilities, cable cars, museums (including NRA/M revolution museum), etc.;
- iii) Strategically position Uganda as a top destination for international meetings, events, conferences and sports;
- iv) Construct highway stopover facilities in partnership with the private sector;
- v) Continue funding missions abroad to promote economic and commercial diplomacy;
- vi) Increase funding for training and skilling Ugandans working in the tourism industry; and
- vii) Undertake protected area boundary maintenance to combat poaching, illegal trade, and trafficking of wildlife and wildlife products, and address the human-wildlife conflict.

2.1.5 Investing in Science, Technology and Innovation (STI), and ICT

a) STI

The future of Uganda's economy and our ability to achieve a qualitative leap into high middle-income status, lies in finding and investing in new sources of growth and new technologies. We are deliberately committed to supporting our scientists to develop the capacity to take full advantage of the massive global knowledge economy and achieve ten-fold growth.

In the last *kisanja*, we made remarkable strides in laying the groundwork for a robust science and technology ecosystem. Our focus has been on promoting local innovation and fostering a culture of scientific thinking. We have enhanced salary for scientists, invested in scientific research and funded commercialisation of science innovations to kick-start the building of a home-grown knowledge economy. As a result, new innovations have been commercialised; electric vehicles by Kiira Motors, vaccines and pharmaceuticals by Dei Biopharma, Natural Therapeutics by Jena Herbals (Prof Ogwang), anti-tick vaccine by NARO and vaccines by Alfasan. We have also supported academic institutions and independent private sector to make their contributions to STI advancement.

Our promise

NRM will:

- i) Support commercialisation of market-ready innovations;
- ii) Invest more in scientific research and innovation;
- iii) Invest in the development of the Hi-tech City to attract private sector investment in technology and innovation;
- iv) Establish science and technology parks;
- v) Strengthen intellectual property (IP) framework to protect innovations;

- vi) Revise and enhance the curricula at all levels to emphasise Science, Technology, Engineering, and Mathematics (STEM);
- vii) Expand our capacity for STI incubation;
- viii) Increase EV charging infrastructure and E-Bus transit hubs;
- ix) Complete the upgrade of Mpoma Earth Station to support weather forecasting, land mapping, and disaster prevention; and
- x) Modernise indigenous herbal medicine to make it commercially viable.

b) Information and Communication Technology (ICT)

ICT is both an enabler and a growth driver to the modern economy. It is one of the fastest growing sectors since its liberalization. The NRM strategy is to develop the ICT as one of the main sectors of the economy to employ our young people, digitise businesses and the economy, and complement our security efforts. In recent years, we have invested, and continue to invest in expanding the National Backbone Infrastructure (NBI) to provide affordable internet access.

With this, we have seen emergence of a new economy characterised by: e-commerce, mobile telephony and associated businesses such as mobile money, online broadcasting, the app industry, social media, business process outsourcing (BPO), tele-medicine, tele-education, tele-conferencing, online banking, etc. The adoption of ICT has also enabled Government to become more efficient by cutting bureaucracy and corruption. The sector has created jobs particularly for young people and promoted business. For example, the BPO industry alone has so far generated an estimated 25,205 jobs and our target is to create another 150,000 jobs in the coming *kisanja*.

In the past five years, the cost of internet has significantly reduced by 50% to \$35 per Mbps in 2024 from \$70 per Mbps in 2018. The speed of internet has also significantly improved ranging from 2nd generation (2G) to 5th generation (5G)

which currently is the latest and fastest. The mobile phone network coverage is at 89% countrywide. The country now has 66 television and 293 FM radio broadcasters respectively. The number of smart phones has increased to 18.2 million in 2024 from 7.6 million in 2020.



ICT - Launch of the computer systems for schools at Kololo

Our Promise

NRM will;

- i) Increase internet connectivity to cover the entire country, starting with strategic areas including; educational and health institutions, government

institutions, tourism sites, AFCON facilities, hotspots in the GKMA and regional cities, security installations, and industrial parks;

- ii) Continue reducing the cost of internet to make it affordable to all Ugandans particularly our young people;
- iii) Invest in BPO zones, ICT innovation hubs, and tech parks;
- iv) Spearhead the digitisation of government service delivery systems;
- v) Invest in more ICT core infrastructure including data centers, high-power computing centers, and specialised labs, intelligent Information systems for traffic;
- vi) Strengthen cyber security across all sectors of the economy;
- vii) Expand public Wi-Fi in GKMA, regional cities, other peri-urban areas;
- viii) Establish smart classrooms nationwide and fully connect education institutions to Wi-Fi; and
- ix) Negotiate with social media tech-giants to enable our young people to monetise their content.

2.1.6 Invest in Young People with Talents

The creative industry is not only for entertainment but also a powerful emerging economic sector. It entails a wide range of activities, including visual arts, performing arts, literature, music, film, fashion, design, crafts and sport. The global market value of the entertainment industry stood at USD 466 billion in 2024 and is projected to grow to USD 860 billion by 2030. On the other hand, the global sports market value is estimated at USD 417 billion with a forecast to reach over USD 600 billion by 2030.

In Uganda, the entertainment industry contributes over Shs 270 billion to GDP and it is projected to grow and become one of the top employers and wealth creation sources. This is on account of Uganda's favourable demographics, changing consumption patterns, increase in disposable incomes and increase in

the propensity to spend on leisure, entertainment and sport.

We have finalized discussions with our young people and their representatives on how to effectively and sustainably support the wealth creators in the creatives and sport sub-sectors. We have started with some investments in this industry to grow it and conquer the region and beyond. In the past one year, we have focused our efforts on addressing three key issues that the stakeholders identified. These are:

- i) Copyright infringement to stop unauthorised use and sale of our young people's intellectual property without compensating them;
- ii) A revolving fund for artists to liberate them from money lenders;
- iii) Purchase of a home for creatives to serve as a common-user facility and "a hollywood of Ugandan artists".

We have also made significant investments in sports infrastructure to promote our young talented athletes. In preparation for CHAN and AFCON27, NRM is investing over Shs 1.42 trillion for the construction of Hoima and Akii Bua Stadia, as well as the associated training facilities across the country. In addition, NRM has upgraded the Mandela National Stadium to international standards and completed the National High-Altitude Training Centre-Teryet in Kapchorwa.

Our Promise

NRM will:

- i) Enforce the Copyright & Neighbouring Rights law to protect our young people's art and creations from unauthorised use and sale without compensating them;
- ii) Provide more money to capitalise the revolving fund for artists;
- iii) Furnish the newly purchased home for artists with recording studios and other related amenities;

- iv) Invest in a modern national theater and exhibition spaces;
- v) Establish regional creative hubs for talent identification and development;
- vi) Increase support for sports in schools for talent identification and development.
- vii) Continue to invest in modern sports facilities;
- viii) Ensure AFCON 2027 is a success; and
- ix) Provide a conducive environment for private sector investment in sports academies.

2.2 Creating Wealth

NRM's commitment to wealth creation and socio-economic transformation cannot be over emphasised. We know the importance of balancing the investment in development and facilitating families to create wealth for themselves and for the country. The tendency has been to emphasise development and not wealth creation. The NRM has rectified this mistake by promoting development anchored on wealth creation. Right from the beginning of our resistance movement, we opposed trading off investment in wealth creation in favour of observable infrastructure and education and health. The NRM believes the two (development and wealth creation) go hand-in-hand.

That is why even when the country had very little money to meet so many urgent socio-political and economic demands including securing the country, tarmacking roads, building dams, providing free education and health etc., the NRM initiated programmes to support Ugandans to create wealth and get out of poverty. Programmes such as PAPSCA, PAP, *Entandikwa*, *Bonna Bagagawale*, NAADs, OWC, etc. were implemented at a time when the budget was highly constrained, but they made a difference. As more revenues have been generated so has our expansion of wealth creation. The total amount of money that has been invested in PDM alone is more than all the earlier efforts combined (Shs

4.4 trillion). This is more than Uganda's total budget in FY 2006/07 of Shs 4.1 trillion.

In the past ten years, we have invested over Shs 11 trillion in key wealth creation initiatives. Some of the key wealth creation initiatives include: Uganda Development Bank (Shs 1.9 trillion), the Parish Development Model (Shs 4.4 trillion by end of FY 2025/26), Emyooga (Shs 760 billion), the Youth Livelihood Programme (Shs 207.95 billion), the Small Business Recovery Fund, (Shs 100 billion), the Agricultural Credit Facility (Shs 463 billion), the Youth Venture Capital Fund (Shs 12.5 billion), Uganda Women Entrepreneurship Programme (Shs 168 billion), the INVITE Project for export guarantee scheme (Shs 800 billion), the GROW Project for women in business (Shs 824 billion), and Uganda Development Corporation (Shs 1.4 trillion).

2.2.1 The Parish Development Model

As promised in our manifesto 2021-2026, the Parish Development Model (PDM) has been implemented in all the 10,589 parishes of the country. The PDM is the first mass wealth creation programme, reaching every corner of the country in the same fiscal year. It is spearheading Uganda's economic transformation agenda by igniting entrepreneurship, fostering innovation, and unlocking the potential of every household to evolve from subsistence and thrive in a rapidly evolving economy. Under the financing pillar of the PDM, Government provides a grant of Shs 100 million annually to each Parish to capitalize the Parish Revolving Fund (PRF). This targets the households outside the money economy selected by the parish members themselves.

After each household has benefitted and made repayment, the PRF will grow and enable repetitive borrowing by household beneficiaries to sustainably solve their financial needs. The continued annual government capitalization and repayments into the PRF will create an adequate financial base for a PDM/ Cooperative Bank to evolve.



Muhereza Wako, a PDM beneficiary in Buvuma

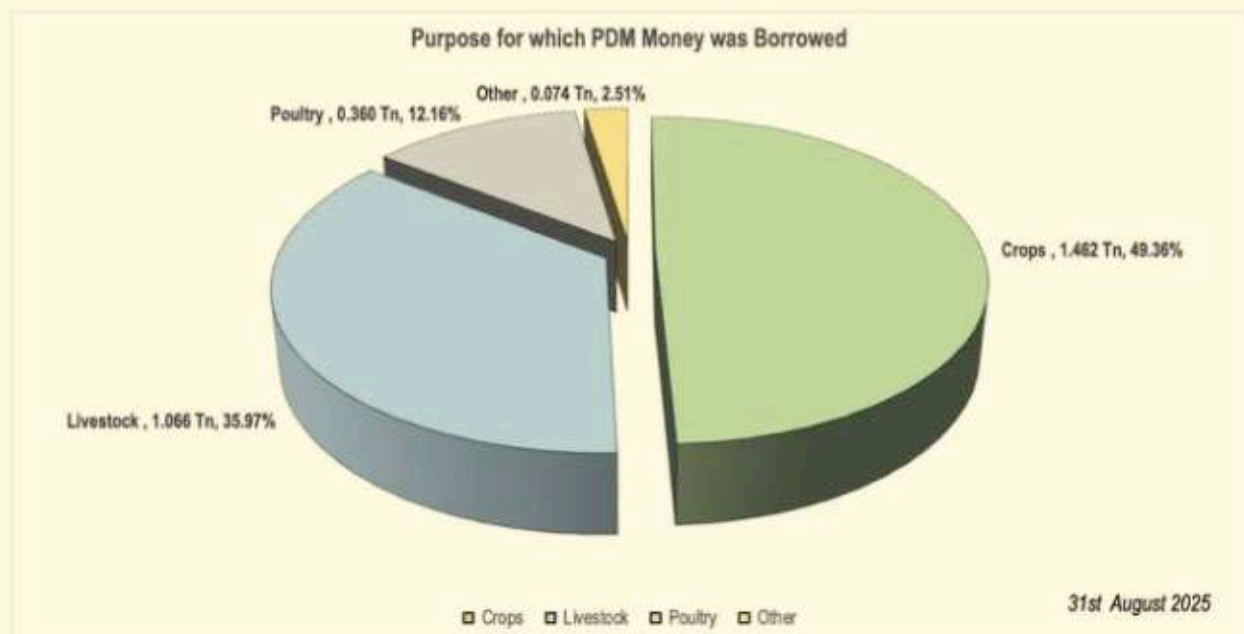


President Yoweri Museveni inspects Hajji Muhammad Yusuf Zziwa's poultry farm a model farmer in Sselinya B Village, Mpigi district with over 2000 chicken. This was during his PDM assessment tour in greater Mpigi on Monday June 16, 2025.

In line with NRM's historic mission of inclusivity, every special interest group has a share in the PDM fund. Allocation of the Shs. 100 million per parish per year is based on the following sharing criteria:

- i) Women 30%
- ii) Youth 30%
- iii) PWDs 10%
- iv) Elderly 10%
- v) Others 20%

In total, 4.1 million households have benefitted across the country. The beneficiaries have invested in the following: livestock such as piggery, goats, cattle, sheep and poultry (48%); food and cash crops such as coffee, tea, maize, cassava, onions, bananas and irish potatoes (45%); other enterprises (7%). These investments are changing the lives of Ugandans by boosting household incomes, enhancing food security and creating employment opportunities at local levels countrywide.





Carolyn Muiyama(l) the Head of Print & Research at Uganda Media Centre looking at some of the emyooga beneficiaries of Buyima Savings and Credit group



H.E President Museveni handing over a dummy cheque of sh 10,200,000,000 to Kampala Metropolitan boda-boda Saccos leaders

2.2.2 Emyooga and Other SACCOs

For Ugandans outside agriculture and working in specialised enterprises, the NRM promised to provide Shs. 100 billion each year as seed capital. Emyooga funding targets 18 groups: carpenters, salon owners, taxi operators, restaurant owners, welders, fishermen, market vendors, boda-boda, women entrepreneurs, youth leaders, persons with disabilities, produce dealers, mechanics, tailors, journalists, performing artists, veterans, and local elected leaders.

So far, we have provided Shs 660 billion and this has benefited 2.4 million Ugandans, kick-starting a new local economy in value-added enterprises. NRM has provided an additional Shs. 100 billion for Emyooga SACCOs and Shs 48.5 billion for other SACCOs this financial year (2025/26).

2.2.3 Agriculture Credit Facility

As part of NRM's efforts to support farmers' access to affordable financing for commercialization of agriculture and agricultural value addition, Shs 413.4 billion has been injected in the Agriculture Credit Facility (ACF) since 2010. This will increase by an additional Shs 50 billion by the end of June 2026. The ACF is accessed through participating financial institutions which match the Government contribution by 50%. This facility had provided over Shs 1.23 trillion at 12% per annum interest rate by the end of June 2025. The maximum tenure is 8 years, including a grace period of up to 3 years. The terms and conditions of the participating financial institutions hold. The ACF has so far supported 14,336 beneficiaries, of whom 3,531 are smallholder farmers.

2.2.4 Interest-Free Loans for Commercial Farmers

To further avail affordable credit in the agricultural value chain, the NRM, in FY 2025/2026, introduced an interest-free credit facility for large-scale commercial farmers. The facility, which has started with Shs. 175 billion, can be accessed through the three government-owned commercial banks (Post Bank-now Pearl

Bank), Housing Finance Bank and Pride Bank Limited).

2.2.5 Uganda Development Bank

In order to avail affordable long-term capital to support manufacturing, commercialization of agriculture, acquisition of appropriate technologies to increase productivity and development of the service sector, NRM has cumulatively capitalized Uganda Development Bank (UDB) with Shs 1.9 trillion. This has enabled the following achievements:

- i) 607 businesses engaged in commercial agriculture, agricultural value addition, manufacturing, tourism and hospitality, education, health services, creatives, and construction industry, as at end December 2024 have been supported.
- ii) These businesses have created 55,553 jobs and generated an output value of Shs 20 trillion, contributed Shs 944.2 billion in taxes, generated an equivalent of Shs 3.3 trillion in forex earnings, and Shs 3.15 trillion in profits for the private sector businesses supported.
- iii) Implemented special programmes targeting small and medium enterprises (SMEs), and youth- and women-owned businesses engaged in wealth creation.

We have provided an additional Shs 1 trillion to further capitalize UDB.

2.2.6 Small Business Recovery Fund

The Small Business Recovery Fund (SBRF) fund was established in FY 2022/23 with an initial capital of Shs 100 billion to support small businesses which were affected by Covid-19 to recover. This has been matched by commercial banks and other financial institutions with another Shs 100 billion at an interest rate of 10% per annum. The funding from the SBRF has enabled 3,496 micro, small and medium enterprises to recover from the effects of Covid-19, saving over 26,672 jobs in the sectors of trade and commerce, hospitality, education and



Uganda Development Bank new home in Kampala

construction. This is a revolving fund now supporting SMEs to grow.

2.2.7 Growth Opportunities and Productivity for Women Enterprises

In order to support women entrepreneurs, NRM, through the Growth Opportunities and Productivity for Women Enterprises (GROW) Project, is investing Shs 802.9 billion as seed capital for women in business. This money is intended to facilitate women engaged in informal businesses to graduate into the formal sector.

This fund has been brought closer to the beneficiaries as follows:

- a) Northern region: Centenary Bank, Post Bank, DFCU Bank, Pride MFI, Koch Goma MFI, Stanbic Bank, Koboko SACCO, Opportunity Bank and Koch Goma SACCO;
- b) Western region: Centenary Bank, DFCU Bank, Opportunity Bank, Ugafode MFI, Pearl Bank, Equity Bank, Pride MFI, ASA MFI, Finance Trust Bank, EBO SACCO;
- c) Eastern region: Finance Trust Bank, Pearl Bank, DFCU Bank, Opportunity Bank, Ugafode MFI, ASA MFI, Centenary Bank, Stanbic Bank, ASA MFI, Pearl Bank, Pride MFI;
- d) Central+GMKA: Pride MFI, Ugafode MFI, Centenary Bank, Pearl Bank, Equity Bank, Stanbic Bank, Finance Trust, CBS PEWOSA, Opportunity Bank,

2.2.8 Export Guarantee Scheme

To support our exporters and further grow the economy, the NRM has created an export guarantee scheme with initial capitalization of Shs 800 billion. This facility is accessed by manufacturers with orders in external markets and those that wish to expand their export-oriented operations, but lacking the requisite capital. This fund is part of the Investment for Industrial Transformation and Employment (INVITE) project. NRM's intent is to create more productive jobs in

the manufacturing sector and enhance household incomes through increased exports. The money is accessed at a 12% interest rate per annum with repayment period of up to 14 years, and a grace period of up to 2 years (for patient capital). Eligible firms may apply for this money online using the INVITE portal www.invite.go.ug

For the first time in our history, every Ugandan has a direct share in the national budget to facilitate them to create their own wealth. These wealth creation initiatives are addressing financing challenges of our people and awakening the entrepreneurial spirit.

Our Promise

NRM will:

- i) Continue providing the Shs 100 million per parish under PDM. For Greater Kampala Metropolitan Area (Kampala, Wakiso and Mukono), we will provide Shs 300 million per ward/parish;
- ii) Provide an additional Shs 15 million per parish under PDM to cater for elected leaders;
- iii) Create a fund to cater for religious and cultural leaders;
- iv) Create a start-up fund for university graduates who have not yet been employed for 2 years after graduation;
- v) Continue to provide an additional grant of Shs 500,000 over and above the Shs 1 million provided under PDM for households headed by persons with disabilities;
- vi) Step up investment in agro-industry through vertical and horizontal value addition to provide market for the PDM products. This is targeting production of high value multi-input products such as nutritional foods, baby foods that use several products like milk, eggs and maize, and fruits and vegetables;

- vii) Continue funding Emyooga, UDB, UDC, ACF, Small Business Recovery fund, Presidential Hubs and Skilling Centers, women fund (GROW), export guarantee scheme (INVITE), etc. to ensure that the funds reach all wealth creators;
- viii) Open up regional offices for UDB to improve access to affordable, patient capital;
- ix) Strengthen government-owned banks to deliver affordable financing;
- x) Continue to provide interest-free loans to large-scale commercial farmers;
- xi) Capitalise district SACCOs for graduates of the Presidential Industrial Hubs and skilling centers;
- xii) Further capitalise the police SACCO to benefit police officers and their spouses; and
- xiii) Within *emyooga*, create additional SACCOs for low-income groups such as private security guards.

3

INFRASTRUCTURE DEVELOPMENT

Our mission as NRM is socio-economic transformation of the Ugandan society. To achieve this, one of the key enablers is infrastructure. You cannot develop a country without roads, electricity, water, railway and ICT. Investment in these is a precursor to economic growth and development. The Uganda we are building must be well connected, fast moving, and adequately powered. The NRM is committed to developing all modes of transport, energy and ICT. In the past we have committed substantial resources to infrastructure development and made good progress in closing the gap. In the coming *kisanja*, we commit to invest more in infrastructure development as an enabler for wealth creation.

3.1 Transport Infrastructure

Constructing a road or a railway through any village automatically stimulates economic development. On account of proper prioritisation, NRM has been able to connect the entire country with tarmac roads from the North to South, and East to West, despite the little money that the country had and the many expenditure needs. Why? Because NRM has historically used the strategy of *kamu kamu gwe muganda* (one by one makes a bundle).

After solving the problem of insecurity, at the beginning of 2008, we increased the budget of roads to Shs 1.08 trillion for the first time in the history of Uganda. This was in response to our Chairman's 2006 directive, "henceforth, it will be electricity and roads first and the rest later". This was the beginning

of prioritisation of roads and electricity, and hence the progress we have made in closing the gap.

Our road network has tremendously expanded and improved from 1,000 km of tarmac roads in 1986 to 6,306 km as at June 2024. This does not include city roads and the over 1,135 km of roads under construction. We have also spent a total of Shs 1.4 trillion on maintaining our tarmac roads during the past five years. In the last Manifesto (2021 – 2026), the NRM promised and has completed the following roads totaling 1,185.5 km:



President Museveni commissions a section of the Kampala flyover

Table 1: New roads that have been completed

S/N	Road	Kilometers
National Roads		
1.	Atiak-Adjumani-Umi	66
2.	Buhimba-Nalweyo-Bulamagi-Igayaza-Kakumiro	93
3.	Bulima-Hoima-Kabwoya	66
4.	Hoima-Butiaba-Wanseko	111
5.	Kampala Northern By-Pass	18
6.	Kapchorwa-Suam	77
7.	Kayunga-Busana-River Nile	31.5
8.	Kigumba-Bulima	69
9.	Kitala-Gerenge	10
10.	Kyenjojo-Kabwoya	100
11.	Masaka-Bukakata	43
12.	Masindi-Park Junction, Tangi Junction- Para-Buliisa	159
13.	Mbale-Bubulo-Lwakhakha	45
14.	Mubende-Kakumiro-Kagadi	107
15.	Rukungiri-Kihihi-Ishasha-Kanungu	79
16.	Tirinyi-Pallisa-Kumi, Kumi-Mukongoro-Pallisa	111
	Sub-total	1,185.5
Kampala		
17.	Bemba Road	0.86
18.	Ben Kiwanuka Rd	1.4
19.	Bunyonyi Drive	1.09
20.	Cape Villa/Wavamuno Road	2.8
21.	Eighth street	2.73
22.	Extra Works on East Konge Road	1.3
23.	FUFA Play Ground Access	0.454
24.	Ismail Lane	0.428
25.	Ismail Road	1.36
26.	Kabega Road	0.95
27.	Katalemwa Road	1.1
28.	Kayemba Road	1.3

S/N	Road	Kilometers
29.	Kigala Road	1.1
30.	Kigobe Road	1.7
31.	Kira Road 1	4.56
32.	Kisasizi/Kikubamutwe Road Phase 1	0.58
33.	Kivebulaya Junction	0.7
34.	Kyebando Ring and Erisa Road	1.95
35.	Kyebando34X/Bahai-Kyebando Central Road	1.3
36.	Lower Konge Road	0.84
37.	Luwafu Road	2.43
38.	Masiro Road	2.1
39.	Matia Mulumba/Old Kampala Ring Road	1.3
40.	Muganzilwaza Rd	0.54
41.	Mugema Road	3.4
42.	Mukalazi Road	1
43.	Mukubira Road	0.9
44.	Muteesa I	2
45.	Muzito Road	2.1
46.	Nsambya Estate/Cardinal Nsubuga Road	1.9
47.	Ntake Rd/Roadmaster Rd	1.7
48.	Old Mubende Road	2.1
49.	Sectional Repairs in Central Division	
50.	Sectional Repairs of Mbuya, Kayinda, Bukoto, Ntinda	
51.	Sectional Repairs on Johnson and William Street	
52.	Sentema 1 Road	4.1
53.	Ssuuna 1 Road	0.74
54.	Ssuuna 2 Road	2.58
55.	State House Roads	
56.	Underpass structure beneath Queen's Way	
57.	Wamala Road	4.4
	Sub-total	61.8
Other Cities		
58.	Arua City	8.4
59.	Fort Portal City	3.4

S/N	Road	Kilometers
60.	Gulu City	33.6
61.	Hoima City	12.8
62.	Jinja City	18.6
63.	Lira City	9.7
64.	Masaka City	17.7
65.	Mbale City	15.0
66.	Mbarara City	14.8
67.	Soroti City	7.2
	Sub-total	141.2
Municipalities		
68.	Apac	4.6
69.	Busia	2.7
70.	Entebbe	8.9
71.	Kabale	5.9
72.	Kamuli	7.7
73.	Kasese	7
74.	Kitgum	5.8
75.	Lugazi	10.3
76.	Moroto	0.8
77.	Mubende	8.8
78.	Ntungamo	1.9
79.	Tororo	9.1
	Sub-total	73.5
Towns Roads		
80.	Bumbobi – Lwakhakha town roads	
81.	Butambala and Gomba Districts Town Roads	
82.	Entebbe Peadiatric Surgical Hospital access roads	
83.	Gulu Logistics hub	
84.	Hioma town roads	
85.	Hoima town roads	
86.	Kagadi town roads	
87.	Kagadi town roads	
88.	Kakumiro town roads	

S/N	Road	Kilometers
89.	Kapchworwa – Teryet (High Altitude Training Center)	
90.	Kasese Town roads and Hima Service roads	
91.	Katakwi town roads	
92.	Katooke town roads	
93.	Kibaale town roads	
94.	Kigumba Town roads	
95.	Kumi Town roads	
96.	Kyamate town roads	
97.	Kyenjojo town roads	
98.	Masindi Town roads	
99.	Mbarara town roads	
100.	Mityana Town Roads	
101.	Mpigi town roads	
102.	Mudende town roads	
103.	Muhoro town roads	
104.	Napak town roads	
105.	Olwiyo – Gulu town roads	
106.	Pakwach and Nebbi Town Roads	
107.	Pallisa Town roads	
108.	Rushere town roads	
109.	Sironko Town roads	
110.	Soroti roads and Soroti University roads	
111.	UWA & UPDF link roads in Masindi Murchison	
	Expressways and flyovers	
112.	Kampala Flyover Phase I	

The NRM also promised and has completed rehabilitation of 291.7 Km of the following roads:

Table 2: Existing roads that have been rehabilitated

SN	Road	Kilometers
1	Buddo and Nabbingo town roads	6.0
2	Hima – Katunguru Phase II	29.0
3	Kyenjojo - Fortportal – Hima	105.0
4	Masaka town roads	16.6
5	Nakalama – Tirinyi – Mbale	106.7
6	Namunsi – Sironko/Muyembe – Kapchworwa section 2	29.0
	Sub Total	292.3

Construction of roads totaling to 1,135.4 km is ongoing (table 3) and another 1,012.7 km are being rehabilitated (table 4) as promised by the NRM:

Table 3: New roads at various stages of completion

S/N	Roads	Kilometers
National roads		
1.	Apac-Lira-Puranga	100.0
2.	Iganga-Bulopa/Luuka-Kamuli	57.0
3.	Isimba Bridge-Jinja Mbulamuti main	2.5
4.	Kabale-L Bunyonyi-Kabeho	15.1
5.	Kabwoya-Buhuuka	43.0
6.	Kayunga-Bbaale-Galiraya	89.0
7.	Kisoro-Mgahinga National Park headquarters	14.0
8.	Kisubi-Nakawuka-Natete/Nakawuka-Kasanje-Mpigi/ Nakawuka-MawuguluNanziga-Maya/Kasanje- Buwaya	71.0
9.	Koboko-Yumbe-Moyo	105.0
10.	Kyenjojo (Kihura)-Bwizi-Rwamwanja-Kahunge/ MparaBwizi Road	105.0

S/N	Roads	Kilometers
11.	Lusalira-Nkonge-Lumegere-Sembabule	97.0
12.	Luwero-Butalangu	29.6
13.	Masindi-Biiso, Hohwa-Nyairongo-Kyarusheesa-Butole & Kabale-Kiziranfumbi	106.0
14.	Moroto-Lokitanyala	42.0
15.	Muyembe-Nakapiripirit	92.0
16.	Najjanankumbi-Busabala	11.0
17.	Rwenkunya-Apac	91.0
18.	Seeta-Kyaliwajjala-Matugga	29.2
19.	Tororo-Busia	25.0
20.	Yumbe-up to Jure Bridge	11.0
	Sub-total	1,135.4
KCCA		
21.	Kanyike Road	0.7
22.	Fifth street	0.9
23.	Salaama Road	8.1
24.	Bulange Junction	12.0
25.	Gabboggola Road	0.8
26.	Kisasi Road	2.1
27.	Kisenyi Road	0.8
28.	Kyebando Central Road	0.5
29.	Kyebando Ring Road	1.8
30.	Lubuga Ring Road	1.5
31.	Mawanda Road	1.9
32.	Muwafu Road	0.4
33.	Portbell Road	6.6
34.	Sentema road 2	6.2
35.	Seventh street	1.9
36.	Sir Apollo Kagwa	3.3
37.	Sixth street	2.0
38.	Spring Road	3.5
	Sub-total	55.0

S/N	Roads	Kilometers
Wakiso, Mpigi and Mukono		
41	Anthony-Kame, Kame Annex, Albert Cook - Cathedral Rise, Kame-Nabuti-Katosi Road, Admin Link, Access Road, and Link Road (8.68Km)	8.7
42	Kibutika - Municipal Swamp- Kiziba road Kibutika	3.0
43	Kiwafu road	4.5
44	Kungu - Bivanju	2.3
45	Lubugumu -Busabala Link One and Two	3.5
46	Lubugumu -Kakola/Balimumpera	1.1
47	Mbogo - Bishop Cyprian	9.0
48	Mpigi - Muduuma Road	15.6
49	Nabweru-Katooke road	TBD
50	Namasuba – Ndejje – Kitikko & Ndejje – Kibiri (Nakayenga	0.6
51	Namasuba -Para	0.6
52	Nansana Wamala-Katooke road	TBD
53	Nasuti-Nakabago-Ntawo Road, Bajjo-Seeta-Serado Link Road, Kigunga Link	9.7
54	New Era road	TBD
55	Ntenjeru-Buule Road	18.5
56	Sebugwawo-Bunono -and Kitinda Link	6.2
	Sub-total	83.2
Expressways		
57	Busega - Mpigi	23.7
	Total	1,297.3

TBD = To be determined

Table 4: Roads undergoing rehabilitation

S/N	Road	Kilometers
National roads		
1.	Alwii – Nebbi	33
2.	Busunju-Kiboga-Hoima Road	145

3.	Kampala – Jinja Road	77
4.	Karuma-Olwiyo– Pakwach Road	98.5
5.	Kikorongo - Mpondwe	38
6.	Masaka - Mutukula	89
7.	Matugga – Semuto - Kapeeka	41
8.	Mityana-Mubende Road	86
9.	Ntungamo-Kabale-Katuna Road	65
10.	Soroti – Dokolo – Lira - Kamdini road	189.4
11.	Tororo – Mbale – Soroti	150.8
12.	Total	1,012.7

Table 5: Roads under procurement

S/N	Road	Kilometers
National roads		
1.	Bubulo-Bududa Circular Road	28.0
2.	Corner Ayer-Corner Aboke-Bobi	55.0
3.	Hamurwa – Kerere- Kanungu/ Buleme – Buhoma – Butogota – Hamayanja – Ifasha – Ikumba	149.0
4.	Ishasha-Katunguru	87.0
5.	Jinja-Mbulamuti-Kamuli	65.0
6.	Kaabong -Kapedo- Karenga	67.0
7.	Kabwohe-Nyakambu-Bwizibwera & Nyakambu-Nsiika Road Upgrading Project	46.4
8.	Kamuli-Bukungu	64.0
9.	Karugutu-Ntoroko	50.3
10.	Katine-Ochero	70.0
11.	Katuna – Muko – Kamuganguzi	104.0
12.	Kisoro-Nkuringo-Rubugiri-Muko	72.0
13.	Kitgum-Orom-Karenga	116.0
14.	Kotido-Kaabong	64.0
15.	Kumi-Ngora-Brooks Corner-Serere-Kagwara	102.0
16.	Laropi-Moyo-Afoji	37.3
17.	Luku-Kalangala-Mulabana	66.0
18.	Manibe-Jure	66.6

S/N	Road	Kilometers
19.	Mbale-Nkokonjeru	21.0
20.	Moroto-Kotido	100.0
21.	Nabumali-Butaleja-Namutumba	90.0
22.	Nebbi – Jukia – Goli Customs	14.0
23.	Pajule-Pader district headquarters	18.9
24.	Puranga-Acholi Bur	62.8
	Sub-total	1,709.3
KCCA		
25.	Binaisa Road	2.2
26.	Bombo Road 2	5.1
27.	Lance Road	0.9
28.	Old Kireka Road	6.4
29.	Yusufu Lule Road	5.2
	Sub-total	19.8
Wakiso, Mukono and Mpigi		
30.	Bweyogerere-Buto-Namugongo Road	6.4
31.	Dick Kaweesa	1.8
32.	Gangu-Kabuma-Kibiri Rd	2.9
33.	Kanaala Bandwe	2.3
34.	Kibiri-Kabuma Circular Rd	1.6
35.	Kikonko-Namanve	1.2
36.	Kireka-Kamuli-Naalya	2.8
37.	Namulanda-Bweya-Kajjansi- Bweya-Airstrip-Ddewe link; Lutembe Beach	17.5
38.	Ntenjeru Buule-phase 2	10.5
39.	Seguku-Nalumunye-Bandwe-Kinawa-Kyengera	8.2
	Sub-total	55.2
Expressways		
40.	Kampala-Bombo	32.0
41.	Kampala-Jinja	77.0
42.	KampalaSouthern Bypass	18.0
43.	Nakasero-Northern Bypass	5.2
	Total	1,691.32

Table 6: Roads under design

S/N	Road	Kilometer
National Roads		
1.	Adilang – Abim	22.0
2.	Adjumani – Obongi – Kulikulinga	80.0
3.	Atiak-Kitgum	108.0
4.	Bombo – Ndejje – Kalasa	19.0
5.	Busolwe-Nagongera-Tororo	44.0
6.	Butalangu-Kapeeka-Kituma	60.0
7.	Butalangu-Ngoma-Bulyamisenyi-Masindi	
8.	Corner Kilak-Patongo-Adilang	68.0
9.	Dokolo-Ochelo-Namasale	88.0
10.	Goli – Paidha-Zombo-Warr-Arua	119.0
11.	Gulu – Patiko – Palaro	84.0
12.	Gulu-Opit-Rackoko	91.0
13.	Kabiigo-Rugaaga-Magabi-Rakai	TBD
14.	Kabujogyera-Kitagwenda-Kamwengye	TBD
15.	Kabwohe-Bugongi-Kitagata-Kabira-Rukungiri	67.0
16.	Kamuli – Kaliro – Namwiwa/Mayuge – Palisa	111.0
17.	Mityana-Maanyi-Kanoni	37.0
18.	Kanyantorogo-Butogota-Bohoma	31.0
19.	Karenga-Bira (Kaabong-S. Sudan Border)	42.0
20.	Kashwa-Kashongi-Ruhumba road	33.0
21.	Katuugo –Kinyogogga-Kaweweeta	41.0
22.	Kazo – Buremba – Kyegegwa	81.0
23.	Kikagati – Kitwe – Mirama Hills	30.0
24.	Kilak – Rhino Camp	99.0
25.	Kotido-Abim-Aloi-Lira	187.0
26.	Lyantonde-Lumbugu-Rakai	TBD
27.	Mayuge-Mbaale-Nakivumbi-Bugiri-Namayingo-Lugala	90.0
28.	Moroto Road – Tochi – Atiang – Opit – Awo	94.0
29.	Mubuku-Maliba-Nyakalingijjo	15.0
30.	Muhanga-Rwamucucu-Kisiizi-Rubaare with a spur to Nyakisheenyi and another one to Kebisoni	TBD

S/N	Road	Kilometer
31.	Myanzi-Kasanda-Bukuya-Kiboga	65.0
32.	Nambole-Namilyango-Seeta-Mukono	14.0
33.	Nkenda-Bugoye-Ibanda/Nyankalingijjo	10.0
34.	Nsiika-Nyakashala-Nyakabirizi —	92.0
35.	Ntusi-Lyantonde-Rakai	105.0
36.	Rackoko-Corner Kilak	8.0
37.	Rakai – Isingiro / Kafunjo – Kikagati	135.0
38.	Rwimi-Dura-Kamwenge	58.0
39.	Sembabule-Mateete-Mbiriizi-Kibinge-Kyabakuza	TBD
40.	Soroti (Arapai) – Amuria – Acan Pii	88.0
41.	Soroti-Serere-Pingire-Mugarama	64.0
42.	Wakiso-Buloba-Nsangu	43.9
	Sub-total	2,423.9
Kampala		
43.	1 st & 2 nd street	1.0
44.	3 rd Street	0.5
45.	Butikiro Road + Junction	1.0
46.	Gowan Road	0.8
47.	Katalima road	1.4
48.	Kyadondo Road	1.5
49.	Lance Road-Old Kireka road	3.2
50.	Lubaga Road	2.7
51.	Lubiri Ring/Kalinda Junction	0.6
52.	Makamba Road	1.2
53.	Mbogo Midland road	1.4
54.	Mengo Hill / Usafi Junction	0.6
55.	Mumyuka road	2.1
56.	Mumyuka Road	0.7
57.	Naguru Drive	1.8
58.	Najjanankumbi-Stella Junction	0.6
59.	Namasuba-Para Junction	0.6
60.	Nansana- Nabweru Junction	0.6
61.	Nyonyintono Road	0.7

S/N	Road	Kilometer
62.	St. Mbuga Road	2.1
63.	William Street	1.5
	Sub-total	26.6
Wakiso Mukono Mpigi		
64.	Bira-Nakuwadde Road	3.0
65.	Buloba-Nabukalu-Sentema	6.7
66.	Buwambo-Kungu	3.5
67.	Bweyogerere-Jokas-Namanve-Mukono UCU	10.5
68.	Bweyogerere-Namboole Junction	0.6
69.	Kajjansi-Kiwamirembe-Kitovu	4.5
70.	Kigombya -Seeta Road	8.8
71.	Kireka Junction-Kamuli Junction	0.6
72.	Kitemu Junction	0.6
73.	Kitende-Kitovu-Nsagu	11.3
74.	Kungu Road-Semuto Rd	7.3
75.	Lungala Link	4.8
76.	Mirza-Nambi-Manyago road	2.0
77.	Mukono Town Junction	0.6
78.	Nakanaku road	2.3
79.	Nakayaga-Seeta-Kayanja	17.4
80.	Nakirebe-Buyala	9.6
81.	Nkowe-Ssenge-Matugga	9.5
82.	Seeta-Namilyango/Ssonde Junction	0.6
83.	Sserunkuuma Road- Buwaya	1.0
	Sub-total	105.2
Expressways		
84.	Kampala Flyover Project Phase II	
85.	Kibuye-Busega	
86.	Total	2,555.7

Table 7: Roads in pipeline

S/N	Road	Kilometer
National Roads		
1.	Access to Muzizi Hydro Power Project (Muhoro – Ndaiga – Muzizi)	60.0
2.	Alokolum – Alero – Corner Nwoya	48.0
3.	Anaka – Amuru – Adjumani	175.0
4.	Awere – Puranga – Ognonyo – Arum	140.0
5.	Busembatya – Kibale – Nangonde – Pallisa	50.0
6.	Busowa – Buwunga – Namuntenga – Wakawaka Landing Site	45.0
7.	Busowa – Lwanika – Wangulu – Nabukalu – Nkaiza – Kiseitaka – Iwemba – Buwuni – Katodha	84.0
8.	Busukuma – Kabumba – Lugo – Buwambo – Kiryamuli Road	15.0
9.	Buwenge – Kaliro – Kasokwe – Namutumba – Gadumire	60.0
10.	Buwuni – Kitodha – Buwolya – Mayuge – Shanyonja – Buwemba – Mutumba – Bumeru Landing Site	60.0
11.	Fort Portal-Kijura-Kyarusozi-Katooke	84.0
12.	Gulu – Bar-dege-Awe	34.0
13.	Kalule – Bamunanika	
14.	Kalule – Bowa – Nakaseke – Kiwoko	34.1
15.	Kanungu-Rugyeyo-Nyakisenyi road	30.7
16.	Kapeeka – Busunju – Sekanyonyi – Mityana	45
17.	Kashozi-Buremba-Kariro	68.0
18.	Katikamu – Kikyusa	16.9
19.	Kisuule – Nakaseke – Kapeeka / Kapeeka – Singo Barracks – Kituuma / Kapeeka – Butalangu	34.1
20.	Kiwenda – Nazalesi – Wamilongo – Bombo TC Road	15.0
21.	Kizinda-Rutokye-Bitereko-Kiyanga-Kanyabwanga-Kati	47.0

S/N	Road	Kilometer
22.	Koch Goma – Lii – Karuma – Minakulu	78.0
23.	Kyegegwa-Hapuuyo-Karuguuza	
24.	Luweero – Kikyusa – Ziobwe	37.0
25.	Misindye – Kabimbiri – Ziobwe – Wobulenzi	176.4
26.	Mitala-Maria – Bulo – Kakoma – Kabulasoke	51.0
27.	Mitooma-Kashenshero-Ruhinda-Rukungiri	44.5
28.	Nakasongola – Zengebe	25.0
29.	Naluwerere – Bugayi – Muwayo	25.0
30.	Nalweyo-Kisiita – Nkooko-Kakumiro	67.0
31.	Namutumba-Bulange-Nabukalu-Bugiri-Mutere-re-Nankoma	60.0
32.	Nkooko – Ntwetwe – Masodde-Ntwetwe	
33.	Nyahora-Rukiri-Ruhoko-Kabujo-gera-Masyoro-Rwenzaza-Kyambura	84.0
34.	Panyimur – Pakwach – Rhino camp – Laropi	220.0
35.	Panyimur – Parombo – Goli	66.5
36.	Parombo – Nyaravur – Wadelai	63.0
Other Cities		
37.	Apac	15.6
38.	Arua City	26.1
39.	Bugiri	15.0
40.	Busia	11.8
41.	Fort Portal City	35.3
42.	Gulu City	18.4
43.	Hoima City	34.7
44.	Ibanda	15.0
45.	Iganga	15.0
46.	Ishaka-Bushenyi	15.0
47.	Jinja City	29.3
48.	Kabale	20.1
49.	Kamuli	18.9
50.	Kapchorwa	15.0
51.	Kasese	15.9

S/N	Road	Kilometer
52.	Kisoro	15.0
53.	Kitgum	12.9
54.	Koboko	15.0
55.	Kotido	15.0
56.	Kumi	15.0
57.	Lira City	21.2
58.	Lugazi	21.2
59.	Masaka City	26.0
60.	Masindi	15.0
61.	Mbale City	19.2
62.	Mbarara City	21.8
63.	Mityana	15.0
64.	Moroto	15.7
65.	Mubende	23.1
Municipalities		
66.	Nebbi	15.0
67.	Njeru	15.0
68.	Ntungamo	18.5
69.	Rukungiri	15.0
70.	Sheema	15.0
71.	Soroti City	22.8
72.	Tororo	16.5
Expressways		
73.	Kampala-Busunju	50.0
	Total	2,813

g) Bridges

Table 8: Completed Bridges

SN	Name
1.	Aji and Ora bridges including 9.2 km of road

2.	Alla (Anzuiu) bridge
3.	Amou Bridge on Laropi – Palorinya – Obongi road
4.	Awoo bridge
5.	Ayugi bridge on Atiak-Adjumani-Moyo-Yumbe, Ceri, Adidi and Opio bridges on Pakele-Pabbo road
6.	Chololo on Chosan-Amudat road
7.	Gazi (Rhino camp), Aca (Rhino Camp)
8.	Inde Box Culvert on Packwach – Inde – Ocoko road
9.	Isimba Public bridge & Access roads
10.	Jure Bridge on Atial – Adjumani – Moyo – Yumbe – Manibe
11.	Kibimba bridge
12.	Lacmon bridge crossing on Pakele – Pabbo road
13.	Lugogo Swamp Crossing along Kyamukonda-Kasozi-Ngoma Road
14.	Mpanga and Mpondwe bridge on Kampala – Mubende – Fortportal – Uganda/DRC border
15.	Nariamabune bridge including 2km access road
16.	Ora 1, Ora 2, Awa and Olemika on Packwach – Inde-Ocoko Road
17.	Saaka Bridge (Pallisa – Kaliro)
18.	Sironko Bridge on Mbale – Sironko road

Table 9: Bridges under construction

SN	Name
1.	Aca (Rhino Camp)
2.	Apaa Bridge on Amuru-Omee-Rhino Camp Road
3.	Construction of 66 selected Bridges (Phase 2); Dunga, Mahoma, Mpanga, Nabuswa (Nyabuswa) and Perepa bridges along Bukuku - Rubona Road in Kabarole District
4.	Design and Build of 66 Strategic Bridges in Eastern Uganda; Nabukhaya, Nambola, Namatsimeri, Sahana and Khamitsaru Bridges on Kufu – Lwakha-kha Road and Rubongi Bridge on Tororo – Nagongera Road

5.	Design and Build of 66 Strategic Bridges in West Nile Sub Region: Kochi on Keri-Midigo-Kerwa road, Osu on Arua-Biliafe-Otrevu road and Odrua on Arua-Vurra-Custom-Paidha Goli road
6.	Design and Build of 66 Strategic Bridges in Western Uganda; Maziba on Kigata-Kabunyonyi-Nyakigugwe Road, Kiruruma on Katojo-Kihihi Road, Rwembyo and Kajwenge Bridges on Kinyamaseke-Kisinga-Kyarumba-Kibirizi Road, and Kamirwa, Nyakambu on Kabwohe-Bwizibwera Road
7.	Design and Build of Lotoketangisira Bridge on Kaabong-Kapedo Road.
8.	Kyanya Bridge on Mobuku-Maliba-Kyanya-Ibanda Road and Isango Bridge on Bwera-Kithoma-Kiraro Road
9.	Nyamugasani Bridge (Lower) on Rwentare-Katwe-Katojo Road

Table 10: Drainage in Kampala

S/N	Name
Completed drainage	
1.	Alipo Drainage (Phase 2)
2.	Bikumbi & Odong Roadside Channel
3.	Bombay-Kireku Channel (1.3km)
4.	Drainage Black spots [Replaced Lubigi]
Under construction	
5.	Wakaliga Community Drainage
Drainage under procurement	
6.	Eliana and Nateete on Masaka Road
7.	Kame Valley Drainage (11Km)
8.	Kasanya Drainage Channel
9.	Kibuli CID (Kayuga Road)
10.	Kisakombe Swamp Crossings (2.0km)
11.	Mambo Bado (150m), Nyonyintono (200m), Mbuya, Hill (150m) And Gasper Oda (150m)
12.	Mayanja/Kaliddubi (9.6km) + Nalukolongo (7.8km)
13.	Soweto Road

S/N	Name
14.	Tomato Sauce Community drainage

In the cities, to deal with traffic congestion arising out of the gridlock generated by roundabouts and junctions, we have installed traffic signal-controls. For example, we have installed 66 traffic signal-controls in Kampala that have a new Traffic Control Centre with capacity to coordinate up to 256 junctions.

d. District, Urban and Community Access Roads (DUCAR)

NRM prioritised rehabilitation and maintenance of our feeder roads commonly known as DUCAR. These represent 87% of the total road network in Uganda. In 2016, we bought road construction equipment from Japan and distributed a full set to each district, except the newly created cities. The equipment included; graders, wheel loaders, excavators, bulldozers, wheeled backhoe loaders, rollers, tractors, water bowzers, self-loading trucks, mobile workshops and bitumen distributors.

We have also allocated funds for road maintenance in each and every district. In the past five years alone, Shs 991 billion was allocated to districts to grade, pour murram and compact our district and community roads. Starting 2023, we increased the budget for road maintenance in Local Governments by Shs 1 billion per district/city/municipality, per year bringing the total to Shs 176 billion. It is surprising, that the state of these roads has instead deteriorated in a number of districts. Where has this money gone? As we can all see, the problem now is corruption in Local Governments which we are going to deal with.

Our promise

NRM will:

- i) Prioritise maintenance of our tarmac and murram roads;
- ii) Complete construction of roads, expressways, bridges and drainage as indicated in **tables 3, and 10**.
- iii) Complete rehabilitation of roads as indicated in **table 4** above;

- iv) Construct new roads as indicated in **tables 5 and 6**;
- v) Undertake designs of new roads indicated in **table 7** above;
- vi) Complete construction of the bridges shown in **table 9** above;
- vii) Buy new road construction equipment for the new cities, municipalities and large districts that require a second set;
- viii) Acquire in-house maintenance equipment for routine maintenance of our road construction equipment;
- ix) Build more roads in local governments hosting refugees (Adjumani, Arua, Isingiro, Kamwenge, Kiryandongo, Koboko, Kyegegwa, Lamwo, Madi-Okollo, Moyo, Obongi, Terego, and Yumbe); and
- x) Expand street lighting by installing more lights and traffic-control signals in Kampala, regional cities and municipalities.

3.1.1 Railway Transport

Railway transport is an integral part of economic development. It lowers transport costs, freight movement, fosters regional development, attracts investment, creates jobs and reduces environmental pollution. The NRM strategy is to build an efficient rail transport system by refurbishing the existing Meter Gauge Railway (MGR) and constructing a new Standard Gauge Railway (SGR). This will transform Uganda from being a landlocked to a land-linked country. The railway is going to help us to cut the cost of transporting cargo by half, thereby reducing the cost of doing business. It will also remove the cargo from our roads hence increasing their lifespan, and reducing congestion and accidents. This will make transport in Uganda more competitive and safer.

In the past Kisanja, we have progressed in rehabilitating the Metre Gauge Railway from Malaba to Kampala, and from Tororo to Gulu. We have purchased four mainline locomotives and refurbished wagons to facilitate cargo transportation. We have revived passenger commuter train from Kampala to Mukono, and plans are underway to extend it to Jinja.

Construction of the SGR to connect Malaba to Kampala (272km) has started. The SGR is a very strategic investment for our country. It will not only cut cargo transport cost by half to USD 60 from the current USD 120 per ton, it will also help us to reduce transit time from Mombasa to Kampala from 7 days to 1 day.



President Museveni accompanied by Vice President Jessica Alupo, Ministers General Katumba Wamala (Works) and Oboth Oboth (Defence) walking through a demonstration of the railway after laying the foundation for the construction of the Kampala- Malaba SGR



General Katumba Wamala, Minister of Works and Transport launching the rehabilitation of Tororo-Gulu meter gauge railway

Our promise

NRM will:

- i) Complete rehabilitation of the Tororo-Gulu Metre Gauge Railway line; and the refurbishment of the Mukono-Jinja Metre Gauge Railway line;
- ii) Complete construction of the Standard Gauge Railway from Kampala to Malaba;
- iii) Start construction of the Western and Southern route (663 km) from Kampala to Kasese-Mpondwe (to DRC) with a branch to Mirama Hills (to Rwanda) and a spur to Muko in Kabale;
- iv) Plan for the construction of the Northern route (764 km) from Tororo to Gulu-Nimule (to South Sudan) with a branch from Gulu to Pakwach-Vurra (to DRC);
- v) Construct a light rail mass transit system to reduce traffic congestion and the cost of public transport in the Greater Kampala Metropolitan Area;
- vi) Construct a 60 km railway spur from the Majanji Port to Tororo.

3.1.2 Water Transport

Water transport is the cheapest and oldest mode of transport, yet underutilised. Now that our revenues have improved, and we have addressed security and other critical challenges, investment in water transport will be one of our priorities. We have progressed in modernising Port Bell and Jinja pier, improved navigation safety and security on water, repaired our ferries and acquired new ones, and progressed with the construction of the Bukasa Port.



Sigulu Ferry in Namayingo

Our promise

NRM will:

- i) Construct more ferries to connect islanders;
- ii) Develop Majanji Port and complete construction of Bukasa Port;
- iii) Complete construction and operationalisation of search and rescue centers located at Masese in Jinja, Kaazi in Busaabala, Kampala, Misonzi in Kalangala, Numba emu in Buvuma, Kiyindi in Buikwe and Lwanika in Namayingo;
- iv) Complete construction of a Maritime Rescue Coordination Center in Entebbe;
- v) Construct docking facilities on our lakes; and
- vi) Further improve safety and security on our waters.

3.1.3 Air Transport

NRM recognises the importance of air transport particularly for a landlocked country like Uganda. That is why we revived the national airline which our new liberalists had mistakenly appraised on commercial terms and recommended its closure. Since the revival of Uganda Airlines 5 years ago by our visionary Chairman, Uganda's connectivity has improved within the continent, the Middle East, Asia and the United Kingdom. The airline is now flying directly to 17 destinations, which has contributed to reduced travel time for our exporters, tourists, and other wealth creators, more so at affordable cost.

The competition brought about by our airline has forced other regional airlines to reduce the cost of air tickets. For example, a return airticket to Nairobi has stabilised at about USD 400, compared to USD 800 in 2019. The national airline is now the largest operator and has 24% market share of all air travel out of Entebbe Airport, up from 4% in 2019. Its revenue has increased to Shs 411 billion in FY 2023/24 from Shs 28 billion in FY 2019/20. With increased capitalisation and acquisition of additional aircrafts, the airline will increase efficiency and enable travellers to and from Uganda to enjoy direct and cheaper travel to more destinations.

On infrastructure development, we have invested in a number of strategic areas including; building new airports, upgrading and expansion of existing airports, and expanding air cargo transport.

We have constructed 2 new international airports in Hoima and Kidepo in Karamoja with our friends from Sharjah, United Arab Emirates. We are also developing aerodromes in Arua, Gulu, Pakuba, Jinja, Kisoro and Kasese to promote internal travel, trade and tourism.

Our Promise

NRM will:

- i) Further capitalise Uganda Airlines to acquire more aircrafts to open up more routes for passenger and cargo transportation;
- ii) Complete expansion and modernization of Entebbe International Airport;
- iii) Operationalise Kabalega International Airport;
- iv) Complete development and operationalise Kidepo International Airport; and
- v) Rehabilitate and upgrade existing airports and aerodromes.



Arrival of Uganda Airlines A330 Plane at Entebbe Airport



The newly rehabilitated Entebbe International Airport

3.2 Energy for Sustainable Growth

Investment in energy is one of the fastest ways to transform a society and reduce poverty. If you want to develop a village, connect it to electricity. In 1986, Uganda was generating only 60 megawatts (MW) of electricity out of the installed capacity of 150 megawatts. Only a few towns had electricity and it was extremely unreliable. We embarked on a mission to generate, transmit and distribute electricity to all parts of Uganda.

We started by refurbishing the old dam in Jinja and then embarked on building new dams to generate more electricity. We have since built Kiira dam, supported private sector to build Bujagali dam, and recently, we invested heavily in Karuma and Isimba dams. Today we are generating 2,052 Megawatts of electricity which have enabled us to connect our growth centers, cities, towns and villages to electricity. All districts, cities and municipalities are now connected to the national grid, except Buvuma and Obongi. When we came to power, only half the districts were connected to the electricity. For the first time in our history, West Nile is also connected to the national grid. Apart from the large dams, the NRM has worked with the private sector to build small power plants to enhance access to electricity. Some of the new power plants that we have commissioned include: Kigwabya Hydropower Plant (4.2 MW) in Kagadi district; Xsabo Nkonge Solar Plant (20 MW) in Gomba district; Pro Industries Co-generation Plant (4.3 MW) in Gulu district; and Off-grid solar systems: 400 kWp on Bussi Island in Wakiso district among others.

In the outgoing *kisanja*, our emphasis has been on building transmission lines to evacuate our power from Karuma and Isimba dams. We completed and commissioned nine transmission lines totaling 1,038.3 km. These are; Karuma-Kawanda, Karuma-Olwiyo, Karuma-Lira, Namanve-Luzira, Mutundwe-Entebbe, Opuyo-Moroto, Gulu-Agago, Kole-Gulu-Nebbi-Arua and Mirama-Kabale. A further 880 MVA transformation capacity was added to the grid after commissioning nine new substations. This has brought the cumulative total of transmission lines to 5,140 km up from 2,354 km in 2019/20.



Isimba Power Generation Dam



Karuma Power Generation Dam



A Solar Energy plant in Kabulasoke Gomba district



Karuma Hydro transmission lines

We are on track to achieve our target of 80% access to electricity by 2040. Our current mission is to reduce the cost of electricity for manufacturers to 5 U.S cents per kWh. When we bought out Umeme, the electricity tariff for extra-large manufacturers reduced to 5.5 from 8.8 U.S cents per kWh in 2023.

The 622 large and 52 extra-large factories we have in the country consume half of the electricity, while all the 2.4 million domestic consumers use only 23%. As we can all see, when we invest in more factories and fully utilise the capacity of the existing ones, the current electricity we generate will not be enough. In addition, as we enter into the knowledge economy, the demand for electricity will increase exponentially to power e-mobility, the SGR, monorails, etc. Therefore, we need to generate more electricity for our tenfold growth and socio-economic transformation.

Our Promise

NRM will:

- i) Construct more electricity generation plants including; Buyende Nuclear Power Plant (8,600 MW), Kiba Hydropower Plant (400 MW), Solar Power Plant (500 MW), Wind energy systems (70 MW);
- ii) Invest in renewable sources of energy particularly in areas where it is very expensive to extend the national grid;
- iii) Complete electrification of industrial parks, free trade zones, mining sites, tourism sites;
- iv) Invest in more energy transmission infrastructure;
- v) Continue to capitalize UEDCL to further reduce the tariff cost; and
- vi) Rehabilitate and refurbish our existing energy transmission and distribution infrastructure to improve grid reliability.

3.3 Affordable Housing

The socio-economic transformation principle of NRM has led to rapid urbanisation. As we educated the *Bazzukulu* (young people), they emigrated to towns and cities *en masse*, looking for jobs and business opportunities. The latest National Population and Housing Census revealed that Ugandans living in urban areas have increased to 17.5 million in 2024 from 7.4 million in 2014. As we can see, in 10 years the urban population has increased by 10 million. These need affordable and livable housing.

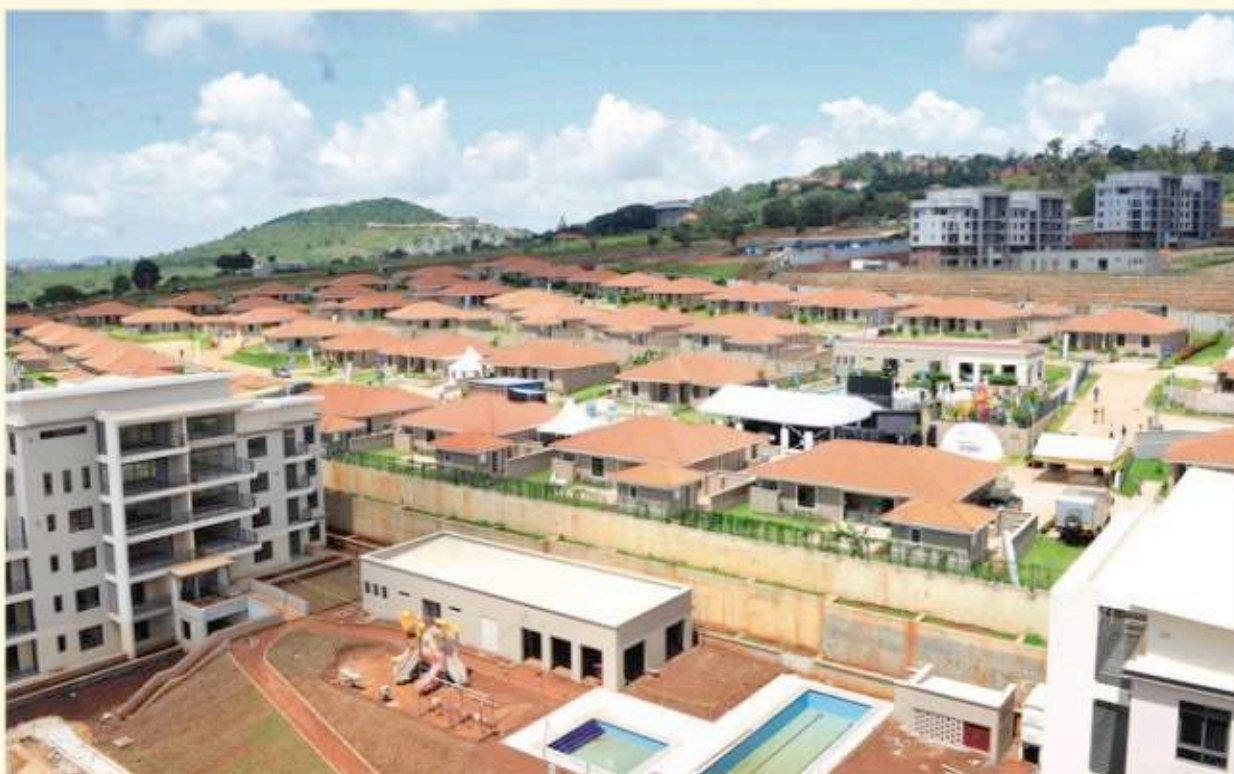
Our Promise

NRM will:

- i) Purchase land, develop it with the requisite infrastructure (roads, electricity, water, internet etc.) and allocate it to private developers to construct affordable houses;
- ii) Capitalise Housing Finance Bank to reduce the cost of mortgages; and
- iii) Capitalise National Housing and Construction Corporation to build affordable houses.

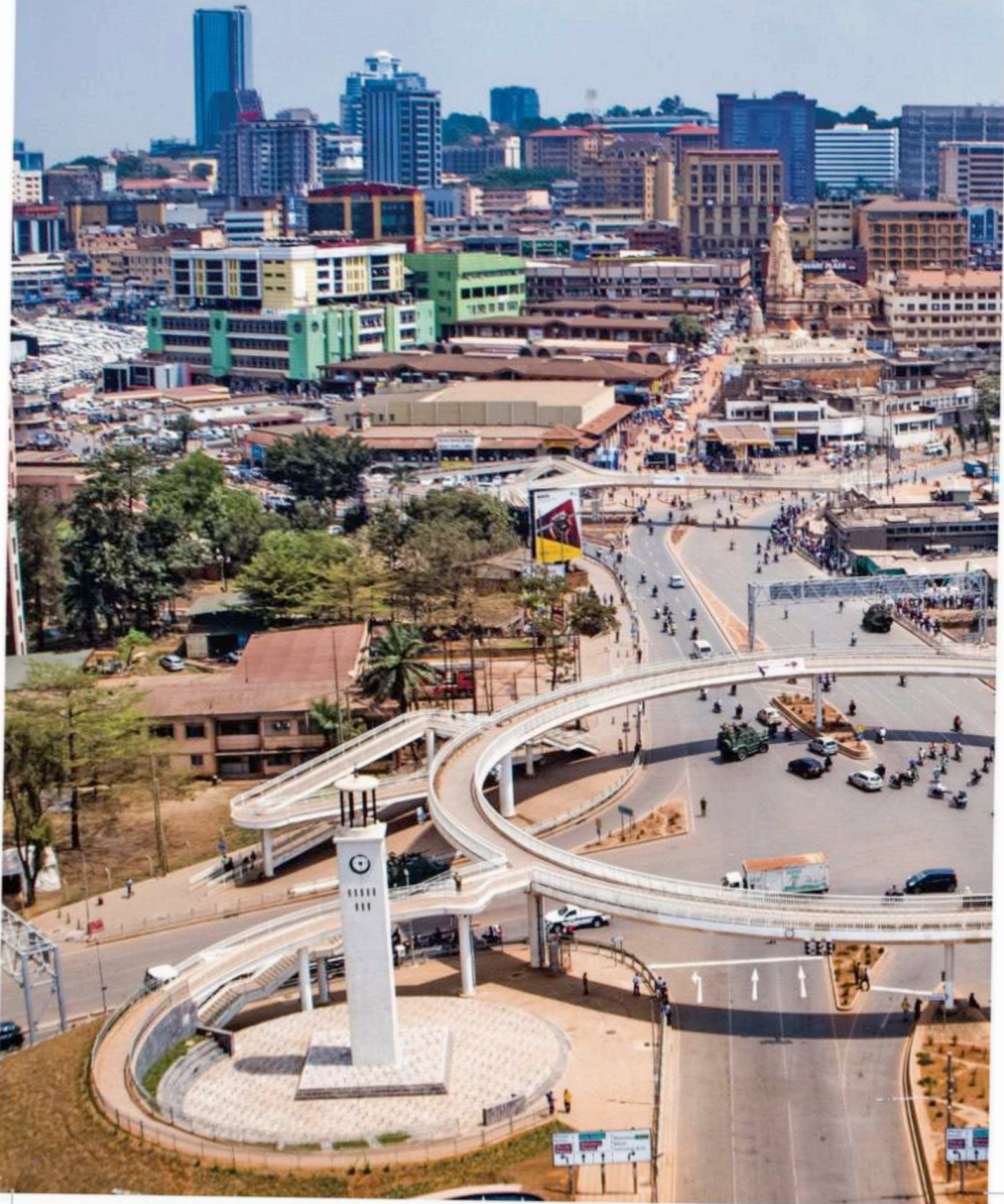


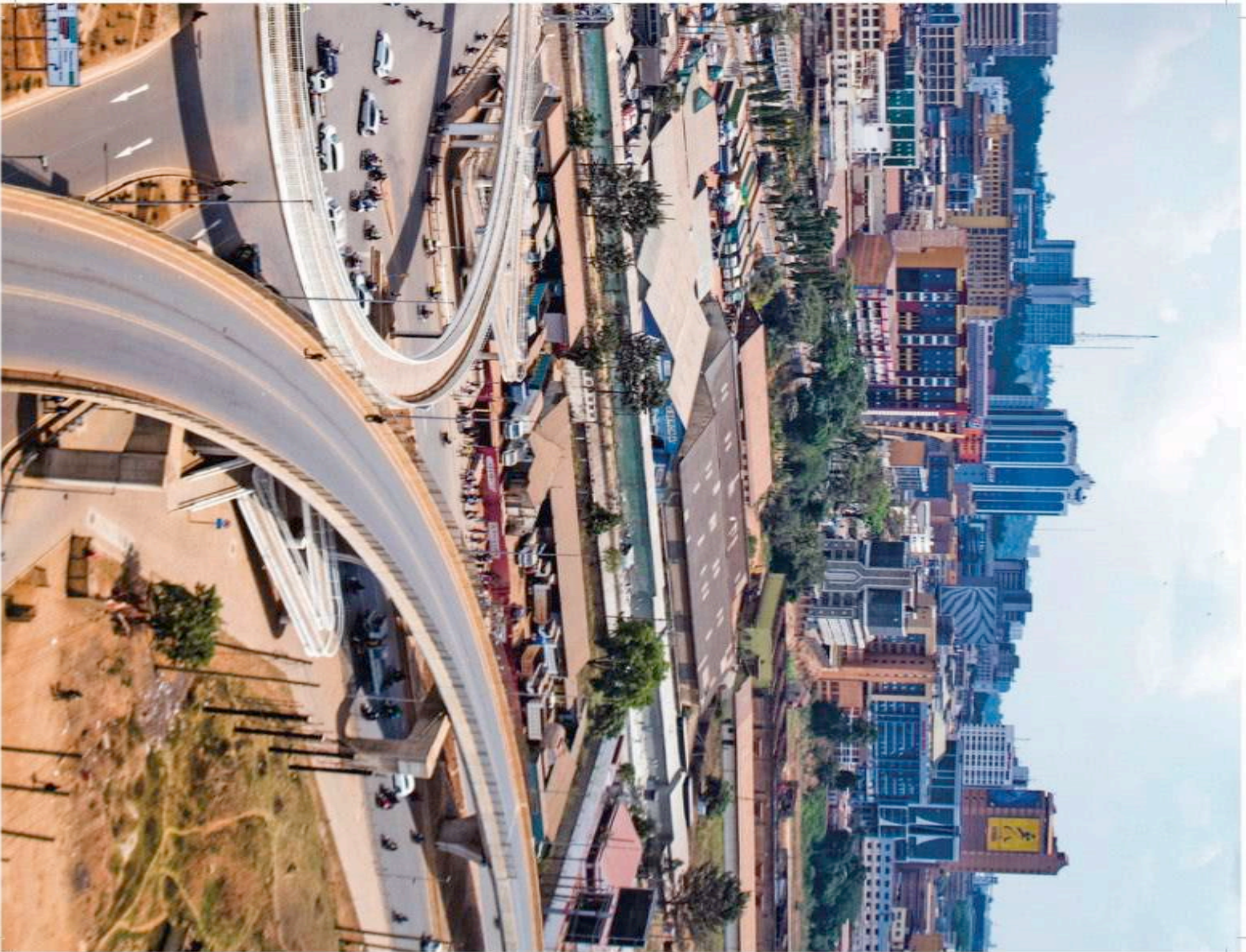
HE President Museveni Commissioning the NSSF housing project



NSSF housing project in Lubowa

Aerial view photo showing, Kampala Flyover and pedestrian bridge







President Yoweri Kaguta Museveni, Deputy Speaker of Parliament, Thomas Tayebwa, and Vice-President Jessica Alupo during the commissioning of Ankole Presidential Industrial Hub



President Yoweri K Museveni commissioning the Mengo Zonal Presidential Industrial Skilling Hub in Kayunga District

4 HUMAN DEVELOPMENT

The NRM government has continued to prioritize investment in education, healthcare, water, sanitation and environment. A country cannot transform without the state investing in its people. Below, we give accountability of what we have done and what we commit to do in the coming term, to further improve the lives of Ugandans, by providing them with quality education, improved healthcare and clean and safe water.

4.1 Education

The NRM recognises education as a fundamental human right and a great social equaliser. Apart from equipping Ugandans with skills required to secure employment, education enables our people to live longer, happier and affluent lives.

4.1.1 Primary Education

When NRM came to power in 1986, education was only for those who could afford to pay school fees. The children of the poor were left out of the education system. In 1997, we abolished the charging of school fees in government-aided primary schools; and introduced Universal Primary Education (UPE). As a result, the number of children, enrolled in primary schools, has increased to 9.52 million learners, from 2.5 million in 1997.

The government has built and grant-aided more schools, raising the number of government-aided primary schools to 12,549 as at June, 2025, from 6,880 in 1997. Today, 6,429 parishes out of 10,584 parishes, have at least one government-aided primary school. In the last 5 years, we have also constructed 2,228 new classrooms, renovated 794 classrooms, provided 21,004 desks (3-seater); and built 239 primary teachers' houses.

We have recruited more teachers, raising the number to 147,176 in 2025, from 84,825 in 1997 where we started UPE. Subsequently, the pupil-teacher ratio at primary level has improved to 64:1 in 2025. Our target is to reduce it further to 53:1. We have bought more textbooks and other instructional materials for primary school learners. In the past five years alone, a total of 2.45 million copies of science and social studies textbooks, along with 39,000 corresponding teachers' guides, were distributed to government-aided primary schools.

These efforts account for the rise of the national literacy rate to 74% in 2024, from 43% in 1986.

4.1.2 Secondary Education

In 2007, the NRM introduced free Universal Secondary Education (USE), to enable children whose parents were unable to pay fees after UPE to continue with their education. This is in line with our commitment to ensuring equitable access to quality secondary education for all Ugandans. In 2012, we introduced the Universal Post O' Level Education and Training (UPOLET). The total number of learners in government-aided secondary schools has increased to 1.14 million, up from 412,367 in 2006. This is on account of our policy of free secondary school education.

We have since built more secondary schools, recruited teachers and provided learners and teachers with essential learning and instructional materials aligned to the new lower secondary curriculum. The number of teachers has also increased to 37,486, from 29,713 in 2007 when USE started.

In the last five years, we constructed 189 new seed secondary schools and grant-aided 46 community secondary schools. The number of government-aided secondary schools, in the country, has thus increased to 1,594 in 2025, from 1,359 in 2020. Another 258 seed secondary schools are at various levels of construction. The NRM has been able to increase the number of sub-counties/town councils with at least one government aided secondary school to 1,147 out of 2,191 sub-counties/town-councils in Uganda.



Ibanda Keihanara seed school

The NRM has provided free learning and instructional materials for government-aided secondary schools to support implementation of the new lower secondary curriculum. In order to promote science education, the NRM enhanced the pay of science teachers by over 300%. We have also stepped-up investment in STEM (Science Technology Engineering and Mathematics).

In respect to government UPE and USE schools in urban areas, we allowed them to charge a small fee to cater for utilities (water and electricity). However, this has been abused by the headteachers charging exorbitant fees, thus, sending away the children of the poor from these urban schools. We will, therefore, stop this practice and set fees commensurate with the cost of utilities.

4.1.3 Higher Education

When NRM came to power, Uganda had only one university, Makerere University. Today, the country has 78 universities, of which 10 are public. We are in the process of setting up two more public universities in Busoga and Bunyoro sub-regions. Before the NRM came to power, only 4,000 students were enrolled in university. Currently, enrolment in all universities is 220,800. In order to give opportunity to students from poor families, that fail to get government sponsorship, the NRM started a student's loan scheme in 2014. A total of 16,436 students have since been supported through this programme. In addition, the NRM is continuing with its policy of sponsoring 4,000 students per year in public universities. During the out-going *kisanja*, we upgraded infrastructure in various public universities. For example, we reconstructed the Ivory Tower and some halls of residence at Makerere University.

To improve the qualifications and skills of primary school teachers to meet the new minimum education requirement of degree level, we have established a National Institute for Teacher Education (UNITE). The total enrolment in the institute has reached 1,000 student teachers.



Students from Lake Mbuho Secondary School with their street lighting technology



Kabwele Memorial School - Kumi

4.1.4 Technical Vocational Education and Training (TVET)

Our policy on technical education is to have a technical institute in every constituency. In the last five years, the NRM has made significant investments in skills development and created a robust skills development eco-system. To promote TVET, we have constructed 21 TVET institutes in the past five years bringing the total to 189 in the country. Currently, 130 out of 353 constituencies have a TVET school and total enrolment is 22,763.

Six (6) of the TVET institutes have been upgraded to centers of excellence offering internationally recognised certificates. These are: Uganda Technical College (UTC) Kichwamba, Uganda Petroleum Institute Kigumba (UPIK), Uganda Technical College Elgon, Bukalasa Agricultural College, Uganda Technical College Bushenyi, Uganda Technical College Lira. In order to streamline TVET, we have established a TVET Council to ensure a hands-on, minds-on and hearts-on practical vocational and technical education.

a) Presidential Zonal Industrial Hubs

In order to address the challenge of unemployment among the youth, we started a skilling programme for youth outside the formal education system. The programme trains them in various skills such as carpentry, welding, motor vehicle mechanics, hair dressing and baking free of charge. Formal education qualifications are not a requirement. The trainees, upon completion of the 6 months period of training are subjected to a Uganda Vocational and Technical Assessment Board (UVTAB) examination, after which they acquire a level-one certificate equivalent to an O' Level (UCE) certificate. So far, 82,790 youth have been trained, of which 66,631 are from Kampala. The total number of presidential skilling hubs has grown to 28, across the country.



Students practicing Wiring at Masaka Presidential Industrial Hub



National High Altitude Centre Teryet Kapchorwa



The Presidential Industrial Hub - Ntoroko District



Presidential Initiative on Skilling the Girl Child project 7th Intake at Mutundwe Centre



PISGBC project 7th intake inspection at Sub-way Centre in Kampala



The learners of Small machine repair at Ocea Vocational skills training centre in Madi Okollo

b) Formalising Artisans

To formally recognise, promote tradability of skills and encourage fair compensation of our artisans in garages, saloons, carpentry workshops, etc., we have started awarding certificates through Uganda Vocational and Technical Assessment Board. So far, 338,559 artisans have been assessed and awarded such certificates.

4.1.5 Special Needs Education

The NRM believes in equity, fairness, affirmative action and leaving no one behind. We have provided support to persons with disabilities and special needs. We have invested in schools to serve children with special needs in different parts of the country. These are equipped with facilities to train our children with special needs in carpentry, mechanics, welding and other vocational skills.

Digitising Education

In order to enhance quality and efficiency in education and fight corruption in the sector, the NRM has adopted digitisation. The national school register and school's inspection, are being digitised. All newly constructed seed schools are now equipped with functional ICT laboratories to support e-learning and promote digital literacy.

Using a digital system: Teacher Effectiveness and Learner Achievement (TELA), we are in the process of solving the long-standing challenge of teacher absenteeism. To implement the system, 14,000 smartphones were distributed to government-aided schools to "catch" teachers and students who dodge classes. As a result of utilising this system, the average teacher class attendance has improved from 27% to 80%. We have also rolled out a system: e-inspection, to improve school inspection in all the districts, cities and municipalities, across the country. The system has helped to improve inspection coverage to 86%.

Our Promise

NRM will:

- i) Continue to provide free education to Ugandans under UPE, USE and Universal Post O' Level Education and Training;
- ii) Recruit more teachers in both primary and secondary schools to stop schools from charging illegal fees on account that they are paying teachers who are not on the payroll. This will also improve teacher to pupil ratio;
- iii) Rehabilitate existing primary schools and continue grant-aiding primary schools targeting parishes without;
- iv) Regulate utility fees in urban government primary and secondary schools;
- v) Construct new seed secondary schools in sub counties without, expand and equip existing secondary schools that have been identified to be below the Basic Requirements and Minimum Standards (BRMS);
- vi) Rehabilitate all 121 traditional secondary schools and special needs schools across the country;
- vii) Strictly enforce teachers' and learners' inspection across the country using the electronic systems;
- viii) Roll-out the Education Management Information System (EMIS) to serve as an electronic register of all learners at all levels and eliminate corruption;
- ix) Continue providing learning and instructional materials to improve the textbook-to-student ratio;
- x) Construct staff houses for teachers;
- xi) Progressively enhance salaries of arts teachers;
- xii) Invest more in TVET, including increasing the number of government-sponsored students;

- xiii) Rehabilitate and expand infrastructure in selected public universities;
- xiv) Continue to provide sponsorships and student loans for higher education;
- xv) Enhance staffing levels in universities; and
- xvi) Operationalise Bunyoro and Busoga universities.
- xvii)

4.2 Health

Over the years, the NRM has deepened its commitment to ensure that every Ugandan enjoys their fundamental and constitutional right to health. Our strategy on health is two-fold: preventive (health promotion) and curative (rehabilitative and palliative care).

The NRM inherited a dilapidated health system in 1986. For example, immunization coverage was 30%; and this was limited to only six (6) killer diseases of Polio, Diptheria, whooping cough, Tuberculosis, Measles and Tetanus. We have since added eight other immunizable diseases namely: Hepatitis B (cancer of the Liver), Human Pappiloma Virus (HPV) (cancer of the cervix), Rota Virus Vaccine (diarrhea), Yellow fever, Measles Rubella vaccine, Pneumococcal Vaccine (Pneumonia), Haemophilus Influenza Vaccine (Influenza type B) and Malaria. Our immunization coverage is over 95% and the 5% is on account of the parents that have not brought their children for immunization.

We have also invested in health infrastructure. Uganda now boasts of 78 hospitals, of which 54 are general hospitals (GH), 16 regional referral hospitals (RRH), 5 national referral hospitals and 3 specialised hospitals. We have 217 HCIVs at constituency level and 1,553 sub-counties have a health unit of HC III and above. This is contrasted against only 49 hospitals and 597 dispensaries that Uganda had in 1986.

In the last *kisanja*, we continued to improve healthcare infrastructure and

equipment. For example, we completed, equipped and commissioned three (3) Regional Blood Banks in Hoima, Arua and Soroti; operationalised 24 high-capacity oxygen plants across key national, regional referral, and general hospitals; continued infrastructure development and equipping of the two specialised centres for cancer and cardiovascular care; infrastructure development of Lubowa Specialised Hospital, which is now at advanced stages of completion. We constructed new maternity wards and staff houses in HCIIIs; distributed 20 digital X-ray machines to General Hospitals; and installed CT scans in 14 out of 16 Regional Referral Hospitals. We procured one (1) MRI scan for Mbarara RRH, and ICU equipment for 14 RRHs. A 250-bed capacity state-of-the-art cardiac (heart) hospital is under construction. We also constructed 445 HCIIIs, upgraded 34 HCIIIs to HCIVs, and upgraded 7 HCIVs to District



Pediatric surgeons from Uganda Heart Institute and Mbarara Regional Referral Hospital carrying out a closed heart operation during a heart surgery camp at Mbarara Regional Referral Hospital

Hospitals, namely Kotido, Koboko, Luweero, Kyegegwa, Amuria, Rukunyu, and Kaberamaido.

The salaries of medical workers were also enhanced. The budget for medicines and supplies to enable delivery of quality health care at the various health units in the country was also increased.

In order to improve monitoring of clinician outputs, patient management and prevent theft of medicine, the NRM government is rolling out an in-facility electronic medical record system which is a digital tool for management of health facility processes. The system has functions for management of medical supplies, consultations, treatments, procedures, investigations, admissions and generation of reports. The system is already deployed in 77 health facilities (4 NRH, 15 RRH, 54 GH and 4 HCIV). It has improved documentation and management of clinician outputs as it is able to show services rendered by each clinician. Where it has been deployed, we have registered marked reduction in stockouts of medicines and other medical supplies.

As a result of the above interventions, the health indicators have greatly improved as follows: Mothers delivering at health facilities have now increased to over 80% from 37% in 2001. The overall maternal mortality ratio has reduced to 189 per 100,000 live births from 336 per 100,000 live births in the past 10 years; infant mortality rate has reduced to 28 per 1,000 live births in 2024, from 122 per 1,000 live births in 1986. Malaria incidence reduced to 230 per 1,000 from 302 per 1,000 people over the past five years. Life expectancy at birth has improved to 68 years, from 45 years in 1986.

Our promise

NRM will:

- i) Construct HCIIIs in sub-counties without;
- ii) Rehabilitate 40 HC IVs and provide them with theatres, 16 General Hospi-

- tals, and 8 Regional Referral Hospitals;
- iii) Renovate old and dilapidated staff houses and construct new ones for health workers;
 - iv) Construct, equip and functionalize regional blood banks in regions without (Masaka, Busoga, Lango, Karamoja and Kigezi);
 - v) Construct and equip new hospitals;
 - vi) Construct the Orthopaedic and Traumatology Centre of Excellence at Naguru National Referral Hospital;
 - vii) Complete construction of Lubowa International Specialised Hospital;
 - viii) Upgrade Gulu, Mbale and Mbarara Regional Referral Hospitals to National Referral status and upgrade Tororo and Kapchorwa General Hospitals to Regional Referral Hospitals (RRHs);
 - ix) Upgrade and equip health facilities within the GKMA to general hospital status: Kampala (Kisenyi, Kawala, Kiswa, Kisugu and Komamboga), Wakiso (Nansana, Kira, Wakiso HCIV, Ndejje HCIV in Makindye Ssabagabo), Mukono (Goma);
 - x) Renovate and expand Soroti Regional Referral Hospital, equip Bugiri General Hospital
 - xi) Equip all Regional Referral Hospitals with MRIs and provide HCIVs with Digital X rays and Ultrasound scan machines;
 - xii) Roll-out the e-Health infrastructure (digitalisation) to all health facilities to improve service delivery including preventing theft of medicines and leverage new technologies like tele-medicine and artificial intelligence in health care;
 - xiii) Work towards the total eradication of malaria;
 - xiv) Promote health awareness including nutrition, regular exercise, regular

- screening to reduce on incidences of non-communicable diseases;
- xv) Create public awareness of the challenges of mental health in the communities;
 - xvi) Provide early support to people with poor mental health problems before the condition escalate;
 - xvii) Continue to recruit doctors and other categories of staff;
 - xviii) Recruit mental health staff to enhance access to specialist mental health professionals in the District Hospitals;
 - xix) Strengthen provision of high-quality Reproductive, Maternal, Adolescent and Child Health in order to achieve optimal health for the adolescents, mothers, new-born and infants;
 - xx) Continue to scale up prevention of diseases through strengthening routine immunization;



Inside an ICU unit at Yumbe Hospital



Health - New Mulago Specialised Women and National Hospital



New cancer machine at Mulago National Referral Hospital

- xxi) Strengthen national ambulance system for epidemic preparedness and surveillance; and
- xxii) Support investment in the pathogen economy.

4.3 Water for Human Use

The NRM continues to invest in the provision of clean water, sanitation and hygiene (WASH) as well as protection of our environment. Our target is for every Ugandan has access to water, sanitation and hygiene. Currently, seven (7) in every ten (10) households have access to clean water and within a walkable distance of not more than 500 meters. When we came to power, it was only three (3) in every ten (10) households which had access to clean water; and they had to walk at least a kilometer to find it.

In the Last *kisanja*, we added 297 piped water supply and sanitation systems in various towns across the country, each serving a population of 3,000 to 5,000 people. We have also constructed several gravity flow schemes and drilled boreholes across the country. As a result, the number of villages with a clean water source has increased to 57,313 from 38,809 villages, in 2021. Eight (8) in ten (10) villages now have a clean water source. In water stressed areas of Moyo, Kyankwanzi, Nakasongola, Rakai, Buyende and Kasese, solar powered water systems were constructed.

Our Promise

A. Rural Water and Sanitation

The NRM Strategy is to provide a clean and safe water source in every village. To achieve this, we will:

- i) Develop large diameter wells in water stressed parts of the country, covering Karamoja region, the low-lying dry expanses of Isingiro, Ntungamo, Kiruhura, Yumbe, Koboko, Moyo, Kasese, Ntoroko, Bugiri, Bugweri, Kiboga, Kyankwanzi, Nakaseke, Nakasongola, Rakai, Buyende and Kaliro districts;

- ii) Complete construction works on the ongoing water systems in Bitsya (Buhweju), Nyamugasani Gravity Flow Scheme Phase I (Kasese), Isingiro (Isingiro), Ala Ora (Nebbi, Madi-Okollo, Terego and Yumbe); Siabona Phase 1 (Bugiri–Namayingo); Bwambara - Bugangari (Rukungiri); Ngoma – Wakyato (Nakaseke), and Potika (Lamwo);
- iii) Construct new water supply systems in the underserved communities. These are: Ogili for multipurpose (Agago), Bwera GFS (Kasese), Nyabuhikye-Kikyenkye Phase II (Ibanda), Kisangani-Obutet (Pallisa), Shuuku-Matsyoro phase II (Sheema), Katonga (Mubende, Kyegegwa, Sembabule, Kazo), Nkusi (Kagadi, Kakumiro, Kibale, Hoima), Majanji-Tororo (Tororo, Namayingo, Butaleja, Pallisa), Itula (Yumbe, Moyo, Obongi, Terego), Girik (Nabilatuk, Amudat, Nakapiripirit, and Bukedea), Bugiri, Namayingo, Kalangala, Iganga, and Katakwi, Dunguluha (Kasese), Mbunga Nyakazinga (Kasese), Mpungu WSS (Kanungu), Rwebisengo Kanara GFS -Phase-II, West Nile Dry Corridor Bulk Water Transfer Integrated Project (Phase I), Bukedea Lower GFS Phase II;



Leaders from the districts of Mbarara and Kiruhura with locals carrying out final inspection at the solar panels that pump water to residents

- iv) Complete the ongoing construction of 15 solar powered piped systems in rural growth centres and in 13 refugee settlement areas: Lugala (Namayingo), Bukizibu Bumwena (Mayuge), Kitenga (Kaliro), Kikoora and Mwitanzige (Kakumiro), Kasese and Lwentulege (Rakai), Kidera and Igwaya (Buyende), Bugomolwa and Kikonge–Nakasero (Kyankwanzi), Lubaali (Kassanda), Kakooze (Nakasongola), Bugwara and Kabamba (Kagadi). The refugee settlement areas are; Gwere-Lefori and Laropi in Laropi SC (Moyo), Goboro in Kochi SC, Lomunga in Bijjo SC and Lobe in Lobe TC (Yumbe), Ukusijoni and Arinyapi (Adjumani) and Padibe West, Lukung and Agoro (Lamwo), Mutundwa, Gaspa, Nyakabaale (Kiryandongo). These water systems are designed to last for 20 years and target a population of 49,203 persons;
- v) Complete the ongoing construction of 184 solar powered piped systems in rural communities of: Ntungamo-2, Kibaale-1, Namutumba-1, Pallisa-3, Nakaseke-3, Luwero-2, Gomba-1, Kayunga-1, Kiboga-2, Mbarara-1, Nwoya-1, Pader-4, Mityana-1, Jinja-2, Kasese-2, Kitagwenda-1, Kyankwanzi-1, Mukono-2, Hoima-1, Maracha-2, Amolatar-1, Arua-2, Yumbe-1, Amuru-1, Iganga-1, Namayingo-1, Kabarole-2, Amudat-1, Bugiri-1, Kagadi-2, Kakumiro-1, Kalungu-1, Kassanda-2, Kikuube-1, Kiruhura-1, Kyegegwa-2, Kyenjojo-1, Luuka-1, Masindi-2, Ngora-1, Rukungiri-2, Rwampara-1, Buliisa-1, Tororo-3, Kibuku-1, Abim-1, Arua-1, Lwengo-1, Abim-1, Kyankwanzi-1, Kiboga-1, Rwampara-1, Lyantonde-1, Sheema-1, Bukomansimbi-1, Bundibugyo-1, Bugiri-1, Bukedea-1, Bukomansimbi-5, Butambala-5, Buvuma-2, Dokolo-1, Gomba-4, Kalungu-2, Kayunga-3, Kibaale-1, Kiboga-1, Kikuube-1, Kiryandongo-1, Kitgum-1, Kumi-1, Kwanja-1, Kween-1, Kyankwanzi-2, Kyotera-1, Luuka-3, Luwero-2, Lwengo-1, Masaka-1, Mityana-2, Mukono-2, Nakasongola-1, Namutumba-1, Ntungamo-1, Pader-3, Rwampara-1, Sembabule-2, Serere-2, Sheema-1, Terego-1, Tororo-5, Wakiso-3, Amudat-3, Kaabong-2, Kasese-2, Kakumiro-4, Sembabule-3, Kisoro-3, Rubanda-1, Bulambuli-2, Kyankwanzi-2, Mubende-3, Kyegegwa-1, Buyende-2, Nakaseke-2, Namayingo-1, Rakai-1 and Buvuma-4.
- vi) Construct new piped water supply systems in the following rural growth

centres: Damba–Koome Island (Mukono), Morikiswa, Soni and Katajula (Tororo), Cwero (Gulu), Bembe (Wakiso), Orom Phase II -comprising Akilok, Lamugu Obem, Palameny, and Pawidi (Kitgum), Paimol (Agago), and Dure (Pader), Buvuma (Buvuma), Wakiso, Kalangala, Mityana, Mukono, Masaka, Mpigi, Kyotera, Rakai, Adjumani, Madi-Okollo, Maracha, Nebbi, Obongi, Pakwach, Terego and Zombo.

vii) Construct the following water supply systems:

Lake Kyoga multi-purpose gravity flow water supply system and development Project Phase I in Serere, Ngora, Kumi, Bukedea, Soroti, Katakwi, Amuria, Kapelebyong, Kaberamaido and Kalaki; Omol, Ora I and Ora II Gravity flow systems planned to serve 5 sub counties of Zeu, Warr, Alangi, Kango and Atyak in Zombo District; Bukedea Gravity Flow System (GFS) Phase II to cover Bukedea, Kween Districts; Ala I and Ala II Gravity flow water supply and sanitation system to serve 4 sub-counties of Vurra, Ayivu, Ajia, Uleppi in Arua District; Karenga Cluster water supply and sanitation system comprising of Lobalangit, Lokori, Nakudolongolol, Kawakol, Kapedo in Karenga District; Lake Victoria to Tororo Bulk water supply system to serve Busia and Greater Tororo Districts; River Atari and River Siti Gravity flow water supply and sanitation system to serve Kapchorwa, Nakapiripirit, Nabilatuk, Bukwo and Amudat Districts; River Ncwera multipurpose water project to serve the sub-counties of Mitooma district; Elgon Integrated Water Supply and Sanitation system in Elgon sub-region; and Lake Bisina multipurpose water supply and development project to serve the districts of Katakwi, Napak and Moroto;

- viii) Develop and upgrade 479 high yielding production wells with solar packages, drill 5,000 sustainable hand-powered boreholes, and install 2,060 environmentally friendly and sustainable solar powered boreholes to increase safe water coverage in the country;
- ix) Purchase six (6) borehole drilling service units. This will reduce the cost of drilling borehole.

B. Water Supply and Sanitation in Small Towns

- x) Complete construction of the following piped water supply and sanitation systems: Maracha, Yumbe, Alangi, Zeu, Itula, Aleptong, Serere, Kassanda, Omoro, Kole, Karenga, Karita, Nyakwai, Kuru, Lalopi, Lefori, Lodoga, Igayaza TC, Nkondo TC, Kisengwe TC, Kyenzige, Bwema, Watuba TC, Kalagi TC, Banda S/C, Ntunda TC, Kigando S/C, Isunga-Kyanaisoke TCs, Kiryanjagi-Kabamba, Nyabutanzi-Kyamesega-Kyakahuku TC, Kagadi-Kenga S/C, Kamuroza, Kihemba, Kyakataba, Kinyarugonjo S/C, Kicucura S/C, Isunga, Kiryanga, Rubaya, Nyakashaka, Bukinda, Kibale, Kifampa, Kahokya, Kashumba, Nyabuhikye, Nkanga, Kyahunda, and Burere;
- xi) Complete construction of 33 piped Water Supply and Sanitation Systems in the following areas: Kamuli, Lunya, Lacekocot, Igorora Phase 2, Parabong, Kakingol, Arra-Dufile, Butalejja-Busolwe, Budaka-Kadama-Tirinyi, Kaliro-Namungalwe, Rukungiri FSM, Koboko FSM, Manafwa, Rhino Camp, Kiboga-



Bukwo Water Treatment Plant

Expansion, Zigoti-Expansion, Busiika-Expansion, Pakele, Agii, Bulangira, Amus, Alucokok, Kagulu, Ocapa, Kokumu, Miranga Cell, Buyamba, Lwanda Namasale, Lorengecora, Iri iri, Busale, Ngoma;

- xii) Construct the following Bulk Water Supply Systems: Katakwi WSS, Greater Kasanje-Kamengo WSS, Kisiizi-Nyakishenyi WSS, Kangulumira-Nazigo-Nagalama WSS, Greater Buyende WSS, Namayumba-Busunju WSS, Kathile, Lorengae, Kawalakol, Nabilatuk, Karita, Yumbe, Soroti-Amuria-Orungo;
- xiii) Construct 4 water hubs in Gulu, Masindi, Masaka, Kabale;
- xiv) Upgrade existing water supply systems and replace over-aged pipes to improve and ensure adequate water supply supported by solar powered energy; and
- xv) Construct 88 solar powered piped water supply and sanitation systems.

C. Water Supply and Distribution in Large Towns

Our goal is to improve geographical water supply coverage, under National Water and Sewerage Corporation (NWSC) jurisdiction, from 282 towns to 350, thus increasing the production capacity to 219 million liters daily. To achieve this, we will do the following:

- xvi) Construct water and sanitation works in the following areas: Kampala, Mbale, Gulu, Arua, Bushenyi, Adjumani, Mbarara, Masaka, Isingiro, Wakiso, Soroti, Tororo, Moroto, Lira, Kanungu, Entebbe/ Nakawuka, Kakumiro, Jinja, Yumbe, Katosi (Mukono), Fort Portal, Hoima, Apac, Bukedea, Kabale, Kaberamaido, Koboko, Kyotera, Rakai, Luwero/ Wobulenzi, Lwengo, Mpigi, Mubende, Ntungamo/Rubare/Rwentobo, Paidah, Nebbi, Pakwach, Kazo, Ruhama, Masindi, Kasese, Njeru, Lugazi and Manafwa;

- xvii) Construct and rehabilitate water supply and sanitation infrastructure in the six rural growth centres of Busolwe, Butaleja, Kadama, Budaka, Kibuku and Tirinyi.
- xviii) Expand the network of clean safe water in the slum dwellings of Kampala;
- xix) Extend water supply network to 21 Planned Industrial and Business Parks;
- xx) Extend water supply network to the zonal industrial hubs; and
- xxi) Expand and develop the sewage treatment system in Gaba and Mukono



Construction works at Katosi water treatment plant

sub-catchments in the Greater Kampala Metropolitan Area.

4.4 Environment and Natural Resource Management

Uganda's prosperity and the well-being of its people are closely linked to the sustainable management of our abundant natural resources. As a nation blessed with forests, wetlands, vast water bodies, and diverse ecosystems, our development trajectory depends on our stewardship of this invaluable heritage. The NRM has consistently championed the protection and sustainable utilisation of these resources, recognising their critical role in agriculture, energy, tourism, social wellbeing and overall national development.

Over the last five years, significant strides have been made in managing our natural resources. We have increased the country's forest cover to 13% from 9.5% in 2015. A crackdown on illegal encroachment and unsustainable practices has led to the restoration of crucial buffer zones around major water bodies. We have implemented policies that promote a holistic approach to natural resource management. We have also empowered local communities to become stewards of their water resources, with support for initiatives like sustainable fishing practices and tree planting along riverbanks to prevent soil erosion.

We have also protected our wetlands. Uganda has a wetland cover of 10–13% of the land area, and these perform functions that are difficult and costly to replace if lost. The total length of wetlands in Uganda is 144,319.06 km. In the last five years, we:

- i) Demarcated 3,217.43 km with pillars and live markers;
- ii) Restored 1,284.90 km² of wetlands;
- iii) Gazetted and published 8,614 wetlands;
- iv) Cancelled 330 certificates of land titles issued in wetlands, and preparations for cancelling another 300 are in final stages;
- v) Increased the area under wetland management from 6,507.34 km² to

6,669.16 km² in 2023 and 2024.

- vi) Sensitised rice farmers in wetlands to voluntarily stop and instead, lawfully and sustainably re-purpose them for higher incomes as is being done at Limoto in Kibuku.

Our Promise

NRM will:

- i) Strengthen regulation and enforcement against degradation of our environment, including protection of our water bodies;
- ii) Invest in urban forestry/greening of cities and other urban areas;
- iii) Support value addition for sustainable commercial forestry;
- iv) Continue promoting the use of alternative sources of energy for cooking, away from charcoal and firewood, including supporting livestock farmers to invest in bio-digestors for biogas production;
- v) Promote private investment in forestry and forestry products;
- vi) Establish a wood processing hub at Nyabyeya Forestry College to provide students with practical training and equipping graduates to meet industry demands;
- vii) Promote sustainable, water-based economic activities, such as regulated fishing, and eco-tourism to create jobs and foster prosperity while maintaining the ecological health of our lakes and rivers;
- viii) Promote and support wetland alternative livelihood options such as fish farming against rice growing;
- ix) Continue to demarcate and restore degraded wetlands including those along river banks and lake shores; and



President Museveni and the First lady pose for a picture with the youth during the launch of the National Patriotism Environmental Protection campaign at Kitebi Secondary School



Komirya Wetland in Bukedea District



President Yoweri Museveni planting a tree at the launch of National Patriotism Environmental Protection campaign at Kitebi Secondary School



Samuel Etajak Co Investigator and Technical Administrator carrying out routine operation and maintenance of air quality monitoring sensors

5 DEMOCRACY, GOOD GOVERNANCE AND SECURITY

x) Continue to cancel all titles issued in wetlands.

5.1 Democracy

Democracy is one of the four core principles of the NRM, the others being Patriotism, Pan-Africanism and Socio-Economic transformation. Our governance approach is people-centered, based on grassroot systems that are founded on justice, regular free and fair elections; and protection of individual human rights and civil liberties. These hard-won constitutional freedoms are the bedrock of our democracy.

The NRM Government inherited a broken democracy, but through concerted efforts, we restored the vote to the disenfranchised people of Uganda. We empowered various marginalized groups like women, youth, people with disabilities and the elderly to become part of decision-making processes right from Village Councils to the Districts, Cabinet, and Parliament. These special interest groups have their respective elective councils from village to the national level. The workers are also represented in Parliament as a special interest group.

In the past (post-independence), political parties were inclined towards tribes and religions. We have fostered governance that promotes unity of all peoples in Uganda irrespective of tribe, religion and other forms of sectarianism. That is why NRM has, and will continue to win elections across the country.

Ugandans should recall that the Uganda Peoples' Congress (UPC) Government had abolished Cultural leaders following the 1966 debacle. We therefore, deliberately restored Traditional/Cultural leaders in the areas where they are cherished and these have been supported to perform their roles.

As a way to ensure that human rights are upheld, we set up the Uganda Human Rights Commission to protect and promote human rights and freedoms in Uganda. This Commission has powers of the High Court in adjudicating cases regarding abuse of human rights. We also passed a law against torture which provides for sanctions on individuals within the security forces who engage in any form of torture.

We further introduced electoral reforms to restore democracy, such as;

- i) Ensuring that candidates are given enough time for their nomination at all levels;
- ii) Names of all candidates appearing on the same ballot paper with their symbols (including photos);
- iii) Ballots being cast in the same box on the election day;
- iv) Candidates having agents at polling stations and tally centers;
- v) Voting secretly but in the open. The votes are counted at the polling station and results declared in the presence of voters;
- vi) Entering results of all candidates for a particular post in the declaration of results forms;
- vii) Signing of declaration forms by the candidates' polling agents. In case an agent does not agree with the results, they are allowed to state their concern on the declaration form;
- viii) Independent tallying by candidates using the results in the declaration forms given to the agents at the polling stations or tally centres. In case of

any variation with the results announced by the Electoral Commission, the candidates can challenge the results in courts of law;

- ix) Using biometric voter verification technology to identify the voters through their biometrics, to stop ballot stuffing, multiple voting and voting in another person's name.

These reforms have enabled the NRM to create a firm foundation for a solid democracy and rule of law in Uganda.

Our Promise

NRM will:

- i) Continue to conduct regular free and fair elections;
- ii) Continue to support women, youths, People with Disabilities (PWDs), workers and the elderly to participate in policy and decision making at all levels. Affirmative Action shall be promoted in all organs of Government;
- iii) Promote use of digital technologies in elections, and ensuring careful monitoring and oversight to prevent manipulation;
- iv) Strengthen the National Electoral Commission's capacity to; undertake mass civic education and to conduct free and fair elections;
- v) Support the timely handling and resolution of all electoral disputes; and
- vi) Continue to support the Inter Party Organization for Dialogue (IPOD) to promote inter-party dialogue.

5.2 Decentralisation

When we took over power in 1986, we introduced the people's councils to democratize state power, empower citizens, improve public service delivery, and promote accountability and responsiveness. Our belief is that when the people manage themselves through their elected leaders, they are served better.

Through decentralisation, we introduced Local Government councils at District/City/Municipality and sub-county/town council levels, led by directly elected chairpersons. The district councilors represent sub-counties in the district and a third of them are women. At the Sub-County Council, the councilors represent parishes. In all the District and Sub-County Councils the special interest groups (youth, persons with disabilities, elderly and workers) are represented.

We also decentralised power to these Local Governments to enable them oversee implementation of Government programmes in their jurisdictions. The districts have District Service Commissions which are appointed by the District Chairperson upon approval by the District Council. These District Service Commissions have power to appoint and discipline (including dismissal) civil servants in the district, save for the CAO and RDC who are appointed by Central Government.

The political leaders at the sub-county and district level have a duty to supervise the services delivered within their area of jurisdiction as a way of checking the performance of the civil servants. However, there are tendencies of failure by the political leaders to duly exercise their powers over the civil servants hence, leading to poor service delivery and overt corruption.

If these Local Governments exercised their powers in the interest of the people, some of the challenges of corruption and poor service delivery would be unheard of or would be minimized. For instance, if the councilors and chairpersons at both sub-counties and districts were active, theft of medicine and staff absenteeism would be minimised. Also, some of the land disputes would not arise if the Sub-County Land Committees and District Land Boards were effectively doing their work.

Where the services are not being delivered to the required standards, the District Council should be able to bring to order the concerned civil servants. Furthermore, where the concerned civil servants need to be reprimanded, the

District Service Commissions (DSC) should be able to discipline them, including dismissal from service in accordance with the law. However, gaps exist in the performance of these DSCs, and we have been getting reports that some of them are involved in selling jobs, denying our young people opportunity to serve. This is going to be dealt with.

Our Promise

NRM will:

- i) Continue to induct new elected leaders on their roles of monitoring and supervising the delivery of public services within local governments;
- ii) Encourage the people who are asked by members of District service Commission to pay bribes to report to the anti-corruption agencies;
- iii) Work towards filling the critical vacancies at all levels in Local Governments; and
- iv) Continue to hold accountability for a (barazas) between the Citizens, Elected leaders and the Local Government technical team at all levels.

5.3 Fighting Corruption

Corruption remains one of the major challenges to our democracy and overall service delivery. While we have made progress in fighting corruption, it remains a significant challenge that we are determined to defeat.

The NRM has been supporting the fight against corruption through; the Inspectorate of Government (IGG) to oversee public officer accountability; Office of the Auditor General (OAG) to independently audit government accounts; and Directorate of Public Prosecutions (DPP) to investigate and prosecute corruption cases, the CID, Parliament Accountability Committees and other anti-corruption agencies.

We have digitalized a number of government services such as; the online

application for passports, driving permits, Electronic Fiscal Receipting and Invoicing Solution (EFRIS) for revenue collection, Online Business Registration System (OBRS) by the URSB, Electronic Government Procurement (e-GP) and the Electronic Court Cases Management Information Systems (ECCMIS) for filing and disposal of cases in the judicial system. These have helped to reduce corruption in service delivery.

We have validated civil servants by taking their biometrics and this process exposed a number of ghost workers who were on the civil service pay roll. These were subsequently removed and people responsible are being prosecuted.

Our Promise.

NRM will:

- i) Strengthen the corruption investigative institutions; Inspectorate of Government (IGG), Office of the Auditor General (OAG); Directorate of Public Prosecutions (DPP), CID, Parliament Accountability Committees and other anti-corruption agencies in execution of their mandates;
- ii) Sensitize the masses to report corruption cases in accordance with the Whistle Blowers Act (2011);
- iii) Hold Chief Administrative Officers (CAOs), RDCs and DISOs accountable for their inaction in the fight against corruption;
- iv) Sensitize elected local leaders (including NRM party leaders) on their mandate in monitoring service delivery and where they find faults, they take action;
- v) Continue to digitalize the various government service delivery systems to eliminate corruption. For instance, we will introduce body cameras for the police. We will ensure that all applications for Government services (building permits, investment permits, mining permits, etc.) are made online and responses provided to the applicants in a defined period;

- vi) Continue to build the capacity of the Anti-Corruption division of the High court to efficiently adjudicate corruption cases; and
- vii) Progressively enhance salaries for teachers, medical officers, and other public servants to eliminate corruption of need which is fueled by the struggle to meet basic needs.

5.4 Security of Life and Property

One of NRM's core strengths is securing the lives and property of Ugandans. Before capturing power in 1986, insecurity was widespread throughout Uganda. Ugandans lived in constant fear; extra-judicial killings and looting were so rife; people were often hiding whenever they encountered soldiers or policemen. NRM reversed this reality by creating a professional army, demystifying the gun, democratizing the country, and fostering positive interactions between security forces and citizens.

We have maintained an unwavering focus on strengthening Uganda's national security foundations. Through capacity building of the security organs, we have reinforced state guarantees of security for persons and property. This correlates with increased respect for human rights and freedoms, and the emergence of a vibrant civil society.

The capacity of security forces in terms of numbers, quality, and equipment has improved. For the case of the Uganda Police Force (UPF), the police numbers have grown from 3,000 in 1986 to 46,000 officers in 2025. Quality has also improved through emphasis on recruiting better-educated personnel including university graduates.

Security threats keep on changing as the society grows and the focus now is to address recent rural and urban criminality as well as Cyber Crime. The NRM Government has installed CCTV cameras throughout cities and along highways which have proven effective in apprehending criminals.

Moving forward, NRM will continue creating pro-people security forces, well equipped and trained in civilian interaction. We will continue equipping the Police Force in forensic investigation capabilities to enhance their effectiveness in fighting crime. Improving the welfare of the UPDF, Police and Prisons personnel remains a priority.

5.4.1 Uganda Peoples Defense Forces (UPDF)

NRM government promised and assured Ugandans that we would continue building and strengthening the UPDF. This has been done. The national borders are secure. The UPDF continues to maintain a proactive posture, with zonal and operational deployments to deal with emerging threats.

Our security forces have undertaken various counter terrorism operations which have yielded positive results. Within the previous term, UPDF built sufficient Counter-terrorism capability in terms of personnel and equipment.

In regard to disarmament and anti-stock theft operations in Karamoja, the UPDF launched operation "Usalama Kwa Wote" in July 2021. This was augmented with operation "DHUMISHA AMANI" in April 2023 which helped to reduce Karamojong incursions in Acholi, Teso and Lango Sub-regions. The operations also recovered 49,025 animals which were handed over to the rightful owners. We also neutralized the ADF who operated from Eastern DRC.

Government has significantly eliminated various criminal gangs such as *Kifeesi*, B-10 and *Bukolwa* crew within Kampala Capital City. This has curtailed subversive activities, creating a conducive environment to support of the government's socio-economic transformation agenda.

Cyber insecurity has been an emerging threat due to advancement in technology. The army established a cyber-security unit to detect, prevent and curtail acts of cyber-crime and built capacity to handle cyber threats. In April 2023, the Ugandan Government established the National Forensic science university in

Jinja which offers courses in cyber security Studies, Forensic investigations, and information science.

In addition, the UPDF Fisheries Protection Unit continues to combat illegal fishing and smuggling of fish in the country. Over 90,900 tons of immature fish and assorted illegal fishing gear worth billions had been impounded and



H.E Gen Yoweri Kaguta Museveni interacts with recruits at Kaweweta Training School Nakaseke District after a shooting range exercise



At State House After Addressing ISO Recruits September 2025

destroyed by June 2025. As a result of their work, export of fish resumed.

Uganda, through the spirit of Pan-Africanism, has participated in various Regional Security Obligations. In 2021, the Democratic Republic of Congo (DRC) and Uganda, agreed on joint military operations against ADF in Eastern DRC



President Yoweri Museveni (C) in a group photo with the first cohort of the National Defence College - Uganda during their graduation on January 28 2023



UPDF National Referral Hospital, Mbuya

territories (under Operation Shujaa). The UPDF also maintains deployments under the African Union Transition Mission in Somalia (ATMIS). Subsequently, democratic processes have been undertaken to rebuild Somalia and piracy on the Indian Ocean was controlled. Further, in the Pan-African spirit, Uganda provides military training support to Equatorial Guinea, Mali, Guinea Bissau through bilateral arrangements.

The NRM Government continued the professionalization and modernization of the defense and security forces through recruitment, training, acquisition of equipment and enhancement of personnel welfare. We acquired, equipped, maintained and refurbished military equipment to facilitate quick response to the prevailing and emerging security threats.

In 2022, the NRM Government established the National Defense College-Uganda (NDC-U) dedicated to providing advanced military education and strategic training to high-ranking military and civilian officials in Uganda. Furthermore, salary enhancement for UPDF, UPF and Prison Services personnel has been implemented through a phased approach.

Our Promise

NRM will;

- i) Continue to professionalize the UPDF by continuing to train its personnel and equip it with modern weapons, equipment and technology;
- ii) Enhance protection of vital assets and security installations which are crucial to national development;
- iii) Safeguard Uganda's Digital Sovereignty;
- iv) Strengthen efforts to counteract radicalism and ensure stability of the country;
- v) **Strengthen capacity of UPDF to participate in production and value addition;**

- vi) Continue to enhance the welfare of the UPDF personnel;
- vii) Establish and operationalise a National Service program to build patriotism; and
- viii) Enhance coordination of national security and intelligence infrastructure to maintain peace and stability across the country.

5.4.2 The Uganda Police Force (UPF)

Given Uganda's population of 45.9 million people and the recommended UN policing ratio of 1:500, UPF should have a force with a strength of 91,306 personnel. The current personnel strength is 50,826 leaving a gap of 40,480. Uganda Police continues to recruit and train personnel to fill this gap.

In an effort to professionalize the security forces, 12,325 Police Officers and 2,649 prisons officers have respectively undergone Command and Leadership, Specialised courses, refresher and initial training courses.

We are progressively creating a pro- people force that is well trained to handle civilians, UPF kick-started operationalization of the sub county policing model with Greater Masaka Police Region. So far, 98 sub county police stations are implementing the policing model in this Region.

Government has equipped the police in forensic investigations to improve fighting against crime, the capacity of the police has been enhanced to enable it effectively perform its mandate. The canine department for example has been expanded to increase capacity for suspects apprehension.

Government through the Directorate of Government Analytical Laboratories (DGAL) is undertaking construction of the DNA databank. This will support Intelligence and Crime Investigations which ultimately strengthen the National Security and criminal identification. Additionally, will also eliminate massive arrests of suspects before evidence is obtained.

The Flying Squad has been rebuilt and reorganized. The 999 Field units have been deployed in all the 18 divisions of KMP with the attendant re-activation of the 999/112 Emergency Dispatch System. This "999"/ERU Police Patrol system has also been decentralised to 07 policing regions- Mbale, Gulu, Masaka, Mbarara, Arua, Hoima, Jinja, Lira and Soroti. The Central National Emergency call center handles KMP and the regions not yet decentralised. In addition, communication is being improved by acquisition of more radios and re- activation of the Police signals department.

Counter phones were deployed at every Police Station to allow for quick communication between the station and the public especially during response to distress or emergencies.

To enhance Police protection, 17 new Police Stations were established in other areas like Kwania, Kapelebyong, Rukungiri, Bululu, Busia, Nakasongola, Katwe-Kabatooro, West Nile Regional Headquarters, Kiira Regional Headquarters, Savannah Regional Headquarters in Luweero the others are in the Karamoja region (Namalu, Alakas, Nakiloro, Apeitolim, Lokori, Nakaperimoru and Morulem). The regulatory framework for Private Security Organizations (PSOs) is undergoing comprehensive review to improve oversight and control, this includes training standardization, recruitment of personnel and acquisition of security equipment. In order to strengthen supervision and compliance of PSOs, management has suspended operations of 26 PSOs who were in default of expected standards (statutory obligation).

Government enhanced the capability of the Uganda Police Force through acquisition of assorted security equipment to facilitate effective response to emergencies and management of crime. These include light armoured personnel carriers for public order management, pickup vehicles and troop and logistics carriers.

Regarding improvement of the welfare of both the police and the UPDF,

Government constructed and commissioned 528 Police staff houses across the country and also installed 5,410 double occupancy uniports to temporarily mitigate accommodation challenges thus the number of entitled police officers housed has increased to 26%. With the completion of the 364 ongoing construction works in FY2023/24 at Jinja, Entebbe and Naguru, the number of entitled officers housed is expected to improve.

With the completion of the Criminal Intelligence Headquarters in Kololo, district police stations in Kwanja & Kapelebyong, the number of own office space has increased from 84 to 87 thus saving on rent. A total of 124 Housing units were renovated in Soroti, Entebbe and Mbale and asbestos roofs that was declared a health hazard were replaced with iron sheets.

Government is working on a housing project under the Private, Public Partnership (PPP) arrangement to construct 69,000 housing units across the country for Police.

Over 3,746 (586 female) Police officers had benefitted from low priced construction items from Duty Free Shop.

Our promise

The NRM is committed to professionalize and modernize the Police Force to enable it fight crime and impunity. We will:

- i) Implement the sub-county policing model to ensure that the optimal execution of a unified rural policing strategy;
- ii) Recruit more personnel to achieve a ratio of 1:500;
- iii) Increase efforts to undertake specialised training of the Police Force to build its capacity in police management and in areas like; crowd control, human rights, cyber crime, etc;
- iv) Provide the Police Force with modern equipment, i.e. body cameras, protective gear, etc;

- v) Improve the welfare of the police force in terms of salaries, housing and capitalize the police SACCO;
- vi) Enhance forensic investigation capabilities to improve crime-fighting effectiveness;
- vii) Continue to deploy Closed-Circuit Television (CCTV) systems in major urban centers and along highways; and
- viii) Continue with implementation of the Intelligent Transportation Monitoring System (ITMS) to monitor vehicles and respond to traffic security threats.

5.5 Promoting Justice and Rule of Law

In 1986, we inherited a lawless country, devoid of constitutionalism and rule of law, characterised by extra judicial killings and anarchy. In order to correct this problem, we set up a constitutional commission which gathered the views of the population on how they wanted to be governed. Thereafter, we asked Ugandans to elect their representatives to debate and promulgate the constitution in 1995. Where we have amended the constitution, we have done it through the people's representatives in parliament.

As provided for in the constitution, we built an independent Judiciary which supports stability, justice, rule of law, sustainable development, and prosperity for all.

In order to improve the terms of service of the judicial officers, we enacted the Administration of Judiciary Act, 2020 which among others provides for; the efficient and effective administration of the Judiciary; strengthening the independence of the Judiciary; and retirement benefits of judicial officers and related matters.

Progress

The NRM has improved access to justice by bringing the courts closer to the

people, ensuring that we have more judicial officers to attend to and dispose off cases as well as fighting corruption in the administration of justice. In the previous term the following were achieved;

- i) Increased the number of High Court judges from 83 to 151 and Justices of the Court of Appeal from 15 to 35;
- ii) Appointed a total of 1,063 Judicial and administrative officers and these include; Justices of Supreme Court (3); Justices of Court of Appeal (5); Judges of the High court (59); Registrars (7); Deputy Registrars (50); Assistant Registrars (23); Chief Magistrates (122); Magistrates Grade One (402); and Administrative Staff (392);
- iii) Increased the number of High Court Circuits to 24 (2024) from 14 (2021) and these are located in Mubende, Fortportal, Jinja, Gulu, Mbale, Mbarara, Masaka, Arua, Soroti, Lira, Kabale, Masindi, Mukono, Mpigi, Luwero, Hoima, Iganga, Tororo, Rukungiri, Moroto, Kasese, Kitgum, Kiboga, Bushenyi;
- iv) Started online hearing and handling of cases;
- v) Rolled out the Electronic Court Case Management Information System (ECCMIS) in more than 8 Court Stations that is; Supreme Court, Court of Appeal, 4 High Court Divisions: - Land, Civil, Commercial and Anti-Corruption, Luwero High Court; and Mengo Chief Magistrates Court, which minimized human-to-human contact in the delivery of judicial services, subsequently improving efficiency in the courts;
- vi) Enhanced the retirement benefits of judicial officers, they now retire with their full benefits;
- vii) Completed the construction of the Supreme Court and Court of Appeal buildings. Other court infrastructure constructed included; three (3) High Courts of Mukono, Luwero and Mpigi; Four (4) Chief Magistrate Courts at Butambala, Mayuge, Kamwenge and Buhweju as well as justice centers at Namayingo and Kole districts;
- viii) Construction of twelve (12) other court buildings and Justice centers is

ongoing in; Shema Justice Centre, Kibaale Justice Centre, Alebtong Justice Centre, Tororo High Court, Rukungiri High Court, Soroti High Court, Alebtong Chief Magistrate Court, Lyantonde Chief Magistrate Court, Budaka Chief Magistrate Court, Abim Magistrate Grade I Court, Patongo Magistrate Grade I Court and Karenga Magistrate Grade I Court;

- ix) The Attorney General's Chambers successfully defended Government and won many cases thus saving government money; and
- x) Completed renovations of; High Court at Kampala (Commercial & Criminal Divisions), Mbale High Court, Gulu High Court, Mubende High Court, Soroti Chief Magistrate, Kamuli Chief Magistrate, Tororo Chief Magistrate, Pader Chief Magistrate, Katakwi Chief Magistrate, Kumi Chief Magistrate, Otuke G1, Kalongo G1 and Nakawa G1, Moroto High Court, Nakasongola Chief Magistrate, Oyam Chief Magistrate and Nabilatuk Magistrate Grade.

Our Promise

The NRM remains committed to upholding justice and equity for all Ugandans. To achieve this, we will:

- i) Enhance case management by;
 - a) Expediting investigations, prosecutions, and disposal of cases,
 - b) Expediting resolution of civil cases locked up in the various courts,
 - c) Build Local Council Courts' capacity to effectively execute their mandate;
- ii) Conduct a comprehensive review of our criminal statutes to attain efficient, speedy and effective delivery of justice;
- iii) Strengthen judicial capacity through recruitment of additional judicial officers and support staff;
- iv) Continue to promote the use of Alternative Dispute Resolution (ADR) mechanisms through aggressive public education and sensitization on

available ADR mechanisms to decongest the courts;

- v) Support the judiciary to increase High Court Circuits in regions where these do not exist;
- vi) Complete construction of 12 court buildings and justice centers, whose construction is ongoing;
- vii) Strengthen commercial courts, for timely disposal of cases to unlock private capital locked up in the court system;
- viii) Increase the number of industrial court judges from two (2) to five (5) to facilitate expeditious adjudication of industrial disputes;
- ix) Strengthen investigation and prosecution of transnational crime through enactment of Mutual Legal Assistance legislation;
- x) Create robust witness protection mechanisms especially for syndicated and organized crime cases; and
- xi) Conduct public awareness campaigns on citizens' rights to justice and enjoyment of the fundamental freedoms.

5.6 Labour and Employment

Since 1986, the NRM has stood firm in protecting the dignity of Ugandan workers and ensuring that their labour remains critical for national transformation. Our focus has been to create an environment that enables the private sector to create jobs. As earlier stated under the economy section, the task has been to avail affordable patient capital, incentives (provision of free land in industrial parks) and as a result, we now have 50,000 factories providing employment. Other areas like agriculture, through the support of OWC have been able to create jobs. The Parish Development Model is also broadening the spectrum of jobs.

On the political side, we have recognized workers as a special interest group and these have representation at various levels of decision-making including

Parliament. This was deliberately done to ensure that the voices of the workers are heard. Furthermore, we have expanded access to education, which has resulted into a more supply of labour especially from the youth. We are now emphasising on vocational education so as to produce the necessary critical skills required in the job market.

As the country advances towards high middle-income status, our workers will continue to play a central role in the development of our country.

NRM strengthened labour governance policies that improved protection for workers, clarified employer obligations, and promoted decent work. The establishment of the Industrial Court, Medical Arbitration Board, Labour Advisory Boards have improved dispute resolution and strengthened social dialogue among employers, workers, and government. The government has also ratified key ILO conventions which have helped to align national labour standards with international best practices. NRM will further work to reduce unemployment and improve working conditions.

Our Promise:

NRM will;

- i) Continue to attract investments which will lead to creation of jobs. The more investments we attract, the better the terms for workers arising from the increased demand for jobs;
- ii) Continue to support our wealth creation initiatives as drivers of new employment opportunities;
- iii) Continue to train our people in the relevant skills that align with the job market;
- iv) Strengthen compliance with labour laws, policies, guidelines, standards and rights to among other things improve Occupational Safety and Health (OSH) management across the country;

- v) Special attention will be given to safeguarding fair wages, timely payment of salaries, and secure employment contracts to shield workers from casualization and exploitation;
- vi) Ensure that industrial parks have designated areas for development of convenient workers' housing; and
- vii) Develop a National Management Information System (MIS)/Database on Labour Force and Enterprise to provide reliable data to guide policy-making, monitor employment trends, assess skills gaps, enforce labour standards, and support investment and social protection planning.

5.7 Affirmative Development Initiatives

The NRM Government has over the years implemented various affirmative development programmes in areas which were affected by war. Some of these programmes included;

- (i) Northern Uganda Rehabilitation Programme (NURP)
- (ii) Northern Uganda Social Action Fund (NUSAF I, II and III)
- (iii) Peace Recovery and development Plan (PRDP I, II, and III)
- (iv) Cattle restocking
- (v) Cattle compensation
- (vi) Luwero-Rwenzori Development programme

Cumulatively, the NRM Government has spent over Shs. 4 trillion on these programmes. We will continue to implement the affirmative programmes to further ameliorate the effect of war and conflict caused in these areas.

a) **Cattle compensation**

In regard to implementation of the livestock compensation exercise of war debt claimants and/beneficiaries in Acholi, Lango and Teso sub-regions. The NRM Government has so far paid Shs 159.50 bn to 28,281 Claimants and/Beneficiaries in the Sub-Regions of Acholi, Lango and Teso Sub-Region. Specifically; 4,836 claimants from Acholi Sub-Region were paid a total of Shs 43,666,954,842; in Lango Sub-Region 12,389 Claimants/beneficiaries were paid a total of Shs 48,736,020,500 in Teso Sub-Region 11,056 claimants/beneficiaries were paid a total of Shs 65,912,898,246.

b) **NUSAF**

NUSAF has been one of the largest safety-net programs targeting households in the poorest and most vulnerable districts in Northern and Eastern Uganda. Under NUSAF, 67 districts were covered and benefited nearly 600,000 households (approx. 3 million persons). All three phases of NUSAF have focused on expanding safety nets, promoting sustainable livelihoods and building institutional capacity at the local level.

Implementation of this programme has made positive impact on the poor and vulnerable households. However, notwithstanding the achievements of the various interventions, significant socio-economic challenges still remain in the area. Hence the need to implement NUSAF IV.

NUSAF IV is designed to continue improving the livelihoods of the communities and will cover 83 districts, 7 cities in 6,631 parishes of Northern, Eastern Uganda and Bunyoro. NUSAF will support an estimated total 3,375,000 rural smallholders in the agricultural value chain by enhancing production, agro processing and marketing services thereby contributing to increased income earnings, improved savings and help the extremely poor and vulnerable to get out of poverty.

Our Promise:

NRM will:

- i) Continue to implement the livestock compensation exercise of war debt claimants and/beneficiaries in Acholi, Lango and Teso sub-regions;
- ii) Implement NUSAF IV interventions towards socio-economic transformation of Northern, Eastern Uganda and Bunyoro;
- iii) Address the challenge of Nomadic Pastoralism (*Abalaalo* and *Karamojong*) in Northern Uganda and support the affected communities to recover from these effects; and
- iv) Resolve the issue of the Benet Community in Sebei and resettle them.

5.8 Land Governance

The size of Uganda is 241,038 sq. km of which 197,100 sq. km is covered by land. Over the years, Ugandans have enjoyed this resource as a source of livelihood. Before colonialism, land was available for communal use: held for grazing purposes and small-scale subsistence agriculture. Land tenure and management was perpetually customary where clan leaders held land in trust on behalf of the clan members, a practice that has remained upheld to present day in some parts of Uganda. These inherent traditions of land ownership and use could only be distorted by a force foreign to them through colonialism leading to a number of historical errors.

The 1900 Buganda Agreement introduced a number of changes in land ownership. Land ownership became more individualized. For instance, before this agreement, the Kabaka of Buganda owned land as a trustee of the dwellers of the land. However, the Agreement divided land ownership in Buganda into crown land (under the control of the colonial government) and mailo land (owned by the Kabaka, the chiefs and other prominent leaders at the time). In the rest of present-day Uganda, the situation was not different. In Acholi,

Lango, Karamoja, and some parts of Bukedi up to now, land is owned by the clans on behalf of its members. In short, the colonial period changed the traditional communal use of land and exposed it to market forces of supply and demand. The distribution of interests in land to some individuals at the expense of others led to a number of social inequalities. For example, in the case of Buganda, mailo titles were issued on land which was already occupied hence, the occupants became tenants of the landlord and were required by law to pay a tax (*obusuulu* and *envujjo*) to the new mailo land owner.

This created two classes of people on the land; the mailo owner and the *kibanja* holder (tenant). The tenancy rights of *bibanja* owners were formalised in 1928, when the colonial Government sensing that the continued increase of the land tax by the landlord was causing unrest, passed the Busuulu and Envujjo Law (1928). The law created new relations between landlords and tenants by reducing the arbitrariness in tax levy (*busuulu*) and insecurity in those relations. It denied the landlords the power to charge an economic rent and kept it nominal to safeguard tenants from exploitation and eviction.

This dual ownership of land in Buganda, with a controlled *busuulu*, stayed on until 1975 when The Land Reform Decree of 1975, enacted by Idi Amin's regime significantly altered land ownership in Uganda by nationalising all land and converting freehold titles to leases. The Land Decree declared all land in Uganda public land and title to it was vested in the Uganda Land Commission (ULC).

As a consequence of this change, mailo landowners lost their land without compensation. All land, including mailo, was converted into leaseholds. This in effect deprived the people of their right to full ownership of land.

The NRM, through its principles of democracy and socio-economic transformation, championed good land governance by introducing reforms in land tenure and management systems. These included the enactment of the 1995 Constitution of the Republic of Uganda, and the 1998 Land Act as amended. In the 1995 Constitution, ownership of land was returned to

the citizens of Uganda thus restoring mailo land alongside the other tenure systems: Customary, Freehold, and Leasehold. In effect, NRM balanced the interests of the landlords and the tenants by returning land to the landlords but also recognized the legal interests of the *bibanja* owners. We recognized six categories of *bibanja* owners:

- a. The one that was given *kibanja* by the landlord or his agent;
- b. The one who was on that *kibanja* in 1983 or before – whom we termed the bonafide occupant;
- c. The one that was first to settle on former public land, subject to a 12-year occupation rule (having been on that land before October 1983);
- d. The one who bought from one of ('a','b' and 'c') above;
- e. The one who inherited from one of (b) and (c) above;
- f. Those that were settled by the Government like the ones settled in Kisiita (Kakumiro district) and Kanyaryeru (Kiruhura district).

All these six categories are lawful tenants by occupancy and are entitled to be issued with certificates of occupancy and it is reflected on the Mailo owner's title as an encumbrance. Therefore, nobody should evict them. We also agreed that the *bibanja* owners pay a nominal/reasonable rent, not the market rate. We further agreed to capitalize the Land Fund annually to compensate the landlords on a "willing buyer/willing seller" basis, and give the land back to the sitting tenants upon verification. Through this fund, we have compensated several absentee landlords in Bunyoro, Ankole, Tooro and Buganda. The above legal position notwithstanding, the common land problems that have persisted include:

- a. Eviction of lawful tenants on mailo land in disregard of the Constitution and the 1998 Land Act as amended;
- b. In settling with tenants, some landlords issue titles for less acreage to tenants. For instance, if a *kibanja* owner has settled on 10 acres, the

landlord takes six acres and gives a title for only four acres to the *kibanja* owner. This is an injustice to the *bibanja* owners;

- c. District Land Boards allocating unregistered customary land that is already occupied by customary owners who are recognized by the Constitution;
- d. Untitled land, creating barriers for the owners to use as collateral in financial institutions or to lease out to investors;
- e. Multiple titling of land by unscrupulous land dealers "*bafere*" in connivance with corrupt officers in the land management institutions;
- f. Lack of notification to the lessee about renewal of the lease upon expiry and land is allocated to another person.
- g. Corruption in the court system involving judicial officers entertaining cases where people on the land are not served notice and they lose the case in absentia;
- h. Traditional cultural practices that deny vulnerable groups like women, persons with disabilities, children, youth among others from inheriting land;
- i. Land fragmentation in respect to rural agricultural land which has affected the full economic use of land;

In order to address the land problems above, a number of interventions were undertaken;

Securing Land Rights

The Uganda Land Commission acquired 248,790.55 acres from absentee Landlords for sitting occupants in Bunyoro, Ankole, Buganda, Bugisu and Toro. An additional 71,094.025 acres have been partially paid for. The details per region are in the table.

Table 11: Regional Compensation Payment Breakdown

CATEGORY	AREA (ACRES)	VALUATION (UGX)	AMOUNT PAID (UGX)	BALANCE (UGX)
BUNYORO REGION				
Fully Paid	165,185.73	56,054,185,500	56,054,185,500	0
Partially paid	34,432.30	67,016,564,000	22,875,783,413	44,140,780,587
Unpaid	32,738.20	41,301,127,000	0	41,301,127,000
Total	232,356.23	164,371,876,500	78,929,968,913	85,441,907,587
BUGANDA REGION				
Fully Paid	28,847.93	48,803,910,176	48,803,910,176	0
Partially paid	20,793.03	41,654,996,607	19,951,347,258	21,703,649,349
Unpaid	18,965.30	291,853,587,664	0	291,853,587,664
Total	68,606.25	382,312,494,447	68,755,257,434	313,557,237,013
ANKOLE REGION				
Fully Paid	19,569.05	24,150,985,400	24,150,985,400	0
Partially paid	5,346.80	24,266,712,098	8,471,800,000	15,794,912,098
Unpaid	2,436.20	23,203,354,240	0	23,203,354,240
Total	27,352.05	71,621,051,738	32,622,785,400	38,998,266,338
TOORO REGION				
Fully Paid	35,187.85	33,080,659,200	33,080,659,200	0
Partially paid	8,127.10	15,008,888,000	6,067,348,800	8,941,539,200
Unpaid	3,191.95	3,341,460,000	0	3,341,460,000
Total	46,506.90	51,431,007,200	39,148,008,000	12,282,999,200
BUGISU REGION				
Partially paid	2,394.80	79,553,000,000	368,000,000	79,185,000,000

- (ii) In order to secure the rights of customary land owners, Government has developed two systems;
- the Systematic Land Adjudication and Certification (SLAAC) to issue freehold titles to sitting customary owners under the freehold tenure system. This involves mobilization, sensitization, surveying and issuance of land titles to the owners at a subsidised fee of Shs. 85,000 irrespective of the size of land. This is issued by the Registrar of Titles. Under this programme, we have processed and issued 24,000 titles to beneficiaries in Kiruhura, Ibanda, Rwampara, Kaabong and Oyam and the city of Mbarara;

For the faith-based institutions, Government pledged to assist them to register their land upon submission of applications. So far, Church of Uganda has submitted 3,107 applications from its 39 dioceses for processing and issuance of freehold land titles;

- b) Issuance of Certificates of Customary Ownership (CCOs) under the customary tenure system. This involves mobilization, sensitization, surveying and issuance of certificates of ownership at a subsidised fee of Shs. 10,000 irrespective of the size of land. Under a self-financing model, a minimal operational fee between Shs. 70,000 to Shs. 100,000 is set by the District Local Governments to facilitate and sustain customary land registration. The CCO is issued by a Recorder at sub-county/ town council and in the case of a city, it is at the division level. So far 103,000 certificates have been issued in the districts of; Kasese, Nwoya, Pader, Butaleja, Adjumani, Kisoro, Kabale, Mbale and Mbale City, Agago, Apac, Maracha, Soroti, Katakwi, Kalaki, Dokolo, Amolatar, Terego, Gulu, Koboko, Moroto, Amudat, Kaabong, Nabilatuk, Nakapiripirit, and Namutumba;

The issuance of certificates is aimed at improving the land tenure security (mitigate risks of land evictions, grabbing, landlessness and economic well-being);

Government supported the registration and incorporation of 915 clans and communities in the Greater North to become legal entities called Communal Land Associations (CLAs). For example, 15,000 acres of communal lands owned by the Omiya Pacwa, Lapono and Paimol clans were secured and consolidated for leasing to investors under the Parish to Market (P2M) project in the sub region;

- (iii) In order to protect the rights of tenants on registered land under the mailo tenure system, Government introduced the Land Inventory Protocol (LIP) as social evidence of occupancy and the Certificates of Occupancy (COOs) as legal evidence of possession. Under these processes, Government demarcates the *kibanja* of the tenants and if you have the evidence of paying *busuulu*, you get the COO and if not, you get the LIP.

The reason most people do not have Certificates of Occupancy (COOs) is because the current living landlords do not have Letters of Administration to update the ownership of the mailo land title. The Certificates of Occupancy (COOs) and Land Inventory Protocols (LIPs) are registered as encumbrances on the Registered Proprietor's mailo title, hence the *kibanja* holder should never be evicted from the land;

So far 104,340 Land Inventory Protocols (LIPs) and 558 Certificates of Occupancy (COOs) have been processed and issued across the country. These have returned peace, harmony and productivity to the tenants without any further threat of eviction. However, in some places like Butambala District, 2,043 parcels of land have been mapped out but politicians de-campaigned the exercise and as a result, the affected people have not received their certificates; and

- (iv) We have also reduced the average time in processing a land title from 15 to 10 days.

Our Promise

NRM will:

- i) Continue implementing the mass titling (Systematic Land Adjudication and Certification and Mobile land Registration) across the country and issue freehold titles to the sitting customary owners;
- ii) Continue the land registration of customary owners (individual, family and communal lands) in accordance with the law and issue them with Certificates of Customary Ownership (CCOs);
- iii) Increase the Land Fund to; complete payment for 71,094.025 acres of land which have been partially paid for, pay for 57,331.64 acres of land which has already been valued, and acquire more land from the mailo landlords and give titles to the sitting *bibanja* owners upon verification;

- iv) Continue to issue Land Inventory Protocol (LIP) and Certificates of Occupancy (COOs) to tenants by occupancy (*bibanja* holders) in areas where the landlord-tenant relationship exists;
- v) Investigate cases of multiple titling, cancel any titles issued in error and hold accountable those involved;
- vi) Firmly deal with the individuals from law enforcement agencies who participate in illegal land evictions;
- vii) Invest in technologies such as blockchain and Artificial Intelligence to combat fraud and forgeries in the land management;
- viii) Reduce the turnaround time in land transactions from 10 to 7 working days;
- ix) Rectify old survey data and cancel any title given out on a wetland and other environmentally fragile areas;
- x) Compensate remaining kingdom land and properties; and
- xi) Compensate the remaining 110 ranchers under the Government restructured ranching program.



President Museveni poses for a photo with some of the beneficiaries who received certificates of titles of customary land ownership in Apac (R) are Hon. Nabakooba, Minister of Lands, Housing and Urban Development and Hon. Namuganza, State Minister for Housing and Urban Development

6 REGIONAL INTEGRATION AND POLITICAL FEDERATION

Pan-Africanism is one of the core principles of the NRM. This is a key pillar guiding our cooperation framework with fellow Africans. We recognise the need for our unity as a basis of rewriting the mistakes that the colonialists made in dividing us. The political balkanisation of Africa created small states, many of which have small populations. Uganda, with 46 million people, is one of the bigger states. The solution to this problem is regional integration.

The whole of Africa has got a very high population of 1.4 billion people, but, this population is broken up into small units. Small populations mean small markets. The problem is compounded by low purchasing power because of low incomes. There are also problems in the regional market, such as lack of roads and lack of communication to enable us to fully exploit the regional market. That is why, for instance, Uganda undertook with DRC, to construct the Mpondwe-Beni highway, to ease connectivity between the two countries. If we mobilise the whole of Africa to remove all trade barriers, we shall no longer worry about being shut out of markets in Europe, the USA, etc.

We cannot guarantee our prosperity unless we give our producers of goods and services a big market through market integration in the whole of Africa. The NRM, right from the time of our Chairman's student activities in 1963, realised that internal markets of many of the individual countries are never big enough to enable the prosperity of the citizens of countries. It was that search for the integration of markets that caused the unifications of Germany in 1871 and Italy in 1860. China and India, each with an internal market of 1.3 billion people, could not realize rapid growth of their economies until they opened their economies to enable trade and the inflow of investments from the whole world.

That is why we supported the Abuja Treaty of 1991 and the CFTA of 2017. These were all to create the Free Continental market of Africa, so as to, precisely, solve the problems Uganda is facing right now – too much sugar, too much maize, too much bananas, too much cassava, too much milk etc. It is not too much of anything. It is only too much of disorganisation. With a well-functioning African free market, this issue will be addressed. However, market integration alone, even if it is consummated, cannot solve the problem of strategic inferiority in defense terms against global threats unless we also carry out political integration (the Federation of East Africa, etc.); the two – economic and political integration – will help us to preserve our African identity and heritage. More importantly, East Africa can negotiate more credibly with the other international players – the USA, China, India, Russia, etc.

Therefore, ideologically speaking, our enemies are the ones who push for parochialism and sectarianism (tribalism and religious sectarianism) because they do not understand the value of economic integration for prosperity and political integration for strategic security against all and every threat.

The NRM, therefore, worked with Kenya and Tanzania to revive the EAC and expand it to include Rwanda, Burundi and South Sudan. We are now exporting to the region goods and services to the tune of USD 2.84 billion in FY 2024/25, yet this is just the start. Much more is possible and much more will be achieved.

Our Promise

NRM will:

- i) Support implementation of activities leading to EAC Political Federation including the promulgation of the EAC Constitution;
- ii) Work within the EAC framework to establish a single EAC currency;
- iii) Work with other EAC member countries to eliminate all non-tariff barriers within the EAC;
- iv) Promote the use of Kiswahili language across the country; and
- v) Take advantage of the provisions in AfCFTA agreement to increase trade with other African countries.

7 CONCLUSION

In all the pro-people struggles that the NRM has led, we have always been careful to employ the appropriate strategy and tactics, guided by our four principles of Patriotism, Pan-Africanism, Socio-Economic Transformation and Democracy.

Five years ago, we promised you five key deliverables: recovering the economy from COVID 19 and other shocks, and creating jobs and wealth for all Ugandans; continuing to offer Ugandans free education, healthcare and clean water; ensuring justice and equity by maintaining law and order; protecting life and property of all our people; and deepening economic integration to secure markets for our wealth creators. In total, we made 809 commitments/promises to Ugandans.

Dear Ugandans, NRM is a reliable and accountable political organisation. Not even COVID 19, Ebola, international and regional conflicts, inflation in the global economy (i.e. high commodity prices, for items like soap, fuel, cooking oil, etc.), and high interest rates that plagued the world during the last *kisanja* could stop us from delivering on our promises. We have delivered 698 out of the 809 commitments/promises we made. This translates to 86.3%, and this, by all standards is a grade for A-Students.

In this manifesto we are committing to protect the gains of the people of Uganda that the NRM was, right from the beginning, ready to die for. We are promising to continue growing the economy and creating wealth

for all Ugandans. We will continue championing mass line programmes that ensure the social uplift of all segments of society and not just a few elites. We also commit to continue investing in free education, healthcare and water for our people; and securing their lives and property while guaranteeing their democracy. With these, Uganda will make a qualitative leap into a high middle-income economy of USD 500 billion.

Therefore, People of Uganda, vote for H.E. Y.K. Museveni for President and other NRM flag-bearers at all levels.



Senior presidential advisor on political mobilisation Moses Byaruhanga (left), the State House Comptroller, Jane Barekye with The Speaker and Deputy Speaker at the Presidential Nominations event in Lweza





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