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NRM@40: A journey of ideas, leadership and national transformation

By Charles Kodili Gazzaman
Editor, NRM@40 Magazine

Forty years is a defining moment in the life of any movement. It is a time to pause, reflect, evaluate, and most importantly, to recommit. As the National Resistance Movement (NRM) marks four decades of existence, this milestone offers Uganda an opportunity to look back on a long and complex journey while looking ahead with clarity and purpose.

NRM@40 is more than a celebration of longevity in leadership; it is a record of ideas, struggles, reforms, and decisions that have shaped the modern Ugandan state. When the NRM assumed leadership in 1986, Uganda was emerging from profound instability marked by political fragmentation, economic collapse, and institutional breakdown. The task before the Movement was not merely to govern, but to rebuild a nation.

Economic transformation has been equally central to the NRM philosophy. The shift from a state-controlled economy to a mixed, market-oriented system opened space for private enterprise, local

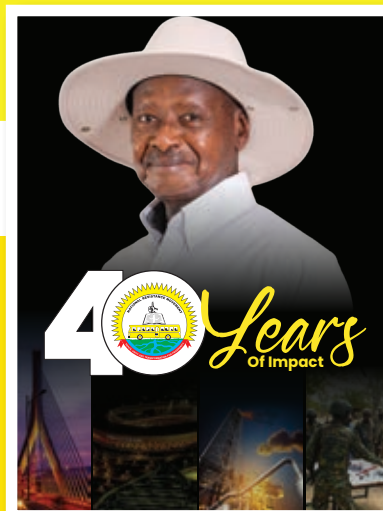


investors, and international partnerships.

Investments in infrastructure—roads, energy, ICT, and industrial parks—have formed the backbone of this transformation. The stories featured in this issue, from entrepreneurs to engineers, illustrate how

national policy choices translate into opportunity at the grassroots. NRM@40 also invites reflection on social progress. Expanded access to education, healthcare, and decentralized service delivery has reshaped how Ugandans engage with the state.

While challenges of quality and equity persist, the scale of access achieved over four decades is undeniable. Millions who were once excluded now have pathways to participation in national development. As editor, my role is not only to commemorate but to contextualize. Celebration without reflection is incomplete. This anniversary challenges us to ask critical questions about sustainability, inclusion, and preparing the next generation of leadership.



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The NRM'S 40th Anniversary Celebrations

Fellow Countrymen, Countrywomen and especially the Bazukulu.

Forty years ago, the people of Uganda, led by the patriotic NRA fighters, achieved their total liberation, by defeating the bankrupt neo-colonial regimes, which had plunged our Country into a terrible state of lawlessness and economic collapse. The victory of 1986 closed the door on a dark past; and ushered a new beginning, undergirded by the NRM's four principles ideology i.e. Patriotism, Pan-Africanism, Socio-economic transformation and Democracy. By emphasising patriotism, the NRM has been able to achieve the unity and stability of Uganda – this is the essential ingredient for all development. Through Pan-Africanism, we have enabled our wealth creators to gain access to bigger markets of the East African Community and the African continent; and thus, creating unprecedented opportunities for economic prosperity. The NRM remains on course to achieve the socio-economic transformation of Uganda, through the poverty eradication programmes (i.e. PDM, Emyooga, OWC, etc.), which are aimed at integrating the remaining 30% of the homesteads, which are still trapped in subsistence farming, into the money economy. When it comes to Democracy, the NRM has empowered the people of Uganda, in the 1995 Constitution and other laws, to take charge of their destiny, by choosing their leaders through regular free and fair elections.

Therefore, the NRM government has now laid the foundation for Uganda's economic take-off. The many years of hard work, sacrifice and correct prioritisation, have paid off. Uganda now

boasts of the necessary social and economic infrastructure, to support the Country's qualitative leap into middle-income status. They include: a wide natural resources base, a healthy and educated labourforce (on account of the NRM's mass immunisation campaigns against the killer diseases and the free education and skilling policies i.e. UPE, USE, the Presidential Skilling Hubs, etc.); a favourable investment climate (characterised by low costs of doing business, because of the good roads, enough electricity, cheap labour, etc.); the internal market of 46 million people (up from just 14 million people when the NRM took over in 1986), plus now the advantage of the East African market of over 500 million people and the Africa market of 1.4 billion people. I urge all the people of Uganda to take advantage of the above positive conditions to create wealth and jobs, in the four sectors of commercial agriculture, industries, services and ICT.

Finally, I want to thank all Ugandans for renewing the NRM's political mandate in the general elections of 2026. Uganda remains peaceful and stable, from border to border. We are ranked among the five fastest-growing economies in the world; and when we add oil production, you can clearly see that the future is bright. I wish you peaceful celebrations of the NRM's 40th Anniversary and thank you all.

Y. K. Museveni

PRESIDENT OF THE REPUBLIC OF UGANDA

26/01/2026.



Foreword

By Hon. Babirye Milly Babalanda
Minister for the Presidency

Dear Fellow Ugandans,
As the National Resistance Movement marks forty years of transformative leadership, this milestone invites us to reflect not only on the passage of time, but on the enduring values, sacrifices, and collective resolve that have shaped Uganda's journey. NRM@40 is both a celebration of continuity in governance and a moment of sober reflection on the responsibility of sustaining peace, stability, and a shared national purpose.

This historic anniversary coincides with a renewed mandate from the people of Uganda. On behalf of the institution of the Presidency, I extend my heartfelt congratulations to H.E. Gen Rtd Mzee Yoweri Kaguta Museveni, the NRM National Chairman and Presidential Flag Bearer, and to all NRM flag bearers at national and local government levels who emerged victorious in the recent elections. This renewed confidence is a clear affirmation of the trust Ugandans continue to place in the NRM Government and its leadership.

Over the last four decades, the NRM has guided Uganda from a period of recovery to one of consolidation and transformation. Central to this journey has been the institution

of the Presidency, which has served as a stabilizing anchor for the State coordinating government action, safeguarding national cohesion, and ensuring continuity in policy direction. Under the NRM, strong leadership





NRM@40 also speaks to Uganda's youthful population, whose energy, innovation, and aspirations will define the success of Vision 2040 and the future of our nation.

has gone hand in hand with the strengthening of institutions, administrative reforms, and a whole-of-government approach to service delivery.

The Movement's achievements are firmly anchored in its Manifesto and guided by the long-term aspirations of Uganda Vision 2040. Together, these frameworks articulate a clear pathway toward socio-economic transformation through industrialization, infrastructure development, human capital investment, agricultural modernization, and private sector led growth. They also reflect the NRM's enduring ideological compass, rooted in patriotism, Pan-Africanism, socioeconomic transformation, and inclusive development and democracy.

As we move into the next term of governance, the mandate before us is clear: to protect, consolidate, and expand the gains of the NRM stronger and bigger while remaining faithful to the ideals that have guided the Movement since 1986. Leadership under the NRM has always been understood as service, and electoral victory as a renewed call to discipline, integrity, unity of purpose, and responsiveness to the needs of the people.

NRM@40 also speaks to Uganda's youthful population,

whose energy, innovation, and aspirations will define the success of Vision 2040 and the future of our nation. The ability of the NRM to renew itself, listen to the people, and adapt without losing sight of its founding principles remains one of its greatest strengths.

As we commemorate forty years of the National Resistance Movement, we honour the sacrifices that brought us here and the resilience that has sustained us. This anniversary is both a celebration and a call to duty, an affirmation that nation-building is a continuous journey requiring vigilance, unity, and unwavering commitment.

With renewed leadership under H.E. Gen Rtd Mzee Yoweri Kaguta Museveni, a fresh mandate from the people, and a clear vision for the future, the NRM is well positioned to lead Uganda into the next chapter of stability, transformation, and shared prosperity.

For God and My Country.

Hon Milly Babirye Babalanda
Minister for the Presidency.



Documenting a Nation's Journey: Forty Years of NRM Leadership

On behalf of the Board of Directors, Management, and Staff of the Uganda Printing and Publishing Corporation (UPPC), I convey sincere congratulations to the National Resistance Movement (NRM) and the Government of the Republic of Uganda on the attainment of forty years of leadership in service of the nation.

The NRM@40 milestone marks a defining phase in Uganda's national journey. It reflects a sustained and deliberate effort to restore stability, rebuild public institutions, and advance a coherent development agenda anchored in unity, sovereignty, and self-reliance. Over the past four decades, Uganda has transitioned from a period

of political fragility and economic distress to one characterised by relative peace, strengthened governance structures, and steady socio-economic progress.

From a modest economic base in the mid-1980s, Uganda has evolved into a diversified, multi-billion-dollar economy. This transformation has been driven by consistency in policy direction, macroeconomic discipline, and an emphasis on institutional capacity as a foundation for long-term growth. The NRM's focus on system-building and continuity in governance has enabled the expansion of





By supporting Ministries, Departments, and Agencies with secure, reliable, and high-quality publishing services, the Corporation plays its part in preserving national identity, reinforcing trust in public information, and sustaining the operational continuity of the state.

infrastructure, improved delivery of public services, and enhanced the state's ability to plan and execute national priorities.

Within this national framework, the Uganda Printing and Publishing Corporation occupies a strategic role as a statutory institution entrusted with safeguarding government communication and official documentation. As the chief government printer, UPPC contributes to public

accountability, transparency, and the integrity of state records through secure and professional printing and publishing services. These functions, though often behind the scenes, are central to the credibility and effectiveness of public administration.

UPPC's mandate aligns with the broader NRM philosophy of strengthening institutions as pillars of national development. By supporting Ministries, Departments, and Agencies with secure, reliable, and high-quality publishing services, the Corporation plays its part in preserving national identity, reinforcing trust in public information, and sustaining the operational continuity of the state.

As Uganda implements the Fourth National Development Plan (NDP IV), with its emphasis on inclusive growth, industrialisation, and human capital development, UPPC reaffirms its commitment to aligning its strategic direction with national development objectives. The Corporation remains focused on innovation, institutional efficiency, and capacity enhancement to ensure continued relevance and responsiveness in an evolving governance and communication landscape.

It is therefore fitting that this NRM@40 commemorative magazine is published and printed by UPPC, a national institution whose mandate reflects service to country, continuity, and professionalism. This publication stands not only as a celebration of the Movement's legacy, but also as a reminder of the enduring role of strong public institutions in supporting national transformation.

On this historic occasion, I congratulate the leadership, cadres, and supporters of the National Resistance Movement, together with the people of Uganda, for the collective effort that has sustained the nation's progress over the past forty years. May the values of unity and patriotism that have guided this journey continue to inform Uganda's future.

For God and My Country.

**Joachim Buwembo
Board Chairman
Uganda Printing and
Publishing Corporation
(UPPC)**

UPPC: Delivering Excellence in Service and Innovation for a Transforming Nation

By: Prof. Sudi Nangoli-Managing Director, UPPC

As the Uganda Printing and Publishing Corporation, we take great pride in joining the nation to celebrate forty years of visionary leadership under His Excellency Yoweri Kaguta Museveni and the National Resistance Movement. NRM@40 is a milestone that reflects resilience, transformative leadership, and the collective progress of our nation.

UPPC, as a national institution, has a critical mandate: to provide high-quality printing, publishing, and communication services that support government operations, promote transparency, and facilitate public access to information. Over the years, we have continually strengthened our capacity, investing in modern technologies, state-of-the-art equipment, and skilled personnel. Today, we are able to domesticate all printing needs, delivering **world-class quality, improved efficiency, and faster turnaround times** that meet the expectations of our stakeholders.

This celebration provides an opportunity to underscore UPPC's role as a reliable partner in Uganda's development journey. By producing publications such as *NRM@40*, we not only document the nation's achievements but also provide tools for learning, engagement, and inspiration for present and future generations.

On behalf of the UPPC fraternity, I call upon all government institutions, development partners, and private sector stakeholders to continue entrusting us with their printing and publishing needs. Together, we can ensure that official information is disseminated efficiently, professionally, and with the highest standards of quality,

supporting Uganda's ongoing growth and development.

As we commemorate this historic milestone, we congratulate His Excellency President Museveni, the National Resistance Movement, and the people of Uganda. May the future bring even greater progress, unity, and opportunities for all.





H.E Gen. Yoweri Kaguta Museveni
President of the Republic of Uganda



Hon. Milly Babirye Babalanda
Minister for the Presidency



Mr. Joachim Buwembo
Chairman Board of Directors



Prof. Sudi Nangoli
Managing Director



Years of Liberation

The Board of Directors, Management and Staff of **Uganda Printing and Publishing Corporation (UPPC)** wish all Ugandans a happy **40th Liberation Day**. We celebrate with you the gift of freedom and the spirit of patriotism.

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Congratulations

H.E. President Yoweri Kaguta Museveni

Your Excellency,

On behalf of the Board of Directors, Management, and staff of Spiro Uganda, part of the Equitane Group, I extend our warmest congratulations to you upon your re-election as President of the Republic of Uganda as declared on 17th January 2026.

Your re-election for a seventh term reflects the confidence and trust placed in your leadership by the people of Uganda and your steadfast commitment to peace, stability, and the creation of an enabling environment for investment and national development across key sectors of the economy.

Within this framework of opportunity, Spiro Uganda has grown into a key player in the transport sector, directly contributing to national priorities, including the Uganda National E-Mobility Strategy which seeks to transition public transport to electric mobility by 2030. As part of the Equitane Group, Spiro brings regional and global expertise in sustainable infrastructure and clean energy solutions to support Uganda's development ambitions.

As Spiro, we reaffirm our commitment to supporting Uganda's development agenda through innovation, sustainable mobility, job creation, economic growth, and leadership in the clean energy revolution in Uganda.

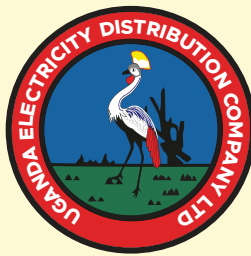
We look forward to deepening our collaboration with the Government of Uganda during this new term as you continue to guide the nation toward prosperity, resilience, and opportunity for all Ugandans.

We wish Your Excellency good health, wisdom, and continued success in your service to the people of Uganda.

Long live the Republic of Uganda.

Yours sincerely,

Kaushik Burman
CEO
Spiro



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HAPPY 40th LIBERATION ANNIVERSARY

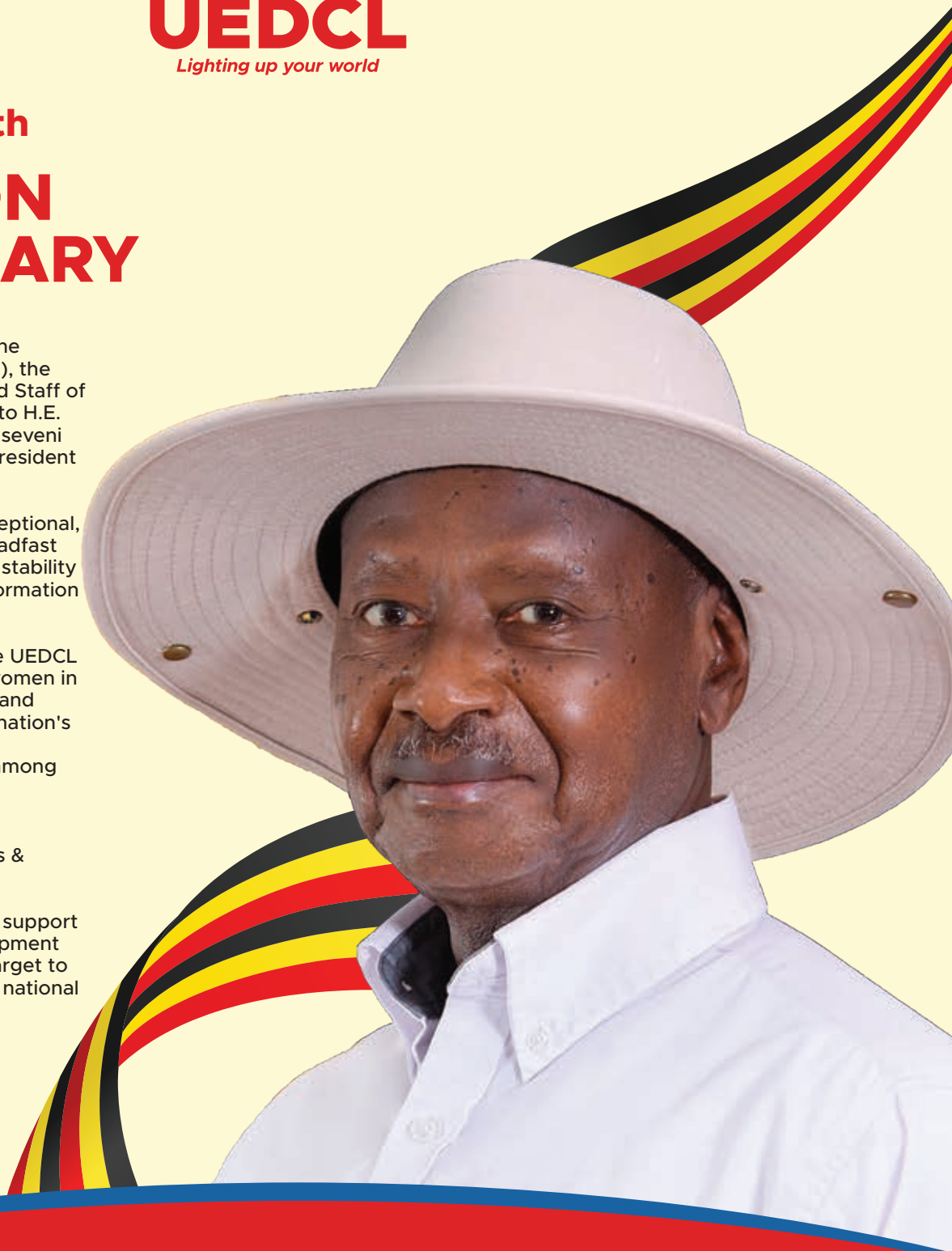
In honor of the 40th anniversary of the National Resistance Movement (NRM), the Board of Directors, Management, and Staff of UEDCL extend their congratulations to H.E. Gen. Yoweri Kaguta Tibuhaburwa Museveni (Ssabalwanyi) on his re-election as President of the Republic of Uganda.

This victory is testament to your exceptional, visionary leadership, resolve and steadfast commitment to safeguarding peace, stability and inclusive social-economic transformation for Uganda.

On this 40th NRM Liberation Day, the UEDCL family pays tribute to the men and women in the armed forces, whose dedication and devotion are the cornerstone of the nation's stability and the socio-economic transformation that has resulted in, among others, the conspicuous growth and development of the energy sector.

UEDCL is dedicated to driving access & providing reliable, efficient, and environmentally friendly electricity distribution services with the goal to support GoU initiatives like the Parish Development Model (PDM) and Emyooga, which target to expedite improved socio livelihoods, national growth, and development.

**Long Live President Museveni
Long Live Uganda**







From Entandikwa to the Parish Development Model: **A 40-year journey of Wealth Creation in Uganda**

By Julius Businge

Since 1986, the Government of Uganda under the National Resistance Movement (NRM) has steadily pursued wealth-creation programmes aimed at transforming livelihoods, broadening economic participation, and lifting millions

of households out of poverty. Over four decades, these initiatives have evolved in response to changing socio-economic realities, lessons learned from implementation, and the government's long-term vision of moving Ugandans from subsistence to the money economy.

Entandikwa Credit Scheme

One of the earliest efforts was the Entandikwa Credit Scheme, launched in the mid-1990s. Entandikwa sought to provide soft loans to poor households to start or expand income-generating activities. While the programme marked an important first step in expanding access to credit, it faced challenges

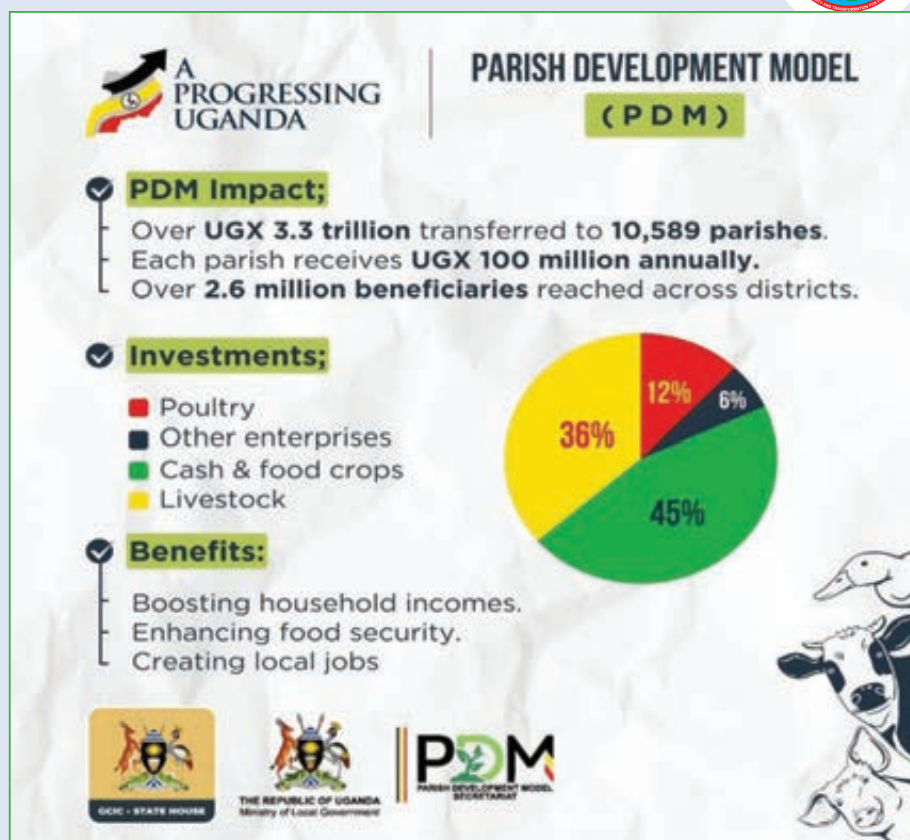




related to weak delivery systems, limited supervision, and low loan recovery, which eventually led to its decline. Nonetheless, it laid the foundation for later, more structured interventions.

Plan for Modernisation of Agriculture (PMA)

In the early 2000s, government attention shifted strongly to agriculture through the Plan for Modernisation of Agriculture (PMA). PMA aimed to move agriculture from subsistence to commercial production by improving productivity, value addition, and market access. Complementing PMA was the National Agricultural Advisory Services (NAADS), established to provide extension services and inputs to farmers. Although both programmes recorded gains, coordination gaps and implementation weaknesses limited their long-term impact, prompting government to rethink delivery mechanisms.



Operation Wealth Creation (OWC)

A major turning point came in 2013 with the launch of Operation Wealth Creation (OWC). Designed to address persistent rural poverty and low participation in the

money economy, OWC focused on transforming subsistence farmers into commercially oriented producers through the distribution of quality agricultural inputs and coordinated service delivery.





The Coordinator of OWC, Gen. Salim Saleh, has repeatedly emphasised the programme's strategic importance, noting that "wealth creation is not an event but a process. When you give people the tools of production, you give them dignity and the ability to transform their own lives." He has also stressed patience, arguing that while results may not always be immediate, the long-term impact of empowering farmers is profound.

Youth Livelihood Programme (YLP)

Alongside agriculture-focused initiatives, government rolled out programmes targeting employment and inclusive enterprise development. These included the Youth Livelihood Programme (YLP) and the Youth Venture Capital Fund, both aimed at tackling youth unemployment by supporting entrepreneurship. In 2019, the Emyooga Wealth and Job Creation Programme was introduced to support financially excluded groups such as boda-boda riders, market vendors, artisans, women, and creatives,

using SACCOs as vehicles for savings and credit.

Agriculture Credit Facility (ACF)

Government further strengthened access to finance through institutions such as the Uganda Development Bank (UDB) and the Agriculture Credit Facility (ACF), alongside targeted schemes for women and micro- and small enterprises. According to the Permanent Secretary and Secretary to the Treasury (PSST), these interventions reflect a deliberate strategy: "We are aligning public financing to production, value addition and jobs. Every shilling invested in wealth creation must have a measurable impact on incomes and economic growth."

Parish Development Model (PDM)

The most ambitious and decentralised intervention to date is the Parish Development Model (PDM), launched in February 2022. Under the PDM, each of Uganda's more than 10,500 parishes receives UGX 100 million annually to capitalise Parish Revolving

Funds, accessed through parish-level SACCOs. The objective is to move subsistence households into the money economy by financing agriculture, trade, and small enterprises at the grassroots. Prime Minister Rt. Hon. Robinah Nabbanja has described the PDM as a game-changer, stating that "the Parish Development Model is about taking government services and resources to where the people are. This is how we eliminate poverty—by empowering households at the lowest administrative unit." She has consistently urged leaders to safeguard the funds and ensure they directly benefit intended beneficiaries.

As the NRM marks 40 years in government, Uganda's wealth-creation journey—from Entandikwa to PDM—demonstrates a sustained commitment to inclusive economic transformation. The programmes underscore a clear goal: enabling every Ugandan household to access capital, skills, and markets, create wealth, and participate meaningfully in the nation's economy.



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How 40 Years of NRM Turned Agricultural Research into Uganda's Growth Engine

By the early 1980s, Uganda's agriculture was running on fortune rather than research. Today, it is powered by science, strategy, and a clear belief that homegrown solutions are the surest path to national transformation.



The Minister for Agriculture, Animal Industry and Fisheries, Hon. Frank Tumwebaze is joined by NARO top management during the commissioning of the National Dairy Center of Excellence at the NARO institute in Mbarara in 2025.

National Dairy Center of Excellence



A demo plot for tomato growing in Karamoja at the NARO institute in Nabilatuk district.



Psalms Food Industries Limited Chief Executive Officer, Mr. Ngabirano Dennis (in red tie) explains a point to the NARO Director General, Dr. Yona Baguma and team during a business visit.

A vision planted in conviction

When the National Resistance Movement (NRM) assumed national leadership in 1986, Uganda's agricultural research system was fragmented, under-resourced, and largely disconnected from farmers' realities. Productivity was low, food insecurity widespread, and scientific research infrastructure severely weakened by years of instability. Consequently, farmers relied heavily on traditional practices amid recurring food shortages.

Over the last four decades, a silent revolution has been ongoing in the agricultural sector, silently driven by the research arm.

From the outset, President Yoweri Kaguta Museveni appreciated and championed a simple but radical idea: to solve Uganda's development

challenges using science-led local solutions. This conviction would, over four decades, shape policy choices, institutional reforms, and sustained public investment in agricultural research. In 1992, in the sixth year of NRM's nascent leadership, the National Agricultural Research Organisation (NARO) got established as a body to consolidate agricultural research in the country.

Agriculture had been identified as the backbone of recovery and growth given the significant number of Ugandans that depended on it for livelihood. Research, innovation, and technology transfer had to move from the margins to the centre of national development.

A defining milestone came in 2005 with the enactment of the National Agricultural Research Act, which established NARO as a body

corporate. This reform merged Uganda's research institutes into a coordinated national system, today comprising 16 Public Agricultural Research Institutes (PARIs) strategically spread across agro-ecological zones.

The objective was clear: generate demand-driven, problem-solving research aligned to farmers, markets, and national priorities. Over time, NARO's mandate evolved beyond research for its own sake, to include technology multiplication, dissemination, partnerships with the private sector, and policy support.

This institutional clarity allowed Uganda to systematically link science to planning frameworks such as the National Development Plans (NDP I-IV), the Agriculture Sector Strategic Plans, and global commitments including the SDGs, CAADP, and climate action agendas.



Animals at the Dairy center of excellence in Mbarara



Bottles of NAROVAC, the new anti-tick vaccine by NARO

Crops Research: From Food Security to Agro-industrialisation

Perhaps nowhere is the impact of research more visible than on our plates. As NARO Director General Dr. Yona Baguma often puts it, every time a Ugandan family sits down to share a meal, they are enjoying the results of agricultural research. Over the years, research by NARO has significantly boosted productivity in Uganda's staple crops.

The numbers tell a powerful story.

NARO has released 23 banana (matooke) varieties, including the recently launched NAROBAN 6. Farmers today also have access to 37 improved sweetpotato varieties some of them biofortified, such as the NASPOT 1-10 series, over 50 maize varieties, including the widely grown Longe series, and 21 cassava varieties under the popular NAROCASS line. In rice alone, 30 high-yielding varieties have been released, covering 18 upland, 4 rain-fed, and 8 integrated.

Beyond these, researchers have delivered 42 bean varieties, 29 groundnut varieties. For industry, NARO has developed 11 sorghum varieties, including Epuripur, which was bred specifically to meet the needs of beer breweries, an example of research directly feeding into agro-industrial growth.

Other successes span a wide range of crops: 12 finger millet varieties, 3 sesame varieties, 3 sunflower varieties, 11 cowpea varieties, 2 green gram varieties, 2 pigeon pea varieties, 3 wheat varieties, and 13 Irish potato varieties. Among the latest are NAROPOT 7 to 10, bred with industrial crisps and chips processing in mind.

Coffee, however, offers one of the most striking success stories. Since 2007, the release of 10 coffee wilt disease-resistant varieties has helped revive a sector that was once on its knees. Production has climbed from just 2 million bags in 2005/06 to 8.7 million bags valued at about UGX 8.8 trillion between December 2024 and November 2025, a turnaround that underscores the power of sustained, homegrown science.



Rice farmers in Maracha district, West Nile, during harvesting last year



Kenyan Senators visiting the NARO fisheries research institute at Kajjansi

Over the last four decades, Uganda has transitioned from chronic seed shortages to a diversified pipeline of improved varieties tailored to yield, nutrition, resilience, and market demand.

Research in runs have also been registered in cocoa, oil palm, macadamia, and fruits to strengthen Uganda's agro-industrial and export ambitions.

These innovations directly support the government's shift from subsistence agriculture to commercialisation and agro-industrialisation, as articulated in successive National Development Plans.

Livestock: science for productivity and resilience

Livestock research has equally undergone a quiet transformation. From indigenous breed conservation to genetic improvement, animal health, and feed innovations, NARO's work has helped farmers produce more

with fewer losses.

Key achievements have included: Improved cattle, poultry, goats, pigs, and dairy systems suited to Uganda's diverse production environments. Breakthroughs in animal disease control, including vaccines, diagnostics, and biosecurity practices. The pending official commissioning and mass production of the NARO anti-tick vaccine will be a gamechanger not only in the country but across Sub-Saharan region. Uganda is estimated to save in excess of 3 trillion annually with the use of the vaccine.

Research has also released enhanced feeds and pasture for improved milk, meat, and egg productivity.

Fisheries: unlocking the blue economy

Uganda's water resources present enormous opportunity, but for years fisheries suffered from

overfishing and low productivity. Research changed that narrative. NARO's fisheries programmes have:

- Advanced aquaculture technologies, particularly for tilapia and catfish, improving growth rates and feed efficiency.
- Supported sustainable capture fisheries through stock assessments and management advice.
- Strengthened fish health, breeding, and hatchery systems.

As Uganda positions fisheries as part of its blue economy strategy, research continues to ensure growth does not come at the cost of sustainability.

Forestry: growing wealth, protecting the future Forestry research reflects another long-term NRM priority: balancing economic development with environmental stewardship.



(Right to left) Ambassadors, France Xavier of France and Jan Sadek of the European Union during a visit to the NARO– National Coffee Research Institute in Mukono.



The Chair NARO Governing Council, Dr. William Olaho Mukani leads other participants at the World Forestry Day on a tour of the NARO bamboo forest in Mukono

Through NARO:

- Improved tree species and clones have boosted timber, poles, fruit, and energy wood production.
- Agroforestry technologies have helped farmers integrate trees into farming systems for soil health, climate adaptation, and income.
- Research supports Uganda's commitments on climate change, biodiversity conservation, and landscape restoration.

Forestry science now underpins both livelihoods and national climate resilience strategies.

Research shaped by policy

Uganda's agricultural research journey is distinguished for being aligned with both national planning and global agendas. NARO's strategic plans have mirrored priorities in: National Development Plans (poverty reduction, jobs, industrialisation),

Ministry of Agriculture Animal Industry and Fisheries sector strategies (commercialisation, resilience, food security) and, Global frameworks (SDGs, climate action, nutrition, sustainability).

This alignment has attracted strong partnerships with CGIAR centres, development partners, universities, and the private sector- amplifying impact and ensuring Ugandan science remains globally relevant while locally grounded.

Behind every variety released and technology scaled is a farmer whose productivity, income, or nutrition improves. Over four decades, millions of farmers have accessed improved seed, livestock technologies, and advisory support rooted in research.

From semi-arid Karamoja to the lake shores, from coffee gardens to fish ponds, agricultural research has quietly reshaped

rural livelihoods – often without headlines, but with lasting effect.

Looking ahead:

As Uganda looks to the future, the challenge is no longer whether research matters, but how fast and how widely its benefits can be scaled. Climate change, population growth, youth employment, and global market shifts demand even more agile, innovative science.

Yet the foundation is firm. The government's sustained commitment, anchored in President Museveni's belief in homegrown solutions, has turned agricultural research from a survival tool into a strategic national asset.

Forty years on, Uganda's story is clear: when science is trusted, institutions strengthened, and policy aligned, agriculture becomes not just a way of life, but a pathway to prosperity.

TIMELINE: 40 YEARS OF AGRICULTURAL RESEARCH TRANSFORMATION



1986–1995 | Recovery & Stabilisation

- Rehabilitation of research stations after years of instability
- Focus on restoring basic agricultural productivity
- Agriculture re-established as backbone of the economy



1996–2004 | Reform & Reorientation

- Shift toward demand-driven research
- Stronger linkage between research, extension, and farmers
- Alignment with early poverty eradication strategies



2005 | A Turning Point

- National Agricultural Research Act enacted
- NARO established as a corporate body
- Consolidation of research institutes into a national system



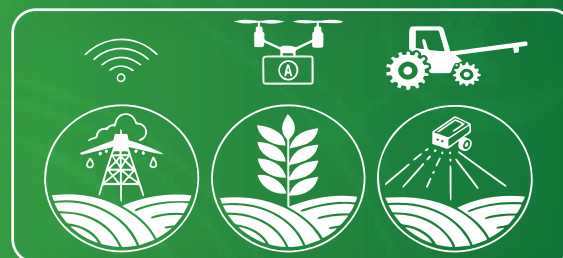
2006–2015 | Science for Food Security

- Release of improved varieties for cassava, maize, rice, bananas, and sweetpotato
- Livestock disease control and aquaculture research scaled
- Strong alignment with NDP I and II



2016–2025 | Research for Agro-Industrialisation

- Focus on value chains, export crops, and climate-smart agriculture
- Integration with NDP III and IV, PDM, and cooperative revival
- Uganda hosts continental and global agricultural research events
- Research positioned as a driver of jobs, incomes, and resilience



RESEARCH & POLICY ALIGNMENT Anchored In:

- National Development Plans (NDP I–IV)
- MAAIF Agriculture Sector Strategic Plans
- Global agendas: SDGs, CAADP, climate action, nutrition

“Forty years on, Uganda’s agricultural research story is no longer about survival. It is about strategy – about science deliberately harnessed to feed the nation, grow industries, protect the environment, and secure the future.”



40 Years on: USPC Reflects on the NRM Liberation Journey



H.E. Gen. Yoweri Kaguta Museveni,
President of the Republic of Uganda



Hon. Milly Babirye Babalanda
Minister for Presidency



Hajji Yunus Kakande
Secretary Office of the President



Professor Muhammed Ngoma
Board Chairperson USPC



George Mugerwa
Managing Director USPC



Alfred Ptacek
Financial Director

The Board of Directors, Management and Staff of Uganda Security Printing Company (USPC) congratulate His Excellency Yoweri Kaguta Museveni, President of the Republic of Uganda, and join fellow Ugandans to celebrate the 40th anniversary of NRM.

USPC is a joint venture company between the Government of Uganda represented by (Office of the President, Ministry of Finance and Uganda Printing and Publishing Corporation) and German consortium. The Primary mandate for USPC is to supply security documents and support systems for the Government of Uganda.

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TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE



Years of National Resistance Movement

From subsistence to commercialisation:

How the NRM transformed
Uganda's agriculture since 1986





By Oyet Okwera

When the National Resistance Movement (NRM) took power in 1986, Uganda's agricultural sector was largely subsistence-based, weakened by years of instability, collapsed institutions, and limited public investment. Agriculture employed the majority of Ugandans, yet productivity was low, markets were poorly developed, and farmers had little access to inputs, research, extension services, or finance. Over the last four decades, the NRM government has deliberately repositioned agriculture as a pillar of national transformation, food security, exports, and household wealth creation.

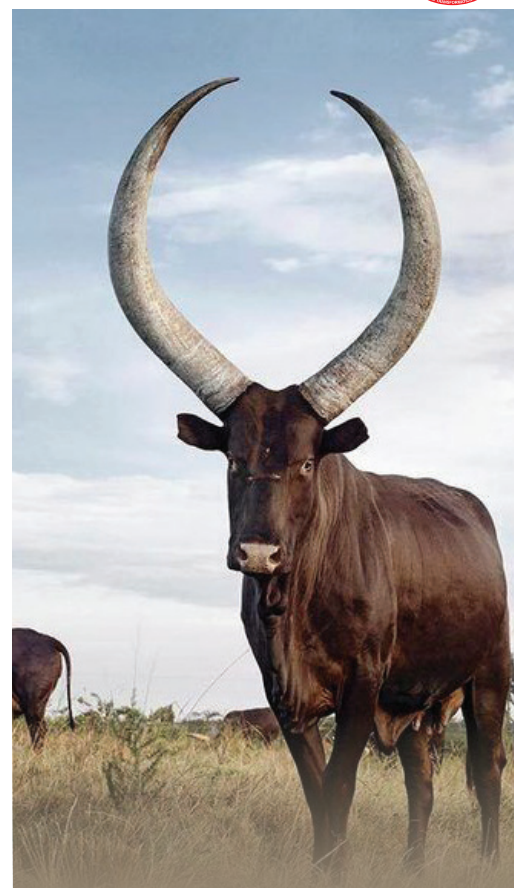
One of the earliest priorities was restoring stability and rebuilding institutions. This created the foundation for agricultural recovery. Government progressively invested in research, extension, infrastructure, and market access, recognising that agriculture could not modernise without strong public systems. This thinking later crystallised into policy reforms such as the Plan for Modernisation of Agriculture (PMA), launched in 2000, which aimed to move

farming from subsistence to commercial production.

Former Minister of Agriculture Hon. Victoria Sekitoleko, who played a key role in early reforms, often emphasised that restoring farmer confidence and markets was critical, noting that agriculture could only grow if farmers were treated as economic actors, not just producers for survival. PMA introduced a multi-sectoral approach, linking farmers to research, advisory services, rural finance, and infrastructure.

To strengthen research, government consolidated and expanded the National Agricultural Research Organisation (NARO). Through NARO and its specialised institutes—such as the National Crops Resources Research Institute (NaCRRI), National Livestock Resources Research Institute (NaLIRRI), and Kachwekano ZARDI—Uganda developed improved crop varieties and livestock breeds. These include drought-tolerant maize, disease-resistant cassava, improved coffee and banana varieties, and better livestock genetics.

Scientists and leaders at NARO have consistently highlighted that sustained public investment in research has paid off. NARO officials



National Livestock Resources Research Institute (NaLIRRI), and Kachwekano ZARDI—Uganda developed improved crop varieties and livestock breeds.



have pointed out that Uganda's improved seed systems and technologies are a direct result of decades of state-supported research, enabling farmers to adapt to climate change and market demands.

In 2001, government operationalised agricultural extension through the National Agricultural Advisory Services (NAADS). NAADS was designed to deliver farmer-led advisory services and inputs, particularly targeting smallholders. While the programme faced implementation challenges, it significantly expanded farmer access to inputs and knowledge. Former NAADS coordinators have noted that for the first time, millions of farmers were directly linked to government-supported extension and enterprise selection.

Recognising the need for tighter coordination and faster results, government restructured NAADS in 2013 and launched Operation

Wealth Creation (OWC). Under OWC, the state focused on mass distribution of quality inputs—seed, seedlings, and livestock—while coordinating agricultural actors across government.

The Coordinator of OWC, Gen. Salim Saleh, has repeatedly underscored the philosophy behind this approach, arguing that Uganda's biggest challenge was not land or labour, but mindset and organisation. He has stated that when farmers are given the right inputs consistently, agriculture becomes a business rather than a way of life.

Current and former Ministers of Agriculture, including Hon. Vincent Ssempijja and Hon. Frank Tumwebaze, have credited these reforms with driving measurable gains. Ssempijja often highlighted agriculture's growing contribution to exports, particularly coffee, maize, fish, dairy, and horticulture. Tumwebaze, in turn, has

emphasised mechanisation, irrigation, and agro-industrialisation, stressing that modern agriculture must be climate-smart, market-oriented, and technology-driven.

Under NRM leadership, Uganda has also invested heavily in agricultural value addition, irrigation schemes, rural roads, and post-harvest handling. Flagship projects such as large-scale irrigation in eastern and western Uganda, revival of cooperatives, and support to agro-processing have reduced post-harvest losses and strengthened farmer incomes.

More recently, agriculture has been firmly anchored in the Parish Development Model





“

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(PDM), which places production at the centre of household wealth creation. Through parish revolving funds, farmers now access affordable capital to invest in priority agricultural enterprises identified at community level.

As Uganda marks NRM@40, the transformation of agriculture stands out as one of the movement's most enduring achievements. From rebuilding institutions and investing in science, to empowering farmers with inputs, finance, and markets, the NRM has steadily repositioned agriculture as a driver of national development—moving millions of Ugandans from subsistence towards commercial, income-generating production.





A legacy of compassion, women's leadership and national renewal

By Victoria Hilda Namulwana

In the tapestry of Uganda's forty-year journey under the National Resistance Movement (NRM), few indigenous institutions reflect the Movement's social conscience as clearly as the Uganda Women's Effort to Save Orphans (UWESO). Founded in 1986 – the same year the NRM assumed leadership of the country – UWESO emerged as a practical, people-centred response to the devastating human cost of war, social

disintegration, and later, the HIV/AIDS epidemic.

Four decades on, UWESO stands as a nationally respected institution whose growth mirrors Uganda's transformation under NRM leadership. From emergency care for war-affected children to sustainable livelihoods, child protection, youth empowerment and women-led community development, UWESO's milestones tell a compelling story of resilience, adaptation and patriotic service.

Foundations in a time of national renewal

UWESO was established at a defining moment in Uganda's history. As the NRM ushered in peace, stability and people-centred governance, communities across the country were grappling with the aftermath of prolonged conflict. Thousands of children had lost parents, families were fractured, and traditional safety nets were overstretched.

Motivated by compassion and a strong sense of national duty,



President Museveni and First Lady Janet Museveni pose for a group photo with their daughters during her 2024 birthday celebration in Masulita, alongside some of the rehabilitated children from Masulita School.



Ugandan women mobilised themselves to respond. At the centre of this effort was H.E. Janet Kataaha Museveni, the Patron of UWESO, whose personal conviction shaped the organisation's moral and strategic foundation.

Reflecting on those early days, Janet Museveni has recalled: "Hardly had the ray of hope begun to shine on our nation following the new leadership of the state in 1986, when another enemy emerged among our people in the form of HIV/AIDS. God awakened me to the need to care for the children left behind, and that calling gave birth to UWESO."

From its inception, UWESO was not conceived as a temporary charity, but as a national women's movement, rooted in community participation, shared responsibility and long-term solutions.

Early growth and community ownership (1986–1995)

According to Mrs. Jolly Kamugira Kaguhangire, the Executive Director of UWESO, the organisation began as a passion born out of faith and compassion for children in crisis.

"UWESO started in 1986, the same year the NRM government came into power," she explains. "It began through the passion

of the First Lady, Janet Kataaha Museveni, who mobilised fellow women to respond to the growing number of orphaned children, especially those affected by HIV/AIDS."

From modest beginnings, UWESO steadily expanded. Today, the organisation has a presence in 112 districts across Uganda, extending its reach beyond orphans to include vulnerable children, abandoned children – including those rescued from the streets – and families affected by poverty, displacement and social breakdown, particularly from regions such as Karamoja.

In its formative years, UWESO focused on immediate survival needs for orphaned and vulnerable children, relying heavily on volunteerism, women's groups and local leadership structures. This period defined UWESO's enduring philosophy: strengthening families and communities rather than replacing them.

As Mrs. Kaguhangire notes: "From the very beginning, UWESO understood that sustainable care for children must be rooted in families and communities. Our role has always been to strengthen those systems, not to undermine them."

Mrs. Jolly Kamugira Kaguhangire
Chief Executive Officer (CEO)



TRIBUTE TO THE PATRIOTS W



Hardly had the ray of hope begun to shine on our nation following the new leadership of the state in 1986, when another enemy emerged among our people in the form of HIV/AIDS. God awakened me to the need to care for the children left behind, and that calling gave birth to UWESO," says Janet Museveni.



Confronting the HIV/AIDS crisis

The HIV/AIDS epidemic of the 1990s posed one of the greatest social challenges Uganda has ever faced. As the disease claimed parents and breadwinners, the number of orphans grew dramatically, placing UWESO at the heart of a national humanitarian response.

During this period, UWESO expanded beyond emergency relief into holistic programming that combined psychosocial support, economic empowerment and advocacy. Village Savings and Loan Associations (VSLAs), income-generating activities and caregiver training became essential tools for ensuring sustainable family-based care.

"The HIV/AIDS crisis forced us to think beyond food and shelter," Mrs. Kaguhangire observes.

"We learned that empowering caregivers economically and emotionally was the only way to guarantee a stable future for children."

This shift closely aligned with the NRM government's broader emphasis on community resilience, public health awareness and poverty reduction.

Achievements and national impact

Over the last four decades, UWESO has directly supported more than 150,000 children, a milestone that speaks to



"UWESO started in 1986, the same year the NRM government came into power," says Jolly Kaguhangire

the scale and depth of its impact. The organisation has constructed schools in Masulita, Migyera and Kiboga, providing safe learning environments for vulnerable children.

Through partnerships with government and international agencies such as USAID, UNICEF and the International Labour Organization (ILO), UWESO has rescued and rehabilitated street children, refugees and child labour victims, particularly in the agricultural sector. In collaboration with Kampala Capital City Authority (KCCA) and Napak Local Government, UWESO has rescued and rehabilitated over 800 street children from Kampala alone.

With support from development partners, UWESO has also provided care and medication

support to children living with HIV, while empowering youth and women through vocational training, financial literacy, agribusiness and household food security initiatives such as kitchen gardening.

"These programmes are organised through VSLAs and supported by the Ministry of Gender, Labour and Social Development," Mrs. Kaguhangire explains. "We are grateful to the NRM government and to Mama Janet Museveni for their continued support. Her passion for children in crisis continues to inspire us. We are here to support her dream, and we are not about to back off."

Masulita Children's Village: A symbol of hope

One of UWESO's most visible milestones is the Masulita Children's Village, a safe haven for children without family care. The village provides holistic support — education, healthcare, nutrition, psychosocial care and moral guidance — embodying UWESO's belief that every child deserves not only survival, but the opportunity to thrive.

Youth and women empowerment

As Uganda's population became increasingly youthful, UWESO expanded its focus to include youth empowerment and skills development. Programmes now emphasise vocational training, entrepreneurship, leadership and



life skills, ensuring young people are equipped to build productive futures. Women remain central to UWESO's mission. Through savings groups, agribusiness initiatives and enterprise development, women caregivers are empowered as economic actors and community leaders.

"When you empower a woman, you stabilise a family," Mrs. Kaguhangire notes. "When you equip a young person with skills, you secure the future."

UWESO in the NRM @40 story

As Uganda marks 40 years of NRM leadership, UWESO's journey forms an integral part of the national narrative. Its evolution mirrors Uganda's own transformation — from conflict to stability, from crisis response to sustainable development.

UWESO's story is ultimately one of nation-building through compassion, demonstrating how women's leadership, community initiative and supportive governance can transform

lives. Each child nurtured, each family strengthened and each community empowered stands as a quiet but powerful testament to Uganda's progress under the NRM.

After four decades, UWESO remains not only a symbol of care for the vulnerable, but also a proud example of what Ugandans can achieve when social responsibility and national vision walk hand in hand




Years of National Resistance Movement



Happy Liberation Day

Celebrating Liberation through
Economic Transformation.

To H.E Yoweri Kaguta Museveni, the
NRM government and all Ugandans,
the PDM Secretariat wishes you a
Happy 40TH NRM Liberation Day.

 @PDMSecretariat





PDM Secretariat Coordinating Government's Efforts for a Developed Population



The Minister for Local Government Hon. Raphael Magyezi addressing Parliament on PDM

From the launch of the Parish Development Model (PDM) by H.E. Yoweri Kaguta Museveni, the President of the Republic of Uganda on 26th February 2022 in Kibuku District, PDM stood out as a set of interrelated interventions to mutually contribute to a transformed society of Uganda. The PDM is the Government of Uganda's medium to long-term strategy whose initial level of effort/ primarily target is to rescue the 39% population, which accounts for 3.5 million households, from the yoke of subsistence economy, into money economy.

As per the theme for the Liberation Day this year, we need to pay **tribute to the patriots who ushered in fundamental change.** To do this, we need to ensure that we consolidate their efforts by carrying on their dream of a free, peaceful and developed Uganda into the future. The PDM is born out of their

efforts and is specifically grounded in the NRM and focuses on socio-economic transformation of the lives of Ugandans. By the dawn of 2025, the number of Households stuck in subsistence economy had reduced from baseline of 39% (2020) to 34% (Uganda Bureau of Statistics, National Census results, 2024). This implies an overall positive PDM trajectory and delivery by Government at large, and PDM has already embarked on socio-economic transformation in some of the following ways.

Household Capitalisation: One of the many items under the Financial Inclusion pillar is providing access to capital for the households in subsistence under the Parish Revolving Fund (PRF). This initiative was to see each of the 10,589 gazetted parishes receiving 100 million shillings per Financial Year, to disburse 1 million shillings each to 100

beneficiary households in the same time frame. By 21st January 2026, a cumulative figure of over 3.5 million households had received their PRF loans from a total 3.8 Trillion shillings sent to parishes countrywide, and had already embarked on their wealth creation agenda, food security and others.

Meanwhile, a secondary layer of PDM beneficiaries has come up across the country, as a result of this capitalisation. These are independent private sector players using their own capital for new value-chain businesses that provide agro-inputs like animal feeds, hatcheries for chicks, nursery bed seedlings and other inputs, for purchase by direct PDM beneficiaries. This emerging ecosystem has accelerated local economic development and GDP expansion and journey to socio-economic transformation.

Innovative Approaches for Improved Productivity:

Efforts under Pillar 1 of PDM such as utilisation of the Practical Training Centres (PTCs), Community Based Facilitators (CBFs) and promotion of purchasing inputs from recommended agro-input dealers have given subsistence farmers renewed productivity. The beneficiary households now have better yields, with plenty surplus to cater for both food security at home and for sale in the market. This has provided households with the desired combo of improved incomes and diets at home.

In the same vein, through PDM, farmers like Hakiza Benon from Bunagana Parish in Kisoro District have been able to diversify from only crop production to animal husbandry.



The Deputy National Coordinator Hon. Bonny Kashajja (middle) awarding best PDM performing local government focal persons



The PDM National Coordinator, Hon. Dennis Galabuzi Ssozi interacts with a beneficiary during a Monitoring Visit in Butambala District



The PS of Ministry of Local Government Mr. Ben Kumumanya (middle) at the opening of a market in Nakaseke

Now, such farmers don't have to spend money to buy milk for their children as it is produced from the livestock acquired through PRF, like Hakiza and his cow. Better nutrition is critical for boosting immunity and fighting food-deficiency related diseases, and is a key indicator for a healthy family.

Digitisation: One of the strongest interventions delivered by PDM so far has been digitization, especially in terms of payments. Currently, thanks to the Wendi mobile wallet developed under Pillar 3 by MoFPED and the government banks, beneficiaries no longer have to travel long distances to banks or to stand in long queues to withdraw their money. They can now access it through their mobile phones at their convenience. Furthermore, the government through a directive by the President in February 2025 has paid the withdraw charges associated with the money, so a beneficiary can now get their 1 million loan in its totality.

Through the Parish Development Management Information System (PDMIS), PDM has also digitized registration of beneficiaries and all the data associated with them such as names, NINs, business plans, loan payment status and even the GPS

Coordinates to their locations. This has gone a long way to making sure the money goes into the right hands, cutting out middlemen and reducing the reliance on paperwork.

Decentralisation: Another core reason for the establishment of PDM was to bring governance and service delivery closer to the people, with the Parish as the epicentre. So far, all 10,589 parishes have an appointed Parish chief, who receives a monthly allowance from the government to be able to stay in the parish. In addition, the Parish Chief acts as a secretary to the 7-member gender and age inclusive Parish Development Committee (PDC) which supports the chief in their duties. The decentralisation goes further to the PDM SACCO leadership, and even further down to the enterprise group leadership. When it comes to development issues in a community, PDM has empowered Ugandans to have quick personnel to run to at their disposal and in so doing, to handle their own development agenda at community level.

Social Services: There was no new money allocated to most of the social services under PDM, because the Ministries and Development Agencies dealing with these services already

had budgets designed to serve the whole country. They were instead tasked with working with the Parish as the epicentre in delivering their mandate, and so far, the results have been noteworthy;

- 398 new Health Centre (HCs) IIIs with equipment and human resources across the country.
- Due to difference in parish sizes, there are a few remaining Parishes with no Government- Aided school for Universal Primary Education but where their construction is a priority. Nonetheless, there are more UPE schools than parishes in the country, with the schools numbering at more than 12,000.
- Shs 1 billion given to each of the 177 Local Governments for road construction and additional road equipment units for the district, urban and community access roads. In some places, government has already embarked on at least one electricity transformer per Parish for example at Corner School Aboko in Aboko Parish, or even Telela Trading Centre in Akali Parish, both in Kwania District. This will energise schools, health centres and agro-processing within the Parish, among other initiatives.



PDM Beneficiaries Pictorial



TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE

The digital frontier of freedom: Uganda's BPO sector and the spirit of liberation

Uganda's NRM Liberation Day, marked annually on January 26th, commemorates the 1986 victory of the National Resistance Movement (NRM) after a five-year guerrilla war. It symbolizes the beginning of a new era defined by stability, peace, and national development, while honouring the collective sacrifices made to secure freedom and self-determination.

As the country reflects on this journey, a new form of liberation is taking shape—economic empowerment through the growing Business Process Outsourcing (BPO) sector. Supported by government policy and powered by a youthful, English-proficient workforce, the BPO industry represents a modern pathway to job creation and economic transformation, aligning with the NRM's commitment to protecting the gains



Executive members of the BPOAU meeting with Mr. Ambrose Ruyooka, Commissioner, Research and Development and other ICT/NG officials at the Ministry of ICT and National Guidance



Steven Aine Kwesiga
Chairman – BPO Association Uganda (BPOAU)

achieved over four decades. Uganda's BPO sector is emerging as a major source of employment, particularly for young people, many of whom have struggled to access formal jobs despite being qualified. Through the Ministry of ICT and National

Guidance, government has launched the National BPO Policy and Strategy, positioning Uganda as a leading outsourcing destination in Africa. The strategy targets the creation of 100,000 jobs by 2030 and aims to grow digital exports in line with National Development Plan III. Uganda's service offering spans customer support, data entry, finance and accounting, and advanced IT-enabled services such as software development and network consultancy.

The NRM's 2026–2031 Manifesto, themed "Protecting the Gains,"

recognizes BPO as a game-changer for youth employment and digital transformation. Government commitments include building a business-friendly environment, investing in digital infrastructure, and strengthening global connectivity. Growth of the BPO sector also supports other priority areas such as tourism, agriculture, and human capital development.

While challenges remain—skills gaps, infrastructure constraints, financing, and global market access—these are being actively addressed through public-private collaboration. By tackling these issues, Uganda is positioning itself as a competitive player in the global outsourcing industry, honouring the spirit of liberation through sustainable and inclusive economic opportunity.

Steven Aine Kwesiga
Chairman – BPO Association Uganda



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A MILESTONE CELEBRATION: **40 YEARS** OF THE NRM!

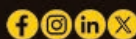
SWICO extends heartfelt congratulations to the National Resistance Movement on reaching this **remarkable 40-year milestone.**

We celebrate the vision and leadership that have steadily guided Uganda's journey.

We also honor and remember the courage of the heroes and heroines who fought for the liberation of our beloved Pearl of Africa.



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Years of National Resistance Movement



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From humble beginnings to regional impact: My entrepreneurial journey at NRM@40

By Hajji Juma Kalema
Kutakulimuuki

My entrepreneurial journey has been shaped by both fortune and hardship. It has been a road of learning, patience, and determination. Today, as the National Resistance Movement (NRM) celebrates forty years of existence, I take this opportunity to join fellow Ugandans in celebrating this worthwhile national milestone.

I started my journey in construction under the guidance of my father, **Abubaker Golooba**, who ran a construction firm known as **Kiryowa and Nyenga Building Contractors**. As a

young man, I closely observed his work. One of the most memorable experiences of my early life was watching his company construct the **Bank of Uganda Currency Centre in Gulu**. That exposure inspired me deeply and planted in me a passion for construction and enterprise.

Recognizing my interest, my father encouraged me to formally join the construction industry. He handed over all his company files to me and asked me to study them carefully. I did so with great attention, learning how contracts were structured, how projects were executed, and how businesses were managed. That experience became my foundation.

In 2002, I decided to start my own company. To honor my father and his legacy, I named it **Abubaker Technical Services**. Although the company was registered in 2002, real work began in 2006 when we secured our first major contract from **Kampala City Council (KCC)**. The project involved rehabilitating several Kampala roads that were full of potholes and unsafe for motorists. The contract was valued at **UGX 102 million**.

Together with my dedicated and astute engineers, we delivered quality work. Our performance earned us a good reputation, and soon more contracts followed. As opportunities grew, I realized the need to scale up. I

Dubai Project by Abubaker
Technical Services.

40 TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE



Dubai Project by Abubaker Technical Services.

approached **DFCU Bank**, where my friend Juma **Kisame** believed in my vision. At a time when I was still young in business, he opened doors for me and extended financing without demanding excessive security. That trust was transformational.

DFCU provided us with **UGX 20 billion in working capital**, enabling us to compete with established players in the industry. We placed several successful bids and, as always, delivered without disappointment. This marked our entry among the major construction firms in Uganda.

Following this growth, I was advised to seek further financing from the **Uganda Development Bank (UDB)**. Through UDB, we obtained a loan to purchase superior road construction equipment. We acquired a **quarry and an asphalt plant in Nakaseke District**, which significantly strengthened our operational capacity and



Water project in Tanzania



Road Construction in Uganda

accelerated our growth.

In 2017, buoyed by the supportive business environment created under President **Yoweri Kaguta Museveni**, we decided to expand beyond Uganda's borders. We partnered with friends in the **United Arab Emirates**, allocated them shares, and raised substantial capital. Today, we are actively involved

in **road construction projects in the UAE**, working with highly skilled engineers and meeting international standards.

Our growth attracted further confidence from government. Through the **Uganda Development Corporation (UDC)**, the Ugandan government proposed acquiring shares in our company—another major milestone. This partnership opened more opportunities and reinforced the President's vision of empowering local companies.

Today, we are handling major projects such as the **Matugga–Ssemuto–Kapeeka Road**, **Busunju–Kiboga Road**, and **Hoima roads**, among others. From a starting contract of UGX 102 million, my company's portfolio now stands at **UGX 300 billion**, and we continue to grow. We employ over **3,000 Ugandans**, directly and indirectly, and subcontract several upcoming local firms.

Looking ahead, we have invested in a subsidiary—**Abubaker Skilling Centre**—to train foremen and on-site engineers, ensuring sustainability and skills transfer.

All this growth, I attribute to the leadership of **President Museveni**, whose policies have created a stable and enabling environment for business. As NRM marks forty years, I once again congratulate His Excellency and the people of Uganda. The future is bright.



In Uganda, we have two levels of training for Lawyers; a student enrolls at a university for a Bachelor of Laws degree and thereafter joins Law Development Centre (LDC) for the Postgraduate Diploma in Legal Practice. Our programme is tailored to the needs of the legal profession and highly regarded by employers across all sectors.

We also offer a Diploma in Law, which is an introductory course in Law for non-lawyers, Diploma in Human Rights which provides practical, specialised and working knowledge of human rights aspects to professionals so as to equip them for service in both the public and private sector. In addition, we have short courses for public officers and other persons with a view to introducing them to the administration of justice and law enforcement in the country and help promote better understanding of the law and to improve the efficiency of the participants in the performance of their duties.

Across all the above programmes, we strive to provide an enabling environment for our



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that your stay at LDC is not in vain.

For God and my country!

**Dr. Pamela Tibihikirra-
Kalyegira**

DIRECTOR LDC



Celebrating 40 Years of Cultural Transformation: Uganda's Creative Renaissance

By Richard Kintu

As Uganda commemorates the 40th anniversary of the National Resistance Movement (NRM) rule under President Yoweri Museveni, the country's cultural landscape stands as a testament to resilience, innovation, and growth. Over the past four decades, Uganda has witnessed a remarkable transformation in its cultural sector — from grassroots artistic movements to structured national policy frameworks that recognize the creative industries as engines of identity, social cohesion, and economic growth.

From the early days of rebuilding after years of turmoil, Ugandan culture has continually adapted and flourished. Our creatives, including musicians, visual artists, filmmakers, dancers, writers and heritage practitioners have not only preserved our traditions but elevated Ugandan culture on the global stage. To explore this amazing journey, UPPC @40 Magazine spoke to Bernard Bakaye Lubega, the Assistant Commissioner for Culture at the Ministry of Gender, Labour and Social Development.

We are our culture

To begin with, Mr. Lubega highlights that culture preservation is of such paramount concern to any country because it is what determines the nature and quality of its population.

"Our culture determines the way we think; the moment you're born, the first thing you interact with is your culture. Culture determines the language you speak, the food you eat, how you eat it and generally, your behavior is shaped by your culture," he says.



President Museveni and Maama Janet inspecting craft materials made by women. Art and Craft important of cultural expressions

He adds that culture develops the citizens' value systems; determining how people think, their beliefs— and ultimately, the nation's identity.

"It is for this reason that they say that someone without a culture is a dead person," Mr. Lubega notes.

Culture as a resource

According to Commissioner Lubega, culture is a very important resource with unlimited potential to develop a country. It is therefore no surprise that many countries in the world have commercialized their culture to

develop multibillion industries that continue to spur national development.

"One key aspect of culture is that it is a resource— and I'll explain how. Out of our cultural norms, we have various cultural expressions and these give rise to the cultural and creative industries," he says.

He elaborates that as communities express themselves, they paint, sing, conduct cultural ceremonies, recognize and build cultural sites, among other things. These expressive models then amalgamate to birth the creative

industry with complete value chains. These have developed into jobs and occupations including musicians, composers, producers, promoters and advertisers, among others.

Uganda's commercialization of culture

In Uganda, the Ministry of Gender has identified ten domains of culture and creatives, which are now being supported through deliberate government intervention.

"These domains form a strong economy of their own and this is why government has decided to



inject resources to empower them,” Commissioner Lubega says.

The domains include music which encompasses singers, songwriters, producers and other people that facilitate the trade. The other domains are: performing artists (comprising theater, drama, comedy); audiovisual domain (for interactive media, films, TV, animation and digital content creation. Authors, publishers and journalists are also catered for under the press and books domain, while fine artists, painters, photographers, and interior designers ply their trade under the visual artists domain.

Under the fashion design domain, government caters for textile manipulators, graphic designers, and digital advertisers, while the software and innovation domain caters for computer gaming and app developers.

Lubega further explains that culinary art and gastronomy is one of the most important domains of commercialized culture, for it enables communities to showcase their art of cooking and serving their specific cuisines; forming element of any community/nation’s hospitality industry. “Food forms a very important aspect of culture but as you’ve seen, it goes beyond just eating. Culinary and gastronomy art goes deeper to elaborate how some specific communities cook

and serve their traditional food, creating a whole new experience. Such experience is deeply rooted in culture and that’s the whole essence of food tourism,” Lubega says.

The world today is teeming with cultural sites, museums, monuments and archeological sites, whose preservation is on the rise. According to Mr. Lubega, these form the cultural and natural heritage domain of cultural commercialization. With these sites comes attendant festivals, and cultural expressions which when combined give rise to the lucrative eco-tourism business.

The tenth domain, according to Mr. Lubega, is the support services, where all allied service providers to the other nine domains are catered for.

Institutional neglect of culture and creatives

For several decades, right from colonial rule, governments had ignored the promotion of culture and creatives in the country. As a result, many creatives engaged in the trade on purely personal enjoyment terms. Even those who tried to commercialize the trade always devised their own means, with no clear support structures in place.

“I believe the mindset of the leaders then did not value culture as a big resource. That’s why even our earlier singers like the

Kadongokamu legends found it hard to record songs. There were no recording studios and the earlier musicians like Elly Wamala had to catch the bus to Nairobi, Kenya to record their songs,” Lubega says.

The burden of the lack of infrastructure did not affect the musicians alone. According to Lubega, a youthful commercial photographer in the late 1980s, even developing coloured photographs would only be done in Nairobi since there was no such studio in the country.

“Photography is one aspect of the visual art domains of commercialized culture. However, you realise that up to the early 1990s, we only had capacity to develop black and white photos in Uganda. Those who took coloured photographs had to put the films on the bus to Nairobi; it is why photographs would last about a month and beyond before a client got them,” he says.

But perhaps to clearly understand government neglect of culture, one needs to look at the legal regime around culture and creatives.

Records show that the first attempt to regulate creatives was by the colonial government which, in 1943, enacted the Stage Plays and Public Entertainment Act, Cap. 49. But rather than create incentives and support structures for creatives’ empowerment, it



Karamoja is one of the communities with a rich, bankable culture

was largely punitive and restrictive, putting strict boundaries on the content they produced.

Today, the act's spirit lives in the Stage Plays and Public Entertainment Rules 2019, which the Uganda Communication Commission (UCC) uses to regulate concerts and stage plays.

Key aspects of the rules include: requiring an entertainment permit before staging plays, seeking government approval for events through UCC, penalties for non-compliance to set rules, and giving the government powers to inspect entertainment venues,

review scripts, and to cancel performances deemed indecent, offensive or contrary to societal norms.

Also, in a direct attack on culture, past governments like UPC in 1966 and later Idi Amin's in the 1970's banned cultural leaders and institutions from operating in the country.

NRM to the Rescue: 40 YEARS of shaping culture and creatives

When the NRM, under President Yoweri Museveni, took over government in 1986, it promised Ugandans a fundamental change in which it would fix all crumbled sectors of the Ugandan society and economy.

Certainly, culture wasn't left behind.

The first milestone in Uganda's cultural restoration by the NRM government came in 1993, when government restored cultural leaders and cultural institutions.

"Government was well aware of the importance of traditional leaders in promoting culture. We are happy that there has been so much investment in traditional institutions to date, and even happier that they are serving the purpose for which they were restored," Mr. Lubega revealed.

Records from the Ministry of Gender show that currently, Uganda has 17 gazetted cultural



leaders, with a few still in the pipeline. In terms of investment, government provided each of these cultural leaders with a car, on top of a monthly salary of shs60m to facilitate their mobility and activities.

And true to government's intention, these cultural institutions have been instrumental in mobilizing their subjects to participate in public projects and initiatives such as immunization, HIV/AIDS fight, reduction of teenage pregnancies, among others.

Today there are initiatives that are beneficial to the public but which are aligned to cultural institutions. Among them include the Kabaka Birthday Run, Masaza Cups in Busoga and Buganda, Bakiga Nation, Ateker Festival, Imbalu Ceremony, among others.

"All these are conducted along specific themes such as health and education fundraising, among others. In the end these complement government development efforts in sports, health, and education on top of fostering social order," said Mr. Lubega.

The commissioner, however, specifically highlighted the role these traditional institutions have played in solving land and other communal conflicts, which remain one of Uganda's biggest eyesores. "Because these cultural leaders have the trust of their subjects, it is

always easier for them to resolve disputes among them," Lubega says, noting that the bonus is that these arbitrations are done using traditional reconciliatory mechanisms that the subjects easily identify with.

"You must have seen how the Mato Oput method was incorporated by the government in resolving the northern Uganda LRA conflict. There are also several others of this kind, which clearly shows you how great a resource our culture is," Lubega says.

National culture policy and creatives

And after years of sweating for no returns, the creatives industry got a shot in the arm when in 2006, government enacted the National Culture Policy as a blueprint for preserving, promoting and developing Uganda's rich cultural heritage and creative sectors. The policy provided a holistic framework that recognized the creative industries — including visual arts, music, film, craft and performance — as vital contributors to national development.

Under the policy, structures such as the National Culture Forum were established to bring all creative stakeholders (from musicians and filmmakers to writers and designers) together, hence creating a unified platform for cultural advocacy and implementation of policy goals.

According to Commissioner Lubega, the journey moved so far is impressive, and can only promise bigger fortunes going into the future.

Creatives SACCOs support kitty

Building on this policy's foundation, the Ministry has worked with partners to refine and strengthen policy implementation. at the forefront of the creatives' empowerment efforts has been extension of financial support to build capacity within the sector.

For a long time, there was a general feeling that the creatives were doing well because they stage shows and collect money to sustain them. However, during the Covid lockdown, government realized that these people are very vulnerable, with financial incapacitation being one of their biggest bottlenecks.

As a remedial intervention, the government, during the Covid period, advanced Shs10bn to the artistes to cushion them against financial vulnerability. This was followed up with Shs5bn funding during the previous financial year. This financial year, government allocated Shs28bn to the creative industry.

Protecting Creatives' Rights: Copyright Reform and Innovation

According to Lubega, Shs10bn of the 28bn will go directly to artistes. Shs5bn was allocated to their



Years of National Resistance Movement



Dance and drama are a means of cultural expression



revolving fund and will be given to them through their SACCOs registered under the Eddy Kenzo-led Uganda National Musicians Federation (UNMF).

Lately, the issue of copyright has gained traction among musicians and other creatives, with many voices terming it the remedy to low returns for creatives' work and intellectual property.

To address this, government is high into efforts to modernize the Copyright and Neighbouring Rights Act of 2006. This is intended to protect creators in an era of digital distribution, ensuring they benefit fairly from the use of their works.

In 2025, President Yoweri Kaguta Museveni approved a Copyright Management System, a groundbreaking initiative to monitor and protect the intellectual property of Ugandan artists. The system tracks how creative works — especially music — are used and ensures that creators receive appropriate compensation.

"For the first time, we are operationalizing a mechanism that gives tangible economic value to creative work. This system not only strengthens rights protection but also encourages professionalization and sustainability within the sector," Mr. Lubega noted.

To operationalize these efforts, government has dedicated the

remaining Shs5bn of the Shs10bn allocated to artistes to enforce this copyright strengthening drive.

Lubega noted that currently, the ministry is working with the Collective Management Organizations (CMOs) within the creatives sector to mobilise and sensitize members.

Some of these CMOs include: Uganda Performing Rights Society (UPRS), Uganda Reproduction Rights Organization (URRO) for publishers and authors, Uganda Federation of Movie Industry (UFMI) for filmmakers, among others.

Festivals and Platforms that Amplify Cultural Expression

Meanwhile, the Shs18bn has been allocated to the other ten domains of the creatives industry, to cause much-desired empowerment.

Under this arrangement, for instance, Government support has also extended to national cultural events that celebrate creative diversity and foster economic participation. One such initiative is the Uganda One Festival, launched in late 2025 as a nationwide celebration of the creative and cultural economy. Organized by the Ministry of Gender in partnership with creative stakeholders, the festival brings together performers, entrepreneurs and cultural innovators from across the country to showcase Uganda's artistic wealth.

But government is looking at leveraging on the economic potential of other local and international festivals such as Nyege Nyege, Ateker, Bayimba, Imbalu, art and craft exhibitions, as well as the regional festivals like Jua Kali, among others. In this regard, government has heightened digital marketing of Uganda's cultural tourism offerings, as well as participating in regional and cultural exchange programmes such as the Jama Fest which was held in Uganda in 2017, as well as the Art and Craft festival in India.

Future of creatives watertight

Lubega noted that through cultural diplomacy, Uganda has been able to build and improve its image as the world's most hospitable countries. "This image is good as it promotes tourism, fosters regional integration and preserves our cultural heritage," he says.

Lubega notes that with such benefits clearly known, government can only become more ambitious in harnessing culture as a socioeconomic resource.

It is therefore not by mistake that currently, the National Culture Policy 2006 has been amended and now just awaiting cabinet approval to take effect with new amendments to suit modern trends.

Relatedly, the copyright and neighbouring rights (Amendment)



Bill, 2025 is being processed in Parliament, with its first reading having happened in May 2025. The Bill is being updated to address digital advancements, improve enforcement and align with international treaties. On top of this, it creates a new Directorate of Copyright and Neighboring rights within the Uganda Registration Services Bureau (URSB). This focuses on protection, enforcement and promotion of the creative industry.

But perhaps more encouraging is that the creatives are engrained within government's national development plan IV and its attendant Vision 2040, where one of key objectives is "Leveraging the creative economy for employment creation".

Lubega says that as a ministry they are optimistic of the future. He notes that whereas most of the policies and plans could have come earlier, it is not too late to start and go.

"As you may be aware, a country like ours operates on a limited resource envelope yet there are very many competing priorities. This explains why there were delays; however, we should now look at the future— and I can state without fear of contradiction that it is very bright!" he notes.





On the Commemoration of NRM @ 40

On this historic occasion commemorating 40 years of the National Resistance Movement, UTel proudly joins the nation in celebrating Uganda's remarkable

journey of peace, stability, and socio-economic transformation under the Movement's visionary leadership. Over the past four decades, Uganda has achieved significant progress in

infrastructure, digital innovation, and national integration. These accomplishments have established a strong foundation for inclusive growth and fostered an environment in which institutions like UTel can help shape the country's digital future.

As Uganda's national telecommunications company, UTel remains dedicated to making digital access a reality for all Ugandans. Guided by our mission and inspired by Uganda's progress, we continue to invest in resilient infrastructure, innovative digital services, and customer-centred solutions that support the nation's development agenda. Our vision—a prosperous nation where digital services are within reach for everyone—aligns strongly with the NRM's legacy of expanding opportunities and empowering citizens across the country.

On behalf of UTel, I sincerely congratulate the Government of Uganda and all Ugandans on this significant milestone. We look forward to furthering our partnership in building a connected, competitive, and digitally empowered nation.

Margaret Lutwama Mukiibi
Chief Operations Officer
Uganda Telecommunications
Corporation Ltd (UTel)

Speed (Mbps)	Price (Uganda Shillings)
10	120,000/=
20	170,000/=
40	290,000/=

A Message of Gratitude and Reflection on Forty Years of Leadership

By Sheikh Dr. Shaban Ramadhan Mubaje
Mufti of Uganda

In the Name of Allah, the Most Gracious, the Most Merciful

All praise is due to Allah (Subhānahu wa Ta‘ālā), Lord of all worlds, who grants authority to whom He wills and removes it from whom He wills, and in whose hands lie wisdom, power, and ultimate accountability.

On behalf of the Muslim community of Uganda, and on my own behalf as the Mufti of the Uganda Muslim Supreme Council, I extend sincere congratulations to His Excellency Gen. Yoweri Kaguta Museveni upon marking forty years of leadership in service of the Republic of Uganda.

In Islam, leadership is an Amanah (sacred trust), and longevity in leadership is not measured merely by the passage of time, but by perseverance, responsibility, and service to the people. Forty years of stewardship represents a significant national milestone one that invites reflection on the journey travelled, gratitude for stability attained, and renewed commitment to the future. This period will remain a defining chapter in the history of our nation.

When the National Resistance Movement assumed leadership,

Uganda was emerging from a period of deep turmoil and uncertainty. State institutions were weakened, communities were divided, and confidence in the future was fragile. Under President Museveni’s leadership, the country embarked on a long and deliberate process of restoring security, rebuilding institutions, and promoting national unity. These efforts laid the foundation for the relative peace and stability that Uganda has enjoyed for decades.

From an Islamic perspective, peace and security are among the greatest blessings bestowed upon a society. Without them, neither faith nor development can flourish. The Muslim community of Uganda is particularly grateful for the prevailing environment of peace and freedom of worship, which has enabled Muslims to practice their faith openly, construct mosques, establish schools, nurture families, and contribute meaningfully to national development. We further

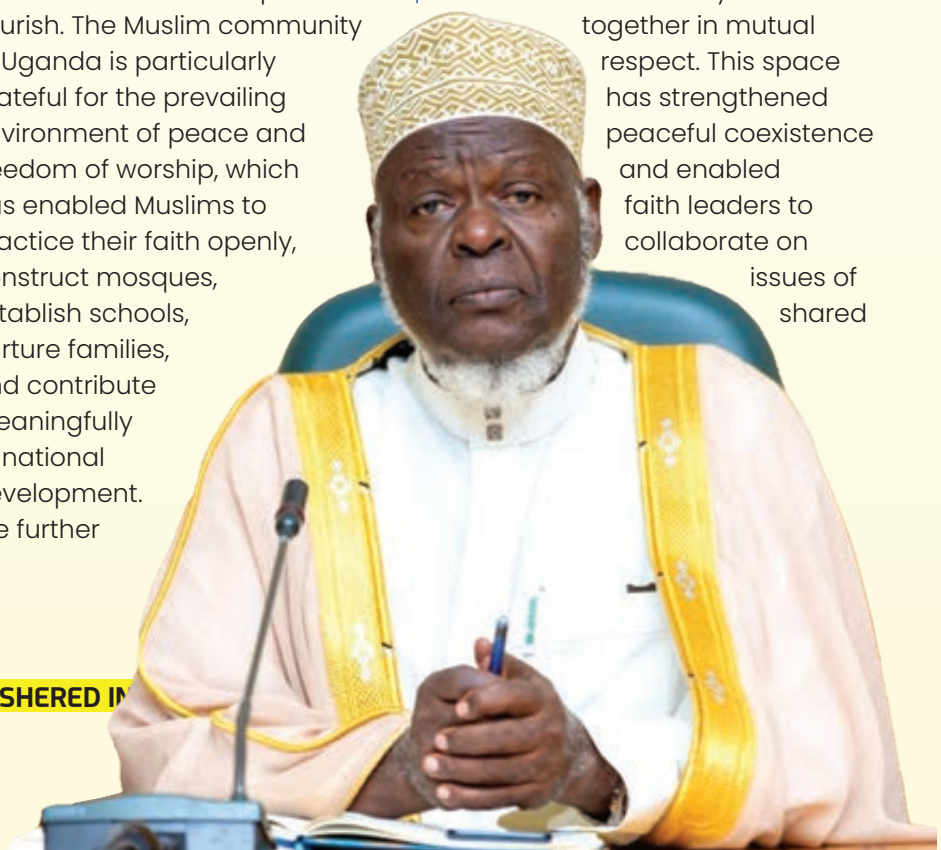
acknowledge with appreciation the government’s recognition of religious institutions as partners in nation-building. The Uganda Muslim Supreme Council, alongside other faith bodies, has been able to contribute in areas such as education, healthcare, conflict resolution, and moral guidance of society. These contributions are only possible where leadership values inclusion, dialogue, and respect for diversity.

In the same spirit, we recognize the importance of interfaith cooperation, particularly through the Inter-Religious Council of Uganda, which has provided a platform for religious communities

to associate freely and work

together in mutual respect. This space has strengthened peaceful coexistence and enabled faith leaders to collaborate on

issues of shared





national interest, including civic education, peacebuilding, and the promotion of credible national processes such as election observation. Such cooperation demonstrates that religious diversity, when guided by goodwill and shared values, is a source of unity and national stability. Over the past four decades, Uganda has witnessed steady socio-economic transformation. Improvements in infrastructure, education, and healthcare have expanded opportunities for citizens across the country. Muslim communities both in urban centres and rural areas—have benefited from improved road networks, access to electricity, and growing economic activity that supports trade, agriculture, and entrepreneurship.

Education occupies a central place in Islam, as the pursuit of knowledge is both a duty and a means of human dignity. The emphasis placed on education and skills development has enabled many Muslim youths to acquire the knowledge and competencies needed to participate meaningfully in the

national economy, public service, and leadership. This aligns closely with Islamic values that place learning at the heart of individual and societal progress.

President Museveni's consistent advocacy for African self-reliance, regional integration, and Pan-African cooperation resonates with Islamic principles of justice, dignity, and collective advancement. Uganda's role in promoting regional peace and cooperation has contributed to stability beyond its borders and strengthened the country's standing on the African continent.

Leadership, however, is never without challenges. Forty years of stewardship inevitably encompass moments of trial economic pressures, global disruptions, demographic changes, and evolving social expectations. Islam teaches that enduring leadership requires wisdom (ḥikmah), patience (Sabr), and a readiness to adapt while remaining committed to the public good. As Muslims, we are guided by the principle of gratitude (Shukr) where good

has been achieved, alongside sincere counsel and prayer for continuous improvement. We acknowledge the progress made, while continuing to pray for greater justice, inclusive prosperity, employment opportunities for our youth, and the strengthening of moral values in society. These aspirations are shared by all Ugandans, regardless of faith or background.

On this fortieth anniversary of leadership, we commend His Excellency for his dedication to the unity, sovereignty, and stability of Uganda. We pray that Allah (Subḥānahu wa Ta'ālā) grants him good health, sound judgment, and continued guidance in the service of the nation.

We also pray for our beloved country that Uganda may remain peaceful, just, and prosperous, and that future generations may inherit a nation founded on harmony, faith, and mutual respect. As Uganda reflects on NRM@40, this moment calls upon all citizens to renew their commitment to unity, hard work, and moral responsibility. The Muslim community of Uganda reaffirms its dedication to peaceful coexistence, national development, and ethical leadership.

Congratulations, Your Excellency, on forty years of leadership and service to the Republic of Uganda.

**May Allah guide and protect you.
May Allah bless Uganda.**



Years of National Resistance Movement



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HE Yoweri Kagame Museveni
President of the Republic of Uganda



Hon. Norbert Mao
Minister of Justice and
Constitutional Affairs



Hon. Kiryowa Kiwanuka
Attorney General



Hon. Jackson Kafuuzi
Deputy Attorney General



Mr. Robert Kasande
Permanent Secretary



Mr. Pius Perry Biribonwaho
Solicitor General



Mr. Charles Ouma
Deputy Solicitor General

The 40th NRM Day Congratulatory Message.

The leadership and staff of the Ministry of Justice and Constitutional Affairs extend our warmest congratulations to His Excellency the President and all Ugandans on the occasion of celebrating 40 years of the **National Resistance Movement (NRM)** Liberation Day. This year's Liberation Day theme, **"A Tribute to the Patriots Who Brought About a Fundamental Change,"** resonates deeply with our shared aspirations for a just, democratic, and prosperous nation founded on the sacrifices of our patriots.

As the Ministry of Justice and Constitutional Affairs, we recognize our critical role in advancing this vision. Our commitment to upholding the rule of law, promoting human rights, and ensuring access to justice remains central to consolidating the gains of the NRM Liberation struggle. Through legal reforms and initiatives aimed at enhancing transparency and accountability, we continue to contribute to the fundamental change envisioned by the Movement and to create an environment in which every Ugandan can thrive.

Together, let us reaffirm our dedication to safeguarding the achievements of the NRM and securing a future built on justice, equality, and respect for the rule of law. As we commemorate NRM Liberation Day, may we remain united in purpose and steadfast in upholding the values that continue to propel our nation forward.

For God and My Country

HAPPY NRM LIBERATION DAY 2026

Ministry of Justice & Constitutional Affairs (Headquarters): Plot 7 Baumann House, Parliament Avenue P.O. Box 7183 Kampala Tel: 041-4230538/9



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THE REPUBLIC OF UGANDA

MINISTRY OF LOCAL GOVERNMENT

Making life better for communities in Uganda



Celebrating the 40th NRM Anniversary

**The Ministry of Local Government
congratulates H.E. Yoweri Kaguta
Tibuhabwe Museveni on his re-election
as President of the Republic of Uganda and
Commander-in-Chief of the UPDF.**

**The Ministry also joins the nation in
celebrating the 40th Liberation Anniversary
and recognising Uganda's remarkable
progress towards peace, unity, participatory
democracy and decentralised governance.**



**H.E Gen. Yoweri Kaguta T Museveni
The President of Uganda.**



**Hon. Raphael Magezi
Minister of Local Government**



**Hon Victoria Rusoke Businge
State Minister of Local Government**



**Ben Kumumanya
Permanent Secretary**

OUR VISION

Our Vision is to have an effective and efficient Local Government system that provides quality, equitable and sustainable services to the population of Uganda.

OUR MISSION

To coordinate and support Local Government in a bid to provide efficient and sustainable services to improve the welfare of all the people and eradicate poverty in Uganda.

OUR MANDATE

The Ministry of Local Government is mandated to "guiding, inspecting, monitoring and advocating for all Local Governments in support of the overall vision of Government to bring about socio-economic transformation of the country."



40 Years of National Resistance Movement



UGANDA POLICE FORCE

UGANDA POLICE FORCE: DELIVERING SECURITY, PROFESSIONALISM & MODERN POLICING



H.E Yoweri Tibuhurwa Kaguta Museveni
President of the Republic of Uganda

HAPPY 40th NRM DAY *Anniversary*

The Uganda Police Force congratulates the Commander In Chief of the Uganda Armed Forces, His Excellency Rtd. Gen Yoweri Kaguta Museveni, the President of the Republic of Uganda, and the chairman of the National Resistance Movement on this auspicious occasion to mark the 40th NRM DAY ANNIVERSARY. The officers and men of the Uganda Police Force reaffirm their commitment to serving Uganda under the able and industrious leadership of His Excellency Rtd. Gen. Yoweri Kaguta Museveni and upholding the integrity, security and safety of all Ugandans and visitors in the country.

Congratulations our dear Commander in Chief!



Rtd. Major Gen. Kahinda Otafiire
Minister of Internal Affairs



Gen. David Rubakuba Muhoozi
Minister of State for Internal Affairs



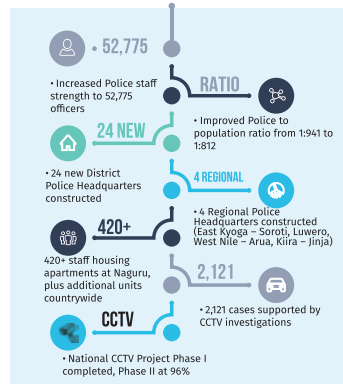
Lt Gen. Joseph Musanyufu
(Permanent Secretary, Ministry of Internal Affairs)



Abbas Byakagaba
Inspector General of Police

Over the past four decades, under NRM leadership, Uganda has made significant strides in securing the nation and enhancing the well-being of its citizens. The Uganda Police Force has been privileged to contribute to these achievements through initiatives such as the sub-county policing model, expanded highway patrols, recovery of stolen livestock and illegal firearms, enhanced traffic enforcement, and emergency response services. In the last five years alone, UPF extended community policing to over 83% of villages, engaged over 6.5 million citizens in awareness campaigns, and strengthened capacity to respond to emergencies and protect public and private property.

KEY PERFORMANCE HIGHLIGHTS



These efforts have not only improved public safety but also strengthened public trust, built professional capacity within the Force, and reinforced Uganda's national development agenda. As we celebrate this 40-year milestone, the Uganda Police Force reaffirms its dedication to serving and protecting all Ugandans, ensuring a secure and stable environment that supports continued progress under NRM leadership.

Below are some of the achievements over the years;

INFRASTRUCTURE & WELFARE

Staff Accommodation: 420 housing apartments at Naguru, 24 apartments at Kira Division, 60 staff houses in various parts of the country, 91 low-cost units in Central, 143 in Western, 177 in Eastern Uganda.

Police Infrastructure: 24 District Police Headquarters constructed including: Kween, Namutumba, Luuka, Serere, Bukedea, Katwe-Kabatoro, Nakason-gola, Bululu, Kalaki among others 4 Regional Police Headquarters constructed. This in turn improved working conditions, faster response, and better service delivery.

HUMAN RESOURCE & TRAINING K-9

Increased staffing by 10,000 officers, Ten Established Command and Staff College at Maril Bwebajja, Continuous recruitment of Probationer Police Constables, Skills development in investigations, cyber-crime and forensics. The impact seen in having a Professional, skilled, and motivated police force.

CRIME PREVENTION, TECHNOLOGY & E-POLICING

CCTV & Smart Policing: 71 CCTV cameras installed in key locations, National CCTV system has supported 2,121 investigations, **E-Policing Systems,** Intelligent Traffic Management System, Human Resource Management System, Electronic Crime Tracking System.

Kikandwo Innovation Centre Produces and manages CCTV systems, Supports ICT systems, traffic management, and crime tracking. This has enhanced faster

investigations, evidence-based policing and reduced crime.

STRENGTHENED DIRECTORATES

CID Reforms: Anti-Corruption Unit strengthened, Officers trained in cyber and complex investigations

Crime Intelligence: Improved crime analysis, intelligence gathering and dissemination. **K-9 Unit** Expanded canine services to all districts.

Marine Police improved security on lakes and rivers, Rescue operations, anti-smuggling, immigration enforcement, Support to tourism and investment.

Forensics: National firearms electronic register created, 98% UPF firearms, 96% UPDF, 100% UWA & PSOs fingerprinted Forensic lab equipped with AFIS, DNA, CABIS, SOCO Kits, motorcycles

OPERATIONS & NATIONAL SECURITY

Increased visibility of police officers in: General duties, Traffic police, Field Force Unit and Counter-terrorism, this has improved public confidence and deterrence of crime.

REGIONAL & INTERNATIONAL PEACEKEEPING

- 420 Formed Police Unit deployed in Somalia
- 120 Individual Police Officers in Somalia
- 90 Individual Police Officers in South Sudan

This has enhanced regional peace and Uganda's international reputation.

We remain committed to upholding the rule of law, preserving peace, and enhancing public safety as Uganda advances towards its Vision 2040 aspirations.



CCTV Surveillance



One of the residential housing units constructed across the Country



A Journey of Transformation, Service, and Renewal

By Stephen Kalema

For four decades since the National Resistance Movement (NRM), under President Yoweri Kaguta Museveni, assumed power in 1986, the Uganda Police Force (UPF) has undergone a sustained journey of reform and growth. Emerging from a period marked by low morale, limited resources, and weak nationwide presence, the Force has steadily rebuilt its capacity to meet the demands of a growing and changing nation. Through improved welfare, expanded training, modernized crime intelligence, and strengthened infrastructure, the UPF has evolved into a more professional institution and a key partner in national development.

Rebuilding from the Rubble (1986–1995)

At the onset of NRM governance, Uganda's security environment was deeply fragmented. The Police Force was undermanned, poorly equipped, and inadequately housed, limiting its effectiveness. Recognizing that security is foundational to development, government prioritized institutional rebuilding through human resource reforms, strengthened discipline,

and a renewed service-oriented mandate. The promulgation of the 1995 Constitution and subsequent Police Act provided a firm legal foundation, clarifying the Force's role in protecting life and property, preserving law and order, and preventing crime.

Expansion, Training, and Professionalization

Over the years, UPF has expanded significantly in both manpower and professionalism. From a small force in the late 1980s, it has grown to about 53,000 officers and over 300 civilian staff by 2025. Recruitment and continuous training have strengthened nationwide presence and operational readiness. Training institutions such as the Police Senior Command and Staff College at Bwebajja and regional schools at Kabalye and Olilim now offer specialized courses in investigations, counter-terrorism, forensic science, leadership, and public order management, with strong emphasis on human rights-based policing.

Modern Policing and Crime Intelligence

As crime patterns have become more complex, the UPF has modernized its investigative

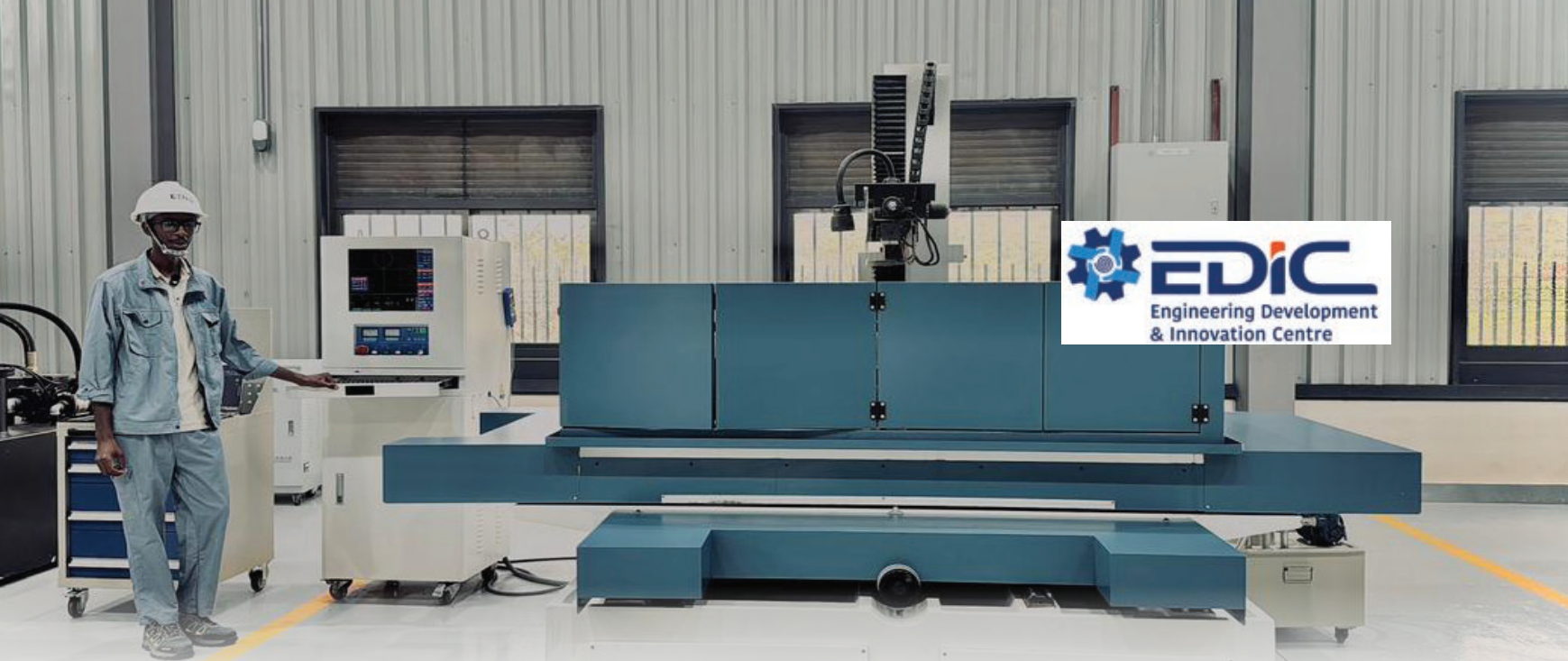
and intelligence capabilities. Investments in forensic science, biometric systems, CCTV surveillance, and canine units have improved evidence collection, case management, and prosecution outcomes.

Welfare, Infrastructure, and Community Policing

Improving welfare and morale has emerged as a strategic priority. Initiatives in housing, health, and education support aim to enhance productivity and loyalty among officers. In April 2025, Inspector General of Police Abbas Byakagaba launched the construction of 1,200 housing units at Naguru Police Barracks, underscoring the link between welfare and security. Similar projects are ongoing across the country.

Looking Ahead

While challenges remain—ranging from accommodation gaps to emerging crimes like cybercrime—the Uganda Police Force stands transformed. As Uganda marks 40 years of NRM leadership, UPF's evolution reflects sustained reform, resilience, and renewed commitment to serving and protecting the nation.



EDiC - ENGINEERING UGANDA'S LEAP FORWARD

How EDiC Is Closing the Industrial Gap and Powering the Country's Next Era of Innovation

Uganda is stepping boldly into an era where our country no longer waits for imported solutions but instead builds them. With the Engineering Development and Innovation Centre (EDiC), a new industrial rhythm is taking shape. For decades, Uganda struggled with a persistent gap: ideas without manufacturing capacity, talented engineers without tools or employment opportunities, and factories forced to import even the simplest components.

EDiC was created to close that gap and today, the results are visible in workshops, factories, farms, and enterprises across the country.

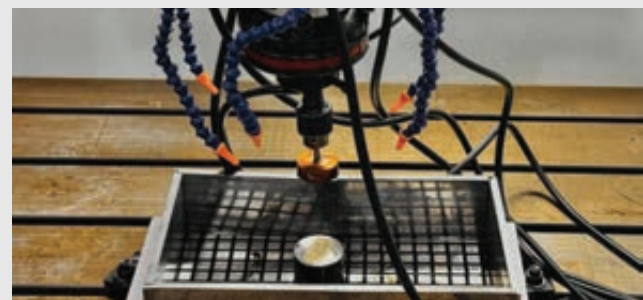
Uganda is shifting from consuming technology to engineering it and EDiC is the engine of that transition.

A NEW INDUSTRIAL PULSE

From Namanve to Rwebiteete, Uganda now produces what it once imported. In just a few months, EDiC has unlocked capabilities that are redefining the country's manufacturing footprint.

- Homegrown machinery like steam boilers, steel rolling machines & chaff cutters.
- Precision-engineered components for factories and production lines.
- Bottle molds manufactured domestically from scratch.
- Rapid prototypes for startups building next-gen products.
- Industrial 3D printing enabling faster design-to-production cycles.

This shift goes far beyond an ordinary engineering story. It's an economic transformation. Every product built locally strengthens





Industrial independence begins with capacity and Uganda is building that capacity faster than ever at EDiC



supply chains, reduces import spend, and injects jobs into Uganda's industrial ecosystem.

EDiC Numbers that matter.

- 2 Centres of Excellence established
- 4,000+ engineering units procured & deployed
- 250 engineers retooled
- 50 STI professionals trained
- 25 engineers trained locally & in China
- 13 companies supported in major national projects
- 700 direct jobs created
- 10 innovators supported

Impact That Moves a Nation Forward

Uganda's industrial revival is now happening in real time. The Centre's impact cuts across industries, communities, and national capabilities.

Factories that once imported components now rely on locally machined parts. Innovators who once shelved ideas now build prototypes in days. Farmers now access machinery designed and assembled by Ugandan engineers. This is how our nation builds

resilience.

Through design for manufacturing, products are conceived with production in mind from day one; optimized for local materials, available processes, cost efficiency, and scalability. This approach reduces redesigns, shortens lead times, and ensures that prototypes transition seamlessly into mass production

Every machine built at EDiC is a statement that Uganda can engineer its own future.

Closing Uganda's Industrial Gap One Machine at a Time For years, Uganda's biggest challenge was not a lack of ideas but a lack of infrastructure to turn ideas into real products. EDiC is rewriting that story.

Uganda now has a fully operational engineering-to-production pipeline:

Ideas → Design For Manufacturing → Parts → Machines → Businesses → Jobs → National wealth
This is how the industrial gap narrows: not through reports, but through working machinery leaving workshop floors.



THE GAP EDiC CLOSING is

- High dependency on imported machinery
- Long lead times for critical components
- High production costs for startups & SMEs
- Limited local mold & tooling capability
- Fragmented engineering-to-production ecosystem

HOW EDiC IS SOLVING IT

- Full-suite CNC, welding, foundry & 3D printing
- Prototype-to-production support for innovators
- Machinery built locally for agriculture & industry
- Precision components for manufacturing lines

National platform for enterprise growth & jobs

A Future Built by Ugandans

Uganda still imports more than it manufactures but for the first time, the tools to reverse that trend are in Ugandan hands.

EDiC is proving that the path to national prosperity lies in building, not buying. Every prototype, every mold, every industrial system is a step toward a Uganda that engineers what it consumes and exports what it produces.

www.edic.go.ug

The Chancery: Safeguarding Uganda's Symbols of Honour



Hon. Milly Babirye Babalanda
(Minister for Presidency)



Dr. Beatrice Wabudeya
-Chairperson PAC



Mr. John W. Karazarwe



Mr. David Gabindadde
Musoke



Mr. John Otekat Emilly



Mr. Lino Musana



Prof. David Justin
Bakibinga



Mr. George
Inyesiko



Gen. Caleb
Akandwanaho



Hajat Nambalirwa
Kasenene



Hajji Yunus Kakande
Secretary Office of the
President



Hajat Zaminah Malole
Chancellor/Secretary

The Presidential Awards Committee is currently Chaired by Honourable Dr Beatrice Wabudeya and has eight (8) Committee Members viz;

The chancellor is the Secretary to the Presidential Awards Committee and also Heads the Chancery, which is mandated to carry out a variety of functions, which among others include;

Procurement and provision of safe custody to National Honours and Awards;
Facilitating meetings of the Presidential Awards Committee to review names of persons and assess other outstanding contributions & services to the development of this Nation; Organising Investiture/ Award Ceremonies during National functions; Maintenance of Archives for National Honours; Preparation and Publishing the National Honours list for medalists Identification and conducting Research on Nominees for Honours and Awards; Sensitising and raising Awareness on the National Honours and Awards among others.

The Chancery contributes to the NDP III Program 15 on Mindset Change and Community Mobilisation. Over the period the Chancery has been able to among others;

Conduct Investiture Ceremonies on the 26th of

Pursuant to the Presidential Awards Act, 2001 the Office of the President, through the Government of Uganda has a system of recognizing and rewarding outstanding acts and achievements of its citizen, such recognition puts on record public appreciation for the contribution of persons who have distinguished themselves in service to the Nation.

The Awards are in the form of Orders, Medals and Decorations. Ministries, Departments and Agencies of Government, Corporate Organizations, Non-Governmental Organizations and individuals submit proposals for Honour and awards in the fields of; Civil, Military, Academia, Culture, Media, Religion, Industry, and Sports among others, to the

Chancery which is the permanent custodian and administrator of Uganda's National Honours.

The Chancery/Presidential Awards Committee is, therefore, responsible for vetting and forwarding nominated persons to H.E the President for approval and conferment of Honours.

The National Honours and Awards Act 2001, provides for a Presidential Awards Committee (PAC), consisting of the Chairperson, and Eight (8) Committee Members, all of whom are appointed by the President from among Persons of high moral character and proper integrity. The Members of the Committee hold office for Five years and are eligible for re-appointment.



January, Victory Day; 6th February, Tarehe Sita (Armed Forces Day); 8th March, Women's Day; 1st May, Labour Day; 9th June, Heroes Day, and 9th October, Independence Day and other days that as directed by H.E the President in line with the National honours and awards Act 2001,

Launch of Hall of Fame. A mini-Hall of Fame was established and is domiciled at the Office of the President, old parliamentary building on the 3rd floor. The Hall of Fame has a display of Photographs, Profiles, Memorabilia and Information on the outstanding contributions of achievements of National Heroes who are Medalists

A Simplified framework for identifying exemplary achievers was developed and disseminated to enable the Public to appreciate the process and criteria for nominating deserving exemplary achievers.

The website page on the Office of the President website portal for the Chancery was developed and it is functional for information about the Chancery

A database for all Medalists has been developed from the time when medals started to be issued to date.

Procurement of New Medals. The Chancery stores have been replenished and among the New Medals is the 60th Diamond Jubilee Medal.

In order for the Committee to

satisfy itself that the Person nominated is deserving, the Chancery conducts research on the proposed nominees to the Presidential Awards Committee for final assessment before submitting them to H.E the President for approval.

Sensitised and educated the public on the importance of National Halls of Fame through National Media engagements.

Gazetted the medalists in the National Gazette.

The future plan of the chancery;

Expanding the Hall of Fame to a bigger and more accessible area; Collaborating with District local Governments to name Public roads and amenities after the Medalist; Collaborating with Local Governments to introduce walls of Fame at District Headquarters; Closely working with the Ministry for Tourism to erect and name monuments after medalists up to Local government level; Review the policies on the National Honours and Awards; Recruitment of Staff to fill the gaps in the Chancery structure; Organising Memorial Public exhibitions & lectures of Exemplary persons in the Hall of Fame.

Titles of Honour include Civilian Decorations and Medals, Military Decorations and Medals, Uganda Police Decorations and Medals, Second Schedule Section 3 (2) Titles of Honour and Incidents of the National Honours and Awards Act, 2001.

1. Civilian Decorations & Medals

- The Most Excellent Order of the Pearl of Africa (Grand Master) –
- The Excellent Order of the Pearl of Africa (the Grand Commander) –
- The Distinguished Order of the Nile (Classes I-V)
- The Distinguished Order of the Crested Crane (Classes I-V)
- The National Independence Medal
- The Nalubale Medal.

2. Military Decorations & Medals

- The Order of Katonga
- The Kabalega Star
- The Rwenzori Star
- The Masaba Star
- The Damu Medal
- The Luwero Triangle Medal
- The Kagera Medal
- The Order of Lukaya.
- The Kyoga Medal

3. Uganda Police Medals

Police decorations and medals are categorised into 11 categories as specified in the National Honours and Awards (Amendment of Second Schedule) Instrument, 2014

- The Order of the Commander-in-Chief
- Exemplary Service Order – First Class
- Exemplary Service Order – Second Class
- Gallantry Order Star
- Distinguished Service Medal
- Meritorious Service Medal
- Special Service Medal
- Personal Sacrifice Medal
- Long Service with Good Conduct
- Centenary Medal
- Honorary Service Medal



Years of National Resistance Movement







Years of National Resistance Movement

How the **NRM** government stewarded Uganda to First Oil

By Julius Businge

Uganda's journey to first oil has been neither accidental nor sudden. It is the outcome of nearly four decades of political stability, institutional rebuilding, policy sequencing, and strategic patience under the National Resistance Movement (NRM)

government.

From restoring a collapsed economy in the late 1980s to managing complex oil negotiations in the 2000s and executing mega infrastructure projects in the 2010s, the NRM's stewardship has been defined by gradualism rather than shock-driven extraction.

1. **Restoring the state before exploiting resources**

When the NRM took power in 1986, Uganda was economically broken. Inflation exceeded 200%, GDP had shrunk drastically, and state institutions were hollowed out. Crucially, the government prioritized macroeconomic

TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE





President Museveni commissions the Kingfisher Oil Management Facility constructed by National Enterprise Corporation (NEC) in Kikube district. Tuesday Jan 24. PPU Photo

stabilization and state reconstruction before pursuing capital-intensive ventures like oil

Through IMF- and World Bank-backed reforms, the NRM liberalized trade, stabilized the currency, rehabilitated agriculture, and restored basic public administration. This period laid the fiscal and institutional foundation necessary for managing a high-stakes sector such as oil. Unlike many resource-rich states that discovered oil amid institutional weakness, Uganda entered oil development after rebuilding core governance capacity.

2. Strategic patience in Oil Exploration

Although oil seeps in the Albertine Graben were known as early as the 1920s, commercial exploration only accelerated in the 2000s. The NRM government deliberately avoided rushed exploitation. Instead, it focused on confirming reserves,

building legal frameworks, and learning from global oil governance failures.

This patience allowed Uganda to:

Establish a Petroleum Exploration, Development and Production Act

Separate regulatory, commercial, and policy roles

Create specialized institutions such as the Petroleum Authority of Uganda (PAU) and UNOC

By the time recoverable reserves were confirmed at about 6.5 billion barrels, Uganda had already invested over a decade in regulatory preparedness—reducing the risk of chaotic extraction.

3. Using Political Capital to Drive Long-Term Projects

Oil development requires long planning horizons, cross-border diplomacy, and tolerance for short-term political costs. The NRM

leveraged its long incumbency to push through politically difficult but economically strategic decisions, including:

Choosing a heated crude pipeline (EACOP) over cheaper but technically unsuitable options

Partnering with Tanzania instead of Kenya for export routing, despite historical trade ties

Insisting on a refinery component to support domestic value addition, even when investors preferred export-only models

These decisions slowed timelines but strengthened Uganda's bargaining position and long-term energy security.

4. Infrastructure first, oil Second

Rather than treating oil as a standalone sector, the NRM embedded it within a broader infrastructure-led development strategy. Massive investments



in roads, electricity generation, transmission lines, and regional connectivity were pursued in parallel with oil planning.

Projects such as power grid expansion, oil roads in the Albertine region, and regional pipelines were financed largely through public borrowing. While this raised debt levels, it ensured that when oil production begins, the supporting logistics, energy, and transport systems are already in place—something many oil producers lacked at first extraction.

5. Managing Investors and National Interests

The oil sector brought powerful multinationals—TotalEnergies and CNOOC—into Uganda’s policy space. The NRM

government maintained strong state control over negotiations, frequently delaying Final Investment Decisions (FIDs) until fiscal terms, environmental safeguards, and national participation were settled.

This assertiveness frustrated investors at times but preserved Uganda’s strategic interests, including:

- Local content requirements
- State equity participation
- Environmental and social impact obligations

The Tilenga and Kingfisher projects, together with EACOP, reflect a negotiated balance between investor profitability and national control.

6. Gradual Social and Financial Inclusion

The government complemented oil development with efforts to broaden participation in the economy. Expansion of mobile money, SACCOs, and digitized government securities aimed to mobilize domestic savings and reduce elite capture of economic opportunities.

While gaps remain, especially in compensation and resettlement around oil projects, the policy intent reflects an awareness of oil’s social risks and the need to embed it within a wider livelihood strategy.





7 • Learning from the Resource Curse—At Least on Paper

The NRM's oil strategy has been shaped by explicit recognition of the "resource curse." Public discourse around sovereign wealth funds, stabilization mechanisms, and intergenerational equity has been unusually prominent for a first-time producer.

However, the real test lies ahead. Rising public debt, politically driven infrastructure spending, and election-cycle pressures threaten to undermine oil's developmental promise if revenues are mismanaged.

A Qualified Stewardship

In sum, the NRM government stewarded Uganda to first oil through state reconstruction, policy patience, institutional development, political continuity, and infrastructure-led planning. This approach contrasts with rapid extraction models seen elsewhere in Africa.

Yet stewardship does not end at first oil. Whether Uganda's oil becomes a fiscal cushion or a macroeconomic burden will depend on post-production discipline—how revenues are spent, how debt is managed, and whether oil complements rather than crowds out agriculture, manufacturing, and human capital investment.

Uganda now stands at the threshold. The same strategic restraint that delayed oil for two decades will be required to ensure it delivers lasting national benefit.

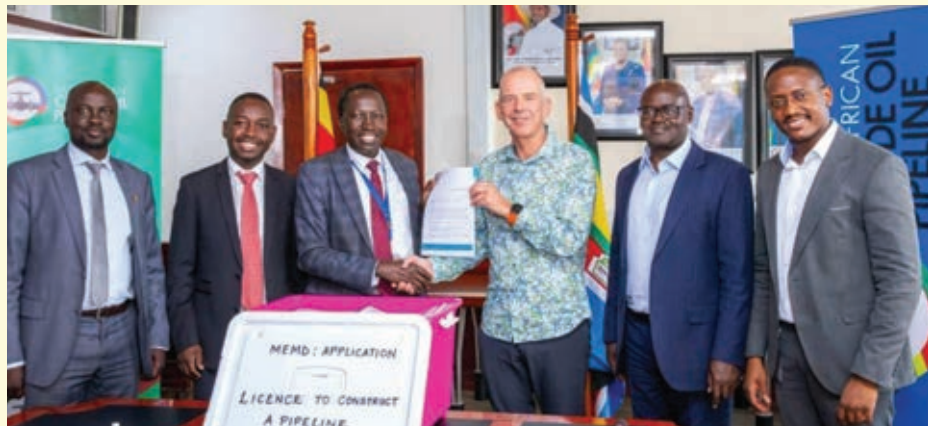


A Decade of Service and Creating Lasting Value in **Uganda's Oil Journey**

As Uganda celebrates 40 years of national progress, the country's oil and gas journey highlights the role of strong institutions in driving sustainable development. Established at a pivotal moment in Uganda's petroleum evolution, the Petroleum Authority of Uganda (PAU) has, over the past decade, translated the country's oil vision into effective regulation, laying the groundwork for long-term transformation.

2015–2016: Building the Foundation

PAU's journey began in 2015 with the appointment of its inaugural Board of Directors led by Dr. Jane N. Mulemwa, signalling Uganda's commitment to an independent and technically competent petroleum regulator. In 2016, Mr. Ernest Rubondo was appointed as the first Executive Director, strengthening operational leadership. That same year, seven key petroleum regulations were issued, and production licenses were granted for six fields under the Tilenga Project, alongside the Kingfisher Project. These milestones formally moved Uganda from exploration into the development phase.



License to construct EACOP

2017: Strategic Direction and Regional Cooperation

PAU approved its first Strategic Plan (2017/18–2019/20), defining regulatory priorities and capacity-building goals. Uganda and Tanzania signed the Inter-Governmental Agreement for the East African Crude Oil Pipeline (EACOP), marking a major step in regional energy cooperation. Front-End Engineering Design (FEED) studies began for upstream projects and the pipeline. PAU also launched the National Suppliers Database to promote transparency and local participation and approved Resettlement Action Plans to guide land acquisition.

2018–2019: Environmental Oversight and Capacity Building

Environmental and social governance became central to PAU's work. Public hearings for

the Tilenga ESIA were held in 2018, while negotiations for EACOP agreements commenced. The first National Content Conference was convened to enhance Ugandan participation in the petroleum value chain. By 2019, Tilenga received ESIA approval, and public hearings were conducted for Kingfisher and EACOP. Uganda approved FEED for upstream facilities, and the National Oil and Gas Talent Register was launched to support skills development.

2020–2021: Resilience and Legal Milestones

Despite the COVID-19 pandemic, PAU maintained momentum in 2020 by approving the EACOP route and FEED and issuing ESIA certificates for Kingfisher and EACOP. A second Board was inaugurated, staff capacity expanded, and public communication improved. In



2021, key EACOP agreements were signed, and Parliament enacted laws to strengthen fiscal and governance frameworks. PAU approved major engineering and construction contracts, while site preparation works began. The Second Strategic Plan (2020/21–2024/25) also took effect.

2022: Final Investment Decision

The February 2022 Final Investment Decision marked a historic turning point, unlocking billions of dollars in investment for Tilenga, Kingfisher, and EACOP. Large-scale engineering, procurement, and construction activities began, supported by the launch of the National Oil Spill Contingency Plan.

2023–2024: Drilling and Infrastructure Expansion

In 2023, Uganda achieved its first

development drilling milestones, with the Kingfisher and Tilenga projects spudding their first wells. PAU introduced the Electronic Work Permit Recommendation System, improving regulatory efficiency. A refinery Memorandum of Understanding was signed, and national content initiatives expanded. By 2024, petroleum activity reached record levels, with four drilling rigs operating simultaneously. The third Board of Directors, chaired by Ms. Lynda Biribonwa, was appointed, and the first EACOP line pipes arrived, advancing pipeline construction. PAU also launched the Joint Qualification System to strengthen supplier transparency.

2025: A Decade of Stewardship

Marking ten years of operation, PAU approved its Third Strategic Plan (2025/26–2030/31), aligning

its future with Uganda's transition to production. Uganda signed the refinery Implementation Agreement in March 2025. By December, more than 180 wells had been drilled, with project completion at over 72% for Kingfisher, 60% for Tilenga, and 75% for EACOP. PAU now stands as a mature regulator guiding Uganda into the oil production era.

Conclusion

PAU's first decade reflects Uganda's commitment to strong governance, environmental stewardship, and national participation. From institutional formation to large-scale project execution, the Authority's journey mirrors the nation's readiness to emerge as a responsible oil-producing country on the global stage.



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CELEBRATING THE FUNDAMENTAL CHANGE



Easy Packaging Limited proudly joins the nation in commemorating the 40th NRM Liberation Day under the theme "A Tribute to the Patriots Who Ushered in a Fundamental Change." We honor H.E. President Yoweri Kaguta Museveni and the NRM liberators whose sacrifice brought lasting peace, stability, and strong institutions to Uganda. Their visionary leadership has created a secure and investor-friendly environment in which businesses like ours can grow and contribute to national development. As we celebrate this milestone, we reaffirm our commitment to supporting Uganda's industrial progress and shared prosperity.

*Happy 40th NRM
Liberation Day!!*



Years of National Resistance Movement







Years of National Resistance Movement





How the NRM Government Stewarded Uganda's Education System over 40 Years

By Robert Oyet

As Uganda marks 40 years under the National Resistance Movement (NRM) government, few sectors better reflect the administration's long-term social policy choices than education.

From the ruins of the post-conflict 1980s to today's mass enrollment system serving millions, the NRM's stewardship of education has been defined by access expansion, institutional rebuilding, and gradual—sometimes contested—reform.

While quality gaps persist, the transformation of education from an elite privilege into a mass public service stands as one of the most enduring legacies of NRM rule.

Rebuilding a Broken System (1986–1996)

When the NRM assumed power in 1986, Uganda's education system was in disrepair. Years of political instability had eroded infrastructure, decimated the teaching workforce, and disrupted learning. Enrollment levels were

low, teacher morale was poor, and public funding was minimal.

The government's immediate priority was system stabilization. Teacher training colleges were rehabilitated, payrolls were cleaned up, and basic administration within the Ministry of Education and Sports (MoES) was restored. The NRM also reaffirmed education as a public good, increasing budgetary allocations even amid broader economic austerity under structural adjustment programs.

This phase laid the groundwork for the most ambitious education reform in Uganda's history.

Universal Primary Education: A Political and Social Turning Point

The introduction of Universal Primary Education (UPE) in 1997 marked a decisive shift in education policy. Announced as a political commitment during the 1996 elections, UPE eliminated tuition fees for primary education and triggered an immediate surge in enrollment—from about 2.5



million pupils in 1996 to over 7 million within a few years.

UPE fundamentally altered Uganda's social landscape. Children from rural and low-income households, especially girls, gained access to formal education at an unprecedented scale. Literacy rates improved, gender gaps narrowed, and education became a national norm rather than a privilege.

However, the rapid expansion strained the system. Classroom congestion, teacher shortages,

and learning quality concerns quickly emerged, highlighting the trade-off between access and outcomes—a tension that continues to define Uganda's education debate.

Extending access up the Education ladder

Recognizing that primary education alone was insufficient in a modern economy, the NRM extended its universal access philosophy to higher levels.

In 2007, Universal Secondary

Education (USE) was introduced, followed by Universal Post-O-Level Education and Training (UPOLET). These programs expanded access to lower secondary schooling and vocational institutions, particularly for students from disadvantaged backgrounds.

Parallel to this, government invested in:

- New public universities and satellite campuses
- Expanded teacher education institutions



Revitalisation of technical and vocational education and training (TVET)

As a result, Uganda's tertiary enrollment grew significantly, producing a larger pool of graduates in education, health, business, and public administration—human capital essential for economic growth and state capacity.

Higher education and research: Gradual expansion

Over the past four decades, the NRM government has overseen the liberalization of higher education. Private universities flourished alongside public institutions, easing pressure on state resources and expanding access.

Public universities such as Makerere, Kyambogo, Mbarara University of Science and Technology, and Gulu University were repositioned to serve regional development needs. Government-sponsored students continued to benefit from subsidies, while the student loan scheme introduced in 2014 aimed to democratize access to university education.

However, underfunding of research, faculty retention challenges, and governance disputes have limited Uganda's ambition

to become a regional knowledge hub.

Education Financing: Expansion under constraint

Education has consistently ranked among the top sectors in Uganda's national budget, reflecting NRM's prioritization of human development. Donor support—particularly in the early years of UPE and USE—played a critical role in sustaining expansion.

Yet per-student spending has declined in real terms as enrollment ballooned. This has affected infrastructure quality, teacher remuneration, and learning materials. Critics argue that while the NRM succeeded in getting children into school, it has struggled to adequately finance what happens inside classrooms.

Skills, TVET, and the jobs question

As Uganda's population has grown younger and more urban, the education system has faced pressure to align learning with labor market needs. In response, the NRM government re-emphasized skills development, upgrading technical institutes, integrating competence-based curricula, and partnering with the private sector.

Programs targeting skilling in construction, manufacturing,



From the ruins of the post-conflict 1980s to today's mass enrollment system serving millions, the NRM's stewardship of education has been defined by access expansion, institutional rebuilding, and gradual—sometimes contested—reform



ICT, and oil and gas support services reflect an effort to link education to economic transformation. Still, mismatches between graduate skills and employer needs remain a persistent concern.

Governance, decentralization, and accountability

The decentralization of education administration to local governments was

intended to improve service delivery and accountability. School Management Committees and Boards of Governors were empowered to oversee institutions.

In practice, uneven local capacity, politicization, and corruption have sometimes undermined outcomes. Learning assessments continue to reveal gaps in literacy and numeracy, raising questions about

governance effectiveness and teacher support.

A mixed but enduring legacy

After 40 years, the NRM's stewardship of education can be summarized in three defining features:

Mass access over elitism

- Education shifted from selective to universal. Political commitment to social services
- Education remained central





even during economic reform.

Incremental reform, not radical overhaul – Change has been gradual, sometimes cautious, but sustained.

Uganda today has one of the largest education systems in Africa, serving millions across primary, secondary, and tertiary levels. The challenge now is not expansion, but quality, relevance, and sustainability.

Looking ahead

As Uganda prepares for a more industrialized and oil-supported economy, the education system must evolve. Greater investment in teacher training, digital learning, research, and skills-based education will be essential. Equally important is insulating education policy from short-term political pressures.

The NRM's greatest education

achievement may be that it made schooling a national expectation. Its greatest unfinished task is ensuring that schooling consistently translates into learning, skills, and opportunity. At 40 years, Uganda's education system reflects both the promise and the limits of long-term political stewardship—expanded, inclusive, but still striving for excellence.





Janet Museveni

and the quiet transformation of Uganda's Education sector

By Julius Businge

As the National Resistance Movement (NRM) marks 40 years in power, Uganda's education sector stands as one of the clearest illustrations of sustained political stewardship. While many actors have shaped this journey, few individuals have left as distinct and enduring an imprint as First Lady Janet Kataaha Museveni, whose leadership—particularly during her tenure as Minister of Education and Sports—has helped redefine education policy, values, and direction.

Often described as soft-spoken but resolute, Janet Museveni's influence on education has been characterized less by dramatic overhauls and more by institutional consolidation, moral framing, and long-term reform.

A personal commitment turned public mission

Janet Museveni's engagement with education predates her formal appointment as minister. As First Lady, she consistently championed girl-



child education, faith-based values, and social protection for vulnerable children. Her advocacy work in the 1990s and early 2000s helped elevate education—especially for marginalized groups—into a central national priority.

When she assumed the education portfolio in 2016, she brought with her not only political authority but also a deep personal conviction that education was the foundation of national transformation. Her leadership coincided with a period when Uganda had largely achieved access expansion and needed to confront the harder challenge of quality and relevance.

Shifting the conversation: From access to quality

One of Janet Museveni's most significant contributions was reframing national discourse on education. For nearly two decades, policy had focused on enrollment numbers driven by Universal Primary Education (UPE) and Universal Secondary Education (USE). While access improved dramatically, learning outcomes lagged.

Under her leadership, the Ministry of Education and Sports placed renewed emphasis on:

- Literacy and numeracy proficiency
- Teacher professionalism

and ethics

- School inspection and accountability

Learning outcomes rather than mere attendance

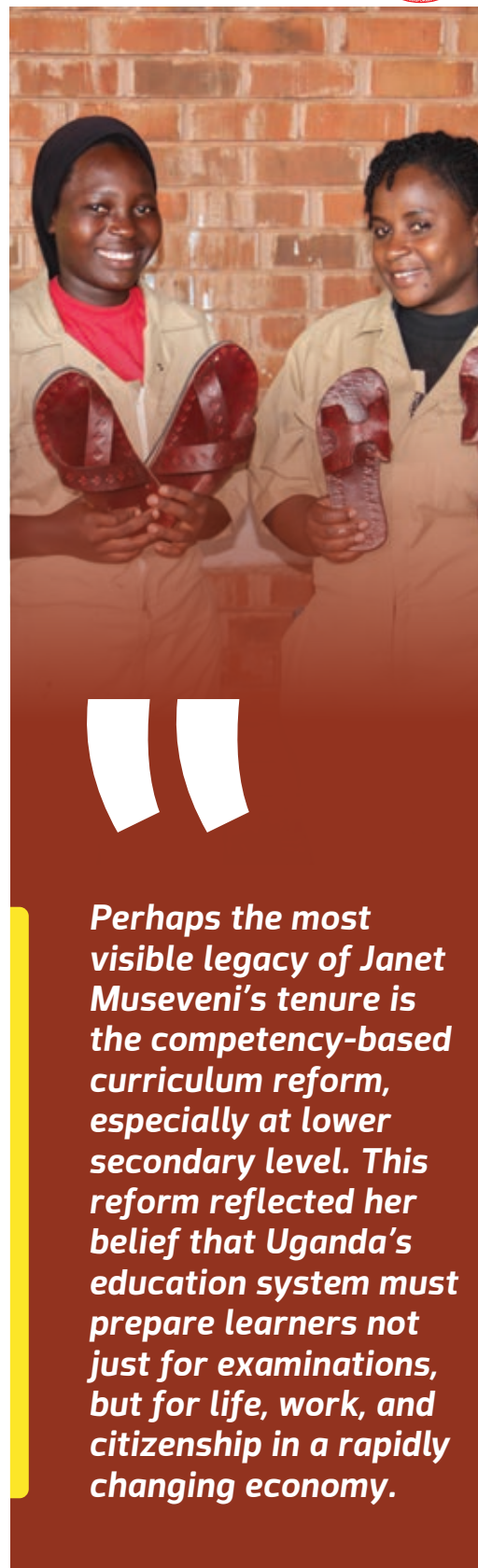
National assessments and public reporting of learning outcomes became more prominent, reinforcing the idea that education success should be measured by what learners know and can do, not just how many are enrolled.

Curriculum reform for a changing Economy

Perhaps the most visible legacy of Janet Museveni's tenure is the competency-based curriculum reform, especially at lower secondary level. Implemented after years of consultation, the new curriculum shifted away from rote memorization toward critical thinking, practical skills, and continuous assessment.

This reform reflected her belief that Uganda's education system must prepare learners not just for examinations, but for life, work, and citizenship in a rapidly changing economy. It aligned education with national priorities such as industrialization, skills development, and youth employment.

While implementation challenges remain—particularly teacher training



Perhaps the most visible legacy of Janet Museveni's tenure is the competency-based curriculum reform, especially at lower secondary level. This reform reflected her belief that Uganda's education system must prepare learners not just for examinations, but for life, work, and citizenship in a rapidly changing economy.

and resource availability—the reform marked a decisive philosophical shift in Uganda’s education model.

Repositioning technical and vocational Education

Recognizing the limits of purely academic pathways, Janet Museveni championed the revival of Technical and Vocational Education and Training (TVET). During her tenure, government increased investment in technical institutes, upgraded curricula, and strengthened partnerships with industry.

This push sought to correct long-standing social biases that equated success solely with university education. By elevating skills training, her leadership helped reframe TVET as a legitimate and respectable route to employment and entrepreneurship—especially critical in a country where over one million young people enter the labor force annually.

Values, discipline, and moral Education

Distinct from many technocratic education leaders, Janet Museveni consistently emphasized values-based education. She argued that knowledge without character could not deliver national transformation. This perspective influenced policies on school discipline, learner welfare, and the role of parents and communities in education.



Her leadership reinforced the idea that schools are not just centers of instruction, but spaces for shaping responsible, ethical citizens. This values-oriented approach resonated strongly with faith-based institutions, which remain key partners in Uganda’s education system.

Teacher welfare and professionalism

Teachers have long been the backbone—and Achilles’ heel—of Uganda’s education sector.

Janet Museveni prioritized teacher professionalism, supporting efforts to clean payrolls, address absenteeism, and enhance supervision through the Education Standards Agency.

Although salary concerns persist, particularly at lower levels, her tenure saw increased dialogue around teacher motivation, ethics, and continuous professional development. The emphasis



on accountability sought to restore public confidence in teaching as a vocation, not just a job.

Leadership Style: Consensus over confrontation

Janet Museveni's leadership style has been notably consultative and steady. Rather than imposing abrupt reforms, she favored stakeholder engagement—working with teachers' unions, religious foundations,

development partners, and local governments.

This approach slowed some reforms but improved policy ownership and reduced resistance, particularly in sensitive areas such as curriculum change and school governance.

A broader social impact

Beyond formal education policy, Janet Museveni's leadership intersected with broader

social outcomes. Her long-standing advocacy for women, children, and families reinforced education's role in poverty reduction, health outcomes, and social cohesion.

Her influence helped sustain education as a non-negotiable pillar of national development, even amid fiscal constraints and competing infrastructure priorities.

A defining chapter in NRM's Education legacy

As the NRM marks 40 years in power, Janet Museveni's contribution to education stands out as a defining chapter in the movement's social policy legacy. While challenges of quality, financing, and equity remain, her leadership helped steer Uganda's education system through a critical transition—from expansion to consolidation, from access to outcomes, and from schooling to skills.

In many ways, her impact lies not only in policies enacted, but in changing how Ugandans think about education: as a lifelong investment, a moral endeavor, and a strategic tool for national transformation.

As Uganda looks toward a more industrialized future, the foundations strengthened under her stewardship will continue to shape classrooms, careers, and communities for generations to come.



Years of National Resistance Movement







40 Years of National Resistance Movement



National Council for Higher Education

Ensuring Quality for Excellence



H.E. Gen. Yoweri K. Museveni
President of the Republic of Uganda



Hon. Janet K. Museveni
The First Lady and Minister of Education and Sports



Hon. Dr. John Chrysostom Muyingo
Minister of State for Higher Education



Prof. Joy C Kwesiga
Chairperson NCHE



Prof. Mary J. N. Okwakol
Executive Director-NCHE

Over the last forty years, the Government of the National Resistance Movement (NRM) has undertaken far-reaching reforms in Uganda's higher education sector, transforming it from a small, elite system into a broad, inclusive, and nationally coordinated framework for human capital

development. Central to this transformation has been the establishment and strengthening of policy, legal, and institutional mechanisms that ensure quality, relevance, and equity in higher education.

This write-up highlights key achievements realized over four decades of NRM leadership, with particular emphasis on the role

of NCHE in quality assurance, accreditation, standards setting, and system coordination. It underscores how deliberate government policy and sustained investment have contributed to improved access, enhanced quality, and greater relevance of higher education in driving socio-economic transformation and national development.



The President H.E Yoweri Kaguta Museveni and the First Lady and Minister of Education and Sports launching the NCHE logo at the 20 years anniversary of NCHE in 2023.



Liberalisation of higher education

Before liberalisation, higher education in Uganda was largely run by the state, with Makerere University being the dominant public university for decades. The NRM government liberalized the higher education sub sector, which led to the rapid growth of private universities and other tertiary institutions. Private universities such as: Ndejje University, Uganda Martyrs University, Nkumba University, Kampala International University, Uganda Christian University among others were established.

These institutions complemented the only public university in absorbing the rapidly growing number of students from secondary school. This liberalization also resulted into Cost-sharing in public universities by introducing private sponsorship, diversification of academic programmes beyond the traditional disciplines and increased role of market forces in education provision. Private universities have significantly contributed to access, diversity of programs, and innovation in delivery modes, including evening, weekend, and distance learning programs. While quality concerns have arisen, private institutions have helped absorb demand that public universities alone could not meet.

Establishment of Regulatory and Quality Assurance Frameworks

In order to guide and regulate the expanding higher education sector, government established the National Council for Higher Education (NCHE) through the Universities and Other Tertiary Institutions Act of 2001. The creation of the National Council for Higher Education (NCHE) marked a pivotal milestone in regulating, coordinating, and guiding the growth of universities and other tertiary institutions.

NCHE has played a critical role in licensing institutions, accrediting academic programs, setting minimum standards, and promoting quality assurance. This regulatory framework has enhanced accountability, protected students and employers, and improved institutional governance. Regular inspections, accreditation processes, and ranking mechanisms have contributed to raising standards across the sector.

Expansion of Public Universities

Within the NRM era, there has been expansion of public universities across the country. From a single public university in 1986, Uganda now has several public universities strategically distributed across regions, including Mbarara University of Science and Technology,



Public Universities of Soroti, Lira and Busitema

Kyambogo University, Gulu University, Busitema University, Muni University, Kabale University, Lira University, Soroti University and Mountains of the Moon University.

More two Universities Busoga University and Bunyoro University are in the process. This regional approach has improved geographical access to university education, promoted equity, and supported regional development.



Curriculum Reforms and Relevance

The higher education curricula have increasingly been aligned with national development goals in the last 40 years. Emphasis has been placed on science and technology, skills development, entrepreneurship, and innovation. Universities have introduced market-relevant programs in engineering, ICT, health sciences, agriculture, oil and gas, and education.

Rapid expansion of higher-education institutions

From the late 1980s and accelerating in the 1990s–2000s, the number of universities and other tertiary institutions grew from a handful (dominated by Makerere) to dozens of private and public universities driven by liberalisation, demand, and regulatory licensing. The number has grown from one university to 64 universities and 194 other institutions including Other Degree Awarding Institutions. The growth in

the number of HEIs has increased competition, encouraging institutions to: improve teaching quality, invest in infrastructure, libraries, and laboratories.

Mass-education policies feeding tertiary expansion

The NRM government has rolled out policies such as Universal Primary Education (UPE, 1997), later Universal Secondary education and UPOLET. These policies have contributed a lot to feed tertiary expansion and increased enrolment.

Student enrolment

In 1986, with only one university, Makerere University, Uganda had an enrolment of about 5,390 students enrolled in university-level programmes nationwide with some institutions running Makerere University programmes under affiliation. The gross tertiary enrolment ratio was just about 0.83% of the relevant age group in 1986. The enrolment has increased in the last 40 years

of the NRM era and currently, the enrolment in both public and private institutions is about 330,000 students. This therefore reflects expanded access to higher education, greater regional and social inclusion as well as strengthening Uganda's skills base for national development through human capital development.

Research studies

There has been dramatic growth in PhD attainment in Uganda since 1986 from about 100 PhDs to about 2500 PhDs. In 1986, Makerere University awarded seven (7) PhDs compared to 143 in 2025. This growth reflects expansion of the higher education system and national education policy emphasizing advanced research skills. PhD training has strengthened knowledge and research capacity, created experts and generated evidence that informs policy formulation, implementation strategies, and development plans across sectors.



The number of enrolment and students graduating has grown



Promotion of national Interests in courses of study

Under the NRM, the Ugandan government has institutionalized STEM/STEI within policy frameworks, expanded educational opportunities, strengthened infrastructure and learning facilities for innovation and skills training, and actively promoted science-led industrial transformation as part of broader development goals.

This has increased enrolment in engineering, ICT, health sciences, and applied sciences at universities and tertiary institutions, growth of science-focused institutions and programmes, shift from theory curricula to competency-based, practical learning curriculum. The promotion of STEM has redefined the education sector from a predominantly theoretical system to one that is skills-driven, innovation-oriented, and development-focused.

Development of Standards, Benchmarks and Guidelines

There has been development of standards, benchmarks and guidelines set to give guidance for entry

and admission to higher education institutions. These include Direct entry; Diploma/Certificate entry; Mature age entry and ; Higher Education Certificate. Standards for admission to different programs of study have also been set. These standards have helped to safeguard quality, protect learners, parents, employers, and the public from fraudulent or poorly managed institutions, guided in curriculum design, staffing, facilities, and assessment methods and promote programmes that are relevant to national priorities.

Open Distance and E-Learning (ODEL) System

Government has developed the National ICT & Education Policy Environment to integrate ICT and support flexible learning delivery. This has transformed into the development of ODeL and distance learning which connects with broader national policies such as digital education standards, ICT integration in education, and the Education & Sports Sector Strategic Plan, which emphasizes expanding digital learning beyond emergency use



NCHE teams interacting with officers of the Uganda Defence Air Force and Uganda Police Force

Licensing of Military institutions

The National Council for Higher Education has made recommendations for consideration and also licensed military institutions managed by the Uganda Peoples Defence Forces and the Uganda Police Force. These include National Forensics University Uganda, National Defence College, Police Training School, Kabalye and Police Senior Command and Staff College, Bwebajja, have been recommended to the Minister of Education and Sports for consideration while Non-Commissioned Officers Academy, Uganda Military Academy, Junior Staff College and Senior Command and Staff College under the UPDF are licensed.

Even though these institutions have a special status, licensing provides a formal legal framework under which military institutions operate enforces minimum standards in training, harmonises military training with national education and training systems and have qualifications from military training recognized.

Sporting the Nation: How Uganda's National Council of Sports transformed a movement into a momentum — 40 years of NRM and Uganda's Sporting Renaissance

By Richard Kintu

Since the National Resistance Movement (NRM) came to power in 1986, sport in Uganda has transitioned from a largely informal pursuit to a structured, nationally supported catalyst for unity, identity, and international prestige. At the center of this evolution stands the National Council of Sports (NCS) — the government body mandated to guide, regulate, and develop sport across the country. Under four decades of NRM governance, NCS's role has expanded from basic oversight to strategic leadership in sport development, infrastructure expansion, and international competition support.

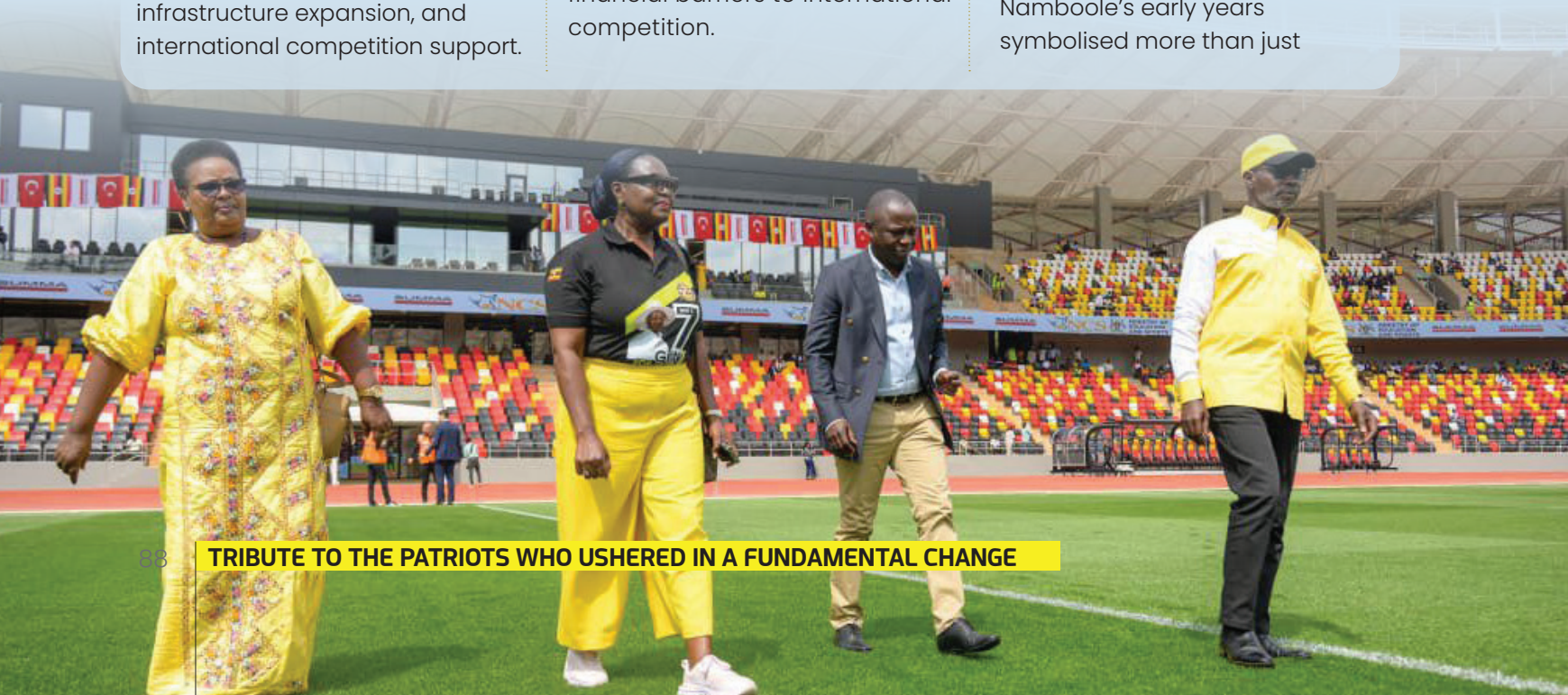
Foundations: Sport before the 1990s

In the early years of NRM governance, Uganda struggled with economic challenges, political consolidation, and rebuilding after decades of instability. Sports infrastructure was limited, and most facilities were outdated, underfunded, or poorly maintained. NCS, established to oversee coordination of sports activities across disciplines, initially had limited funding and scope. Support often focused on participation rather than performance, and athletes faced significant logistical and financial barriers to international competition.

Growth through strategic investment

By the mid-1990s and early 2000s, the government, in partnership with NCS, began investing more deliberately in sports infrastructure and policy. A landmark development was the construction of what became the Mandela National Stadium in Bweyogerere — popularly known as Namboole Stadium. Completed in 1997 with assistance from the Government of China, this multi-purpose facility quickly became the heart of Ugandan sport, hosting football matches, athletics meets, and major cultural events.

Namboole's early years symbolised more than just





architecture; they reflected a renewed commitment to national pride through sport. The stadium provided a platform for domestic leagues and international fixtures, attracting thousands of fans and fostering community engagement.

Yet, over time, increased expectations and global standards necessitated renovation. After years of use, and despite periods of decline, the facility was comprehensively refurbished and reopened in May 2024, with modern seating, upgraded dressing rooms, improved pitch surfaces, and enhanced floodlights — preparing Uganda to host high-profile continental competitions.

The new era: Vision 2027 and modern facilities

In recent years, sport in Uganda has seen some of its most ambitious infrastructure projects, driven by both aspiration and necessity. In December 2025, President Yoweri Museveni officially commissioned the Hoima City Stadium — a state-of-the-art multi-purpose facility designed not only for football and athletics but also indoor sports, recreational activities, and community events. Built in record time, Hoima City Stadium seats 20,000 spectators and includes a 2,000-seat indoor arena, swimming pool, sports courts, and training pitches — all completed ahead of schedule, symbolising



Mr. Ambrose Tashobya, The Chairperson of Uganda's National Council of Sports

unprecedented efficiency in sports project delivery.

President Museveni noted during the commissioning that this new stadium was part of broader preparations for Uganda's co-hosting of the 2027 Africa Cup of Nations (AFCON) alongside Kenya and Tanzania — a testament to how sport now intersects with national strategy, tourism, and international image.

The Hoima project marks a shift from reactive facility upgrades to proactive, world-class infrastructure that meets international standards and expands opportunities for athletes and spectators alike. In addition, projects like the redevelopment of Namboole and plans for new regional stadiums — including partnerships such as the one between Makerere University and NCS for a world-class

campus stadium — showcase a decentralized approach to sporting development.

Leadership and funding: The catalyst of NCS

The National Council of Sports, through its leadership, has been central to these transformations. Under figures like Dr. Bernard Ogwel, General Secretary of NCS, the council has championed not only infrastructure but also funding reform and strategic planning. In recent budget cycles, the sports sector witnessed dramatic growth with allocations rising to record levels — highlighting the government's prioritisation of sport as both a social and economic sector. According to Ogwel, this increased funding is unprecedented and affirms the state's commitment to building not just facilities but talent pipelines and competitive frameworks.

"The investment in sports infrastructure and athlete development over the past decade is not just about stadiums; it's about changing mindsets — uplifting entire communities and giving our youth platforms to shine," Ogwel has noted in government reports and public addresses.

Across disciplines, NCS's strategic oversight has harmonised policies between sports federations, educational institutions, and international bodies. This coordination has enabled Uganda

Beyond medals: Social and economic impact

Uganda's sporting journey under NRM and NCS has been about more than medals or stadiums. It has intertwined with national identity, youth empowerment, tourism, and economic growth. Facilities like Namboole and Hoima City Stadium are magnets for visitors, generate employment, and serve as hubs for community engagement beyond sports — hosting educational, cultural, and entertainment events that resonate with citizens of all ages.

The expansion of regional facilities and the increasing frequency of international competitions hosted in Uganda reflect a country confident in its potential. Planned projects such as additional stadiums in Lira (Akii-Bua Olympic Stadium) and other parts of the country signify an ambitious national agenda that aligns sports with national development goals.

Moreover, programmes that support young athletes from grassroots through elite performance indicate an emerging sports ecosystem that nurtures talent at every stage.



to meet international hosting standards and elevate athlete support systems.

Success on the track and field

Infrastructure is only one side of the story. Uganda's athletes have delivered historic victories on the world stage, bringing home medals, breaking records, and inspiring a generation.

No story in Ugandan athletics encapsulates this success more than Joshua Kiprui Cheptegei. Born in Kapchorwa, Cheptegei has defined an era of distance running for Uganda. He holds world records in both the 5,000 metres and 10,000 metres, a rare and elite double achieved only by a handful of athletes worldwide. He is also the Olympic champion in the 10,000m, setting a new Olympic record at the 2024 Paris Games in a stunning performance that cemented his place among the sport's greats.

Cheptegei's triumphs extend beyond the Olympics — he has claimed multiple world titles and stood atop podiums in championships across continents, inspiring young runners throughout Uganda. His success is a testament to discipline, talent, and the improving conditions for athletes nurtured by organisations like NCS and

Uganda Athletics Federation.

Equally remarkable is the meteoric rise of Jacob Kiplimo — another product of Uganda's high-altitude regions and a world-class long-distance runner. Kiplimo has not only won multiple World Cross Country Championships titles, including a historic three consecutive senior men's titles, but also set the men's half marathon world record with a time under 57 minutes — a landmark achievement for the sport.

In January 2026, Kiplimo's back-to-back victories at the World Athletics Cross Country Championships brought home gold yet again, a feat praised by fans and leaders alike. Dr. Ogwel described Kiplimo's consistency and discipline as "exceptional" and a reflection of the strength of Uganda's athlete development pipeline — a pipeline increasingly supported by structured training programs and better facilities at home.

Voices from the field: Unity through sport

Sport administrators have also spoken to the broader impact of Uganda's sporting initiatives. Moses Magogo, President of the Federation of Uganda Football Associations (FUFA), has repeatedly emphasised how




infrastructure development and cohesive leadership – including the collaboration between FUFA and NCS – have elevated football on the continent. Under this partnership, Uganda has seen improved domestic leagues, better training environments, and increased competitiveness of national teams. Magogo has highlighted that the synergy between federations and national bodies like NCS is key to unlocking international success and bringing visibility to Ugandan talent.

Celebrating 40 years of vision and victory

As Uganda marks 40 years of NRM leadership, the narrative of sport – guided by the National Council of Sports – stands as one of enduring progress and collective aspiration. From limited infrastructure in the late 20th century to world-class stadiums and record-setting athletes in the 21st century, Uganda's sporting transformation mirrors its broader national journey of resilience and growth.


Sports have become a unifying force – one that rallies communities, celebrates national achievements, and signals to the world that Uganda belongs on the global stage. Under visionary leadership, strategic investment, and a commitment to nurturing talent, Ugandan sport will continue to be both a source of pride and a platform for future generations to dream bigger.



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Congratulations

H.E Yoweri Kaguta MUSEVENI




The Governing Council,
Management, Staff, Alumni and Students of UICT congratulate
H.E. Yoweri Kaguta Museveni upon your re-election as the President of
the Republic of Uganda. We thank you for your continued leadership
in driving Uganda's digital transformation agenda,
a cornerstone for achieving Vision 2040.


UICT digital transformation in action




50,000+ citizens equipped with digital skills




Established Uganda's first Augmented and Virtual Reality **(AR/VR)** Centre for training in STEMI and industry



30+ national & international strategic partnerships formed



13 new competency-based academic programmes introduced



150+ Start-ups across HealthTech, AgriTech, FinTech, e-Commerce, EduTech and GovTech supported



UGANDA NATIONAL COMMISSION FOR UNESCO

CONGRATULATORY MESSAGE



H.E. Gen. Yoweri Kaguta Museveni
President of the Republic of Uganda



HON. JANET KATAAHA MUSEVENI
Minister of Education and Sports



HON. DR. JOHN C. MUYINGO
State Minister for Higher Education



HON. DR. JOYCE MORIKU KADUCU
State Minister for Primary Education



HON. PETER OGwang
State Minister for Sports



Dr. Kedrace Turyagyenda
Permanent Secretary



Dr. D.V. Mundrugo-Ogo Lali
Ag. Secretary General/
UNATCOM

On the occasion of 40 years of National Resistance Movement (NRM) leadership, the Uganda National Commission for UNESCO (UNATCOM) extends its warm congratulations to His Excellency Yoweri Kaguta Museveni, President of the Republic of Uganda, and to the leadership and members of the NRM.

This milestone reflects four decades of restoring and sustaining peace, strengthening national unity, and laying a firm foundation for Uganda's socio-economic transformation. The peace and stability achieved under NRM leadership have created an enabling environment for education, cultural preservation, scientific advancement, freedom of expression, and inclusive development; values that lie at the heart of UNESCO's mandate.

UNATCOM commends the NRM's enduring

commitment to peace-building as a prerequisite for development, a principle that strongly resonates with UNESCO's founding philosophy of building peace in the minds of men and women. This shared vision has enabled Uganda to meaningfully engage with global frameworks while addressing national priorities.

As Uganda celebrates this historic anniversary, UNATCOM reaffirms its commitment to continue working with Government and all stakeholders to advance peace, human development, and sustainable progress, in support of the aspirations of the NRM and the people of Uganda.

Congratulations to H.E. the President and the National Resistance Movement on 40 years of service to the nation.



The Board, Management and staff of UVTAB congratulate **H.E. Yoweri Kaguta Museveni**, the Leadership of NRM and all citizens of Ugandans on marking this milestone of **40 years of peace and prosperity**. We affirm our commitment to upholding quality TVET assessment and curriculum development for a competent and productive workforce fit for the 21st century.

Introduction

The Uganda Vocational and Technical Assessment Board (UVTAB) is a national assessment body established by the Technical and Vocational Education and Training (TVET) Act No.3 of 2025.

Mandate

UVTAB is responsible for the assessment and certification of competencies obtained through formal and informal Technical and Vocational Education and Training under the Ministry of Education and Sports. Established by the TVET Act 2025, UVTAB was operationalised by the TVET Act (Commencement) Instrument 2025 No.25 on 15th March 2025.

Key functions

In line with Section 79 of the TVET Act 2025, UVTAB is charged with the following functions; the assessment



and certification of TVET, accreditation of assessment centres, Equating TVET qualifications and development of Assessment Training Packages and curricula in consultation with Sector Skills Expert committee, TVET providers and with the approval of TVET Council among others.

Key milestones

- 1. Assessment of candidates:** The Board has assessed a total of 115,780 candidates across the country since inception on March 2012 to December 2025. Chart showing 71,744 Male and 44,036 female Candidates assessed March 2025 and Dec 2025
- 2. Infrastructure development:** UVTAB Assessment Centre was constructed with funding by Government of Uganda at a cost of over 25 billion shillings
- 3. Greater access to TVET:** UVTAB currently conducts assessment of candidates at 556 Assessment centres country wide including the assessment done in the industry.
- 4. Quality and relevant TVET programmes:** A total of 321 programmes are currently assessed by UVTAB at Certificate, Diploma including informally acquired Skills at Prevocational level.
- 5. TVET Curriculum development:** The Board has conducted occupational profiling for various TVET programmes to address the industry labour market demands.

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H.E Yoweri Kaguta Museveni
President of the Republic of Uganda



Minister For Kampala Capital City
& Metropolitan Affairs
Hon. Hajjati Minsa Kabanda



Minister of State for Kampala
Capital City & Metropolitan
Affairs
Hon Kyofatogabye Kabuye



His Worship, Erias Lukwago
Kampala Lord Mayor



Hajjat Buzeki Sharifah
Executive Director

Forty Years On, NRM Marks Kampala's Shift Toward a Modern Capital

As the NRM marks 40 years in power, Kampala's changing skyline and streetscape reflect a city steadily advancing toward modernity, efficiency and livability under sustained government investment and long-term planning.

Once dusty or muddy, roads like Luwafu, Kigala and Old Mubende now symbolize broader infrastructure renewal. At the center is the \$288 million African Development Bank-funded Kampala City Roads Rehabilitation Project (KCRRP), improving 100 km of roads, drainage, walkways and signalized junctions. Complementary works under the Greater Kampala Metropolitan Area Urban Development Project (GKMA-UDP) are upgrading

more roads across the city. Kampala's road network now spans 2,104 km, with paved roads rising from 609 km to nearly 800 km since FY2020/21. Average travel time has dropped from 10 to four minutes per kilometer, with a target of three minutes. Intelligent traffic systems, including a centralized control center and upgraded smart junctions, are easing congestion.

To facilitate trade order, KCCA, under the leadership of Hajjat Sharifah Buzeki, manages 17 public markets, with new facilities expanding space for vendors. Organized trading systems and market registration are restoring order and improving working conditions, while skilling centers across the five divisions provide free vocational training to youth and women.

Sanitation and environmental management have also improved through expanded waste collection, new public toilets, and plans for a modern waste facility in Mpigi. Drainage upgrades have reduced flooding in areas like Bwaise and Kansanga, while over 63,900 trees have been planted to improve air quality, whose monitoring has expanded.

Public lighting, urban maintenance programs and social services have also grown. New classrooms, upgraded health facilities, over 409,000 recorded deliveries, and free ambulance-supported emergency care highlight progress in education and health.

Economically, Kampala leads under the Parish Development Model, while revenue collection continues to exceed targets.



THE REPUBLIC OF UGANDA

Ministry of Tourism Wildlife & Antiquities



H.E. Yoweri Kaguta Museveni
President of the Republic of
Uganda



Hon. Col. Tom R Butime
Minister Ministry of Tourism
Wildlife & Antiquities



**Hon. Bahinduka
Mugarra Martin**
State Minister Ministry
of Tourism Wildlife &
Antiquities



Doreen Katusiime,
Permanent Secretary
of the Ministry of
Tourism

Forty years of transformational leadership: A tourism and conservation success story

warmly congratulate His Excellency President Yoweri Kaguta Museveni and the National Resistance Movement (NRM) Government upon marking forty years of visionary leadership and dedicated service to the people of Uganda.

Over the past four decades, the NRM has restored peace, stability, and national confidence—foundations upon which Uganda's tourism, wildlife, and cultural heritage sectors have been revitalized and transformed. When the NRM assumed leadership, much of Uganda's wildlife and tourism infrastructure had been severely degraded by years of insecurity and neglect.

Through deliberate policy choices, strong institutions, and sustained investment, the sector has been rebuilt

into one of the country's leading foreign exchange earners and a major source of employment.

Under President Museveni's guidance, protected areas were secured, wildlife populations recovered, and conservation became a national priority. The Uganda Wildlife Authority was strengthened, resulting in improved park management, community conservation programs, and enhanced anti-poaching measures. As a result, iconic species such as mountain gorillas, elephants, lions, and rhinos have rebounded, restoring Uganda's global standing as the "Pearl of Africa."

The NRM Government has also invested in tourism-supporting infrastructure—roads, airports, airstrips, hospitality facilities, and

digital marketing—making Uganda more accessible and competitive on the global tourism map. Cultural heritage preservation has equally been prioritized, with renewed emphasis on museums, historical sites, antiquities protection, and promotion of Uganda's diverse cultural identity as a tourism asset.

Today, tourism is a strategic pillar of Uganda's economy, contributing significantly to GDP, exports, and livelihoods, particularly for communities surrounding protected areas. This progress is a direct outcome of political stability, long-term planning, and people-centered development championed by the NRM.

As we celebrate NRM@40, the Ministry of Tourism, Wildlife and Antiquities reaffirms its commitment to advancing sustainable tourism, conservation, and heritage management in line with Uganda Vision 2040 and the National Development Plans.

We salute President Museveni and the NRM Government for forty years of transformative leadership and remain resolute partners in building a prosperous, peaceful, and globally admired Uganda.

Colonel (Rtd) Tom Butime
Minister of Tourism, Wildlife
and Antiquities



H.E. Gen. Yoweri Kaguta Museveni
President of the Republic of Uganda



Hon. Mwebesa Francis
Minister of Trade Industry and Cooperatives



Hon. David Bahati
State Minister for Industry at the Ministry of Trade, Industry and Cooperatives



Gen. Wilson Mbasu Mbadi
State Minister for Trade at the Ministry of Trade Industry and Cooperatives.



Hon. Frederick Ngobi Gume
Minister of State for Cooperatives at the Ministry of Trade Industry and Cooperatives



Ms. Lynnette Bagonza - Permanent Secretary Ministry of Trade, Industry and Cooperatives

Trade, Industry and Cooperatives: Uganda's Transformation (1986–2025)

When the National Resistance Movement (NRM) assumed power in 1986, Uganda's economy was narrow and vulnerable. Export earnings stood at USD 502.6 million, with coffee contributing nearly 98 percent of total exports, and the country had only 81 industrial establishments. Market access was limited, value addition was minimal, and the cooperative movement was weak. By 2025, Uganda's trade and industrial landscape had undergone a profound transformation. Exports of goods and services had grown to USD 13.3 billion (FY 2024/25)—a more than 26-fold increase—driven by diversification into gold, coffee, cocoa, fish, and manufactured products. This shift has strengthened foreign exchange earnings and reduced reliance

on a single commodity.

Uganda has expanded market access through regional and continental integration. The country continues to trade under the East African Community and COMESA, while positioning itself to benefit from the African Continental Free Trade Area,

which offers access to a market of 1.3 billion people with a USD 3.4 trillion GDP. Priority exports such as coffee, tea, dairy, fish, and pharmaceuticals are already reaching markets including DR Congo, Kenya, South Sudan, Algeria, the Netherlands, Germany, and the UAE, supported by the AfCFTA



Ministers Francis Mwebesa, David Bahati and Evelyn Anite at the launch of Kaliro sugar.



H.E Vice President Jessica Alupo Visiting Exhibition Stalls during the Africa Industrialization Day



Minister of State for Trade – Hon. Wilson Mbasu Mbadi visiting Mpodwe Onestop Border Post



Permanent Secretary visit soroti fruit factory

National Implementation Strategy (2023/24–2032/33).

Industrialization and value addition have been central to this progress. The number of industrial establishments has increased from 81 in 1986 to over 9,000 by 2025. Manufacturing now contributes 16.5 percent of GDP, accounts for 24.6 percent of merchandise exports, employs over 1.8 million people, consumes 70 percent of national electricity, and contributes 30 percent of total tax revenues, equivalent to about UGX 8.16 trillion collected by the Uganda Revenue Authority.

The development of eight operational industrial parks, with twelve more in the pipeline, has further strengthened industrial capacity. Parks such as Mbale and Kapeeka host dozens of factories, employ tens of thousands of Ugandans, and produce goods including ceramic tiles, textiles, and electronics, supporting import substitution and job creation.

Trade facilitation has improved through the operationalization

of eight One-Stop Border Posts, reducing clearance times and trade costs within the region. Commercial service delivery has also been strengthened through increased funding—from UGX 2.23 billion in FY 2019/20 to UGX 8.87 billion in FY 2025/26—and improved mobility for Commercial Officers.

Through Buy Uganda Build Uganda, locally manufactured products now account for about 60 percent of supermarket shelf space, while over 30,000 MSMEs have been supported through policy, capacity building, and market access initiatives. The cooperative movement has equally rebounded, with registered cooperatives growing from 5,451 in 1986 to over 40,000 by 2025, alongside steps to revive cooperative banking.

Overall, Uganda has transitioned from a mono-commodity economy to a diversified, industrializing, and regionally integrated economy, delivering sustained growth, jobs, and inclusive development.



Years of National Resistance Movement







The Ministry of Defence and Veteran Affairs



H.E. Gen. Yoweri Kaguta Museveni
President of the Republic of Uganda



Jacob Markson Oboto
Minister of Defence and
Veterans Affairs



Hon. Huda Oleru Abason
Minister of State for Defence
(Veteran Affairs)



Mrs. Rosette Byengoma
Permanent Secretary for
Uganda's Ministry of Defence
and Veterans Affairs



Gen. Muhoozi Kainerugaba
Chief of Defence Forces



Lt General Samuel Okiding
Deputy Chief of Defence Forces



Lt. Gen. Kayanja Muhanga
Commander Land Force



Lt. Gen. Charles Okidi
Commander Air Force



**Lt. Gen. Charles Otema
Awany**
Commander Reserve Forces



Maj. Gen. David Mugisha
Commander Special
Forces Command



**Lt. Gen. Jack Agonza
Bakasumba**
Chief of Joint Staff



The Ministry of Defence and Veteran Affairs

The Ministry of Defence and Veteran Affairs congratulates **His Excellency Yoweri Kaguta Tibuhaburwa Museveni** on his landslide victory in re-election as President of the Republic of Uganda and Commander-in-Chief of the Uganda Peoples' Defence Forces.

In the same spirit, the Ministry of Defence and Veteran Affairs congratulates HE the President and Commander-In-Chief of the UPDF, the NRM government and the people of Uganda at the occasion of the 40th liberation anniversary of Uganda from tyranny and military dictatorship.

The renewed mandate reflects the confidence and trust that the people of Uganda continue to place in His Excellency's leadership. The President's consistent dedication to regional and national peace, stability, and socio-economic transformation remains central to the country's steady progress.

The Ministry of Defence and Veteran Affairs and the UPDF fraternity express pride in His Excellency's steadfast stewardship. Under his guidance, the armed forces have continued to achieve professionalism, discipline and remained steadfast in defending Uganda's sovereignty and territorial integrity.

The Ministry reaffirms its unwavering loyalty and full commitment to His Excellency's command. We remain resolute in fulfilling our constitutional duty to protect the nation, its people, and to ensure a secure environment in which all Ugandans can thrive and prosper.

Protecting the gains, Securing Uganda



Securing the Nation — How the NRM and UPDF have protected Uganda (1986–2026)

By Tony Owana

When the National Resistance Movement (NRM) marched into Kampala on January 26, 1986, it inherited a country deeply fractured by decades of conflict, gross insecurity and weak institutions. The Uganda that greeted NRM leaders was one where violence was widespread, armed factions controlled large swathes of territory, and ordinary citizens lived in fear of both criminality and political repression. Over the past 40 years, security — the foundation of peace and prosperity — has been the central pillar of the NRM's governance agenda. Through deliberate policy, institutional reform, and sustained military operations, the NRM government and the Uganda People's Defence Forces (UPDF) have largely succeeded in dismantling major rebel threats, consolidating state authority across the country and creating a stable environment for development.

Rebuilding security from the ruins of war

Upon assuming power, the NRM immediately prioritized the restoration of security and the

rule of law. The NRM's 1986 Ten-Point Programme placed national unity and security at its core, seeking to demobilize fragmented militias and instill discipline in





security forces that had long been instruments of repression under past regimes. Former guerilla fighters in the National Resistance Army (NRA) were retrained and restructured into a professional national force that, with time, became the Uganda People's Defence Forces (UPDF) under the 1995 Constitution. This transformation encouraged central command, non-sectarian recruitment, and a clearer mandate to protect civilians and state institutions.

Neutralizing early rebel threats

In the late 1980s, Uganda faced multiple insurgencies:

Alice Lakwena's Holy Spirit Movement (HSM): This spiritual-centred rebellion rose in northern Uganda soon after the NRM came to power. Led by Alice Auma, the HSM posed a real threat but was militarily defeated by late 1987, with Lakwena fleeing to Kenya. Its collapse not only eliminated a major threat but also prevented a wider

breakdown of security in the north.

Uganda People's Democratic Army (UPDA): Following the HSM's defeat, remnants of the earlier UPDA insurgency continued fighting. Recognizing the limits of warfare alone, the government negotiated a peace agreement in 1988, leading to the disbandment of many UPDA fighters, with some integrated into the NRA.

These early operations were critical: eliminating organized insurgent threats close to Kampala helped stabilize the fledgling NRM government and extend effective state presence across the north and east.

Taking on the LRA: A patient campaign for peace

Perhaps the most infamous insurgent group in Uganda's history, the Lord's Resistance Army (LRA), emerged from the northern conflict as a splinter of earlier movements and was led by Joseph Kony. For years, the LRA terrorized civilians — infamous for mass abductions, mutilations and massacres — undermining security in northern Uganda and displacing generations.

The UPDF responded with a sustained combination of military pressure and negotiation:

Extensive military operations, including cross-border pursuits into South Sudan, the Central African Republic and the Democratic Republic of Congo,





denied the LRA safe havens and progressively degraded its capacity.

Uganda also engaged regional partners, culminating in the Juba peace talks in 2006, which helped demobilize thousands of fighters.

By the 2010s, the LRA was no longer a significant military threat inside Uganda. While remnants still exist in remote borderlands of central Africa, their capacity to destabilize Uganda has been effectively neutralized — a testament to decades of persistent UPDF commitment.

Containing the ADF and ensuring western stability

The Allied Democratic Forces (ADF) insurgency in western Uganda — though less famous than the LRA — was equally tragic. Attacks such as the 1998 Kichwamba massacre, where dozens of students were killed and abducted, shocked the nation and galvanized government resolve to confront terrorism.

Across the decades, the UPDF maintained deployments to secure affected districts and prevent ADF expansion. More recent operations — including Operation Shujaa in eastern DR Congo — have been part of a broader strategy to degrade ADF bases beyond Uganda's borders, reducing the group's capability to launch cross-border attacks.

Even today, as part of ongoing vigilance, the government



Forty years after its rise, the NRM government can point to a record of transforming Uganda from a country beset by multiple armed rebellions into one where large-scale insurgencies have been largely defeated, and citizens can go about their lives in relative safety.

continues to strengthen security infrastructure in former flashpoints such as Kibale Forest — a historical infiltration route — including establishing UPDF barracks to deter resurgence.

Reinforcing national security institutions

Beyond combatting insurgencies, the NRM has invested in strengthening the national security architecture:

Police reform: From a diminished post-conflict force in 1986, the Uganda Police Force has grown in numbers and capability, bolstering internal security and public safety.

Local structures:

The establishment of community resistance committees in the late 1980s helped integrate security concerns at grassroots level, fostering cooperation between citizens and security forces.

This multipronged approach — combining military strength with community engagement and institutional development — has reinforced Uganda's internal stability and deterred large-scale insurgency.

From war-torn to stable: A legacy of security

Forty years after its rise, the NRM government can point to a record of transforming Uganda from a country beset by multiple armed rebellions into one where large-scale insurgencies have been largely defeated, and citizens can go about their lives in relative safety. The UPDF — shaped and sustained through NRM policy — has been central to that success, evolving into a disciplined, professional force with a clear mandate to protect Uganda's sovereignty and its people.

While challenges remain — including sporadic rebel activity and evolving security threats — the broad arc of Uganda's post-1986 security evolution demonstrates that sustained political will, strategic military planning, and investment in institutions can deliver peace and stability where once there was chaos.



COMMANDERS WHO SHAPED UGANDA'S SECURITY

Architects of peace, stability and professional armed forces

For four decades, Uganda's security transformation under the National Resistance Movement has been driven not only by policy,

but by men whose leadership, sacrifice and strategic clarity shaped the Uganda People's Defence Forces (UPDF). From the liberation struggle to post-

conflict stabilization, these commanders played defining roles in securing the nation.

Gen. Elly Tumwine (Late)

Gen. Elly Tumwine was among the original 27 fighters who launched the armed struggle that brought the NRA to power. A soldier, intellectual and patriot, he symbolized the fusion of ideology and discipline that defined the NRA/UPDF.

Doctrine principle:

"An army without ideology is a danger to the nation it claims to defend."

Throughout his career, Gen. Tumwine:

Played a key role in early NRA operations

Served in senior command and ministerial positions

Championed discipline, nationalism and ideological clarity

His contribution extended beyond the battlefield into governance, where he remained a vocal defender of the values of the liberation struggle. He is remembered as a principled officer whose loyalty to the state never wavered.



Gen. Salim Saleh (Caleb Akandwanaho)

Senior Presidential Advisor on Defence & Security

Gen. Salim Saleh was instrumental in consolidating security in the immediate post-1986 period, when Uganda faced multiple insurgencies and institutional fragility. As a senior commander, he helped stabilize key regions and strengthen the operational coherence of the NRA.

Doctrine Principle:

"You cannot build institutions in chaos. Security must come before everything else."

His legacy includes:

- Early consolidation of state authority
- Support for demobilization and integration of former combatants
- Strategic coordination between political and military leadership

Gen. Saleh's role was critical in transitioning Uganda from revolutionary warfare to sustainable national defence.





Gen. Mugisha Muntu

Former Army Commander

Gen. Mugisha Muntu is widely regarded as one of the key architects of UPDF professionalism. As Army Commander, he prioritized discipline, training and organizational order at a time when the force was evolving from a guerrilla movement into a national army.

Doctrine Principle:

"A national army must be predictable, disciplined and subordinate to the Constitution."

Under his leadership:

- Training standards were strengthened
- Command structures were clarified
- Military professionalism was emphasized over factionalism
- His tenure helped entrench the UPDF as a disciplined institution subordinate to constitutional authority.



Gen. Jeje Odongo

Former Army Commander

Doctrine Principle:

"Security is not only fought on the battlefield; it is negotiated, coordinated and sustained."

Gen. Jeje Odongo served during a critical period of counter-insurgency and regional security engagement. A calm and methodical commander, he contributed to:

- Operations against insurgent groups
- Strengthening civil-military relations
- Enhancing Uganda's regional security posture
- His later transition into diplomacy and foreign affairs reflects the UPDF tradition of producing leaders with both military and strategic statecraft skills.



Gen. James Kazini (Late)

Former Chief of Defence Forces

Gen. James Kazini commanded the UPDF during some of its most demanding operational years, particularly in confronting the LRA insurgency. Known for his firmness and battlefield presence, he led during a period when Uganda's territorial integrity faced persistent threats.

Doctrine Principle:

"Rebellion survives only where the state hesitates."

His command was marked by:

- Aggressive pursuit of rebel groups
- Expansion of UPDF operational reach
- Emphasis on combat readiness
- Gen. Kazini remains one of the most recognizable commanders of the UPDF's counter-insurgency era.





Gen. Aronda Nyakairima (Late)

Former Chief of Defence Forces

Gen. Aronda Nyakairima is remembered as a disciplinarian and modernizer. Rising through the ranks from the liberation struggle, he brought strong administrative order to the UPDF.

Doctrine Principle:

"Without discipline, even a strong army will collapse."

As Chief of Defence Forces, he:

- Reinforced military discipline and professionalism
- Strengthened institutional accountability
- Enhanced public confidence in the armed forces
- His leadership consolidated the UPDF's reputation as a structured, constitutional force.

Gen. Katumba Wamala

Former Chief of Defence Forces

Gen. Katumba Wamala's leadership coincided with the final stages of the LRA conflict inside Uganda. Known for his calm demeanor and strategic patience, he oversaw operations that significantly reduced rebel activity and improved civilian protection.

Doctrine Principle:

"Victory is not measured by firepower alone, but by the safety of the people."

His contributions include:

- Sustained pressure that pushed LRA out of Uganda
- Improved coordination with civilian authorities
- Strengthened regional security cooperation
- His tenure marked a transition from active insurgency to post-conflict recovery.



LEGACY OF COMMAND

Together, these commanders represent a generation of leaders forged in struggle and refined in service. Their combined efforts transformed Uganda's security landscape – from fragmented militias and rebel-held territories to a stable, professional national defence force.



Years of National Resistance Movement

From guerrilla struggle to national force: The history of the Uganda People's Defence Force (UPDF)

By Julius Businge

For four decades, the Uganda People's Defence Force (UPDF) has stood at the heart of Uganda's struggle for security, stability, and national cohesion. Its roots stretch back to a time when Uganda's future was

uncertain, marked by political turmoil, dictatorship, and civil unrest. From a small band of determined revolutionaries to a disciplined contemporary army, the UPDF's journey parallels that of the National Resistance Movement (NRM) — and by extension, the modern Ugandan state.

Origins: Colonial inheritance and Post-Independence turmoil

At independence in 1962, Uganda inherited the King's African Rifles (KAR), a colonial military structure wielded to enforce colonial authority rather than protect the people. With the departure of British command in 1962, the KAR became the



TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE



Uganda Rifles and subsequently the Uganda Army (UA). Yet, this army quickly became entangled in politics and power struggles, with its ranks increasingly fragmented by ethnic divisions and internal power plays.

The ensuing decades witnessed a series of political upheavals – including the brutal regimes of Milton Obote and later Idi Amin – which left Uganda deeply scarred. Military repression, lack of civilian oversight, and human rights abuses characterised the national army, rendering it both feared and widely rejected by large segments of the population.

Birth of a revolutionary force: FRONASA to NRA

Amid rising authoritarianism in the 1970s, young Ugandans began organising resistance groups. One of the earliest was the Front for National Salvation (FRONASA), founded by Yoweri Museveni with the aim of liberating Uganda from tyranny. This early struggle set the ideological foundation of what would later become the National Resistance Army (NRA).

By 1981, the NRA had emerged as a full-fledged guerrilla movement. Over five years, it waged a struggle that came to be known as the Uganda Bush War – a protracted insurgency against the governments of Milton Obote and later Tito Okello. This conflict was marked by asymmetrical warfare, rural mobilisation, and deep engagement with local communities – a strategy that reflected a conscious attempt to base the army with the people rather than over them.

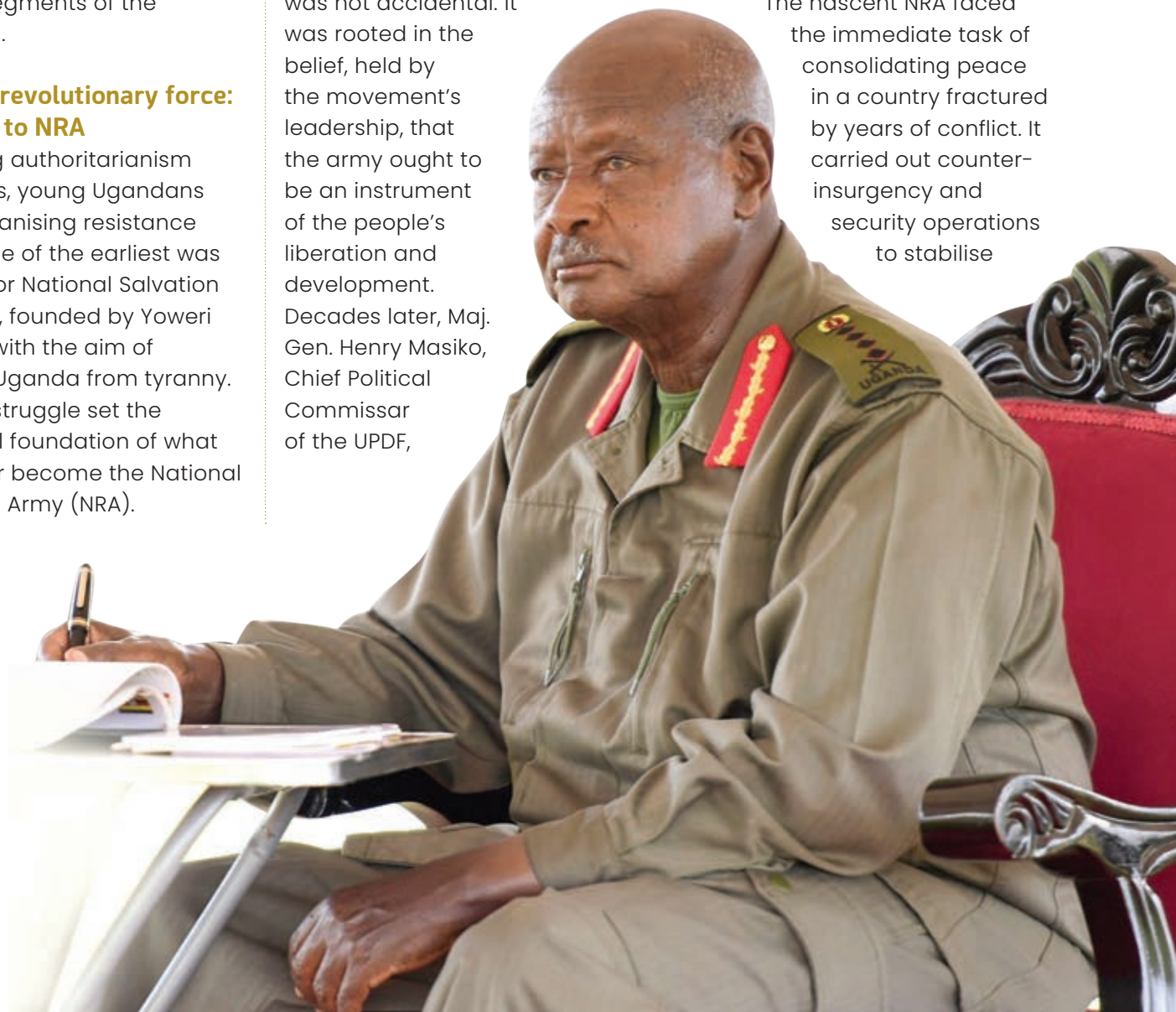
This ideological grounding was not accidental. It was rooted in the belief, held by the movement's leadership, that the army ought to be an instrument of the people's liberation and development. Decades later, Maj. Gen. Henry Masiko, Chief Political Commissar of the UPDF,

continues to reinforce this principle: "The UPDF is a force for the people, its doctrine is to protect and defend the people and their property."

Triumph and transformation (1986–1995)

The NRA's campaign culminated on 26 January 1986, when the guerrilla force captured Kampala and brought President Yoweri Museveni to power. This victory marked not only the end of Uganda's political instability but also the start of a new chapter in national defence.

The nascent NRA faced the immediate task of consolidating peace in a country fractured by years of conflict. It carried out counter-insurgency and security operations to stabilise





former war theatres and reintegrated former combatants into civilian life. In the process, it laid the groundwork for a national defence ethos based on loyalty to the constitution, national unity, and civilian authority.

In 1995, the Constitution of the Republic of Uganda formally renamed the NRA the Uganda People's Defence Forces (UPDF). This renaming was more than cosmetic: it signified a legal and institutional transformation – from a liberation army to a national defence force tasked constitutionally with defending the sovereignty, territorial integrity, and citizens of Uganda.

Post-1995: Professionalisation and regional engagement

Under its new identity, the UPDF embarked on professionalisation programmes designed to enhance its operational capacity, discipline, and respect for human rights. It built training institutions, expanded its leadership training, and refined its doctrine to reflect modern defence challenges.

Beyond Uganda's borders, the UPDF became actively involved in regional peace and security operations. The force's participation in missions such as AMISOM in Somalia, peace support operations in South Sudan, and deployments in the Democratic Republic of Congo and the Central African Republic,



Gen. Muhoozi Kainerugaba, Chief of Defence Forces

demonstrated its expanding role in African security architecture.

These engagements served dual purposes: contributing to regional stability while advancing Uganda's security interests. They also helped to professionalise the UPDF further by exposing its personnel to multinational operations and more complex conflict scenarios.

UPDF's core values: Ideology, discipline and peoplehood

Throughout its history, the UPDF has maintained a narrative of ideological commitment. Maj. Gen. Henry Masiko frequently emphasises this in training and mobilisation activities, reminding UPDF personnel that ideological clarity distinguishes their force from others. He asserts that ideological consciousness is essential – not

just for military success but for understanding the purpose of service. "Ideological grounding is important in ensuring that the force and personnel understand the mission of the army so that they serve out of conviction."

Masiko's statements reflect a broader UPDF tradition that links political education with military effectiveness. In his words on ideological training and troop orientation: "Training should be taken seriously so that officers and militants can understand the dynamics and struggles of the world we are living in," underlining the importance of preparation and mindset in military professionalism.

UPDF doctrine underscores several foundational principles – national cohesion, discipline, non-partisanship, and civilian



loyalty. These are not merely theoretical constructs but have been integrated into training curricula and operational ethos across units and divisions.

Communications and modern challenges

In the age of information, how the UPDF communicates about its role and actions matters greatly. Col. Chris Magezi, Acting Director of Defence Public Information and often the voice of the UPDF to the public, has commented on several matters reflecting the army's posture in current affairs. During recent statements, Magezi warned political actors against direct confrontation with the military,

saying: "I am advising NUP, and others, not to ever think of attacking armed soldiers. They'll regret it terribly."

Such statements occur against a backdrop of heightened political sensitivity, particularly in election periods and evolving national debates on security and governance. Beyond internal politics, the UPDF – through its spokesperson – also engages international perceptions of its conduct, stressing professionalism and compliance with constitutional governance structures.

Critics argue that public pronouncements sometimes blur the boundaries between military communication and political discourse. However, officials maintain that clarity and firmness are necessary

for effective deterrence and national security messaging.

Institutional growth and civil-military relations

Since the 1990s, the UPDF has worked to strengthen civil-military relations. Troop deployments at home increasingly emphasise disaster response, infrastructure support, and cooperation with civilian authorities – reflecting its constitutional mandate to assist civil authorities during emergencies.

Domestically, the UPDF also engages in community outreach and socio-economic support initiatives such as Operation Wealth Creation, aimed at linking military organisation with national development goals. These initiatives serve



TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE



to reinforce the army's connection with ordinary Ugandans and broaden its role beyond strictly kinetic operations.

Contemporary force and outlook

Today, the UPDF stands as a structured and ostensibly modern defence force with multiple branches, including land forces, special forces, and reserve units. Its responsibilities encompass territorial defence, regional peace support, internal stability, and emergency response.

Command structures have evolved, with professional leadership at the helm. Positions such as the Chief of

Defence Forces — currently held by Gen. Muhoozi Kainerugaba — anchor the UPDF's operational and administrative direction. The political commissariat, led by Masiko, continues to instil ideological understanding and organisational commitment across ranks.

Despite successes, the UPDF faces ongoing challenges — from adapting to modern warfare threats to navigating the fine line between civilian governance and military authority. As Uganda commemorates 40 years of the NRM's liberation legacy, the UPDF's role remains pivotal — not just in defence but in shaping the nation's future.

Conclusion

The transformation from a rag-tag guerrilla outfit to a national army reflects Uganda's broader political and social evolution. Whether in deploying peacekeepers abroad or responding to domestic emergencies, the UPDF embodies a complex interplay between history, ideology, and national duty.

As Maj. Gen. Masiko summarises the enduring spirit of the force, the UPDF's ethos lies in its people-centred identity — a commitment to defend not just borders but the constitutional order and societal stability. Col. Magezi's contemporary communications reinforce that posture in an era where security and information intertwine.

Forty years on, the UPDF's journey echoes that of the nation it serves — challenged, contested, refined, and resolute.



THE REPUBLIC OF UGANDA
MINISTRY OF HEALTH



*H.E. Yoweri Kaguta Museveni
President of the Republic of
Uganda*



*Dr. Jane Ruth Aceng Ocero
Minister of Health*



*Hon. Anifa B. Kawooya
Minister of State for
General Duties*



*Hon. Margaret
Muhanga
Minister of State for
Primary Health Care*



*Dr. Diana Atwine
Permanent
Secretary*



*Dr. Charles Olaro
Director General
Health Services*

Transforming health for all: How the NRM government has expanded Uganda's health system

By Okwera Oyet

When the National Resistance Movement (NRM) came to power in 1986, Uganda's health system was among the most debilitated sectors in the public service. Decades of economic decline and conflict had left facilities in disrepair, sparse in

number, and unable to deliver essential care. Over the past four decades, sustained political will, strategic planning, government investment, and partnerships with development agencies have reshaped the country's health sector — building new hospitals, upgrading health centres, and expanding access to health services across the nation.

From few to many: Expanding health infrastructure nationwide

At the heart of the transformation has been the expansion of the health facility network — from the modest number of health centres and hospitals in the 1980s to a broad system that reaches even remote communities. This expansion embodies the NRM's commitment to bringing health

TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE



President Museveni tours the Mulago Specialised Women and Neonatal Hospital. The hospital offers super specialised services like Intro vitro fertilisation (IVF)

services closer to the people.

A key focus has been on strengthening primary healthcare by upgrading lower-level health facilities – particularly Health Centre IIs and Health Centre IIIs – so that basic and lifesaving services are available within every parish, sub-county and district.

“Uganda has made significant strides in expanding health facilities,” says Dr. Ruth Jane Aceng, Minister of Health. “We have deliberately invested in upgrading health centres to ensure that communities can access essential services without travelling long distances.” She notes that this strategy has helped reduce health disparities and improve service delivery closer to home.

According to Ministry of Health data, hundreds of Health Centre IIs have been upgraded to Health Centre IIIs, expanding coverage so

that most sub-counties now have functional, equipped facilities capable of delivering maternal and child health services, outpatient care, and emergency treatment.

This grassroots expansion has been supported by programs such as the Uganda Intergovernmental Fiscal Transfers (UgIFT) initiative – a partnership between the Government and development partners including the World Bank – which funds the construction and upgrade of health facilities in underserved areas.

From referral hospitals to super-specialised care

While strong primary care forms the foundation of the health system, the NRM government has also invested heavily in secondary and tertiary care. This includes expanding and modernising Regional Referral Hospitals and

constructing specialised referral hospitals that provide complex and advanced medical services.

Major national institutions such as Mulago National Referral Hospital and its specialised units – including the Mulago Specialised Women and Neonatal Hospital – have been rehabilitated and equipped with modern medical equipment to offer advanced maternal, neonatal, and critical care.

Beyond the capital, the NRM government has supported the improvement of regional centres – from Gulu and Mbarara Referral Hospitals to other facilities serving large catchment areas. These institutions now provide higher levels of clinical care including surgery, specialized paediatrics, intensive care and more – reducing the need for Ugandans to seek expensive treatment abroad.



Looking to the future, government plans include the construction of the International Specialised Hospital in Lubowa, a world-class tertiary facility that will bring cutting-edge care to Uganda and the region. Health Minister Dr. Aceng recently confirmed that construction progress continues, with completion targeted to significantly boost specialised services.

Leadership and strategic planning: The Ministry of Health's role

Beyond infrastructure, strategic leadership and planning have been instrumental. Dr. Diana Atwine, Permanent Secretary at the Ministry of Health and a seasoned health administrator, has played a crucial role in steering health policy implementation and institutional strengthening across government systems.

"The health sector has undergone substantial development in recent years," Dr. Atwine has noted in addressing stakeholders and partners. According to her, Uganda has upgraded hundreds of health facilities, ensuring that the majority of the population is now within 5 km of a health facility, a milestone in promoting equitable access to care.

Dr. Atwine has also emphasised the importance of building resilient health systems capable of responding to public health threats – from infectious diseases to non-communicable conditions. Her advocacy highlights how investments in infrastructure, human resources, and disease surveillance systems not only support everyday care but also enable effective responses to emergencies.

Under her guidance, the Ministry has pursued innovations such as strengthening laboratory networks

and emergency operations, and improving the breadth of services offered at referral institutions.

Impact on mother and child health

One of the most tangible impacts of health sector transformation has been in maternal and child health outcomes. With more health centres capable of providing antenatal, delivery and post-natal care – especially at Health Centre III and IV level – maternal mortality rates and complications have declined.

Dr. Aceng notes that improvements in health infrastructure and staffing have increased institutional deliveries, skilled birth attendance and emergency obstetric care – critical indicators of a functioning health system.

Additionally, investments in immunisation services, expanded ambulance coverage,



Aerial view of the refurbished Mulago Hospital

TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE



A Health worker attends to a neonate in a NICU at Kawempe National Referral Hospital

and enhanced emergency response systems have further strengthened the safety net for expectant mothers and newborns, contributing to improved survival outcomes.

Challenges and the road ahead

Despite the remarkable progress, both ministry leaders acknowledge ongoing challenges. Budget constraints, staffing shortages, and continued disparities in facility functionality remain pressing issues. Dr. Aceng has



A fleet of ambulances parked at the Ministry of Health headquarters ahead of their commissioning. There is improved access to emergency medical services in the country.



appealed to policymakers and partners alike to prioritise funding for facility upgrades to close these gaps. Similarly, Dr. Atwine highlights the need to build human resource capacity and deepen investments in specialised care — from oncology to cardiac services — to ensure Uganda’s health system meets the demands of a growing and ageing population.

-Partnerships and sustainability

The health sector transformation has not been the work of government alone. Partnerships with development agencies, global health institutions, and local stakeholders have amplified Uganda’s capacity to deliver services and build infrastructure. Collaboration with agencies like the World Bank, WHO, and the African Development Bank has provided technical and financial support for major projects, while training partnerships have helped address workforce challenges.

These collaborative frameworks support not only physical construction, but also systems strengthening — from data management and supply chain

modernisation to preventive services and community outreach.

-A healthier Uganda by design

As Uganda marks 40 years under the National Resistance Movement government, the progress in the health sector stands out as one of the most impactful national development stories.

From community health posts to regional and specialised hospitals, the expansion and upgrading of health facilities have brought quality care closer to millions of Ugandans. Strategic leadership from the Ministry of Health — championed by Dr. Aceng and Dr. Atwine — coupled with strong partnerships, has helped lay a foundation for a resilient, accessible health system.

While challenges remain, the gains achieved — in infrastructure, service coverage, and clinical outcomes — illustrate a sustained commitment to improving health for all. Uganda’s health journey is a testament to what coordinated planning, investment, and political will can achieve in transforming lives and communities.



Strategic leadership from the Ministry of Health — championed by Dr. Aceng and Dr. Atwine — coupled with strong partnerships, has helped lay a foundation for a resilient, accessible health system.

Jena Herbs Limited: A Trusted Herbal Healthcare Brand

Jena Herbs Limited is a Ugandan-based herbal medicine manufacturer founded by Prof. Patrick Ogwang Engeu, a renowned scientist in natural products and pharmaceutical research, and committed to providing safe, effective, and affordable natural health solutions. The company blends scientifically guided research with traditional herbal knowledge to develop products that support preventive care, disease management, and overall wellness.

One of the company's most notable innovations is Covidex which gained wide recognition for its role in treating COVID-19 and other viral infections.

Product Portfolio Overview

Jena Herbs offers a diverse range of herbal products addressing key health needs:

- Respiratory & Immune Support: JenaCof, JenaFlu, Covidex, Artemune, JenaMal.
- Digestive & Metabolic Health: JenaCid, JenaDM, JenaHT
- Men's & Urogenital Health: JenaProst, JenaPower, JenaUT
- Topical & External Use: JenaCure, JenaDent, JenaMos, JenaDica
- Lifestyle & Wellness: JenaFit, JenaBeet, JenaSM

Commitment to Quality

Jena Herbs Limited prioritizes quality assurance, research, and standardized manufacturing processes to ensure product safety, consistency, and effectiveness.

Conclusion

Through its comprehensive product range, Jena Herbs Limited continues to advance natural healthcare by offering safe herbal solutions that improve quality of life and support holistic wellbeing.



For more information about Jena Herbs Limited, its products, and availability:

Website: www.jenaherbslimited.com

Email: info@jenaherbslimited.com

Phone: +256 772 291 514



Entebbe Regional Referral Hospital

Background of the hospital

Entebbe Hospital is one of the oldest hospitals in Uganda constructed in 1904. It was constructed by the British colonial masters as grade 'A'

In 1924 the of Buganda Kabaka donated land to construct grade 'B' and the isolation centre. In 1980 the three (3) campuses (Grade A, Grade B and Isolation Centre) were merged to form Entebbe General Hospital. In 2019 the hospital was upgraded to Entebbe Regional Referral hospital and became a vote in FY 2019/2020.

Entebe Regional Referral hospital has a catchment population of 4.3 million people. It serves districts of Wakiso, Kampala, Mpigi, Butambala, Nakaseke, Gomba, Entebbe International Airport, United Nations Base and Statehouse.

Vision

'To be the leading specialized health care provider in Uganda'

Mission

To provide the highest possible level of specialised health care services to all people in central south region including Entebbe international airport and Lake Victoria islands'

Core values

- Team work
- Excellence
- Professionalism
- Integrity
- Client focussed care



Mandate is to provide;

- Preventive, curative and rehabilitative services
- Teaching services
- Research services

Services offered:

- Outpatient services
- In- patient services
- Community health services. Outreaches and regionalisation services
- Obstetrics and gynaecology services
- Private wing services
- Surgical services
- Peadiatric services
- Physician services
- Ophthalmology services
- Dental services
- ENT services
- Physiotherapy services
- Orthopaedic services
- Radiology services
- Psychiatry services

- Mortuary services
- Isolation care services
- Technical services – plumbing, electrical, civil,
- Training
- Research

Priority Areas

- Provision high quality health services to the catchment population including VVIPs, international travelers and medical tourist
- Prevention and management of disease outbreaks
- Strengthening community and regionalization services
- Building partnerships
- Strengthen health information systems and digitization of medical records
- Strengthening research, training and Capacity building

Strategic Objectives

- 1) To Provide high quality and holistic services to all people in the catchment area including the VVIP and international travelers
- 2) To enhance community health and offer technical support to health facilities within the catchment area
- 3) To strengthen research and training at ERRH
- 4) To Strengthen the Governance and Accountability Systems of the hospital

The hospital is committed to serving her catchment population with professionalism and excellence



Years of National Resistance Movement







Years of National Resistance Movement

Roads to prosperity:

How the NRM government has transformed
Uganda's Road Network





By Julius Businge

When the National Resistance Movement (NRM) government assumed power in 1986, Uganda's road infrastructure lay in ruins. Years of neglect, war and economic decline had left national, district and community roads largely impassable, isolating regions and constraining economic activity. Over the past four decades, however, the Government of Uganda, in collaboration with development partners, has methodically built and rehabilitated a road network that now links communities, markets, borders and regions — underpinning national development and economic integration.

The state of roads in 1986: A broken network

At the time the NRM took power, Uganda had about 7,900 kilometres of national roads, of which only 1,900 km were tarmacked and most in poor condition. Gravel, district and community roads had deteriorated into near-footpath status, limiting mobility and trade across the country. The challenge was monumental: build an accessible road system and, in doing so, unlock the economic potential of a nation long held back by infrastructural decay.

Laying the foundations: Rehabilitation and early investment

The early years of NRM governance focused on rehabilitating existing infrastructure. With support from partners such as the World Bank, African Development Bank, Japan International Cooperation Agency (JICA), and the European Union, Uganda embarked on comprehensive rehabilitation of key trunk and feeder roads — a strategic intervention that restored mobility and enabled economic activity to resume.

Speaking on the importance of this period, Eng. John Nasasira, who served as Minister of Works from 1996 to 2011 — the longest in that ministry's history — reflects on the era:

"Our focus was first on opening up the country. Roads are the arteries of development, and without usable roads, people and goods could not move, markets could not thrive, and Uganda remained fractured."

His vision in those formative years helped shape the subsequent decades of infrastructure policy that elevated road connectivity as a national priority.

Expansion and modernisation: Roads take centre stage

By the mid-1990s and into the 2000s, Uganda shifted from purely rehabilitative works to expansive construction of new

paved roads. Strategic corridors were identified for upgrade to bitumen standard to boost trade and integrate regional economies.

Major projects financed through government budgets, development loans and grants included:

Kampala–Jinja Highway – a critical trade route connecting the capital with the Eastern Region.

Entebbe–Kampala Expressway – a modern toll highway linking the international airport to the city centre, completed in 2018 with support from international financiers.

Kabale–Kisero–Bunagana Road, connecting southwestern Uganda to key border points with Rwanda and DRC, funded largely by the African Development Bank. Kampala Northern Bypass Highway, built to relieve inner-city congestion and financed by the EU in partnership with government.

These infrastructure investments not only improved domestic connectivity but also positioned Uganda as a key transit hub within the East African region.

The numbers tell the story: From 1,000 km to thousands more

Over the years, the cumulative impact of these initiatives has been dramatic. Where there were barely 1,000 km of paved



roads in 1986, the network has expanded to well over 6,000 km of tarmac roads today – with ongoing construction expected to push this figure even higher.

The Ministry of Works and Transport has consistently tracked these gains. In a recent briefing, Allan Ssempebwa, Deputy Spokesperson for the

ministry, highlighted how this progress translates into real benefits for Ugandans:

“Our road network has expanded beyond recognition. Roads that were once impassable during rainy seasons now serve as lifelines connecting farmers to markets, children to schools, and citizens to services. This is



development in action.”

Ssempebwa also emphasises that Uganda’s road improvements are not just about mileage but quality and continuity — ensuring that roads are built to last and maintained efficiently through partnerships with development financiers.



Where there were barely 1,000 km of paved roads in 1986, the network has expanded to well over

6,000

km of tarmac roads today

Partnerships that powered progress

The role of development partners cannot be understated. Decades of collaboration with the World Bank, African Development Bank, JICA, European Union and others

have combined financial muscle with technical expertise. These partnerships have enabled Uganda to undertake complex engineering works, establish robust planning frameworks, and mobilise funds for both construction and maintenance.

Critically, these collaborations have also included capacity-building within government agencies, improving project oversight and delivery. The result: projects completed on time with enduring quality — a testament to shared commitment between Uganda and its development partners.

Government commitment: Policy, funding, and vision

Sustained political will has been central to Uganda’s road story. Over the past five years alone, the Ministry has completed 27 major road projects, adding



approximately 1,585 km to the paved national road network, with rehabilitation of hundreds of kilometres beyond that.

According to Gen. Edward Katumba Wamala, Minister of Works and Transport: “Despite financial challenges and budget shortfalls, our sector has made significant strides. We have delivered projects that connect regions and uplift lives. The expanded road infrastructure is a critical enabler for economic growth and regional integration.”

Katumba’s leadership underscores the ministry’s resolve to implement the NRM Manifesto commitments — a roadmap that positions transport infrastructure as key to national transformation.

Looking ahead: Maintenance, integration, and sustainability

While expansion has been impressive, government policy now places equal emphasis on maintenance and sustainability of existing networks. The Government of Uganda aims to strike a balance between building new arteries and preserving the ones already in use — a strategy that extends the lifespan of roads and protects past investments.

Maintenance partnerships with road funds, local authorities, and development agencies ensure that Uganda’s roads remain functional and safe — even as climate and traffic pressures increase.





Impact beyond asphalt

More than just concrete and tar, Uganda's expanded road network has had transformative socio-economic impacts:

Economic Growth: Improved access to markets has elevated agricultural incomes and industrial output.

Social Integration: Communities once cut off by impassable roads now engage in commerce, education and healthcare.

Regional Connectivity: Uganda's roads enhance trade within East Africa, linking landlocked Uganda to ports and neighbouring

economies. These outcomes not only reflect engineering achievement but also visionary governance.

A legacy written in roads

As the NRM Government marks 40 years of leadership, Uganda's road network stands as a tangible symbol of progress and partnership. From the battered routes of 1986 to the resilient highways of today, the journey reflects a deliberate strategy powered by political will, public investment, and international cooperation.

In the words of Eng. John Nasasira, reflecting on his long tenure: "Roads are more than infrastructure — they are opportunities. Every kilometre paved is a pathway to prosperity, bringing us closer to the Uganda we aspire to be."

Indeed, the roads of Uganda carry not just vehicles but the promise of a future where mobility underpins national development and regional integration. As the next milestones loom, Uganda's progress on wheels is a story worth telling — in every village, town and city.



CELEBRATING 40 YEARS OF THE NATIONAL RESISTANCE MOVEMENT

The Board of Directors, Management, and the entire National Water and Sewerage Corporation (NWSC) family extend their heartfelt congratulations to His Excellency the President of the Republic of Uganda, and all peace-loving Ugandans on the occasion of celebrating 40 years of the National Resistance Movement

As we celebrate this milestone, NWSC remains committed to:

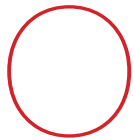
- Geographical Expansion through the takeover of new towns.
- The implementation of Capital Development Projects in various service Areas to enhance service delivery.
- Implementation of performance improvement programs
- Stakeholder engagement.
- Environmental protection.
- Skilling and workforce development.

Toll-Free Lines: 0800100977 / 0800200977 / 0800300977
Website: www.nwsc.co.ug, **Email:** info@nwsc.co.ug **X:** nwscug



CICO celebrates 40 years of leadership and Uganda's development journey

By Godrick Dambyo



In this day of marking 40 years of Uganda's leadership under President Yoweri

Kaguta Museveni and the National Resistance Movement, Chongqing International Construction Corporation (CICO) joins the nation in recognizing a period defined by stability, infrastructure growth, and socio-economic transformation.

Uganda's progress over four decades has been grounded in peace, policy consistency, and a development-oriented agenda that has attracted long-term international partners. In this stable environment, CICO – the main force of Chongqing Foreign Trade Economic Cooperation (Group) Co. Ltd (CFTEC) – has operated in Uganda for over 20 years. In a challenging business climate, two decades of sustained operations reflect trust, resilience, and strong cooperation with government and communities.

CICO has delivered key infrastructure supporting economic growth and social integration. A flagship project, the Matugga–Ssemuto–Kapeeka Road, has enhanced connectivity, boosted trade, and opened rural communities to markets and services, aligning with Uganda's vision of infrastructure-led industrialization and inclusive growth. Beyond construction, CICO has invested heavily in local capacity building. The company has trained and employed over 10,000 Ugandans in electrical works, mechanical engineering, driving, and bridge construction, strengthening Uganda's technical workforce.

Its corporate social responsibility efforts include land leveling for schools and churches, building roadside shelters, drilling water wells, and offering free medical services. CICO has also supported vulnerable children, including orphans affected by HIV/AIDS.

Guided by principles of integrity and reliability, CICO has earned recognition as an Excellent Construction Enterprise for five consecutive years and ranked among ENR's Top 250 International Contractors for four consecutive years. In China, it has completed over 200 projects with a 100% acceptance rate, many winning national awards.





MAKERERE UNIVERSITY BUSINESS SCHOOL

ANNOUNCEMENT FOR DIPLOMA/DEGREE HOLDERS FOR 2026/2027 UNDERGRADUATE PRIVATE ADMISSION

THE ACADEMIC REGISTRAR, MAKERERE UNIVERSITY INVITES APPLICATIONS FROM UGANDA, EAST AFRICAN AND INTERNATIONAL APPLICANTS FOR THE UNDERGRADUATE PROGRAMMES UNDER THE PRIVATE SPONSORSHIPS SCHEME FOR DIPLOMA/DEGREE HOLDERS FOR THE 2026/2027 ACADEMIC YEAR. THE DETAILS ARE AS FOLLOWS:

- a) HOLD AT LEAST A SECOND CLASS/CREDIT (OR EQUIVALENT CLASSIFICATION) DIPLOMA OR OTHERWISE AS SPECIFIED IN THE DIPLOMA HOLDER'S ADMISSION REQUIREMENTS FROM RECOGNISED CHARTERED INSTITUTIONS, RELEVANT TO THE PROGRAMME APPLIED FOR. (Certified copies of academic transcripts and Certifications (not photocopies of certified copies) from the awarding institutions and one Passport size photocopy MUST be submitted to Office 315 Level three (3) Senate building after applying online)
- b) DETAILS OF THE DIPLOMA HOLDER'S ADMISSION REQUIREMENTS FOR THE 2026/2027 ACADEMIC YEAR CAN BE VIEWED ON THE NOTICE BOARD OF THE UNDERGRADUATE ADMISSION OFFICE OR ON MAKERERE UNIVERSITY WEBSITE: www.mak.ac.ug
- c) BE A GRADUATE FROM A RECOGNISED CHARTERED UNIVERSITY. (Certified copies of academic transcripts and Certifications (not photocopies of certified copies) from the awarding institutions and one Passport size photocopy MUST be submitted to Office 315 Level three (3) Senate building after applying online)
- NB Applicants will be responsible for verification of their academic documents from the awarding institutions before being fully admitted.**

12. MAKERERE UNIVERSITY BUSINESS SCHOOL (MUBS MAIN CAMPUS)			
(a)	CODE	DAY PROGRAMMES	YEARS OF STUDY
(i)	COM	BACHELOR OF COMMERCE	3 YEARS
(ii)	BBD	BACHELOR OF BUSINESS ADMINISTRATION	3 YEARS
(iii)	BHM	BACHELOR OF HUMAN RESOURCE MANAGEMENT	3 YEARS
(iv)	BIB	BACHELOR OF INTERNATIONAL BUSINESS	3 YEARS
(v)	BLM	BACHELOR OF LEISURE, EVENTS AND HOTEL MANAGEMENT	3 YEARS
(vi)	BBC	BACHELOR OF BUSINESS COMPUTING	3 YEARS
(vii)	PSM	BACHELOR OF PROCUREMENT & SUPPLY CHAIN MGT	3 YEARS
(viii)	BRM	BACHELOR OF REAL ESTATE MANAGEMENT	3 YEARS
(ix)	BLG	BACHELOR OF LEADERSHIP AND GOVERNANCE	3 YEARS
(x)	BEC	BACHELOR OF ART IN ECONOMICS	3 YEARS
(xi)	BSF	BACHELOR OF SCIENCE IN FINANCE	3 YEARS
(xii)	BSA	BACHELOR OF SCIENCE IN ACCOUNTING	3 YEARS
(xiii)	BUS	BACHELOR OF BUSINESS STATISTICS	3 YEARS
(xiv)	BIM	BACHELOR OF OFFICE & INFORMATION MANAGEMENT	3 YEARS
(xv)	BMS	BACHELOR OF MARKETING	3 YEARS
(xvi)	BTT	BACHELOR OF TRAVEL AND TOURISM MANAGEMENT	3 YEARS
(xvii)	BEN	BACHELOR OF ENTREPRENEURSHIP	3 YEARS
(b)	CODE	EVENING PROGRAMMES	YEARS OF STUDY
(i)	COB	BACHELOR OF COMMERCE	3 YEARS
(ii)	BBA	BACHELOR OF BUSINESS ADMINISTRATION	3 YEARS
(iii)	BHE	BACHELOR OF HUMAN RESOURCE MANAGEMENT	3 YEARS
(iv)	BTB	BACHELOR OF INTERNATIONAL BUSINESS	3 YEARS
(v)	BBE	BACHELOR OF BUSINESS COMPUTING	3 YEARS
(vi)	PSC	BACHELOR OF PROCUREMENT AND SUPPLY CHAIN MGT	3 YEARS
(vii)	BKE	BACHELOR OF MARKETING	3 YEARS
(viii)	TLM	BACHELOR OF TRANSPORT AND LOGISTICS MGT	3 YEARS
(ix)	ACC	BACHELOR OF ACCOUNTING	3 YEARS
(x)	BOM	BACHELOR OF OFFICE & INFORMATION MANAGEMENT	3 YEARS

(xi)	BPL	BACHELOR OF LEISURE, EVENTS & HOTEL MGT	3 YEARS
(xii)	BNE	BACHELOR OF ENTREPRENEURSHIP	3 YEARS
(xiii)	BST	BACHELOR OF BUSINESS STATISTICS	3 YEARS
(xiii)	ECN	BACHELOR OF ARTS IN ECONOMICS	3 YEARS
13. MAKERERE UNIVERSITY BUSINESS SCHOOL (MUBS) UP COUNTRY CAMPUSES			
1. ARUA (MUBS)			
(a)	CODE	EVENING PROGRAMMES	YEARS OF STUDY
(i)	BSU	BACHELOR OF BUSINESS ADMINISTRATION	3 YEARS
(ii)	PSU	BACHELOR OF PROCUREMENT & SUPPLY CHAIN MGT	3 YEARS
2. JINJA (MUBS)			
(a)	CODE	DAY PROGRAMMES	YEARS OF STUDY
(i)	HSJ	BACHELOR OF HUMAN RESOURCE MANAGEMENT	3 YEARS
(ii)	CRJ	BACHELOR OF PROCUREMENT & SUPPLY CHAIN MGT	3 YEARS
(iii)	BRJ	BACHELOR OF BUSINESS MANAGEMENT	3 YEARS
(iv)	BJO	BACHELOR OF COMMERCE	3 YEARS
(v)	JBE	BACHELOR OF ENTREPRENEURSHIP	3 YEARS
(vi)	BBJ	BACHELOR OF BUSINESS COMPUTING	3 YEARS
(vii)	BJS	BACHELOR OF SCIENCE IN ACCOUNTING	3 YEARS
(viii)	BLC	BACHELOR OF LEISURE, EVENTS AND HOTEL MANAGEMENT	3 YEARS
(b)	CODE	EVENING PROGRAMMES	YEARS OF STUDY
(i)	HSO	BACHELOR OF HUMAN RESOURCE MANAGEMENT	3 YEARS
(ii)	BRO	BACHELOR OF BUSINESS ADMINISTRATION	3 YEARS
(iii)	CRO	BACHELOR OF PROCUREMENT & SUPPLY CHAIN MGT	3 YEARS
(iv)	BJJ	BACHELOR OF COMMERCE	3 YEARS
(v)	JB	BACHELOR OF ENTREPRENEURSHIP	3 YEARS
3. MBARARA (MUBS)			
(a)	CODE	DAY PROGRAMME	YEARS OF STUDY
(i)	HNM	BACHELOR OF HUMAN RESOURCE MANAGEMENT	3 YEARS
(ii)	CMM	BACHELOR OF COMMERCE	3 YEARS
(iii)	PMM	BACHELOR OF PROCUREMENT & SUPPLY CHAIN MGT	3 YEARS
(iv)	BMM	BACHELOR OF BUSINESS ADMINISTRATION	3 YEARS
(v)	BMA	BACHELOR OF SCIENCE IN ACCOUNTING	3 YEARS
(vi)	MTM	BACHELOR OF TRAVEL AND TOURISM MANAGEMENT	3 YEARS
(b)	CODE	EVENING PROGRAMMES	YEARS OF STUDY
(i)	BNM	BACHELOR OF BUSINESS ADMINISTRATION	3 YEARS
(ii)	HOM	BACHELOR OF HUMAN RESOURCE MANAGEMENT	3 YEARS
(iii)	PNM	BACHELOR OF PROCUREMENT & SUPPLY CHAIN MGT	3 YEARS
4. MBALE (MUBS)			
(a)	CODE	DAY PROGRAMMES	YEARS OF STUDY

(i)	BML	BACHELOR OF BUSINESS ADMINISTRATION	3 YEARS
(ii)	PML	BACHELOR OF PROCUREMENT & SUPPLY CHAIN MGT	3 YEARS
(iii)	HML	BACHELOR OF HUMAN RESOURCE MANAGEMENT	3 YEARS
(b)	CODE	EVENING PROGRAMMES	YEARS OF STUDY
(i)	AML	BACHELOR OF BUSINESS ADMINISTRATION	3 YEARS
(ii)	HMA	BACHELOR OF PROCUREMENT AND SUPPLY CHAIN MGT	3 YEARS
(iii)	PMA	BACHELOR OF HUMAN RESOURCE MANAGEMENT	3 YEARS

THE FUNCTIONAL FEES ARE AS FOLLOWS:

1. MAKERERE UNIVERSITY (FUNCTIONAL FEES)		TUITION FEES PER SEMESTER IN UGX	
		Ugandans & E.Africans	International
a) Semester One		Shs 860,954	Shs 1,516,253
b) Semester Two		Shs 132,250	Shs 132,250
c) National Council for Higher Education Fees (Per Year)		Shs 20,000	Shs 20,000
d) UNSA Subscription Fee (per Year)		Shs 2,000	Shs 2,000

NB: Internship/Field Attachment Fee of Shs. 100,000 per Semester is payable in Year I, Semester I and II for Administrative Costs

1. MAKERERE UNIVERSITY BUSINESS SCHOOL (FUNCTIONAL FEES)		TUITION FEES PER SEMESTER IN UGX	
		Ugandans & E.Africans	International
a) Semester One and Two (paid once)		Shs 858,650	USD 658
b) National Council for Higher Education Fees (Per Year)		Shs 20,000	Shs 20,000
d) UNSA Subscription Fee (per Year)		Shs 2,000	Shs 2,000

1. HOW TO APPLY

- Application is online for all applicants but diploma/degree holders and internationals will have to submit certified copies of their transcripts and certificates and a passport size photograph to Office 315, Level 3, Senate building
- Other relevant information can be obtained from undergraduate admissions Office, Level 3, Senate building, makerere university or can be downloaded from our website www.Mak.Ac.Ug with effect from Monday 05th January, 2026
- Non-refundable application and service fees of Shs. 55,000 For Uganda and East African applications or \$76.5 or equivalent of Ugx 286,250 for internationals excluding bank charges should be paid in any of the banks used by uganda revenue authority
- Candidates who hold grades X, Y, Z or 7 and 9 of o level results should not apply because they are not eligible for admission
- Diploma holder applicants who hold class three (3) Diploma certificates or pass diploma are not eligible for admission

2. MAKERERE UNIVERSITY ONLINE APPLICATION PORTAL USER GUIDE

- Applicants should access the Institution's Admissions URL <http://apply.mak.ac.ug>
 - Signup using full name, email and mobile number. Please note that your name must be similar to the one on your supporting academic documents for your application to be considered valid. If you changed your names, please go to Senate building Office 611 with a deed poll and gazette supporting the name change
 - A password will be sent to both your email and mobile number
 - The system will prompt you to change the password to the one you can easily remember
 - To fill a form (all form sections must be filled) the applicant clicks on the APPLY NOW button displayed on the running scheme
 - Obtain a Pay Reference Number (PRN) after submitting the application form
 - Make a payment at any of the banks used by URA
- MOBILE MONEY PAYMENT STEPS**
- Dial *273*6# on either MTN or Airtel
 - Select option 3 - Admission
 - Select option 3 - Pay Fees
 - Enter reference number obtained from Application portal
 - Details of Application form will be confirmed
 - Enter PIN to confirm payment
- THE CLOSING DATE FOR APPLYING WILL BE FRIDAY 27TH FEBRUARY, 2026

WARNING

- Applicants are strongly warned against presenting forged or other people's academic documents to support their applications for admission. The consequences, if discovered are very grave indeed.
- Applicants are advised to use the right names, right index numbers and year of sitting for "O" and "A" Levels and right programme codes. The University will not be responsible for any wrong information entered in the system by applicants
- Do not buy any other documents from the Academic Registrar's Office. Those who buy them do so at their own risk.
- The Academic Registrar has NOT appointed any agent to act in his behalf to solicit for additional funds other than the application fee stated above

PROF. BUYINZA MUKADASI
ACADEMIC REGISTRAR
BM/SC/rk



Women at the Centre:

How the NRM Government Championed Women's Emancipation and Leadership in Uganda

By Jude Elugant

When the National Resistance Movement (NRM) assumed power in 1986, Uganda was emerging from decades of conflict, political instability and social marginalisation. Among the many structural imbalances in Ugandan society, the status of women stood out: access to education for girls was limited, cultural norms kept women in subordinate roles, and leadership positions were overwhelmingly occupied by men. Over the past four decades, the NRM government has deliberately pursued policies and reforms that have expanded educational opportunities for girls, ensured affirmative action for women in political representation, and championed women's participation in governance and public leadership. Today, women occupy key positions across the Ugandan state — a remarkable transformation rooted in both policy and practice.

Shifting the paradigm: Education and opportunity for girls

In pre-1986 Uganda, traditional norms and economic hardship meant that girls were often denied equal educational opportunities, with many families prioritising boys for schooling and viewing girls' education as a luxury or unnecessary. This reinforced cycles of exclusion and prevented women from entering





professions or leadership roles.

The NRM government introduced Universal Primary Education (UPE) and later Universal Secondary Education (USE), dramatically increasing access to schooling for all children, including girls. Additionally, government incentives such as extra points for girls in admissions to tertiary institutions helped narrow the gender gap in higher education and professional training. These measures have reshaped the landscape of opportunities for girls across the country.

The impact of these policies is visible in the classroom and beyond. According to national figures, girls' school enrolment rates have improved significantly since 1986, reducing longstanding disparities and preparing a new generation of

women to take up roles in various sectors of society.

This shift in educational access laid the foundation for women to move into the public sphere and seize positions previously dominated by men – a transformation that would soon extend into the political arena.

Affirmative Action and political representation

A defining feature of the NRM era has been affirmative action aimed at increasing women's political participation. As early as 1989, the movement embraced policies to allocate at least one-third of political seats to women at all levels of governance – from local councils to national parliament.

These affirmative action measures resulted in the creation of district woman representative seats, ensuring

that women were not only present but increasingly influential in legislative processes. This structural reform helped grow the number of female parliamentarians from just a handful in 1996 to well over a hundred today, occupying both women's and open seats across Uganda.

According to constitutional provisions and policy frameworks, this commitment to gender parity was enshrined in the 1995 Constitution, which recognises women as a marginalised group requiring affirmative measures for representation and opportunity.

Trailblazers: Miria Matembe, Dr. Specioza Wandira Kazibwe, and Rebecca Kadaga

Among the many Ugandan women who rose to prominence under the NRM government, three figures stand out for





their contributions to gender emancipation and national leadership.

Dr. Specioza Wandira Kazibwe made history when she was appointed Vice President of Uganda in 1994, becoming not only the nation's first woman to hold that position but also the first woman to be vice president of any African country. Her rise to such a high office sent a powerful message about women's capabilities and potentials in leadership roles.

Her tenure shattered glass ceilings, inspiring women across Uganda and beyond to pursue leadership ambitions previously

thought unattainable. Kazibwe's leadership in the executive branch was a bold illustration of what was possible when women were given equal access to the corridors of power.

Miria Matembe – a lawyer, politician and passionate advocate for gender equality – also played a critical role in shaping the discourse on women's rights. Throughout her career, she championed women's representation and contributed to constitutional reforms that recognised gender equity as a cornerstone of national development. Matembe's advocacy helped

ensure that women's voices were central in shaping Uganda's legal and political frameworks, advancing the cause of gender parity in public life.

Rebecca Alitwala Kadaga further exemplifies the strides made under the NRM. First elected to parliament in 1989, Kadaga went on to become the first female Speaker of the Parliament of Uganda, a position she held for many years, demonstrating women's leadership in legislative governance.

Kadaga's influence cemented the notion that women could



not only participate in politics but lead national institutions entrusted with law-making and public accountability. Her journey from district representative to Speaker and now First Deputy Prime Minister embodies the opportunities that the NRM government has created for women to shape national policy and governance.

Beyond numbers: Impact on society and culture

While political representation and leadership roles are critical markers of progress, the NRM government's approach to women's emancipation has also targeted economic and social empowerment. Programs like the Uganda Women Entrepreneurship Programme (UWEP) and other socioeconomic initiatives prioritise access to credit, skills training, and income-generating opportunities for women, enabling them to uphold economic agency and financial independence.

In addition to national policies, the presence of women in high-level public offices — from cabinet positions to governance institutions — has helped shift cultural perceptions about gender roles. Young girls now see role models in leadership positions, reinforcing the belief that they

too can rise to the highest levels of public service and influence.

Comparing Past and Present: From exclusion to inclusion

To appreciate the transformation achieved under the NRM government, it is important to contrast the present with the situation pre-1986. Historically,

women were often perceived as secondary to men in societal roles, and girls were far less likely to complete schooling compared to boys. Educational opportunities for girls were limited, and leadership positions in government were almost exclusively held by men.

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In many communities, cultural norms discouraged girls from pursuing higher education, reflecting broader societal beliefs that men's roles were in the public sphere, while women belonged in the home. This systematic exclusion perpetuated inequities across generations.

By contrast, the NRM's policies have made gender equality an explicit priority — not only in rhetoric but in institutional frameworks, resource allocation, and affirmative action. As a result, Uganda has seen significant gains in girls' enrolment in schools, women's representation in local and national government, and the presence of women in decision-making positions across sectors.

Challenges and the road ahead

Despite significant progress, women's emancipation is an ongoing journey. Women remain

under-represented in some key sectors and continue to face socio-economic challenges that require sustained attention and policy support. Cultural norms and structural barriers still affect the pace of change, particularly in rural and conservative communities.

Nevertheless, the foundations laid over the last 40 years — through affirmative action, educational reforms, economic empowerment, and leadership opportunities — position Uganda as a model for women's participation in governance within the region.

A Legacy of Inclusion and Empowerment

As the National Resistance Movement marks 40 years in leadership, its record on women's emancipation and equality stands as one of the most visible transformations

of Ugandan society. Through deliberate policy choices and institutional reforms, the NRM government has expanded educational opportunities for girls, created mechanisms for women's representation in leadership, and nurtured a generation of female leaders who serve at the highest levels of government. From Dr. Specioza Wandira Kazibwe's historic vice presidency to the legislative leadership of Rebecca Kadaga, and the advocacy of Miria Matembe, Uganda's women have taken their place at the centre of national development. These achievements reflect not only the progress of women but the progress of the nation as a whole — one shaped by inclusion, participation, and the empowerment of all its citizens.




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OUR LOCATIONS

KAMPALA OFFICE
Plot 1 Vale Road Naguru.
P.O.BOX 4726.
Kampala, Uganda
Tel: 0414 660 800

MBARARA OFFICE
Innovation Village, Rwebikona
Plot 34-38, Fortportal Road,
Tel: 0414 660 067

GULU OFFICE
Innovation Village,
Plot 3, Princess road,
Opposite Gulu Lands Office,
Tel: 0414 660 080

MBALE OFFICE
Plot 1, Court Road
Mbale City, Oval Plaza Ltd
Tel: 0414 660 065

JINJA
Jinja Agriculture Show Grounds
Bridge Street Jinja

OUR CONTACTS

+256 800 300 021
www.aic.ug



Celebrating Progress: NUDIPU's acknowledgment of the NRM's commitment to disability rights and inclusion in Uganda

The National Union of Disabled Persons of Uganda (NUDIPU), our vision to have a just and fair society where persons with disabilities live a unified, prosperous, and dignified life, plays a vital role in advocating for the rights and inclusion of persons with disabilities in Uganda.

As the National Resistance Movement (NRM) government marks its 40th anniversary, NUDIPU appreciates the government's efforts towards promoting inclusivity and accessibility for all Ugandans, especially for people with disabilities.

Throughout its time in power, the NRM government has made strides in various areas that align with NUDIPU's mission. One significant achievement is the establishment of legal frameworks aimed at protecting and promoting the rights of persons with disabilities.

The Constitution of the Republic of Uganda of 1995, as amended, and the Persons with Disabilities Act 2020 have provided a foundation for inclusivity, ensuring that persons with disabilities have equal opportunities in education, employment, and participation in public life.

NRM has initiated programs



supporting persons with disabilities, including the Parish Development Model (PDM), the National Special Grant, special needs education, and vocational training initiatives. These efforts contribute not only to empowering persons with disabilities economically but also to breaking down societal barriers and changing negative perceptions surrounding disability. NUDIPU recognizes the role of the NRM in increasing the representation of persons with disabilities in political structures.

The affirmative action policy that reserves seats for persons with disabilities in parliament and local councils is a significant step toward ensuring their voices are heard in decision-making processes. This inclusion has

fostered a sense of belonging and representation, promoting advocacy for policies that benefit the persons with disabilities community.

However, while appreciating these advancements, NUDIPU encourages ongoing dialogue and partnership with the government to address existing challenges. Issues such as inadequate funding for disability programs, societal stigmatization, limited accessibility to some public service places, and improving rehabilitation services still require attention.

Continuous advocacy is essential to ensure that the rights and needs of persons with disabilities are fully integrated into national policies and programs.



MINISTRY OF ICT AND NATIONAL GUIDANCE

Uganda's Digital Transformation

40 Years of NRM Leadership in the ICT Sector



**H.E. Gen. Yoweri
Kaguta Museveni,**
*President of the Republic
of Uganda*



**Hon. Dr. Chris
Baryomunsi**
*Minister of ICT &
National Guidance*



**Hon. Joyce
Ssebugwawo**
State Minister, ICT



**Hon. Godfrey
Kabbyanga**
*State Minister, National
Guidance*



**Dr. Aminah
Zawedde**
*Permanent
Secretary*

The Cabinet Minister for ICT and National guidance, State Ministers for ICT and National guidance, Permanent Secretary, and the staff of the Ministry of ICT and National Guidance wish to congratulate President H.E General Yoweri Kaguta Tibahaburwa Museveni and the NRM Government upon the celebration of the 40th NRM

liberation day and re-election as the President Elect 2026-2031.

40 Years of NRM Leadership in the ICT Sector

As Uganda marks 40 years of National Resistance Movement (NRM) leadership, the Ministry of ICT and National Guidance commends the NRM for providing the stability, policy direction, and institutional

reforms that have transformed Uganda's information and communications technology sector into a central driver of national development.

Uganda's ICT journey reflects deliberate sequencing: restoring stability, reforming policy, investing in infrastructure, and building local capacity to sustain long-term growth.



Liberalisation and Infrastructure Expansion

When the NRM assumed leadership in 1986, mobile telephony and internet access were non-existent. Recognising ICT as a foundation for governance, security, and economic growth, the government prioritised sector reform as part of national reconstruction.

A major milestone was the liberalisation of the telecommunications sector in the 1990s. This policy shift attracted private investment alongside Uganda Telecom, bringing in operators such as MTN and Airtel. Increased competition accelerated

network expansion, reduced service costs, and rapidly expanded access to mobile voice and data services.

These reforms were reinforced through sustained public investment. To date, over 4,353 kilometres of national fibre optic infrastructure have been deployed, with connectivity established at all border points. Through regional partnerships with Kenya and Tanzania, Uganda secured access to undersea cables, ensuring international bandwidth redundancy and reliability. These investments have been instrumental in reducing internet costs and extending affordable connectivity to

households, businesses, and public institutions.

Today, widespread mobile and internet access has opened new avenues for participation. Women entrepreneurs are using digital platforms to reach wider markets, rural youth are accessing digital skilling programmes, and refugees are leveraging technology to support livelihoods. Government, working with development partners, has established ICT training centres and affordable access initiatives to ensure that marginalised groups are not only consumers but active contributors to the digital economy.

This inclusive approach marks a decisive shift from the early post-independence years, when access to information was limited to a few. Digital tools are now serving as equalisers, enabling empowerment, economic independence, and participation in national development.

Integrated Digital Government

Beyond connectivity, the NRM government pursued digital integration across the public sector. A key milestone was the establishment of the Government Integration Platform (UG-Hub), which enables secure, efficient, and sustainable data

sharing across ministries, departments, and agencies. UG-Hub underpins interoperability, reduces duplication, and allows government systems to communicate seamlessly.

E-Governance Driving Service Delivery

The government has deliberately adopted e-governance to enhance the efficiency, transparency, and accessibility of public services. Locally developed digital platforms now underpin service delivery across sectors.

The Online Business Registration System (OBRS) has simplified

business formalisation, the Electronic Document Records Management System (EDRMS) has modernised records management, the electronic Government Procurement (eGP) system has enhanced transparency in public procurement, and the Education Management Information System (EMIS) provides real-time data on schools, teachers, and learners nationwide.

At the centre of grassroots service delivery is the Parish Development Management Information System (PDMIS), supporting the Parish Development Model. PDMIS

President Yoweri Kaguta Museveni launches the National ICT Job Fair 2023, reaffirming Government's commitment to tackling youth unemployment through ICT-driven skilling and job creation.





President Museveni shakes hands with children during the Robotics training Exhibition in Kampala.

provides Uganda's first comprehensive digital registry of households and beneficiaries, capturing names, National Identification Numbers, contact details, household enterprises, and savings group memberships. Integration with the National Identification and Registration Authority ensures verification, reduces fraud, and safeguards public funds.

As of 2025, PDMIS has registered over 30.4 million Ugandans across 9.1 million households, supporting 10,594 PDM SACCOs

and 217,704 enterprise groups. More than UGX 3 trillion in government funds have been tracked through the platform, reaching approximately three million beneficiaries. This represents a significant shift toward data-driven planning, accountability, and transparency at the parish level.

To strengthen system resilience, the government established a National Data Centre and a Disaster Recovery Site in Jinja, currently hosting applications for 66 government entities.

Rural Connectivity and Universal Access

Recognising the risk of digital exclusion, the government prioritised rural connectivity as a foundation for inclusive growth. Under the Universal Services framework, 25 broadband sites were upgraded from 2G to 3G, while over 580 free public Wi-Fi hotspots under the MyUg brand were deployed across Kampala, Entebbe, and nine border posts.

Through the Uganda Communications Commission (UCC) and the Uganda Communications Universal

Service and Access Fund (UCUSAF), targeted interventions expanded access in underserved areas, ensuring that connectivity reached beyond urban centres to support education, enterprise, and service delivery nationwide.

Digital Skills Development and Human Capital

Infrastructure alone does not deliver transformation without skills. In line with the NRM Manifesto and Vision 2040, the government placed digital skilling and human capital development at the centre of ICT sector growth.

Through the Uganda Institute of Information and Communications Technology (UICT), more than 50,000 Ugandans have been equipped with practical digital skills spanning foundational digital literacy, public sector digitisation, and advanced industry-aligned competencies. These programmes target youth, women, public servants, entrepreneurs, and marginalised groups to ensure broad participation in the digital economy.

UICT has positioned Uganda for future-ready skills through the establishment of the country's first Augmented and Virtual Reality (AR/VR) Centre. The facility supports immersive training in Science, Technology, Engineering, Mathematics,

and Innovation, as well as industry-focused applications, marking a shift from theory-based instruction to applied, technology-enabled learning.

Digital inclusion is deliberately embedded in national skilling efforts. UICT is one of only 14 Digital Training Centres globally under the International Telecommunication Union, delivering the Inclusive and Connected Business Value Initiative. In partnership with the ST Foundation and ITU, the Institute has trained visually impaired, partially sighted, and sighted participants in essential computer skills, expanding access to digital opportunities for persons with disabilities.

Community-based initiatives complement institutional training. Programmes such as the DigiTruck, a mobile digital classroom serving rural communities, have expanded digital literacy nationwide. In addition, UCC-led interventions trained over 3,000 women from 20 districts in smartphone use, internet applications, and basic digital skills, strengthening participation in the digital economy.

Innovation, Research, and Institutional Capacity

Digital skilling has been matched with deliberate investment in innovation and applied research. Through over 30

national and international strategic partnerships, UICT has strengthened curriculum co-design, certification, faculty development, and exposure to global best practices. Fifteen [15] new competence-based academic programmes have been developed to respond directly to labour market needs. A total of 30,340 individuals from the formal and informal business community.

Innovation support has expanded alongside training. More than 150 startups across health technology, agricultural technology, financial technology, education technology, e-commerce, and government technology have been supported through incubation, mentorship, and technical assistance, delivering locally relevant solutions that improve service delivery, productivity, and employment.

Under the Ministry of ICT and National Guidance, the National ICT Innovation Programme has supported over 100 startups, with 63 commercialised, creating more than 700 jobs and over 1,000 internships. The National ICT Innovation Hub at UICT Nakawa provides a modern co-creation and incubation space, complemented by regional hubs at Kabale, Muni, and Soroti universities, with expansion planned for Gulu and Busitema. The Ministry has



ensured regional inclusivity in innovation by establishing Regional Innovation hubs in the following universities; Soroti, Muni, Kabale, and is in the process of setting up in Gulu and Busimeta Universities. Participated in 7 International Expos. These include; Tamil Nadu Global Startup Summit Tamil Nadu, India, Pearl of African Business Expo Bangkok, Thailand, United Trade Partnership Expo London, UK, 8th China International Import Expo Shanghai, China, Latitude 59 Nairobi, Kenya, Osaka Expo Osaka, Japan and TICON Africa Conference Accra, Ghana enhancing Uganda's visibility on

the global innovation stage.

Notable home-grown innovations include KaCyber, a digital ticketing platform for transport services; Ridelink, an AI-powered logistics optimisation platform; the Parish Development Management Information System (PDMIS); the Electronic Government Procurement System (Egp), the Online Business Registration system, the Electronic Document and Records Management System; E-Posta, a digital postal management platform; and Microfuse, developers of Uganda's first low-power computing device.

Media Expansion and Information Access

The Ministry has produced over 50 episodes of the Ugandan Podcast series to shine light on government programs, policies and interventions so as to enhance citizen engagement in achieving the NDP goals and National Vision. Topics discussed include trade, tourism, health, transport, ICT development and so much more.

The Ugandan Podcast continues to share facts, ideas and progress through dialogue and poetry so as to create positive impact. This podcast looks enhance a productive



President Yoweri K Museveni launches NBI PHASE V in Karamoja National Information Technology Authority



The Huawei DigiTruck in Mukono District after its journey from Lira, supporting the launch of the MTN Skills Academy on 7 September 2023, where 42 students began hands-on digital skills training.

knowledgeable society and initiate conversation leading to mindset change and digital transformation. NRM-led liberalisation has transformed the media landscape. Uganda now hosts over 300 licensed FM radio stations, with radio remaining the most widely accessed medium, reaching approximately 73% of the

population on a weekly basis, particularly in rural areas.

Uganda Broadcasting Corporation radio services have been restored and expanded to regions including Kisoro, Rubirizi, Arua, Soroti, Lira, Mbarara, and Masaka, extending national radio coverage to approximately 85%.

Television has expanded to over 30 registered stations following

the completion of digital migration in 2015, resulting in increased free-to-air access. While television remains more urban-based, shifts toward online and mobile content are increasingly shaping media consumption, particularly among younger audiences.

Today, Ugandans access information through hundreds



of radio stations, dozens of television channels, over 30 newspapers, and a rapidly growing digital media ecosystem. What was once fragile and scarce is now vibrant, diverse, and inclusive.

ICT, Jobs, and Economic Transformation

ICT has become a significant driver of employment. Business Process Outsourcing is among the fastest-growing job segments, with over 50 active firms employing approximately 10,000 Ugandans. The government has set a target of creating up to 150,000 BPO jobs in the coming years.

These opportunities are

supported by reliable broadband, affordable connectivity, and specialised training in customer service, data processing, artificial intelligence, cloud computing, and cybersecurity. Ugandan youth are increasingly delivering services to global markets from within the country.

Strategic Direction to Vision 2040

To consolidate these gains, the government developed the Digital Uganda Vision and the Digital Transformation Roadmap (2023/24–2027/28), structured around five pillars: digital infrastructure, digital services, digital skills, digital innovation, and digital governance.

Conclusion

Forty years of NRM leadership have transformed Uganda's ICT sector from rudimentary systems into a digitally enabled foundation for governance, service delivery, innovation, and economic growth. This progress reflects political stability, long-term planning, and sustained policy execution.

As Uganda advances toward fulfilling the NRM manifesto 2026–2031 and Vision 2040, ICT remains central to building an inclusive, competitive, and knowledge-based economy anchored in connectivity, skills, and trust.



Ugandan President H.E. Yoweri Kaguta Museveni officially launched a Huawei DigiTruck project in Uganda to provide free digital skills training for more than 10,000 beneficiaries over three years.



Transforming the Economy — Uganda's growth journey under President Museveni

By Julius Businge

When President Yoweri Kaguta Museveni assumed leadership in 1986, Uganda's economy was in deep distress. Years of political instability, conflict and economic mismanagement had crippled production, driven away investment, destroyed infrastructure and impoverished households. Inflation was high, industries were shuttered, and confidence in the state had collapsed. Over the last four decades, however, Uganda has undergone a steady and deliberate economic recovery and transformation under the leadership of President Museveni and the National Resistance Movement (NRM), anchored on stability, reform, and long-term planning.

Stability as the foundation of growth

The first and most critical contribution of President Museveni to Uganda's economic recovery was the restoration of peace and security. Without security, investment and production are impossible. By pacifying the country and re-establishing state authority, the NRM created the conditions necessary for economic activity to resume.

This stability allowed farmers to return to their land, traders to reopen businesses, and industries to restart operations. Roads, power infrastructure and public institutions could once again function, laying the groundwork for sustained economic growth.





TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE



Economic reforms and market revival

In the late 1980s and 1990s, the NRM government implemented wide-ranging economic reforms aimed at stabilizing the economy and restoring confidence. These reforms included:

- Liberalization of trade and foreign exchange
- Privatization and restructuring of state enterprises
- Strengthening of financial institutions
- Promotion of private sector-led growth

These measures revived production, encouraged entrepreneurship, and reconnected Uganda to regional and global markets. Over time, Uganda recorded consistent economic growth, reduced inflation, and improved fiscal management.

Industrialization: From raw materials to value addition

Recognizing that agriculture alone could not sustain long-term prosperity, President Museveni consistently emphasized industrialization and value addition as engines of transformation. The NRM government prioritized moving Uganda from an importer of manufactured goods to a producer.

Key milestones in industrial growth include:



- Revival and establishment of manufacturing plants in steel, cement, sugar, beverages, textiles, pharmaceuticals and agro-processing
- Development of industrial parks across the country, including Namanve, Mbale, Mbarara, Soroti and Kapeeka
- Expansion of electricity generation to support factories and heavy industry
- Today, Uganda's manufacturing sector contributes significantly to GDP, exports and employment, supplying both domestic and regional markets.
- Attracting investors and creating jobs
- Under President Museveni's leadership, Uganda adopted an open and investor-friendly policy framework. Political stability, legal reforms, and investment incentives attracted both local and foreign investors from Asia, Europe, the Middle East and Africa.

Major investments in:

- Manufacturing and agro-processing
- Construction materials and steel production



- Food and beverage industries
- Pharmaceuticals and medical supplies have created hundreds of thousands of jobs for Ugandans, particularly the youth. These investments have also stimulated skills transfer, technology adoption and the growth of small and medium enterprises linked to larger industries.

Infrastructure as a Catalyst for Economic Growth

The NRM government recognized that industrialization cannot succeed without infrastructure.

Over the decades, Uganda has invested heavily in:

- Road and bridge construction connecting production zones to markets
- Expansion of electricity generation and transmission
- Oil and gas infrastructure to support future industrial growth
- Modernization of airports and border facilities
- These investments have reduced the cost of doing business and improved

competitiveness.

- Supporting local enterprise and Ugandan ownership

Alongside foreign investment, the NRM government has actively supported indigenous Ugandan entrepreneurs. Programs aimed at enhancing access to finance, skills development and market access have helped grow local manufacturing and service industries.

Initiatives such as industrial skilling programs and support for cooperatives have enabled Ugandans to participate meaningfully in the economy, ensuring that growth is broad-based and inclusive.

From recovery to transformation

Forty years after 1986, Uganda's economy bears little resemblance to the fragile, war-torn system President Museveni inherited. The country has moved from survival to stability, and from stability toward transformation. Manufacturing capacity has expanded, investors have returned, jobs have been created, and the foundations for middle-income growth have been laid.

While challenges remain, the economic record of the NRM demonstrates that visionary leadership, stability and long-term planning can turn a struggling economy into a resilient and growing one.



Years of National Resistance Movement

Uganda's industrial transformation

How Chinese investment sparked jobs, value addition & inclusion





By Dr Gerald Werikhe

When President Yoweri Museveni and the National Resistance

Movement (NRM) took office in 1986, Uganda's economy was fragile — marked by minimal industrial capacity, low investment and widespread unemployment. Today, four decades later, Uganda's manufacturing landscape tells a different story. Strategic policymaking by the NRM, anchored on peace, economic reform, and infrastructure development, has made the country an investment destination for international firms, with Chinese investors playing an increasingly transformative role in building factories, industrial parks and value-addition hubs that employ thousands of Ugandans — particularly young people and women.

A vision for industrial growth

From the early 2000s, the NRM government articulated a clear industrialization agenda to diversify the economy beyond agriculture and services. Industrial parks were planned across the country as corridors of manufacturing, import substitution and regional export potential. Government

incentives — including tax breaks, land allocation, infrastructure support and simplified investment processes — created an enabling environment for foreign direct investment (FDI). Chinese investors, catalysed partly by the Belt and Road Initiative and longstanding diplomatic ties with Uganda, responded enthusiastically.

Industrial Parks: Engines of job creation and innovation

At the heart of the industrialisation strategy are industrial parks — planned manufacturing ecosystems with shared utilities, roads, electricity and logistics. Chinese companies have been central to the establishment and operation of several such parks, which have become hubs for production, skills development and employment.

Namunkekera Rural Industrial Centre in central Uganda is one such example. Developed with significant Chinese interest and expertise, Namunkekera was envisioned as part of Uganda's national network of parks designed to attract diversified manufacturing, from food processing to ceramics and light engineering. The presence

of Chinese firms in such hubs has helped bridge capital, technology and market access.

Perhaps the most vivid example is the Sino-Uganda Mbale Industrial Park, located in Mbale City. Built with Chinese investment and strategic partnerships, this park has become a diversified manufacturing cluster hosting more than 40 companies producing a wide range of goods, including smartphones, televisions, textiles, steel and packaging products. Tens of thousands of individuals pass through its gates daily – many of them youth and women entering the workforce for the first time.

Residents in nearby communities have seen their local economies transformed. Small traders, food vendors, transport operators and service providers have all benefited from the increased economic activity surrounding the park. The park's success demonstrates how industrialisation can trigger widespread economic participation far beyond the factory walls.

Chinese-led factories in key sectors

In recent years, a wave of Chinese-backed factories has been commissioned across multiple sectors, adding depth to Uganda's manufacturing base and creating direct employment



opportunities: Unisteel Investment Uganda Limited: A major Chinese-backed steel manufacturing plant established with approximately USD 100 million investment, employing over 500 Ugandans. Steel production is key to infrastructure and construction industries nationwide, providing a reliable local source and reducing import dependency.

Textiles and Garments: Several textile companies such as Nice

Textiles Uganda Limited, Manfu Textiles and Garments Co. Ltd and others have set up shop, producing fabrics, clothing, mattresses and bedding materials. These facilities not only address local needs but also serve regional markets.

Electronics Manufacturing: Chinese enterprises like ENGO Holdings and SIMI Technologies in the Namanve Industrial Park produce mobile phones, laptops and accessories. These



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Crucially, Chinese investment in Karamoja includes community infrastructure such as access roads and water facilities, illustrating how industrial projects can deliver broader social benefits

operations are gradually shifting from assembly to more advanced production, creating skilled technical jobs and fostering technology transfer to local workers. **Plastics and Packaging:** Firms such as Heng Shang Plastics in Kampala supply packaging materials that were previously imported. This has strengthened supply chains within Uganda's food, beverage, pharmaceutical and consumer goods sectors.

Across these industries, modern factory floors have become classrooms for skill acquisition, especially for youth and women who would otherwise struggle to find formal employment. Participation in these factories not only provides salaries and wages, but also access to training in manufacturing processes, quality control, equipment handling and supervisory skills.

Karamoja: A new frontier of industrial value addition

A powerful example of industrial value addition led by Chinese investment is unfolding in Karamoja, a region historically marginalized economically and geographically. In Moroto District, Sunbelt Mining Group Ltd — a Chinese-linked firm — has established marble processing facilities that turn raw marble stones into tiles, slabs, lime and decorative products. By processing marble locally rather than exporting it raw, the factory captures far more economic value inside Uganda.

Local employment at the Sunbelt plant includes skilled and semi-skilled roles, with women and young people working in production lines, quality inspection, logistics and local supply operations. The presence of the factory has also stimulated related small businesses — from food vendors to transport services — creating ripple effects across local economies.

Crucially, Chinese investment in Karamoja includes community infrastructure such as access roads and water facilities, illustrating how industrial projects can deliver broader social benefits when undertaken with local engagement.

Beyond factories: Skills, technology and entrepreneurship

Chinese companies in Uganda are not just factories – they are platforms for skills development and technology transfer. Many firms have on-the-job training programmes for apprentices, technical operators and supervisors. Ugandans learn everything from industrial machinery maintenance to computer-based quality assurance systems.

This training is particularly significant for young women, many of whom enter industrial jobs for the first time. With skills training, women secure better wages and career pathways in sectors like textiles, electronics, packaging and light engineering – fields once dominated by imported goods and male labour.

Industrial parks also host business support services – from logistics firms to financial service providers – which offer entrepreneurial opportunities for Ugandans to start their own ventures, further multiplying employment prospects.

Government support and partnership

Uganda's success in attracting Chinese industrial investment is grounded in strategic government support. The NRM government has:

Allocated land and infrastructure access for industrial parks.

Offered tax incentives and duty waivers that make manufacturing viable.

Expanded power and transport networks to serve industrial hubs.

Ensured security and regulatory stability that gives investors confidence to commit long-term capital. These measures have been pivotal in drawing Chinese firms and ensuring their integration into Uganda's broader economic ecosystem.





Growing impact on jobs and the economy

The cumulative effect of Chinese investment in Uganda's manufacturing sector is significant: Tens of thousands of jobs have been created directly in factories and indirectly in

supporting services.

Manufacturing jobs provide stable incomes, benefits and career progression — empowering youth and women economically.

Local supply chains are strengthening as industries source

materials, packaging and services from Ugandan firms. Reduced import dependency keeps more capital within the Ugandan economy and improves trade balances.

According to official reports, industrial activity — including that from Chinese-linked firms — has helped expand the manufacturing sector's contribution to GDP, highlighting the sector's rising importance to national economic growth.



Looking Ahead: Sustainable industrial prosperity

As Uganda marks 40 years under the NRM, the partnership with Chinese investors stands as a cornerstone of industrial growth and job creation. The next phase of this partnership emphasizes sustainable, high-value production, deeper technology transfer, and inclusion of local businesses into global value chains. For Uganda's young population — especially women ready to enter the workforce — these industrial opportunities represent more than jobs; they are pathways to economic empowerment, skills mastery and entrepreneurial ambition.

In President Museveni's vision of a modern, industrialised Uganda, these Chinese partnerships are catalysts for transformation, fueling growth that benefits workers, communities and the nation at large.



Restoring tradition, building unity

How NRM revived cultural institutions and strengthened national harmony

By Hilda Victoria Namulwana

When the National Resistance Movement (NRM) assumed leadership in 1986, Uganda was emerging from decades of political turmoil that had deeply fractured society. Among the casualties of that instability were Uganda's cultural institutions, which had been abolished in 1967, leaving communities

disconnected from their historical leadership, customs and identity. The restoration of peace under President Yoweri Kaguta Museveni opened a new chapter — one that recognized culture not as a threat to national unity, but as a powerful foundation for reconciliation, identity and harmony.

Over the last four decades, the NRM government has overseen the revival of cultural institutions

across Uganda, restoring dignity to traditional leadership while carefully integrating culture within a modern constitutional state. This approach has played a significant role in fostering unity among Uganda's diverse peoples.

A painful past: The abolition of cultural institutions

In 1967, Uganda's cultural institutions — including kingdoms and chiefdoms —



were abolished, dismantling long-standing systems of cultural leadership that had guided communities for generations. The abolition not only disrupted traditional governance structures but also created lasting cultural and emotional dislocation, particularly in regions such as Buganda, Bunyoro, Busoga, Toro and others.

For nearly three decades, cultural expression and leadership were suppressed, leaving communities yearning for recognition and continuity with their past.

NRM's vision: Culture as a unifying force

From its earliest days in power, the NRM recognized that lasting peace could not be built on force alone. President Museveni

articulated a vision in which Uganda's diversity would be acknowledged and respected within a strong, unified nation-state. Culture, in this vision, was not political power, but identity, heritage and social cohesion.

This thinking culminated in the 1993 decision to restore traditional and cultural institutions, followed by constitutional recognition under the 1995 Constitution, which clearly defined their non-political and cultural role. This careful balance reassured all Ugandans that cultural revival would strengthen — not divide — the nation.

The restoration of the Buganda Kingdom

The restoration of the Buganda Kingdom was among the most

symbolic and transformative milestones of this policy. Buganda, Uganda's largest and most influential cultural institution, had endured decades without a Kabaka, leaving a deep sense of loss among its people.

In 1993, following consultations and reconciliation efforts, President Museveni's government restored the Buganda Kingdom. This historic decision paved the way for the installation and coronation of Ronald Muwenda Mutebi II as the 36th Kabaka of Buganda.

The event marked more than the return of a throne; it represented national healing, mutual respect and a renewed partnership between cultural institutions and the central government.



Kabaka Ronald Muwenda Mutebi II: A symbol of unity

The installation of Kabaka Ronald Muwenda Mutebi II ushered in a new era for Buganda and Uganda at large. Educated, modern and deeply rooted in tradition, the Kabaka has embodied the role envisioned by the Constitution – a cultural unifier and custodian of heritage, not a political rival.

Under his leadership, the Buganda Kingdom has focused on:

- Cultural preservation and education
- Social development initiatives
- Health, environment and youth empowerment programs
- Promoting unity among Baganda and cooperation with other cultures

His reign has demonstrated how traditional institutions can coexist harmoniously with elected government, contributing positively to national development.

Restoring other cultural institutions across Uganda

Buganda was not alone. The NRM government restored and recognized cultural institutions across the country, including:

- Bunyoro–Kitara Kingdom
- Toro Kingdom
- Busoga Kingdom
- Acholi, Lango, Teso, Alur and other traditional chiefdoms

This inclusive approach ensured that cultural revival was not selective, but national in scope, reinforcing equality and mutual respect among Uganda's communities. These institutions have since become platforms for cultural dialogue, conflict resolution and community mobilization, especially in post-conflict regions.





Culture and national stability

The restoration of cultural institutions has had a stabilizing effect on Uganda's social fabric. Traditional leaders often serve as moral authorities and mediators, helping resolve local disputes, promote reconciliation and preserve social values. In regions recovering from conflict, cultural institutions have played a crucial role in healing trauma and rebuilding trust.

By clearly separating culture from partisan politics, the NRM avoided the mistakes of the past while enabling Ugandans to celebrate their identity freely.

A model of coexistence

Uganda's model — where cultural institutions thrive within a constitutional democracy — has drawn attention across the region.

It demonstrates that tradition and modern governance are not mutually exclusive. Instead, when carefully managed, they can reinforce each other, contributing to social stability and national pride.

The continued cooperation between the central government and cultural institutions, particularly the Buganda Kingdom, stands as evidence of this success.

Forty years On: A legacy of reconciliation

As Uganda marks 40 years of NRM leadership, the restoration of cultural institutions remains one of the movement's most enduring contributions to national unity.

By returning cultural dignity to communities while safeguarding the authority of the state, President Museveni and the NRM helped close a painful chapter in Uganda's history.

The crowning of Kabaka Ronald Muwenda Mutebi II symbolizes this achievement — a moment when tradition was restored, harmony renewed, and Uganda moved forward as one nation with many cultures.



TRIBUTE TO THE PATRIOTS WHO USHERED IN A FUNDAMENTAL CHANGE

Saving Smarter: How NSSF's Smartlife Flexi Is Redefining Personal Finance in Uganda



In a country where millions earn their living in the informal economy and financial security often feels uncertain, the National Social Security Fund (NSSF) Uganda is charting a new path. With the introduction of Smartlife Flexi in 2024, a voluntary and flexible savings product, NSSF is not only expanding its portfolio but also reshaping how Ugandans think about saving.

Designed for the modern saver, Smartlife Flexi responds to a simple but powerful reality. People's incomes, goals, and lifestyles are different, and savings products must reflect that diversity.

Unlike traditional retirement schemes that are rigid and long-term, Smartlife Flexi is deliberately flexible. Members decide how much to save, how often to contribute and what they are saving for. Contributions can be made daily, weekly, or monthly, starting from as little as **UGX 5,000**. Whether saving for school fees, capital for a small business, a medical emergency, or a future investment, Smartlife Flexi allows savers to set clear goals and track progress through NSSF's digital platforms.

Interest on savings is calculated daily and credited monthly, allowing members to steadily grow their funds. To encourage discipline, savings are locked for the first 12 months after which withdrawals can be made without penalties.

Reaching the Unreached

The most transformative aspect of Smartlife Flexi is its target audience. While NSSF has traditionally served formally employed workers, this product is intentionally designed for those outside formal employment for example, traders, artisans, boda-boda riders, farmers, freelancers, and the self-employed.

In Uganda, where over 70% of the workforce operates in the informal sector, access to structured savings has long been limited. Smartlife Flexi bridges this gap, offering a secure and regulated alternative to informal savings groups and risky investment schemes.

With Smartlife, membership is open to anyone aged 16 and above, including Ugandans in the diaspora, non-nationals working in Uganda, and refugees with valid identification.

Digital, Accessible and Convenient

Smartlife Flexi is also anchored in digital convenience. Through the NSSFGo mobile app, web portal, quickteller agents, and bank agents, members can register, make contributions, monitor balances, and set savings goals without visiting an office. For many first-time savers, this ease of access has been a game changer.

Driving Financial Inclusion

Beyond individual benefits, Smartlife Flexi plays a strategic role in Uganda's broader financial inclusion agenda. NSSF has set a target to extend social security coverage to at least half of Uganda's working population by 2035. This can only be achieved with Voluntary products like Smartlife Flexi. By attracting micro-savers and informal workers, NSSF is steadily widening the social protection net and strengthening household financial resilience.



Traders in Owino Market, learning how to sign up and use the NSSF Smartlife Flexi product.

Early uptake has been encouraging, with strong interest from young professionals and informal sector workers seeking safe, transparent ways to grow their money. For one year in operation, the Fund has registered 50,962 members and approximately 78B UGX contributions made.

Beyond enrolment numbers, Smartlife has enhanced public confidence in NSSF. Transparent communication on returns, simplified onboarding processes, and responsive customer service have strengthened trust in the Fund's governance and stewardship of members' savings.

The product has also reinforced NSSF's role as a key driver of national development. By mobilising long term savings, Smartlife Flexi contributes to domestic capital formation, infrastructure financing, and economic stability demonstrating how pension products can deliver both social and macroeconomic value.

In conclusion, As Uganda's economy diversifies and digital finance expands, products like Smartlife Flexi are central to personal financial planning. With competitive returns, strong regulation, and nationwide accessibility, NSSF is positioning itself not only as a pension manager but as a trusted long term savings partner. For millions of Ugandans seeking security, opportunity, and financial dignity, Smartlife Flexi offers a simple promise: **save smarter today, live better tomorrow.**

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Years of National Resistance Movement



How the return of Asians sparked Uganda's economic renewal

By Stephen Kakembo

One of the most consequential and far-reaching decisions taken by the National Resistance Movement (NRM) government after assuming power in 1986

was the invitation to Asians to return to Uganda. This decision, championed personally by President Yoweri Kaguta Museveni, was not only an act of historical justice but a bold economic strategy that helped restore confidence, revive industry and accelerate

Uganda's recovery from decades of decline.

The return of Asians — many of whom had been expelled in 1972 — marked a turning point in Uganda's economic trajectory. Their reintegration into national life under the NRM helped



reignite entrepreneurship, rebuild manufacturing capacity and reconnect Uganda to global capital and markets.

A broken economy in need of confidence

When the NRM took power in 1986, Uganda's economy was fragile and under-industrialised. Many factories were idle, infrastructure had deteriorated, and investor confidence was virtually nonexistent. The expulsion of Asians in the 1970s had left a deep vacuum in commerce, manufacturing and technical skills. Businesses collapsed, supply chains broke down and institutional memory in industry was lost.

President Museveni and the NRM recognized that economic recovery required more than policies — it required people with capital, skills, networks and entrepreneurial culture. Restoring confidence among displaced Ugandan Asians was therefore both a moral and strategic imperative.

A historic decision: Welcoming Asians back

In the late 1980s and early 1990s, the NRM government took deliberate steps to reverse the injustices of the past. Properties were returned or compensated, legal guarantees were provided, and public assurances were made that Uganda was once

again a country governed by the rule of law.

President Museveni personally encouraged Asians — particularly those of Indian origin — to return, rebuild their businesses and reintegrate as full Ugandan citizens. This message resonated strongly. Gradually, families that had once fled with nothing began to return, bringing with them capital, expertise, technology and international business linkages.

Reigniting industry and manufacturing

The return of Asians played a decisive role in reviving Uganda's industrial base. Several manufacturing enterprises that had once been the backbone of the economy were rehabilitated, expanded or newly established.

Among the most prominent contributors has been the Madhvani Group, one of Uganda's oldest industrial conglomerates. Upon returning, the group reinvested heavily in sugar production, tea, ethanol, electricity generation and food processing. Kakira Sugar Works, in particular, has become a flagship example of agro-industrial integration — employing thousands of Ugandans and supporting tens of thousands more throughout-grower schemes.

Similarly, the Mehta Group revitalised sugar manufacturing at Lugazi, while expanding into power generation and agro-

processing. These investments not only restored industrial capacity but also anchored rural economies and stabilised household incomes.

Building national champions in manufacturing and trade

Other Asian-owned enterprises emerged or expanded under the stable environment created by the NRM:

Mukwano Group of Companies grew into one of Uganda's largest manufacturers, producing edible oils, soaps, plastics and packaging materials. The group employs thousands and supports local farmers through oilseed sourcing.

Ruparelia Group, founded by businessman Dr. Sudhir Ruparelia, became a major force, real estate, hospitality, education and agriculture. At critical moments, indigenous financial institutions helped stabilize credit markets and keep businesses afloat.

Asian-owned firms have also invested heavily in steel rolling, pharmaceuticals, food and beverage production, construction materials and textiles, reducing Uganda's dependence on imports.

These enterprises helped transform Uganda from a trader-dominated economy into one with a growing manufacturing base.

Employment creation and skills transfer

The return of Asians under the NRM had a profound impact on job creation. Factories, plantations, banks and service firms absorbed tens of thousands of Ugandans, providing stable employment at a time when opportunities were scarce.

Crucially, these enterprises became centres of skills development and mentorship.

Ugandans were trained in engineering, accounting, management, quality control and logistics — skills that continue to benefit the economy today. Many former employees later became entrepreneurs themselves, spreading enterprise culture across communities.

Women and youth, in particular, found opportunities in manufacturing, agro-processing, retail and hospitality sectors, contributing to inclusive growth.

Restoring Uganda's global business reputation

The return of Asians sent a powerful signal to the international community: Uganda was open for business again. Investors who had been wary of political risk began to reconsider the country. Asian investors often acted as pioneers, absorbing early risks and demonstrating that long-term investment was viable.

Their international networks





helped Uganda reconnect with:

- Global financial markets
- Technology suppliers
- Export destinations in Asia, Europe and the Middle East

This renewed confidence complemented the NRM's broader economic reforms and infrastructure investments.

Citizenship, belonging and national unity

Beyond economics, the reintegration of Asians under the NRM strengthened national cohesion. President Museveni consistently emphasized that

Ugandan Asians are citizens by right, not guests. This inclusive approach helped heal historical wounds and fostered a shared sense of belonging.

Asians participated in national development not as a separate class, but as partners in Uganda's progress — paying taxes, employing citizens and investing long term.

Keeping the economy afloat in difficult times

During periods of economic stress — from regional instability to global shocks — Asian-owned enterprises have often acted

as anchors of stability. Their diversified investments, long-term outlook and reinvestment culture helped cushion the economy and maintain production and employment.

In banking, manufacturing and agro-industry, these firms played a stabilizing role when confidence was under pressure.

A legacy of visionary leadership

The return of Asians to Uganda did not happen by accident. It was the result of deliberate leadership, reconciliation and policy clarity under the NRM. President Museveni's decision to correct historical wrongs while prioritizing national interest stands as one of the most impactful economic interventions of the last four decades.

From exile to partnership

As Uganda marks NRM@40, the story of the return of Asians is a story of restored trust, renewed enterprise and shared prosperity. By welcoming back a community with deep roots in commerce and industry, the NRM helped reignite Uganda's economy and set it on a path of growth.

Today, the factories, banks, farms and hotels built or revived by Ugandan Asians stand as enduring symbols of what reconciliation, stability and visionary leadership can achieve.



Years of National Resistance Movement



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SELECTED SOLUTION-BASED PROGRAMMES

Programme	Focus	Typical Broadcast Time
Law and Human Rights Clinic	Legal awareness & human rights	Thursday 7:00 PM – 9:00 PM
Your Environment	Environmental protection & conservation	Sunday 6:00 AM – 8:00 AM
The Investigative Platform	Accountability & public interest	Tuesday 10:00 AM – 12:00 PM
Primary Health Care	Community health education	Friday 8:00 PM – 9:00 PM
Police and Community Matters	Community safety & dialogue	Monday 10:00 AM – 12:00 PM
Women Issues' Platform	Gender & social inclusion	Sunday 4:00 PM – 6:00 PM



GLOBAL PAINTS CONGRATULATORY MESSAGE – NRM@40

Global Paints, an indigenous Ugandan paints manufacturer founded in 1997 and based in Namanve Industrial Area, proudly congratulates H.E. Gen. Yoweri Kaguta Museveni and the NRM Government upon marking 40 years since the historic liberation

of Uganda in 1986. Your visionary leadership has delivered peace, stability, industrial growth, and a conducive environment for local enterprises to thrive.

As a proudly Ugandan brand committed to quality, innovation, and national development,

we celebrate this milestone and reaffirm our support for Uganda's continued transformation.

Mr. Kayiwa Steven
Director, Management and Staff –
Global Company Limited



Our paint is **Versatile** and
easy-to-apply on walls



For that **Durable**
protection against elements



Kampala Pharmaceutical Industries: Providing Affordable Quality And Innovative Medicines For Healthier Lives

Kampala Pharmaceutical Industries (1996) Ltd proudly congratulates H.E. the President of Uganda and the National Resistance Movement Party upon the enviable milestone of 40 years of leadership and national transformation. As one of Uganda's oldest pharmaceutical manufacturers and a member of the Aga Khan Development Network, KPI has grown alongside the nation, committed to providing affordable, high-quality essential medicines across



the region. This anniversary reflects decades of progress in health, industry, and human development. We reaffirm our mission to improve access to

life-saving medicines and our partnership with government and communities in building a healthier, more prosperous Uganda for all.

UGANDA CIVIL AVIATION AUTHORITY



HAPPY LIBERATION DAY 2026

Commemorating 40 Years
of Peace & Stability

The Board of Directors, Management and Staff of Uganda Civil Aviation Authority wish to extend hearty congratulations to **His Excellency Yoweri Kaguta Museveni**, the Cabinet, Members of Parliament and all Ugandans, as we mark this auspicious occasion of the **40th NRM Liberation Anniversary**.

On this Liberation Day, we reflect on a journey that transformed the country and delivered freedom, peace and stability for generations to come.

Congratulations to the NRM for the resounding victory in the just concluded elections.



@ugandacaa



Uganda CAA



Uganda Civil Aviation Authority



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aviation@caa.co.ug

THE UGANDA GAZETTE UPDATED RATES

Subject to **Section 15** of the Uganda Printing and Publishing Corporation Act, Cap. 215, the Uganda Printing and Publishing Corporation (UPPC), the official publisher of the Uganda Gazette, informs the general public that effective March 1, 2025, advertising rates for the Uganda Gazette shall be as indicated below;

SN	ADVERT DESCRIPTION	RATE (UGX)
1	The Marriage Act - (Notice of place for celebration of marriages)	400,000
2	The Companies Act - (Notice of change of company name, resolutions)	300,000
3	The Insolvency Act- Notice	300,000
4	Appointments/Replacements to Board of Governors Notice a) Secondary Schools/ Higher institutions of learning b) Primary schools c) MDAs	a) 650,000 b) 350,000 c) 1,000,000
5	The Advocates Act (Notice of Application for Certificate of Eligibility)	350,000
6	The Commissioners for Oaths (Advocates) Act Notice	400,000
7	Gazetting of Professionals (Accountants, Surveyors, Engineers, Medics etc)	3,000,000 (Per page)
8	Gazetting of Security Uniforms/Change of Security Uniforms	650,000
9	The Mining Act - Notice	650,000
10	Statutory Notices e.g. a) The Electricity Act (ERA) b) UNBS c) Electoral Commission d) Ministry of Water and Environment e) Local Government Valuation lists f) Any other MDA	Charged according to space
11	Trademark Applications - a) Local Adverts b) Foreign Adverts	a) 100,000 b) USD 100
13	Alteration of a registered Trademark- a) Local Adverts b) Foreign Adverts	a) 100,000 b) USD 100
14	Copyright & Patents (per copyright registration number)	150,000
15	Industrial Design	100,000
16	Special Certificate of Title	300,000 (Per Plot)
17	Caveats	300,000
18	Administrator General Notice	300,000
19	Deed Poll	450,000
20	Statutory Declaration	450,000
21	Miscellaneous Applications	345,000
22	Legislations, Ordinances, Instruments, Bills, Acts, Statutory	450,000
23	Full Page a) Black and White b) Full color	a) 3,000,000 b) 5,000,000
24	Extraordinary Gazette	4,500,000

Gazette Fees

SN	Item	Rate
1.	Hard copy (subscription) I. Three months II. Six Months III. Annual	I. 350,000 II. 700,000 III. 1,400,000
2.	E-Gazette (subscription) I. Three months II. Six Months III. Annual	I. 200,000 II. 400,000 III. 800,000
3	Gazette copy (Current year)	5,000
4	Gazette copy (1-5 years)	15,000
5	Gazette copy (6-10 years)	50,000
6	Certification Fee	10,000

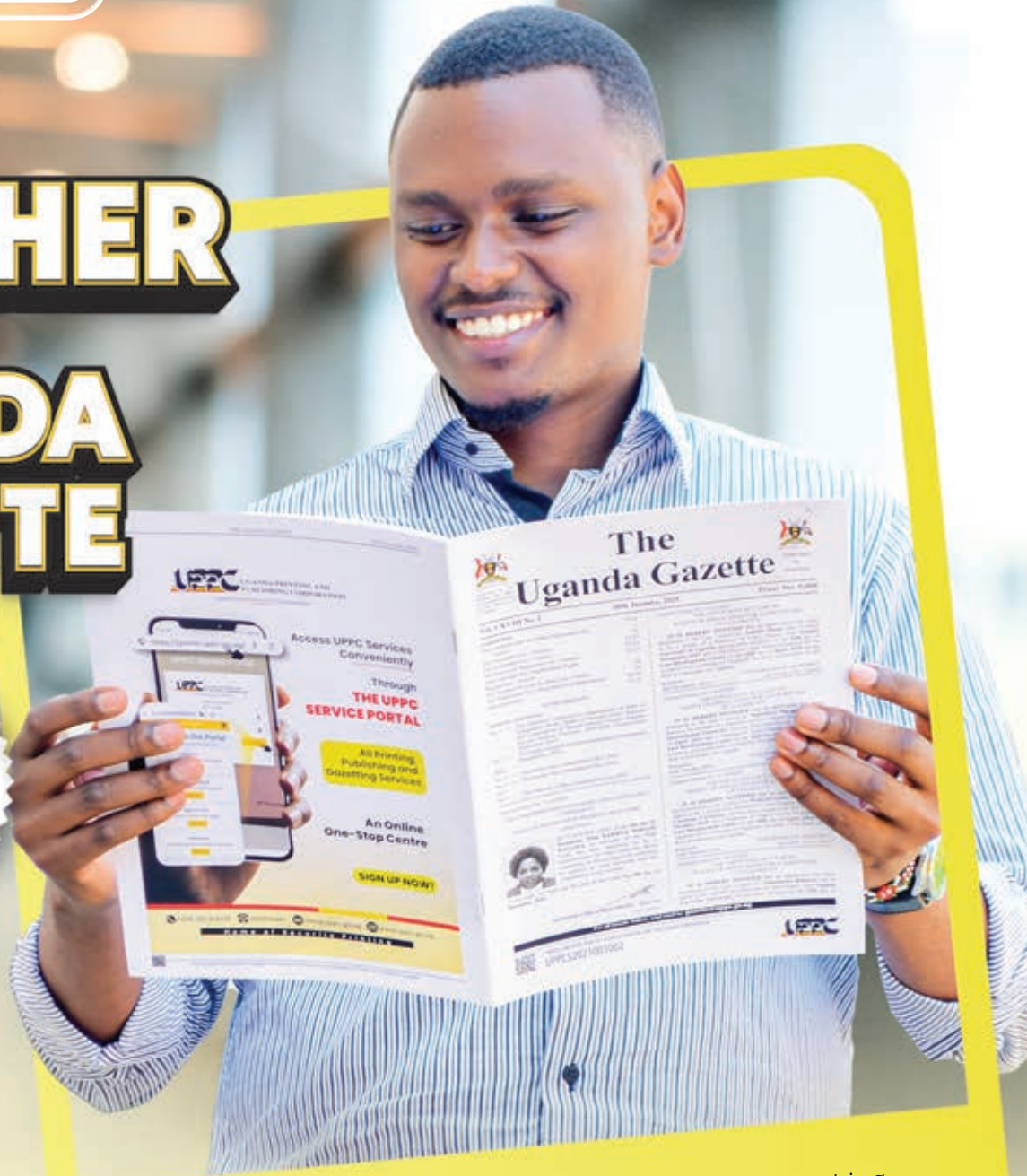
These changes are designed to enhance value-added services, including:

- Improved digital visibility for published notices
- Enhanced distribution channels for broader circulation of the Uganda Gazette
- Investment in technology and infrastructure
- Adjustments reflecting changing economies of scale in the printing and publishing industry

UPPC remains committed to upholding the highest standards of efficiency, professionalism, and integrity in delivering the Uganda Gazette services.



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