



**People First - A new Future**

# The Transformation Agenda

**2019**





# PREFACE



Our country is on the verge of change whether by revolution or reformation, it is clear for all to see that change is coming. Therefore, the question that should occupy every Ugandan's mind is not so much when this will happen (because it will happen sooner than later, whether we like it or not), but what kind of change should we experience.

The Alliance believes that preparing for this change is as important as trying to hasten it. The reason is simple: Uganda is not a stranger to change. In our young history, we have experienced over 7 changes of

leadership at the top: all of them violent and forceful. More often than not, those that have forced their way in have promised change for the better, only to be forced out by others for not living up to this promise. As one who has not only lived through several of these changes, but also participated in one of them, I have come to witness first-hand, the brutal and destructive nature of revolution. Like many other Ugandans, I hold the view that we must do everything in our power to ensure that the change that is coming ushers life, not death; prosperity, not suffering and real, democratic, sustainable and institutionalised change.

The first step to ensuring this is by planning. Benjamin Franklin once noted that by failing to plan, one is only planning to fail.

This booklet contains the key policy guidelines that The Alliance will use to formulate our party policy platform. Between the launch of the party and our first delegates conference, we will traverse the country engaging our fellow citizens and discussing which policies we should adopt to achieve the broad goals that these guidelines seek to lay out.

This is not our policy platform. But it is our first step towards it. As we embark on the journey towards establishing ourselves in the country's politics, this document serves as a pointer to the issues we care about and the future we would seek to achieve for each and every Ugandan.

There may be some that insist that it is impossible to plan for our country's future without first securing the removal of the current regime. But as Madiba reminded us, 'It always seems impossible until it is done'. Our view therefore, is that even we the change-seeking forces do all we can to achieve this goal, we must invest in re-envisioning Uganda. For a people without a vision perish.

I hereby commit to you the Alliance for National Transformation's Policy Guideline Document.



Maj. Gen. (Rtd) Gregory Mugisha Muntu Oyera

**NATIONAL COORDINATOR**



## A WORD FROM THE CONVENER



A handwritten signature in black ink, appearing to read 'Alaso' followed by a stylized flourish.

Alaso Alice Asianut

**Convener**

The Alliance for National Transformation is a Political Party born out of the aspirations and efforts of many Promoters and supporters nationwide.

Key among the objectives of the Party is to develop Institutions, and Policy framework through which the Party will conduct business outside and when in Government. Our strong belief is that institutional functionality and good policy framework is a key driver to National Transformation.

Through this Policy guidelines, we hope to focus our resources to the attainment of a better Uganda. While we know that policies on their own however good, if not implemented will not cause Transformation, we strongly believe that our policy guidelines here form part of our identity and subsequently the measure against which we will be held accountable once in Government.

On behalf of the entire team of Promoters, supporters and well-wishers, I am glad to commend this Transformation Agenda to you. Our commitment is to work tirelessly towards its realisation through more engagements and detailed sector policy formulation.

May God bless The Alliance and God bless Uganda

## ■ **PARTY ASPIRATION**

An inclusive economy whose growth empowers every citizen to gainfully participate and share in Uganda's economic potential and growth.

## ■ **PARTY PHILOSOPHY**

INCLUSION of citizens in Uganda's social, economic and political development as a RIGHT FOR ALL, not a privilege for a few.

TRANSFORMATION of the lives of Ugandans in the PRESENT DAY not a promise for the future. We will invest to get genuine transformation of every Ugandan, not the self-preservation of leaders.

DIVERSITY is our STRENGTH because freedom of speech, association and action of Ugandans is the bedrock of NEW IDEAS, SELF-DETERMINATION, SECURITY and NATIONAL UNITY.

DELIVERING VALUE and SERVICES EFFICIENTLY with a transparent, smarter prudent government.

NATURAL RESOURCES managed for PROSPERITY OF COMMUNITIES and CONSERVED for the benefit of future generation

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## **LIST OF ACRONYMS**

SDGs - Sustainable Development Goals

VHTs - Village Health Teams

ICT - Information and communication technologies

SACCOs - Savings and Credit Cooperatives

VSLAs - Village Savings and Loan Associations

ROSCAs - Rotational Savings and Credit Associations

ST&I - Science, Technology and Innovation

EAC – East African Community

STI - Science, Technology and Innovation

FIR - The Fourth Industrial Revolution

M&E - Monitoring and Evaluation

# Introduction

This document provides an insight on the beliefs, convictions and commitments of the Alliance for National Transformation that are a result of widespread consultations and observations of realities that describe the life of Ugandans. Our goal as a party is to establish a Government that will put in place systems for continuous improvement of the wellbeing of the citizens. Our Government shall provide a social, political and economic environment that offers all citizens multiple opportunities to create wealth and prosperity on a sustainable basis. The party's strategic objective is to transform the structure and systems of Government to align them for the creation of tangible benefits to individual persons, households and communities. The wellbeing of the citizens shall be broadly defined to include all forms of civil and democratic rights and freedoms; security of person and property; unimpaired access to and use of public services; development of appropriate skills; secure access to the different forms of capital; and freedom of association and exercise of one's culture and religious beliefs.

At the strategic and operational levels, the party shall pursue a responsive approach to human development and socio-economic transformation through regular consultations with citizens and all other stakeholders to ensure a dynamic system that adopts new ideas by adapting to emerging positive changes. The basis for making decisions shall, at all times, be informed by facts and ideas generated through regular consultation, research and reviews of emerging realities on the different opportunities and challenges. The party shall make every effort to adopt plans, policies and strategies that create and maximize opportunities for securing the highest possible levels of human development, gender equality and preservation of the environment.

The structure of Government and the nature of its interaction with other stakeholders, specifically individual persons and business firms in the country, shall be inclined towards securing participatory, equitable and sustainable growth. The citizens will be empowered to realize opportunities and gainfully participate in the transformation process rather than being mere observers who wait for handouts that come with political and social manipulation. The goal is to make every citizen a master of their destiny.

Our engagement with the population and other stakeholders has clearly indicated that development along all facets of human life has been constrained by factors that range from poor leadership, lack of respect for human life, corruption, and outright abuse of state power by agents of Government and their associates. The political and social fabric has been defined by nepotism, exclusion, favoritism and controlling influences that diminish the power of citizens to work for a better life.

Furthermore, public sector institutions and modes of engagement have been undermined resulting in poor service delivery, inadequate

physical and social infrastructure, low production and productivity across all sectors, and increased vulnerabilities to citizens. The lack of proper planning and implementation frameworks that are focused on creating positive impacts on the people has led to a widespread disconnect and discontent among the people. The development paradigm has not provided sufficient opportunities for citizens to gainfully engage in sustainable development initiatives.

The abuse of human rights and denial of civil liberties and freedoms, and impunity due to selective application of the law and dispensation of justice, remain a serious concern to the citizens. The introduction of constitutional amendments and new laws that are intended to favor particular individuals by restricting common freedoms reflect a danger to the common fabric required to hold the country together. Uganda has continued to experience deterioration in moral values as evidenced by the frequent murders, child sacrifice, and poor work ethics including theft of public funds as well as lack of respect of time and project schedules. This trend needs to be reversed by building a legal and governance system that reflects equality in respecting and upholding people's rights, cultural heritage and values, and freedom of association.

Our desire is to build an all-inclusive system that encompasses the political, social, economic, cultural and religious aspects as a means of keeping the citizens at the forefront of the Government agenda. We shall adopt a planning framework that

embraces the entire ecosystem made up of inter-dependent factors such as the natural environment, human resources, capital assets, physical infrastructure, good governance and effective public sector institutions. Thus, our national transformation strategy shall be based on an integrated approach that fosters effective foresight, transparency and results-oriented accountability to citizens. In the coming months, we shall invest in getting a deeper understanding of the systemic interaction among the different elements of the economy in order to increase knowledge and consolidate the much needed modification of Government structures and policies as well as realignment of development goals for a better society.

The current fundamental policy and institutional weaknesses, which are largely a result of patronage, self-interests and corruption, have contributed to significant gaps in Uganda's development processes. Accordingly, we consider it mandatory to carry out policy and institutional reforms in order to make the public sector responsive to the needs of all citizens. We shall desist from and defeat the politics of seeking cheap and short-term popularity that comes at the expense of grand socio-economic reforms needed for the national transformation. The party shall create a Government that, at all times and in all circumstances, favors logical and strategic programming in order to consistently address the fundamentals of national transformation and human development.

# Highlights of the Transformation Agenda

The core of our transformation agenda is the commitment to **“establish a national system that empowers all citizens to realize their aspirations for a good life.”**

The Government programmes shall empower citizens to secure economic, social and political power required for a decent life. The implementation shall be anchored on well-coordinated framework to ensure strong and effective inter-linkages across all sectors as well as agreements with global partners such as Sustainable Development Goals (SDGs).



The measurement of progress at country level shall embrace multiple dimensions of human development in line with the international global practices.

There shall be a deliberate focus on citizens in the lower half of the income pyramid who face various forms of inequality and deprivation. Millions of people continue to experience significant inequalities in assets, social and financial capital, knowledge, skills, and general opportunities required to enable gainful participation in social and economic activities. There is need for effective programming in areas of education, health, social security, land tenure systems, and community level institutions that support transition and adaptation at the grassroots level. For example, we shall support the revival

of cooperatives that are driven by both production and financing through affordable credit systems including supporting farmers with inherent weaknesses due to inadequate initial endowments, poor or no skills. The purpose is to create a critical mass of assets and capabilities for every citizen and household or family.

We shall identify and target such individuals with special programmes aimed at resolving their inherent weaknesses. These include the landless, less skilled youth, orphans and widows, disabled, the elderly, as well as victims of disaster related to natural calamities, civil wars and criminal acts. There will be short term and long-term interventions, which shall be profiled such that adequate measures and interventions can be designed for them.

The party is committed to empowering citizens through a well-coordinated and effective set of human development programmes across all sectors. Employment and other sources of personal income shall be tracked on a regular basis to ensure effectiveness of the linkage between economic performance and the welfare of citizens. We shall address shortfalls in income and consumption, low educational achievement, poor health and nutritional outcomes, gender imbalances, human rights and good governance, and preserve the environment. Our policies will also address personal aspects within a household such as gender and related violence or deprivation, age, chronic illness, and other socio-cultural aspects. There is need for re-establishment of a strong foundation of physical and social infrastructure to buttress programmes by Government, private businesses, and individual persons.

The country has to rebuild the foundation of relevant policies and effective institutions of governance and public sector administration to enable all citizens to tap their inherent potential and realize their personal and family dreams. The system shall be anchored on tenets of good governance, rule of law, transparency, accountability, equality in access to opportunities, continuous improvement in the means of production and productivity and protection of rights to life and property.

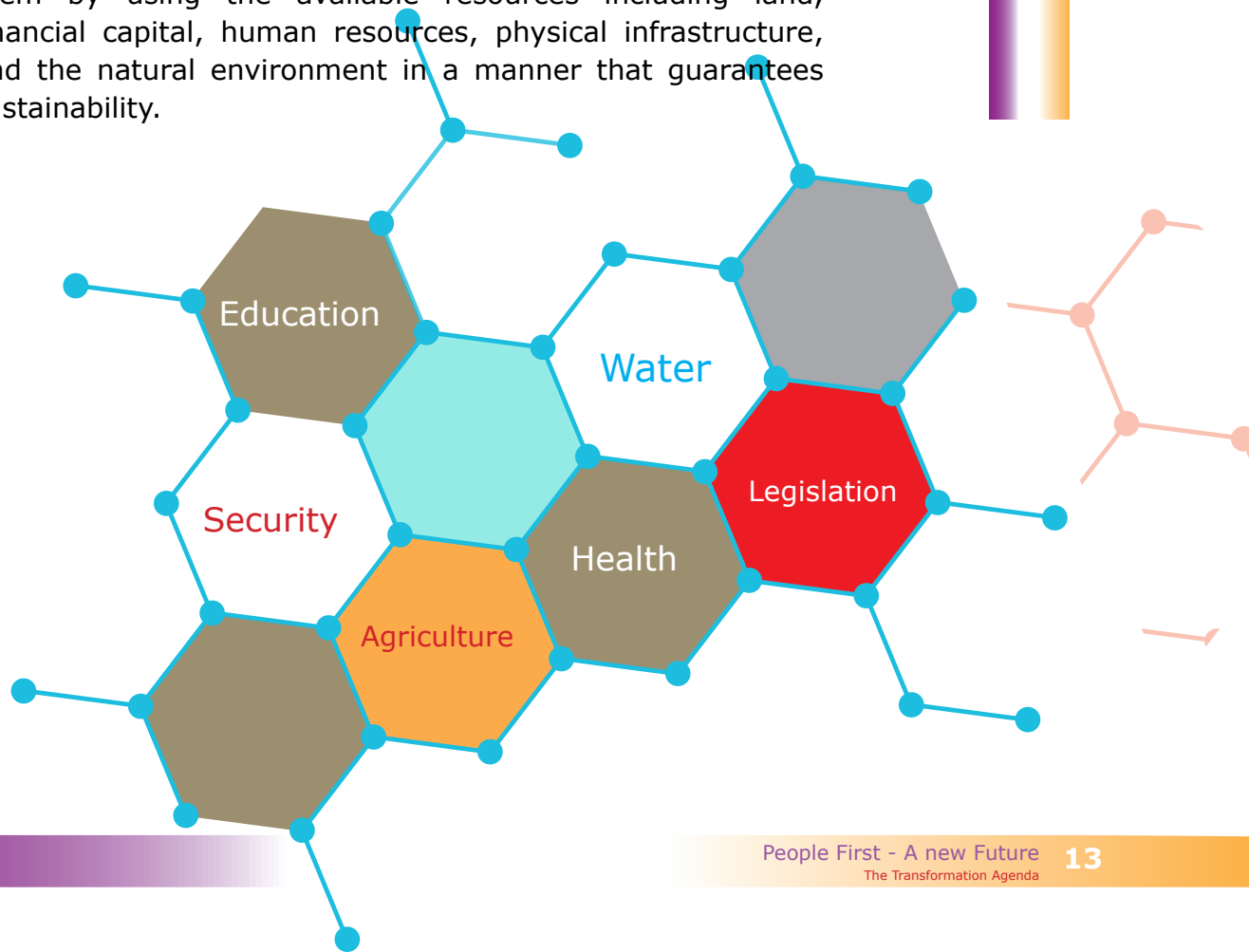
A set of strong socio-economic fundamentals will be pursued for successful implementation of both public and private sector programmes. This shall include social values, low levels of inflation, stable exchange rates, affordable credit, low cost of utilities, and a supportive legal and regulatory environment. Taxation shall not only be geared towards raising Government revenues but will also focus on supporting growth and resilience of private business and consumption. Sourcing of additional financing through debt shall be based on strategies geared towards sustainability in the short, medium and long-term with a parallel objective of minimizing negative consequences on the private sector. In this regard, we shall reduce and realign Government expenditures, and adopt efficient and effective budget utilization approaches including elimination of corruption.



# The Planning Framework for National Transformation

The focus on improving human welfare is informed by the fact that citizens operate within a network of physical, social and capital assets that are either man made or derived from the natural environment. The overall objective of the planning framework shall be geared towards securing and strengthening an ecosystem of basic necessities required for effective and efficient types of livelihoods for individual persons, households and families. High levels of coordination will ensure maximization of synergies through strong linkages across the entire public sector. Inclusive and sustainable growth is key for a country whose citizens are currently suffering from poverty and inequality despite the abundant resources around them.

The role of Government shall include establishment of strong and effective institutions on the basis of responsive policies, legal frameworks, access to basic services such as education, health, finance, and other state functions to empower individuals, firms and the state. The Government shall establish a political, social and economic environment that allows any citizen to actualize the opportunities around them by using the available resources including land, financial capital, human resources, physical infrastructure, and the natural environment in a manner that guarantees sustainability.



The Government shall be structured to create policies laws and institutions that are focused on creating an environment for empowering citizens to attain the highest possible level of welfare and wellbeing.

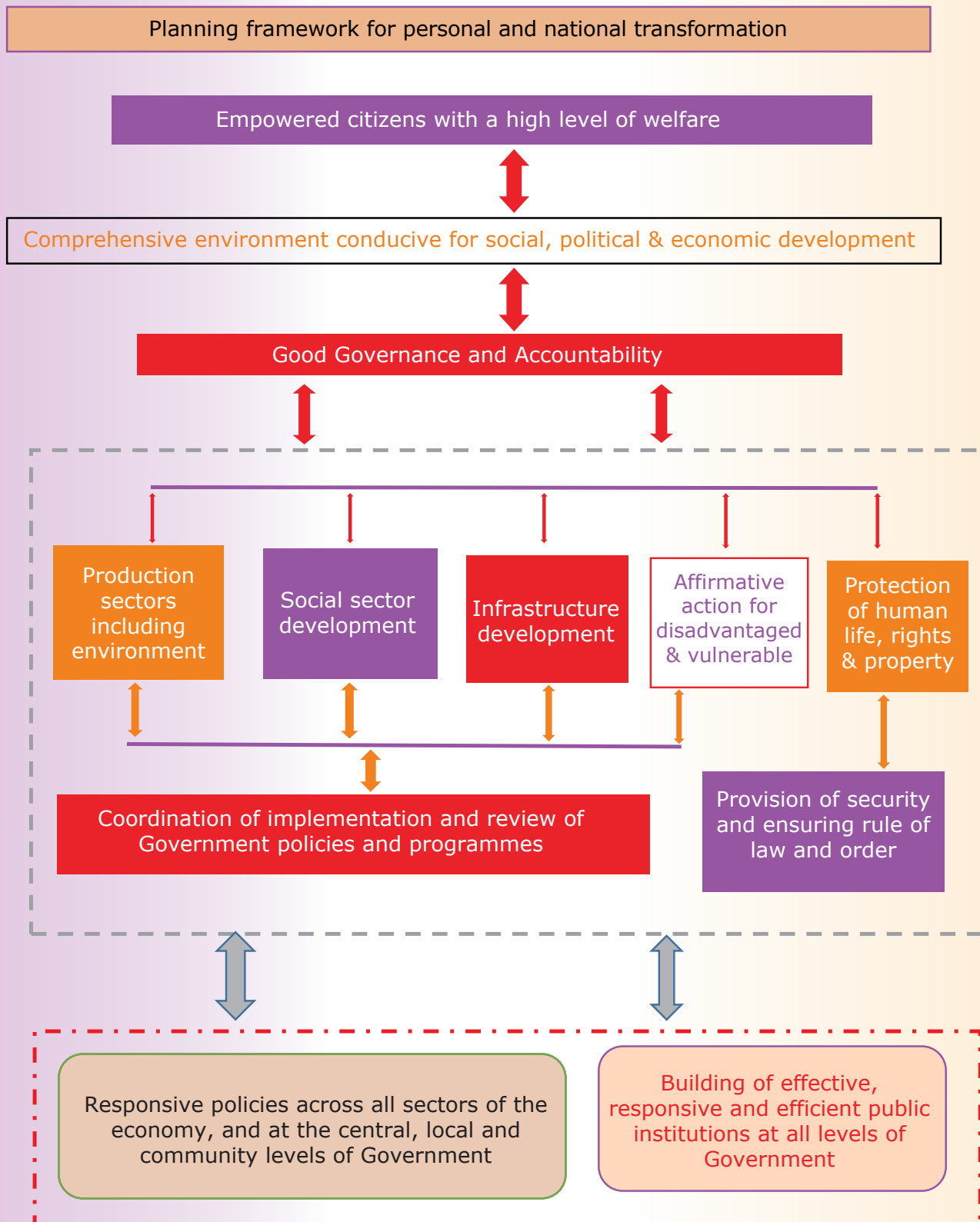
The following key policy and institutional aspects shall define the interventions and interrelationships to be pursued:

- 1) As a foundation, the Government shall put in place responsive policies to address social development and wellbeing of citizens from the community to the central Government level. The policies and programmes shall be implemented through effective and efficient public institutions starting with the grassroots. The objective is to protect the citizens' right to own, access and use production assets in an environment that offers maximum protection of human life, rights and property.
- 2) We shall work with people who have spheres of influence across various segments of society to build an inclusive and effective public sector system based on knowledge, understanding and engagement by all parties. The party shall, at all times, be conscious of the aspirations of the citizens through community participation at various planning levels and make appropriate responses.
- 3) The role of Government shall include creation of opportunities and means of actualizing them by implementing programmes across the social and productive sectors, building physical infrastructure, and whenever necessary, providing affirmative action for the underprivileged and the vulnerable. We shall build a social sector support system (health,

education, cultural values and mindset) that empowers citizens to have intrinsic knowledge and abilities that enable adaptation and adoption of solutions to current and emerging challenges.

- 4) A high level of vertical coordination across different levels of Government and horizontal coordination across sectors shall be maintained all the time.
- 5) Adherence to good governance and accountability will remain an ultimate practice by all state agencies.
- 6) Our Government shall, without engaging in emotional and sentimental views, continuously identify and provides appropriate support to the private sector to overcome bottlenecks to business growth. Specifically, the transformation process shall prioritize agricultural development to strengthen the livelihood of majority of the citizens as well as offer them opportunities to transition into forms of production with higher returns within or outside the agricultural sector.
- 7) The ultimate goal is to create a comprehensive environment that enables all citizens to realize social, political and economic development. Attainment of this goals shall be reflected as the outcome of citizen's empowerment and wellbeing.

Human well-being covers a broad spectrum of attributes that include: material provisions, social connections with family and friends, emotional and physical health, and good feelings about the community and country. Others include: economic prosperity, multiple personal capabilities, democratic empowerment, personal safety and security, civil engagement, and quality of environment.



The planning framework for personal and national transformation highlights the centrality of citizens' welfare as the ultimate goal of the Party and its partners. It is our conviction that a more informed and empowered citizen is in a better position to participate and benefit from activities within society and the economy. The practice of providing perpetual handouts is not only disempowering but also dehumanizing. The Ugandan population of about 40 million people of whom about 55 percent are below the age of 18 years can only cease to be a burden to a few individuals and the national economy through empowerment of every citizens for active participation. The Census report for 2014 indicated a dependency ratio of 103 that does not reflect realization of a demographic dividend any time soon but continuity of the population as a burden.



Managing these realities requires the following:

- ❖ High levels of governance and accountability from those entrusted with authority at all the various levels of Government;
- ❖ Making strategic investments across the different sectors of the economy and national security. This should be done with proper foresight and logic to avoid kneejerk actions that lead to wasteful expenditures and corruption.

- ❖ Ensuring that special categories of vulnerable persons and those with different disadvantages are supported. Equality must be pursued along all dimensions such as gender, age, region, religion and physical challenges to the body.
- ❖ Provision of security along our national borders as well as law and order within the country. The security and law enforcement agencies must act without any fear or favour in responding to the needs of citizens.
- ❖ Establishment of a Government based on strong institutions that are efficient and effective in carrying out their mandate as enshrined in the Constitution, laws, policies and regulations.

The transformation and development agenda shall be based on strategies that optimize the use of natural resources in order to preserve the environment so as not to endanger future resources and generations. The development agenda shall allow for optimal utilization of the land and other natural resources by harmonizing production, consumptions and welfare distribution across the current and future generations.





# Governance, Accountability and Public Sector Management

The success of a country depends on how well it is governed, which requires adherence to best practices within the given legal and regulatory frameworks as well as individual behaviours by those who hold positions of authority. Although the Constitution provides enough safe guards, it has been abused and altered to remove some of its fundamental provisions related to good governance. The inherent failure of Government institutions to implement programmes with desired results points to a need for significant reforms across all arms of Government to enable the state to play a developmental role.

## Good governance and accountability

We are committed to establish a high level of governance based on a leadership by strong democratic and developmental institutions, and in a way that guarantees accountability to the citizens and development partners. We shall create an environment of accountable and transparent institutions right from the grassroots. The Government shall be restructured to make it leaner, effective and efficient in programme implementation as well as adequate monitoring and evaluation of progress towards the agreed set goals.

We are committed to guaranteeing both freedom of speech and expression as well as freedom of assembly. We shall ensure the implementation of all laws and regulations required to enable all citizens to exercise fully their democratic rights enshrined in the Constitution

without fear of any kind. Individual rights and freedoms shall be guaranteed to all persons regardless of age, tribe, gender, ethnicity, religion or disability.

Regular communication with citizens and other stakeholders shall be emphasized with a view of harmonizing expectations, strategies and results as part of the agenda on good governance, accountability and ownership. Appropriate indicators will be developed to track processes and results as well as generate lessons for the future.

## Judiciary

The rule of law has been undermined by various factors arising from weaknesses both in the laws and their implementation. There are crimes that attract light penalties and fail to prevent reoccurrence by the same offender or others, subjective interpretation and/or reform of the law to favour certain individuals, and poor facilitation of the entire judicial system that has resulted in backlog of cases, among others. We observe the need to increase the recruitment and remuneration of all judicial officers.





## Security, law and order

The maintenance of security along and within the national borders requires sufficient investments in the army and related agencies. The investments are not only in terms of training and equipment but also management and organization of the armed forces as a national force. Similar investments and reorganization is required in the police, prisons and other agencies responsible for enforcement of law and order in the country. We shall invest in professionalisation of all armed forces and ensure that they are neutral and non partisan. We shall ensure that the armed forces protect and are accountable to the people rather than any group of individuals. There is an urgent need to invest in the welfare of the security forces including the provision of alternative skills and money to cater for basics of a decent life in retirement. The strategy shall involve supporting members of the armed forces to take good care of their families including educating their children.

While a strong force is important for purposes of security, law and order, our Government shall ensure a foreign policy and diplomatic engagements inclined towards harmonious living with all our neighbors in the region and partners beyond. It is our commitment to ensure that Uganda pursues a policy of peaceful coexistence with her neighbours as part of the strategic security agenda.



### Highlights of selected commitments

- ❖ *Promote and protect all human rights and freedoms as well as respect for human life and dignity.*
- ❖ *Respect the Constitution and rule of law, as well as ensure peace and security, gender equity, as well as social and economic justice in all parts of the country.*
- ❖ *Give accountability to citizens on outputs, outcomes and use of public resources including strengthening mechanisms for sanctions, punishments and rewards.*
- ❖ *Support growth of a vibrant and accountable civil society.*
- ❖ *Strengthen local Governments and grassroots community level institutions for effective service delivery.*
- ❖ *Promote political pluralism and tolerance of different opinions. Ensure existence of strong political institutions that upholds constitutionalism, rule of law and democratic ideals.*
- ❖ *Promote regional security and trade in order to secure the country's political, social and economic interests. Promote honesty and harmonious living in the country and the region.*

## Public sector management and administration

We have observed the poor functionality of the public sector at central and local Government levels, yet management of this sector is critical for the efficient and effective delivery of all categories of public services. The reasons for the current status range from a structure of Government that was heavily influenced by political considerations rather than service delivery. The sector has inadequate staffing with poor work ethics and low motivation, limited funding, poor coordination and corruption. Quite often, patronage and favoritism have undermined professionalism leading to retention of inefficiency and negative influences by personal interests.

## Dealing with corruption within the public sector

The fight against corruption shall involve a review of the current laws and regulations as well as the structure and facilitation of the relevant institutions. Institutions such as the Inspectorate of Government, Criminal Intelligence and Investigations Department, Department for Public Prosecutions and the Judiciary as well as the associated laws shall be reviewed and the identified gaps will inform the subsequent steps to resolve all the embedded weaknesses.

The actions shall include more sensitization of citizens for greater involvement in the fight against corruption, protection for witnesses and whistleblowers, and increasing penalties and recovery mechanisms to deter benefits from bad behaviour.

## Foreign Relations and Trade

Relations between countries provide multiple benefits including social, cultural, political and economic. Our Government is to structure a foreign relations policy that maximises benefits from each of these categories.



Our policy will be anchored on a foundation of cordial relationships for peaceful co-existence with both the immediate and distant neighbors, promoting trade and all forms of development partnerships.

The focus of our policy on foreign relations and trade shall include the following:

- ❖ Provide maximum protection for Ugandans in the diaspora.
- ❖ Promoting trade and tourism.
- ❖ Maintenance of national and regional security.
- ❖ Uphold the global fight against human trafficking, drugs and terrorism.
- ❖ Pursue joint learning and research.
- ❖ Promotion of culture and sports.
- ❖ Continue with the global fight against climate change.

# Empowering People for Transformation and Development

The people need to be empowered economically, socially and politically in order to be inclusively, sustainably and gainfully engaged in the transformation and development process. The power of individual persons and households is embedded within themselves in form of health and physical condition, knowledge and skills, productive assets at their disposal, as well as the supportive policy and institutional mechanisms. The assets include social networks, land, income-generating employment (self or otherwise), and investments in financial assets or businesses. Empowerment of citizens involves increasing the stock and functionality of these assets by enhancing individual capacities and quality of supportive institutions.

Presently, the average Uganda employee earns less than Shs 200,000 (US\$ 54) per month or Shs 7,000 (US\$ 1.6) per day. Assuming a household of 7 people and with no other working person, this translates into Shs 1,000 (US\$ 0.27) per day, which is far below the poverty level of US\$ 1 per day. Difficulty in walking, which is a crucial factor in one's ability to generate income, affects 8 percent of the population aged 5 years and above.

Alternative forms of income are equally constrained given the subsistence levels figure of close 70 percent of the population. Business income is strained by low capacity utilization, persistent high cost of doing business, excessive taxation, and limited demand that lowers revenue from sales. Studies indicate

that only about 15 percent of industries are operating above 75 percent with 53 percent of the industries operating below 50 percent of the installed capacity. Realities of this nature highlight the challenges citizens face to earn a living and the resultant life and wellbeing. We shall invest in health and nutrition; education and skills development; protection of rights to own, access and use natural assets such as land; and ensuring a conducive business environment through increased effectiveness of a responsible Government.

## Health and Nutrition



The wealth of a nation is directly dependent on the health of its people implying that good health is a critical requirement for progress of a country. Yet, the performance of health systems in Uganda is below both expected and required standards. Similarly, the nutrition status of the country is quite low with about 29 percent of children under 5 years characterized as stunted (low height-for-age) and 11 percent being under weight.

Despite milestones in areas of physical health infrastructure, the limited investments in equipment, personnel,



drugs and supplies, as well as poor management of the entire health have translated into unnecessary disease burdens and deaths. The lack of a national health insurance scheme has left millions without access to quality health care services at any time in addition to crippling potential source of financing for the sector. The continued deaths of mothers while bringing forth life, regular industrial action taken by health personnel over facilitation and remuneration, the irony of drug shortages along with incidences of expired drugs speak to lack of strategic planning and oversight, inadequate policies and general institutional failure. The low levels of funding have been amplified by incidences of widespread corruption and lack of political will to supervise and create an effective, efficient and responsive health.

The transformation of systems responsible for health and nutrition shall focus on the following as an initial minimum agenda:

- 1) The success of good health services depends on prevention than cure. Increasing prevention approaches through community endeavors, at village, parish and sub-county levels shall be emphasized with sanitation and hygiene taking a center stage. The Party shall strengthen community level engagements through Village Health Teams (VHTs) and increase the deployment of community level health workers who will be provided with adequate facilitation and supervision from higher health units. The VHTs shall be responsible for basic health education, immunization, initial ante-natal and post-natal checkups, and hygiene and sanitation. The

same teams will provide households with basic emergency drugs and supplies to increase community response to diseases and domestic accidents.

- 2) Increasing the functionality and effectiveness of the curative facilities at every Sub county (Health Centre III) and related referral system to higher level Health Centres and hospitals. Specific areas such as maternal and child care will be revamped to ensure total reduction of related mortality.



*Some of the mothers on the floor at Mbarara hospital maternity ward*

A balance between communicable and non-communicable diseases as well as management of chronic illnesses shall be adopted to ensure appropriate use of resources in a manner that does not expose any citizen to unnecessary dangers.

- 3) Development of appropriate financing mechanisms based on a wide array of sources including the budget, health insurance schemes and direct private payments based on ability to pay. Strict financial management processes and procedures will be enforced to ensure zero leakages through corruption and suboptimal allocations that result in less value for money.

4) Improve planning for the entire health system to address staff training and professional development, human resource management, investments in infrastructure and related maintenance and possible production in the future, as well as logistical management. The planning will also focus on the development of highly specialised care facilities at Regional levels including strengthening the Heart and Cancer Institutes, Kidney and gastro intestinal management and Neuro surgery. These developments in the long term will reduce or eliminate the heavy burden of referrals abroad.

We intend to increase investments in physical infrastructure and then enhance partnerships with overseas hospitals and individual doctors to come to Uganda instead of sending patients abroad.

5) The Government shall deliberately invest in institutions of health care management and administration to ensure transparency, accountability and good governance. Special focus shall be put on regulation and supervision of all actors to ensure compliance with quality, ethics and equity in the provision of health care.

## Basic Education, Skills Development and Work Ethics

Education is a critical ingredient for personal and national development implying that the essence of education is not only in the process but the outcome. Studies by UWEZO have indicated that children in Uganda have little learning outcomes after several years of schooling. The education system has been centered on literacy, numeracy and vocational learning starting at higher levels, which implies that several children leave the schooling system with few or no basic skills.

Furthermore, there has been no emphasis on improvement of work ethics, values and other forms of intelligences besides pure academics. Indigenous knowledge has not been developed despite its critical role in development. Quite often Ugandans do not respect vital aspects such as time management, business networks, etiquette and personal trust. Overall, our system of Education shall be based on the tenets of relevance, quality and national values.



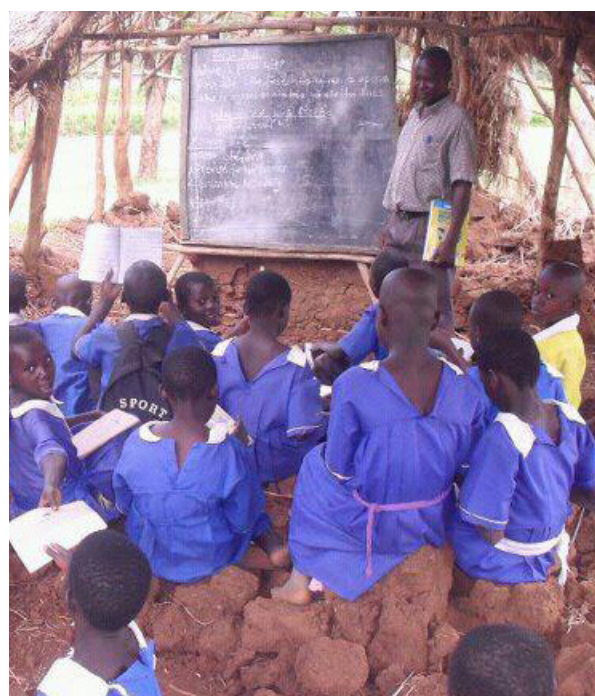
The transformation agenda shall provide a comprehensive set of education that integrates numeracy, literacy, and skills development from an early age. Education should emphasize vocational, technical and tertiary aspects that are practical to the needs of the nation. The education curriculum will be reviewed and reoriented to support skills development in primary schools, enhance integration of formal and informal learning as well as promote the development and use of indigenous knowledge. We observe a need to introduce apprenticeship through attachment and sandwich courses between training institutions and companies. Emphasis on white collar training shall be moderated by increasing opportunities of acquiring multiple skills and exposure to different forms of work and realities of life.

The education strategy shall be guided by the following aspects:

- 1) Children will be exposed to practical vocational skills including business and enterprise management starting from lower primary throughout the years of education. All primary schools shall have a component of giving children skills in business, vocational, technical education along with the necessary capabilities to continue to higher levels of advanced vocational and tertiary education.
- 2) Ensuring access to education by children of all ages and special needs of children with disability by addressing constraints related to physical distance and financial affordability. Government support through grants/scholarships and education loans will be based on a multi-criteria that addresses both intellectual and financial abilities of households. Children with education

potential who have insufficient financial support from their families will be granted bursaries or school fees loans to ensure universal access to education that allows all children to realize their maximum potential.

- 3) We shall review the existing education infrastructure in both the public and private institutions with a view of making investments to close current and likely future gaps at all levels of education.



- 4) Increasing focus on professional development that includes training of teachers, instructors and school supervisors. Teachers will be provided accommodation to facilitate time keeping and interaction with children as well as enable rotation through transfers to different areas. The salaries will not only be increased but also set to reflect reduction in disparities, performance and duration of service.



- 5) There will be a deliberate strategic focus to increase the stock of critical professionals in areas of science, technology, innovation, and related disciplines. This will require improvements in the initial conditions of attracting and training the required teachers as well as working conditions of the professionals to avoid a brain drain.
- 6) Education is the best means to develop nationalistic and patriotic citizens. Students will be encouraged and supported to study in different parts of our Country. Additional interface with between students shall be based on technology and placement/exchange programmes within the country and the region.
- 7) The Government shall enhance supervision and regulation of all actors in the education sector to ensure quality services with acceptable levels of ethics, integrity and accountability to children, parents, teachers and the development partners.
- 8) We observe the need to sensitize and increase involvement of communities as major stakeholders in education. Deliberate efforts and stakeholder engagement shall made to ensure the retention of be the girl child at school. Government will spare no effort to make the school environment and processes user friendly to both boys and girls. Specific roles for each of the key stakeholders shall be outlined and guidelines issued for harmonious operations and maximization of synergies.
- 9) We recognize that teachers do not only seek to impart learning and skills but also do so as a form of professional development and employment that calls for adequate motivation and remuneration. The Government shall ensure effective channels for career progression, social security and adequate remuneration to make the teaching profession attractive and rewarding for current and future generation.
- 10) The education sector shall respond to the current and future human resource gaps and align the training with projected demands of the economy, and in line with acceptable global standards. This will enable Ugandans to be easily integrated in global education and employment systems for further learning and contribution to national development through networks of research, teaching and funding.

## **Land Management and Control**

Inclusive development critically hinges on the utilization of core assets such as land that may be held in Trust by Government or individual persons. Land should be managed through a legal and institutional framework that offer opportunities to every citizen. Land is a key factor of production that is not easy to expand implying a need for proper management geared towards equity in access and utilization as well as preservation for the future. Land management in Uganda has put the population at variance with itself and Government given the absolute failure of the State to provide a legal, regulatory and an appropriate institutional framework. There is rampant displacement of citizens from lands they have occupied for decades and the encroachment on other people's land by both the rich and poor, and

difficulties being faced by Government to carry out public investments.

Land management policies and laws shall be reviewed to balance land ownership and use across people with various capabilities. The Government shall resolve any failures in land market system that is being perpetuated by those who are abusing authority to propel personal interests. The current practices to manipulate the laws to suit specific individual needs to the detriment of the country's future shall be reversed.

There is need to allow access and use by small holder farmers without undermining commercial farming, and introduction of controls on the size of land an individual person or company can own. Land preservation including use of terracing, crop rotation, mulching, and fertilizer among others shall be promoted across the country. We shall review the various categories of land complaints and conflicts and resolve them in a way that promotes sustainable development. The position on land ownership, access and use shall be guided by the principles of transparency, protection of land rights regardless of a person's position in society. The Government shall create conditions for land markets that enable transactions to be mutually beneficial to all parties.

The transformation shall be guided by the following interventions and principles:

- 1) Transparency in all land transactions whereby the process shall involve the local communities through due and proper communication. It is common knowledge that most land wrangles involve secret dealings between leaders and individual perpetrators of crimes.
- 2) Re-activation of Land Tribunals at local levels to review land matters with a view of resolving existing

wrangles and prevent future occurrences. Local institutions are better placed to resolve land matters given their ability to gather, process and use historical information.

- 3) Provision of support to market based systems for people who wish to resolve conflicts through payment or other forms of compensation for mutual benefit. The Government shall create incentives for provision of credit facilities to low income people with an opportunity to buy land and pay over a specified period of time.
- 4) Protect the public interest in land held in Trust. In the event that public land has to be used in partnership with the private sector, the public interest shall be reflected as shares throughout the course of the partnership.
- 5) In the event that private land is needed by Government for public interest, legal processes and social market-based approaches shall be followed.

## Labor and Employment

Jobs are essential for Uganda's development as they provide a base for lives of millions of individuals and households, support economic transformation, and promote social cohesion. Labor and inherent skills is one of the common natural assets held by most citizens for earning a living and building additional assets for the future. The bulk of the population rely on personal labor as the starting point in life. Thus, human labor should be enhanced through education and health as well as working in an environment based on efficient and fair market mechanisms.

Employment creation should be a major variable for monitoring impacts of Government programmes and should be increasing in tandem with the population growth. Furthermore, jobs should be of the right quality in terms of working conditions and returns. Presently, majority of persons employed

by businesses are casual or unskilled with very low levels of productivity.

Majority of employees outside agriculture are in informal employment (85 percent). About 91 percent of youth aged between 18 and 30 years who are employed outside agriculture are in the informal sector.



The following shall guide the establishment of appropriate labor conditions:

- 1) Establishment of laws, policies and regulations that create protection against harm and exploitation, and efficiency in labor markets to ensure fair returns to employees and employers.
- 2) Given the role of labour as a source of livelihood for many citizens, we shall ensure that individuals acquire the right skills and health status to enable them get wages and/or profits that are adequate for a decent standard of living.

- 3) Our policies shall deliberately tackle the question of youth unemployment through strong private sector linkages, encourage and support creativity and innovation, skilling and capitalization of small enterprises in a coherent manner.

*Smallholder farmers, many of whom are in the subsistence category, shall be provided with secure land tenure, scientifically tailored planting materials that match the agro-ecological conditions and prevailing pests and diseases, adequate and appropriate farming advice as well as supporting institutional structures including revitalized and effective cooperatives.*



- 4) Government shall care for Ugandans working abroad.
- 5) Employers shall be required to adhere to the highest levels of standards in terms of working conditions of employees and securing the health conditions.
- 6) The Government shall ensure a decent return to labor by empowering individuals to increase productivity and negotiate for

competitive rates. To promote social harmony, employees shall have the freedom to join labour organizations such as trade unions to enhance bargaining.



## Promoting Equality and Managing Vulnerability

Provision of general public services does not guarantee uniform access and benefits to all citizens given inherent differences related to gender, age, ethnicity, culture and religion, region, geography, and initial conditions of birth and settlement. For example, the differences in poverty and vulnerability in the country are related to regions with the north and east being the worst affected, rural and urban, characteristics of the head of household, and nature of economic activity. Whereas poverty has reduced from over 55 percent in the early 1990s to less than 22 percent in 2016/17, vulnerability (taken as a combined figure of the poor and insecure non-poor) is still above 60 percent or about 25 million people in 2019. While the national figure for stunting, which hampers cognitive development among children is about 30 percent, the corresponding figure for Karamoja is about 50 percent.

In view of such disparities, the interventions based on resolving general bottlenecks to development shall be complimented by specific social protection programmes aimed at empowering certain communities. This shall address aspects such as gender equality, women empowerment, provision of pension and care for the senior citizens, as well as persons with disabilities and chronic illnesses.



## Enhancement of Growth with Jobs

This section addresses areas that drive growth and create jobs for a wide spectrum of the population. The key sectors comprise: agriculture, industry, tourism, mining including oil and gas, ICT, and financial services.

### Agriculture and Rural Development

The current status of the economy and citizens' welfare demands specific investments in agriculture and rural development for multiple reasons. First, agriculture impacts many citizens in the rural and urban areas directly and indirectly. It provides food, employment and income for households; generates raw materials for manufacturing; is a source of foreign exchange; drives poverty reduction; and boosts overall economic growth through increased effective demand.



The failure of economic transformation characterised by lack of increased production, productivity and household incomes is a manifestation of inadequate investments in agriculture and rural development. The challenges include: poor land tenure systems, lack of regulation for input providers, inadequate agricultural finance, poor post-harvest handling and marketing, inadequate infrastructural (feeder roads and water harvesting technologies), limited agricultural research and extension services, and poor conservation of the environment.



The following shall guide the strategy for agriculture and rural development.

- 1) Recognition of farming as what farmers do and agriculture as the broader sectoral aspects that support farming, livestock and fishing activities. Accordingly, the policies and strategies shall be specific to the problems and challenges faced by the different categories of actors and underpinned by the desired outcome and impact on citizens' welfare beyond inputs and processes.
- 2) Recognition that transformation is not an event but a process and that different people and households need different interventions. Subsistence farmers will not be castigated as being backward but provided with new technologies, extension services, and credit facilities required for transformation and commercialization.
- 3) Cooperative societies shall be established to improve mobilization of farmers, strengthen the capabilities of the community and ease the design and delivery of interventions. The cooperatives, with support of Government shall provide equipment, seeds, fertilizers, pesticides and storage facilities such as Silos to enhance food security and food preservation through processing for value addition. The Government shall support establishment of contingent food reserves and build house hold capacities for production of adequate food as well as accumulate assets as part of a safety net.
- 4) Pastoralism, as a viable livelihood that matches semi-arid conditions requires policies and strategies that target to change the underlying causes. Pastoral communities need special strategies to improve their productivity and ensure sustainable transformation of their livelihoods. Medium and long-term alternative income generating activities will be undertaken in arid and semi-arid areas to complement and later transform pastoralism. The Government shall provide water as well as communal control of ticks and other vectors by emphasizing dipping the animals, deworming and managed bush clearing among other interventions.
- 5) Provision of comprehensive agricultural research to enable delivery of new technologies that can serve as the next drivers of productivity and growth. The alignment of Research Centres to local needs will be enhanced by zoning for increased focus on technologies and promotion of the green economy.
- 6) Pursue holistic measures aimed at addressing constraints and challenges related to supply of agricultural inputs and utilization of improved technologies. This will cover the whole range of agricultural research, multiplication of new technologies and their distribution, mechanization and supply of vital information to the farmers.
- 7) Reform of the extension services system to integrate modern communication technologies and increased focus on the endpoint – the farmer – rather than the process. The extension system will be more localized to specific crops, livestock and the communities by integrating it into local cooperatives and other producer arrangements for better, supervision, effectiveness and accountability.

- 8) Support domestic and foreign investors engaged in commercial farming to enhance transformative agriculture that create synergies across the entire sector. To provide additional support to smallholder farmers, Government shall support establishment of nucleus farming estates and demonstration farms to act as learning Centres, train the youth and enhance volumes required to improve agricultural value chains. The large farms shall carry out bulking of produce and quality control after the harvest, storage and selling to markets with relatively higher prices.
- 9) Organizing a well-coordinated marketing system including private companies and cooperatives to serve different regions and specific enterprises. This will provide direct linkages between farmers and the markets in ways that offer mutual benefits in terms of market information on prices, quantities

and quality among others. It will also shorten the value chain and enable farmers to fetch high prices by dealing directly with the buyers in big towns, cities and global markets.

- 10) Promoting plantation crops such as coffee, tea, sugar cane, to levels that guarantee stable provision of raw materials for domestic industries for value addition and exports through competitiveness on the global markets.
- 11) Government will focus on water for production as a strategic investment in the agricultural sector, harnessing the excess flood water and redistributing to drought prone areas thereby enhancing all year productivity

The agricultural and rural development strategy will be realized through additional interventions in areas such as economic infrastructure, human resource development and institutional building.

## Industry and Manufacturing

Industry as a whole and manufacturing in particular are key ingredients of the transformation and development process for a country such as Uganda. A lot of produce is traded without any industrial processing, which reduces the value retained by primary producers and the country. Secondly, most of the manufactured products are imported

leading to continued deterioration of the trade balance that has been over US\$ 2 billion for many years. The contribution of the industrial sector to the economy has remained at around 20 percent, with manufacturing being below 10 percent. This has greatly contributed to the stagnation of the economic transformation process.



The policy direction shall be inclined towards the following:

- 1) Increasing opportunities for industrialization through provision of markets within and outside the country. We know that the major driver of industrial owners and managers is to generate sufficient resources that guarantee a positive return on investments and which can best be realized through sales in the domestic and foreign markets.
- 2) Provision of laws and regulations that ensure fair play for all actors as well as affirmative action where public interest is justified.
- 3) Development of criteria and guidelines for public sector involvement in industry and manufacturing either on its own or in partnership with the private sector. The guidelines will specify the circumstances and conditions under which such involvement can take place as well as the mode of securing the public interest, transparency and accountability mechanisms.
- 4) The policy on industrial parks shall be guided by specific requirements of individual subsectors and purpose of Government in terms of promoting employment in some areas or facilitating extraction and processing of a natural resource.

The location of each park shall be informed by discussions between industrialists, Government and technical assessment of the business case and impacts on the environment.

- 5) Promote industrial development sites including Innovation and Incubation Centres in strategic areas of the country.
- 6) The Government shall support the development of necessary knowledge and skills, and technology transfer mechanisms.
- 7) Strengthening the realization of Local Content by increasing the linkage between industries and the different aspects of the local economy such as use of domestic raw materials including agricultural products, employment of citizens, issuing of shares on the Uganda Securities Exchange, and payment of applicable taxes.
- 8) Promotion of the green economy by ensuring industries operate using models and technologies that are compliant with global and local environmental standards.
- 9) Provision of appropriate funding methods based on market conditions and specific interventions to address temporary market failures and/or distortions.





## Tourism Development

Uganda has potential to attract millions of tourists per year given the abundance of flora and fauna coupled with a good climate and a range of unique cultures and food. The country is home to Kabalega falls – one of the most powerful water falls on earth – the unique Mountain Gorillas, hundreds of bird species, and snowcapped Mt Rwenzori at the Equator. Evidence from neighbouring countries shows that, given the right investments and global promotion activities, tourism can become a major source of employment, foreign exchange, research , learning and increased preservation of the environment.

The Government shall work with the private sector to provide incentives for the necessary investments in hotels and lodges, transport facilities, training of hospitality personnel, and promotion at global and local levels. Government will also provide the necessary social and physical infrastructure including security and health services. The plans for developing transport infrastructure shall partly be informed by the need to clear the backlog on facilities identified as crucial for promotion and facilitation of tourism. This will include renovations and upgrading of a number of aerodromes, health facilities, roads and water transport services across the country.





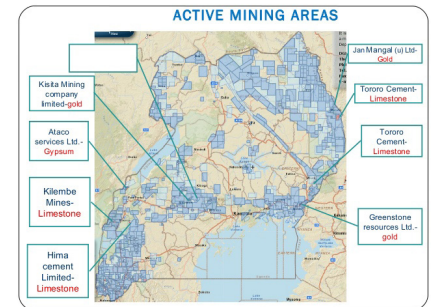
## Mining and Quarrying

Uganda is endowed with several minerals including Gold, Copper, Cobalt, Lithium, Platinum, Oil and Gas. The exploration and extraction activities and processing into high value products are still at a low level for most of the minerals. Thus, the potential for the sector to support development of the economy is still low despite recent positive trends in gold and upcoming production of oil and gas in the Albertine Graben. The sector has been characterised by secretive activities, rudimentary processes, corruption and perpetuation of inequality due to illegal displacement of people.

Going forward, the transformation strategy shall focus on enacting the necessary laws and regulations governing all actors – miners, processors, traders, and regulators within Government and member associations. There is need to develop functional business relations between citizens and foreign investors given the magnitude of the required skills, money and international business relations.

The transformation agenda shall include identification of key actors in Uganda and abroad to develop joint mechanisms and partnerships for developing the sector. The anticipated benefits shall be used to develop other sectors such as education research into appropriate technologies, and transport.

The ongoing processes of streamlining relevant laws and regulations for the oil and gas shall be strengthened and further streamlined to enable smooth production and marketing processes as well as sharing of the proceeds for the benefit of all citizens. The Government shall continue to engage the foreign actors to ensure promotion and retention of the adequate share through better negotiations and skilling Ugandans for physical deployment in the sector as well as ensure parallel development in the necessary human skills and infrastructure. Efforts shall be made to preserve the environment in the areas where the mining is taking place.



## Financial Sector Development

A holistic approach to the development and management of the financial sector shall be adopted to promote banking, insurance, payments, pension, and capital markets. The objective is to create adequate and favourable financial products that meet the multiple requirements of different individual persons and businesses over the various planning and investment horizons.

The Government shall put in place laws and regulations that grow the financial sector as well as increase its resilience to shocks and interaction with the rest of the economy. Government shall synchronize its plans with operations of the private sector to ensure a harmonious financial system that offers mutual support and benefits to all actors in the economy. Accordingly, domestic borrowing shall be done with caution to avoid negative consequences in the short, medium and long-term.

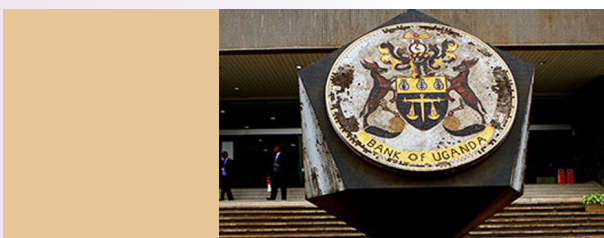
In order to increase access to affordable credit the Government shall continue to support and streamline the infrastructure and financial institutions at the grassroots that include Savings and Credit Cooperatives (SACCOs), Village Savings and Loan Associations (VSLAs), Rotational Savings and Credit Associations (ROSCAs) and private money lenders.

The effectiveness of the relevant laws and regulations shall continue to be monitored and reviewed to ensure efficiency and protection of the citizens against any forms of exploitation and unfair play.

The provision of long-term development finance for development of housing through mortgages, hire purchase of industrial equipment, agricultural production among others remains a key challenge in a country dominated by short to medium term commercial finance. The capitalization of Uganda Development Bank and reform of pension and insurance policies will be undertaken with a view of channeling long-term savings and other forms of finance to promote economic development through long-term loans.

Efforts will be made to link financial sector development with other policies to reduce the specific and systemic risks in the economy in order to minimize effects of Non-Performing Loans on bank capital and profitability as well as credit rationing. The general economic management policies and practices shall be tailored towards effective resolution of constraints to production, productivity and competitiveness of economic agents in the real sector who act as the major borrowers.

Increasing focus on linking the business characteristics to the terms of the loan such as repayment period and intervals, interest rates and assessment of associated risks. The intention is to ensure that credit facilities are structured in a way that reflects the specific attributes of the business being financed in order to ease business planning and implementation.





## Physical Infrastructure for Development

Infrastructure (production and marketing) development is a pre-requisite for economic growth and development given its supportive role that cuts across all sectors of the economy. The key elements include: transport; energy; water for production; information and communication technologies (ICT) and as well as science, technology and innovation (ST&I). The latter shall be emphasized as the foundation for research and innovation that supports all sectors for faster growth through increased production and productivity. Several infrastructure projects have not been purposively linked to the economic development sectors. Thus, the strategy shall address issues of harmonization and strategic alignment of the various elements of infrastructure to economic sectors, building capacities for maintenance and improvement, and development of various models to manage costs of infrastructure development.

### Transport Infrastructure

The movement of people and goods is a fundamental prerequisite of an economy as it facilitates value addition to goods and processes that create wealth as well as increasing people's welfare. The driving principles for investments in this sector shall include:

- 1) Building an integrated network of roads (trunk and feeder), water, rail and air transport to link rural and urban areas as well as regional and international sites. No single element of transport infrastructure will be treated in isolation although road transport will be prioritized as it is the most common and widely used.



*Kitgum- Apac Road*

- 2) The railway and water transport system shall be revived to serve targeted areas and move bulk products jointly with road and air transport networks. Specifically, the western and northern railway lines through Eastern Uganda shall be revived to tap the potential of agricultural produce and trade.
- 3) Water transport shall be improved to enhance affordability and movement within the EAC and neighbouring regions.
- 4) Urban transport infrastructure shall be based on the principles of affordability, effectiveness and comprehensiveness. Public mass transport initiatives by the private and public sector will be supported to ease traffic jams, improve accessibility by the low income persons, and raise efficiency and effective usage.
- 5) Given the grave situation of road and water conditions in Uganda, Government will make road and water safety an integral part of the transport infrastructure. Exclusive pedestrian walkways and effective regulation of road users will be targeted to bring about safety, reduce road carnage and save lives in transport.

- 6) International transport obligations will be pursued not only because of underlying commitments but also to enhance the integration of Uganda into global value chains.
- 7) Development of new and maintenance of existing transport infrastructure shall be prioritized to reflect the most critical sections of the network and ensure that the limited resources are used to

amplify value for money. Districts and central Government agencies will be allowed to creatively work together within the available budgets and other resources.



## Energy Infrastructure

There is need for smart investments in the necessary infrastructure to facilitate the exploitation of the abundant renewable energy sources including hydropower, solar, and geothermal; so as to increase power generation capacity. While the recent investments have increased the supply of energy, the high energy tariffs, coupled with unreliable supply, continue to amplify the cost of doing business in Uganda thereby reducing the country's competitiveness. Actual utilization of electricity is still hampered by high tariffs and low economic activity including poverty among many households and unequal distribution.

Investment in the energy sector will be focused on the following:

- 1) Increasing utilization of the abundant renewable energy such as hydropower and solar, expansion of the national grid network and promoting use of energy efficient technologies.

- 2) In order to promote green growth and affordable investments, the use of solar energy for lighting at household and institutional levels will be enhanced given the low energy requirements at this level. There is need for an optimal integration when exploiting resources in renewable energy, hydro power, geothermal and at a later stage nuclear. The integration shall carefully look at the tariff so as to reduce the cost of doing business. Emphasis should be put on those sources which have the least negative impact on the environment.

- 3) The high demand for biomass at household level across the country, which is directly linked to environmental degradation will be addressed through promotion of energy efficient cooking facilities and use of alternative sources such as biogas.



## Water for Development

Water is a vital requirement both for domestic use at household level and large scale use in industries and farms. Water resource should be adequately available for developing the nation. This therefore requires us to sustainably preserve and protect our water sources as they also play a great role in the program of climate change.

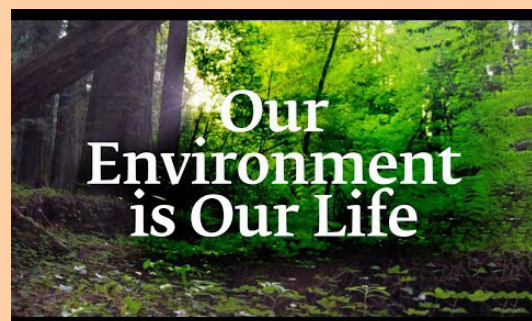
The Government shall develop the water ecosystem starting with protection of catchment areas, collection, movement and storage of water in bulk and smaller quantities. There is need to invest in systems that promote ownership by the user communities and adopt funding strategies that promote access, sustainability and avoid escalation of tariffs.

The focus of building water provision systems shall be on the following:

- 1) Constant and adequate supply for use in homes, industries and agriculture.
- 2) Maintenance of water quality, which will entail adequate budgeting for capital development as well as operations and maintenance.
- 3) Access to water resources in terms of physical proximity, affordability and safety.
- 4) Sustainability of water supply systems over time.

## Environmental Protection

The environment is a major component of development as it provides vital resources such as water, minerals, and other natural resources that promote human development and survival. Protection of the environment shall be a core objective of Government, which shall formulate and effectively implement environmental strategies and laws to accelerate the process of building a climate resilient economy. In line with the resolution of the African Union, our Government shall implement the Programme on Climate Action in Africa by adopting programmes on climate change that target women and youth; promote climate resilient agriculture and sustainable forest management.



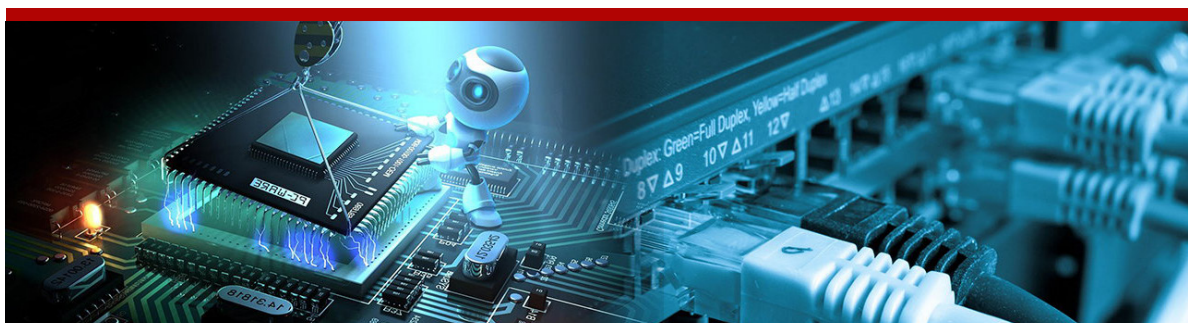
The goal is to achieve sustainable exploitation and management of the country's diverse natural resources for the benefit of the citizens. The Government shall enhance the institutional mandate to enforce environmental policies. Environmental management and conservation shall be fully integrated into school curricular and programmes for supporting farming. The exploitation of oil and gas shall be subjected to strict environmental conditions given the magnitude of potential risks and related damage to the environment.

## Science, Technology and Innovation

Uganda cannot afford to be left behind nor be caught off guard in the emerging world of science, technology and innovation (STI). The country, like the rest of the world, is faced with a technological revolution that is fundamentally altering the way of production, distribution and relationships between people and business processes. The scale and speed of transformation demands an integrated and comprehensive strategy. The fourth industrial revolution (FIR) provides opportunities for building knowledge economies by increasing the speed of innovation. The STI sector provides opportunities to produce low volume-high value goods that boost exports, employment and wealth creation. It has also provided opportunities for improving productivity in the public and private sectors leading to unprecedented efficiencies and competitiveness.

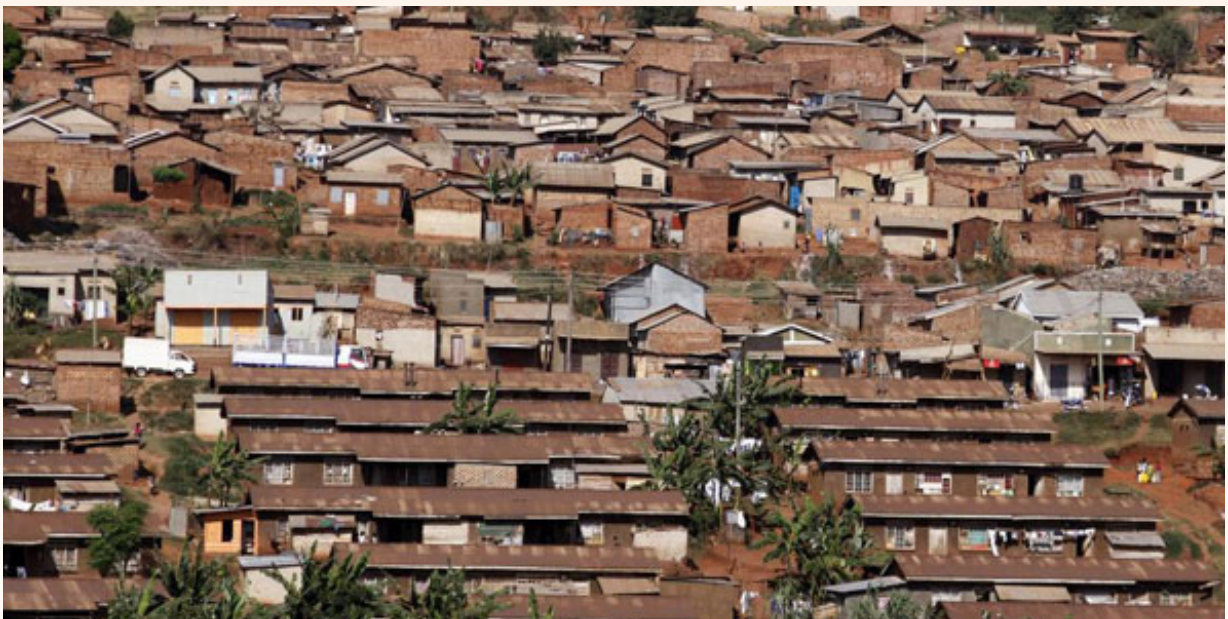
In view of the foregoing, development planning and execution in Uganda will embrace the following aspects:

- 1) Leverage the opportunities enshrined in the FIR to position the country to actualize potential benefits embedded within developing global interconnections through mobile devices, with unprecedented processing power, storage capacity, and unlimited access to knowledge, artificial intelligence and robotics.
- 2) The interventions will include building the requisite physical and electronic infrastructure to promote learning, innovation and generation of applications of various kinds. We recognize that the FIR, has the potential to raise national income levels and improve the quality of life of people in a short time.
- 3) The strategy shall use technological innovations to improve supply-side processes and create medium to long-term gains in efficiency and productivity. Additional benefits will come from improved transportation and communication logistics and associated reductions in costs that amplify global trade, open new markets and drive economic growth.
- 4) Emphasis shall be put on additional research and innovations including making access to the internet a universal right to enable taping the global highway of knowledge. Incubation Centres and patenting mechanisms shall be established to promote involvement of the youth as well as targeting research to critical areas such as agriculture, medicine, construction and electronics.



## Physical Planning, Housing and Urban Development

The physical planning sector is crucial for citizens' wellbeing as it influences the nature and layout of socio-economic activities on the land. The common activities include human settlement, housing, farming, transport and communication, recreation and supply of social services. The Government shall pursue policies and strategies of social transformation that allow productive and friendly use of land in both urban and rural areas, and guide the change between the two.



*Kasokoso slum*

Provision of decent housing in areas being reclassified from rural to urban and subsequently allowable economic activities requires a clear strategy in order to harmonize the activities of the public and private sectors. Overtime, it is imperative that the policy and strategies provide adequate housing to the growing population in the country, which is expected to dwell more in the urban areas.



## Economic Management

Economic Development can only happen in an environment characterised by good economic management based on policies and strategies that promote multiple goals such as growth, employment, competitiveness in global markets and resilience against shocks. The major goals that Uganda should pursue include: growth, employment, price stability, favourable balance of payments and debt sustainability. Specifically, efforts will be made to realize an appropriate balance between economic stability, growth, employment as well as managing conflicting effects through tradeoffs.



A clear separation between processes and intended goals and objectives will be maintained at all times by ensuring harmony between fiscal and monetary policies. Monetary policy will be geared towards enhancement of price and financial sector stability, promoting investments through financial products and services that are appropriately designed and priced. Fiscal discipline including zero tolerance to corruption, shall be adopted as part of the strategic approaches to managing scarce resources and reducing interest rates.

The economic management policies shall be anchored by the following:

- 1) The desire to realize double-digit growth rates over the medium term as well as maintain a single-digit inflation. Government expenditure shall be targeted to areas that enhance growth rather than political aspirations and corruption.
- 2) Monetary policy shall be underpinned by medium to long term goals and aspirations of growth and employment. The short-term objective of price stability shall largely be achieved through better budget management including fiscal discipline and lower deficits to limit the negative effects of domestic borrowing on sustainable growth with jobs. Efforts will be made to eliminate any leakages through corruption and other suboptimal expenditures.
- 3) Fiscal policy effects on the economy shall be enhanced by increasing transparency and accountability. Programming and budgeting shall be guided by articulate information and planning Government projects within a long-term perspective. The current policies will be revisited with a view of realizing a debt service trajectory that is more favourable for growth with jobs.



- 4) Revenue mobilization policies and strategies shall be subjected to multiple goals of: realising adequate resources for Government programmes; developmental aspirations of the state; promotion of employment and citizen's welfare; and realization of sustainable debt. Taxation policy shall also amplify equality through effective redistribution through provision of services and means of empowering citizens as well as care for the vulnerable.



- 5) The investments shall be guided by a clear strategy that avoids vanity projects and prioritize investment with multiple benefits to the economy over an agreed period. In order to avoid costs related to delays in implementation of development projects, a central agency for project planning, design and execution shall be established as part of the restructuring of Government to oversee plans and processes and track loan performance.
- 6) External sources of finance shall be prioritized on the basis of terms and conditions with preference given to sources with a high grant element.

## Monitoring and Evaluation

The Government shall ensure existence of a robust and responsive monitoring and evaluation (M&E) framework to review progress and inform the subsequent decisions and actions. The indicators shall be selected to reflect sector specific aspects as well as cross-cutting developments at the outcome and impact levels. Furthermore, the M&E system shall generate multiple sets of information in order to meet the information needs at various levels of Government, different communities and other stakeholders such as development partners, civil society and the academia. While data and information shall be generated for global comparisons, the ultimate focus of the M&E framework shall be to inform local decisions in the country. The ultimate aim is to inform Government and the Party on progress being made towards attainment of the highest possible welfare and wellbeing of the Ugandan citizen.








Gen. Muntu and other leaders in a cultural dance in Teso







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