Foreign relations play a key role in ensuring economic development, peace and stability in a country. Cognizant of this, the NRM government continues to pursue friendly relations with all countries across the world for mutual benefits. Uganda continues to play an active role in the East African Community (EAC), IGAD, COMESA which aim at promoting regional peace and trade. In addition, Uganda, under the NRM Government is contributing to the UN and African Union peace keeping missions more prominently in Somalia.

In a bid to guarantee regional peace and security, the Ministry of Foreign Affairs has been actively participating in bilateral meetings through Joint Permanent Commissions where peace and security issues are part of the areas of cooperation. This has been done by:

- Following up on peace initiatives in Somalia, South Sudan and Burundi.
- Participating in UN meetings.
- Participating in ordinary summits of AU; IGAD; and IGLR.
- Hosting UN Regional Service Centre in Entebbe.

The Ministry of Foreign Affairs is working closely with sister ministries to promote and achieve the NRM manifesto targets. For instance, together with Ministry of East African Affairs and other stakeholders, the Ministry has actively participated in EAC meetings/summits. In the engagements to purse and attain the realization of an EAC political federation, the following protocols have so far been signed:

- Customs Union
- Common Market
- Monetary Union
- The Ministry continues to participate in the processes towards the East African Federation.

In its current manifesto, the NRM promised to rehabilitate all our missions abroad including purchase of properties to house identified strategic missions. The status on this promise is as follows: The Government of Uganda owns 38 properties abroad. The Ministry has constructed:

- The Chancery and two staff apartments in Kigali – Rwanda
- Chancery in Bujumbura
- 7 prefabricated units in Mogadishu
- The Consular and guard house in Dar es Salaam

The former Chancery in Kinshasa was renovated and is now a commercial property generating Shs924 million per year. The official residences in Copenhagen, Brussels; and chanceries in Washington and Dar es Salaam were also renovated.

The Ministry gives priority attention to the Ugandan Diaspora, who remain partners in the country’s growth and development. Since 2017, Ugandan diaspora have been contributing over Shs1.4 billion to the country’s economy.

In this regard, the Ministry of Foreign Affairs is working with stakeholders such as the Ministry of Gender, Labour and Social Development and also establishing bilateral frameworks with countries where people are affected.

As part of its consular functions, the Ministry assisted 5,571 distressed Ugandans, the majority being runaway maids trafficked to Middle Eastern countries. The assistance also included negotiating for the release of 14 Ugandan boats, 13 engines, 3 fishing nets and 20 lighting batteries held by DRC. Over 251 documents were certified. The Missions abroad issued 4,737 Visas, renewed 2,597 passports and processed 1,612 emergency travel documents.

In all, the Ministry of Foreign Affairs has been playing its part in facilitating the implementation of the NRM Manifesto commitments and directives and will continue to do so to ensure that they are implemented fully.

Since 2017, Ugandan diaspora have been contributing over Shs1.4Bn to the country’s economy.
Tourism goes far beyond revenue calculations

Uganda’s next cash cow is tourism. The sector creates direct and indirect jobs for hundreds of thousands of Ugandans. The Government of Uganda earned $1.6b (about Shs5.8 trillion) from tourism in the 2018/2019 financial year, making the sector the country’s leading foreign currency earner for the fifth year in a row. In 2017, Tourism continued to be the leading foreign exchange earner to the Ugandan economy by generating $1,453 million compared to $1,371 million in 2016.

Tourism is making a significant contribution to Uganda’s Vision 2040 of transforming Uganda into a middle-income country. It has become a transformative force propelling and fueling economic growth of the country. Tourism has become an invaluable unifying force, bringing together people of different nationalities, religions, regions and professions for tourism experience.

Promoting tourism was one of the pledges in the NRM manifesto 2016-2021. Four years later, a number of achievements have been registered in this sector. For example, on the pledge of increased funding tourism promotion and marketing in the existing tourism source markets of Europe, USA and intensified in new ones such as China, six firms were deployed in the core and the emerging source markets. Already, benefits have been realized, for instance the numbers of leisure visitors has increased by 10% annually since 2016, and there is an improved image of Uganda in these key Markets. Also over the same period, visitation to National parks and other selected tourist sites has increased by over 10% annually. Uganda Tourism Board has embarked on running promotional videos and actively engaged national conference and event organisers to provide pre, during and post event promotional packages.

In a bid to continue with wildlife conservation and preservation of cultural heritage, the Uganda Wildlife Bill 2017 was enacted by Parliament. Also, an additional 488 rangers were recruited and trained to strengthen manpower poaching. In addition, an intelligence unit was established to strengthen intelligence operations against illegal wildlife trade. Also established was a Canine Unit at UWEC. The deployment of both Intelligence and Canine teams at the Airport has seen a decrease in use of Entebbe International Airport as wildlife and wildlife products trafficking hub. Government has established a Wildlife and Utilities Court as an effort to speed up prosecution.

Under the revenue sharing policy, since 2016, Shs 13.9 billion has been disbursed to communities neighbouring protected areas.

In order to minimize human-wildlife conflicts, intervention measures like planting 148km and maintaining 831km of Mauritius thorn along the park boundaries to act as a barrier have been conducted. Additionally, 1,599 youths from the districts surrounding Murchison Falls National Park and in Kidepo Valley National Park were trained and equipped as community wildlife scouts.

To support the regional tourism promotion clusters, awareness campaigns aimed at boosting a culture of Tourism – using domestic tourism campaigns (Tulambule), the media, school clubs, and engaging the Church have been started. More of such efforts will continue.
Important infrastructure projects completed

The Ministry of Works and Transport is in charge of four modes of transport, namely Road, Air, Rail and Inland Water Transport as well as the development and regulation of the Construction Industry.

Under the road transport subsector, since 2016 over 27 road construction projects have been completed, adding 1,584km to the paved national road network. This represents 78.2% achievement against the target of 2,025km. In addition, construction of 15 road projects totaling over 1,000km is still on-going. While procurement for the construction of 830km is in advanced stages and works will commence in Financial Year 2020/21.

Also, the Ministry embarked on the construction of strategic roads to support the Oil and Gas sector as listed below:

- Masindi Park Junction and Tangi Junction-Para Bulisa roads (159km)
- Hoima-Butiaba-Wanseko (111km) - 43% complete
- Buhimba-Nalweyo-Bulamagi and Bulamagi-Igayaza-Kakumiro (93km)
- Design and build Masindi-Biiso, Hohwa-Nyairongo- Kyarusheesha-Butoole and Kabaale-Kiziranfumbi roads (97km)

In the manifesto, the NRM Government also committed to constructed Expressways within the Greater Kampala Metropolitan Area (GKMA) to reduce traffic congestion and ease movement of transit traffic through GMKA. In a bid to fulfill this pledge, the following has been done. Firstly, the Kampala – Entebbe Expressway/ Munyonyo (51km) was completed and is now being used. The Kampala-Jinja Expressway (77km) and Kampala Southern By-pass are under procurement. The Kampala-Mpigi Expressway (32km) which is divided into i. Kibuye-Busega Expressway (10km) is under appraisal by JICA for funding and ii. Busega-Mpigi Expressway (27km) civil works contract was awarded. The cumulative progress of capacity improvement of Kampala Northern Bypass (17.5km) is 62% and its expected completion date is 15 August 2022. Seventeen (17) out of the 18 bridges mentioned in the Manifesto were completed which is (94% achieved). These include the iconic Source of the Nile Bridge.

Air transport continues to grow in Uganda. Between 2011 and 2019, the international passengers grew from 1.13 million to 1.92 million passengers while the volume of cargo grew from 52,642 tons in 2009 to 63,357 tons in 2019. The growth required the upgrade of the airport, which is being done. Overall construction progress at the Entebbe airport is at 70.21%.

Meanwhile the construction of Kabaale International Airport as promised in the manifesto is ongoing with 40.2% physical works for the development of Kabaale Airport (Phase 1) completed. Also as promised in the manifesto, the national airline was revived. Four CRJ900 Bombardier aircrafts were procured and delivered. In August 2019 the Uganda Airlines launched commercial operations in flying to eight destinations Mogadishu, Juba, Nairobi, Dar es Salaam, Bujumbura, Kilimanjaro, Mombasa and Zanzibar. The Airline operated a total number of 2,862 flights in and out of Entebbe carrying a total number of 77,355 passengers. The Airline generated a total revenue of UGX 31.5 billion. Pre-delivery payment for 2 Airbus aircraft (A330) was made.

Regarding the Standard Gauge Railway, the entire Right of Way (RoW) has been surveyed and assessment has been completed for 97% of the entire route, and compensation payment to Project Affected Persons (PAPs) is ongoing in 5 out of 11 districts traversed by the Malaba-Kampala SGR Eastern route. The total land compensation cost estimate in 2016 was Shs 534.2bn for 9,372 PAPs; 3,629 PAPs out of 9,372 assessed PAPs have been paid. The total land paid for is 1,120 Acres (equivalent of 120km) out of 2,993 Acres.
The Ministry of ICT and National Guidance oversees the National Information Technology Authority-Uganda (NITA), Uganda Communications Commission (UCC), Uganda Post Limited, Uganda Institute of Information and Communications Technology, Uganda Broadcasting Corporation (UBC), Uganda Media Centre and the Media Council. The mission of this ministry is:

To increase access and usage of ICT infrastructure and services throughout the country, ensure effective communication of government policies and programmes and promotion of a national ideology for socioeconomic transformation.

Key achievements of the ICT and National Guidance Ministry for manifesto period include: Approval of the National Broadband Policy 2018, Enactment of the Data Protection and Privacy Act 2019, Development of the Digital Uganda Vision; Rollout of Academic Management Information System (AIMS) to 15 Public Universities, Revamping of UBC as a National Broadcaster; and Extension of the NBI to Katuna and Mutukula with connectivity to MDAs/Local Governments.

Other achievements include: Upgrade of 22 base stations in rural areas from 2G to 3G providing connectivity to over 1,000,000 Ugandans, over 1,047 School ICT labs equipped, conversion of selected Post offices and Public Libraries into ICT access centres for eGovt Services, Uganda Institute of ICT Master Plan developed, Institute infrastructure refurbished, and digital labs established and equipped.

- 76% reduction in the cost of internet bandwidth to $70 per Mbps from $300 per Mbps.
- The National Data Centre and Disaster recovery site has been upgraded to a Tier 3 classification. It currently hosts forty six (46) government applications. This has greatly reduced the Government cost towards establishing separate data centers in the different MDAs.
- Over 98% of MDAs and LGs have been supported in setting up and maintaining fully functional websites. A total of 312 websites have been developed and 280 are being provided hosting services at the National Data Centre.

The ICT sector contributes a lot to the economy and employs more than 1.3 million Ugandans. The contribution of ICT sector activities to the real national GDP accounted for 9.8% in FY2017/18 compared to 9.6% in FY2016/17 while its contribution to Government revenue totalled Shs946.4 billion (6.5%) of total Gross Revenue collection in FY2017/18. In terms of ICT innovations, the National ICT Initiative Support Program (NIISP) has been established to strengthen the local innovation ecosystem.

In the manifesto it was promised that at least 50% of the UPDF barracks and all regional police headquarters and police stations will be connected to NBI for communication, surveillance and internet connectivity. So far over 29 Police stations and seven (7) UPDF sites connected to the NBI. Under the last mile project, NITA-U will extend connectivity to an additional fifty five (55) Police headquarters and stations and ten (10) UPDF sites across the country within the next FY2020/21.

Lastly, MoICT&NG and NITA-U have continued to collaborate with key sectors including Health, Agriculture, JLOS and Education to develop and roll out e-Government services. To date there are over 100 e-services that can be accessed through the e-services portal www.ecitizen.go.ug. Some of the e-services supported include: e-Voucher, e-Visa, AIMS, One Stop Centre, e-Tax, e-Logrev, PROCAMIS, Online wealth declaration etc.
Powering the economy

Electricity plays a pivotal role in running the economy. Industries and small businesses need electricity to operate. It is not surprising that the NRM manifesto prioritizes increasing power generation capacity to drive economic development. Among its functions the Ministry of Energy and Mineral Development is charged with overseeing the generation and supply of electricity.

In 2016-2021 election manifesto, the National Resistance Movement (NRM) pledged to increase the power generation in Uganda to at least 2000 megawatts by building more electricity dams across the country. Four years into the manifesto implementation, the Ministry of Energy and Mineral Development has managed to deliver part of this promise as it continues to pursue the delivery of same. Indeed, the electricity generation has increased from 924 to 1,254 megawatts since 2016.

Eleven additional power generation projects are under construction with a total installed capacity of 712.4MW. These are: Karuma HPP (600MW), Nyamasagani I HPP (15MW), Nyamasagani 2 HPP (6MW) and Kikagati HPP (14MW), Achwa I (41MW), Muyembe 6.9MW, Nyagak Ill (5.5MW), Muzizi (44MW), Bukinda (6.5MW), Kakaka (4.6MW) and Busitema University solar (4MW). Once complete, total installed power generation capacity in the
country will be nearly 2,000MW.

In regards to the manifesto pledge of bringing down the cost of power for industries in order to attract more investments, so far there is reduction in the extra-large industrial consumer category tariff to US cents 8.3/kWh and US cents 5/kWh at off-peak time of use period for power from Bujagali. Because Karuma and Isimba hydropower projects, the tariff for both is less than US cents 5/kWh during the loan repayment period. This aims at helping locally-manufactured goods to be produced at a lower cost to make them competitive in the regional and global market. The reduction of tariff is being done in a phased approach starting with Extra Large, Large, medium, commercial through to domestic and street lighting customer categories. Government aims at gradually lowering the tariff for individual residential and social service centres such as schools, and Hospitals.

When Isimba and Karuma HPP are fully absorbed it is expected that the weighted generation tariff will reduce from the current US Cents 6.47/kWh (Shs243.43) to US cents 5.34/kWh (Shs200.93), representing a reduction of 17.45%.

Other achievements in this ministry include:

- Under the rural electrification programme, all district headquarters have been connected to the National electricity grid except Kotido, Buvuma and Kaabong Districts. A total of 252,460 connections was achieved under the Electricity Connections Policy since November 1 2018 when it started implementation.

- The mining policy was reviewed and gazetted. The overall goal of the Mining and Mineral Policy 2018 is to develop the mining industry through increased investment, value addition, national participation and revenue generation to contribute significantly to socio-economic transformation and poverty eradication.

- Regarding the oil production, government is committed to building an oil refinery. The Refinery Development Project includes a 213 km products pipeline from Hoima to Mpigi District.
Coffee is one of the major exports of Uganda, earning the country billions of shillings annually. Since 2016 there has been an increase in coffee export. A total of 4.2 Million of 60Kg bags was exported in 2018/19 up from 3.6 Million in 2015/16. The exported coffee earned Uganda in 2018/19 was $416.6 Million, as compared to $351.5 Million in 2015/16. This has been attributed to increased production as a result of increased area coverage of coffee from seedling distributions.

As a high value crop, coffee has the potential of lifting many Ugandans out of poverty as demonstrated by a number of serious coffee farmers across the country. As part of his campaign to rout poverty out of Uganda, President Yoweri Museveni directed that by 2025, Uganda should be producing at least 20 million bags of 60kg coffee. Spearheading the process of achieving this prudential directive is the Uganda Coffee Development Authority (UCDA). Established by the Uganda Coffee Development Authority Act, Cap 325 of the Laws of Uganda, UCDA is a corporate body. The Authority is mandated to oversee the coffee industry by supporting research, promoting production, controlling the quality and improving the marketing of coffee to optimize foreign exchange earnings for the country.

Some of the strategies being implemented by UCDA to achieve the presidential directive and the NRM manifesto pledge include: the four acre-model where the NRM Manifesto 2016-2021 desires that each household plants/owns an acre of coffee. In this regard, UCDA in collaboration with Operation Wealth Creation has procured and distributed a total of 100 Billion elite seedlings since March-May season 2016 to September-November 2019. This has increased area under coffee for household, as a result there is improved household income generated from the harvests of planted coffee.

**Trend of coffee seedlings distribution**

In addition, UCDA with collaboration with NaCORI developed Coffee Wilt Disease Resistant (CWD) variety. A total of 3.41 million plantlets have been distributed to farmers for both multiplication and mother garden establishment. The other strategy is the single spine extension services, improved post-harvest handling storage and value addition.

To improve the quality of coffee produced, UCDA has licensed exporters, primary processing factories, wet mills, and stores. This helps in easy regulation and quality control.

UCDA has also conducted post-harvest training for primary processors, Barista, Quality controllers and University intern trainings. As such 794 Primary processing level workshops and 334 trainings of barista/par have been conducted since 2016. At the same time 117 coffee quality controllers have been trained. These initiatives, as a result, have increased domestic coffee consumption trend.

At farmer level, GAP training have also been done over years with the use of the developed training manuals. These include the coffee hand books for Arabica, Robust and establishing a CWD nursery. These have been used to train the sub county extension workers in coffee specific aspects.

UCDA has promoted and marketed Uganda coffee in various parts across the world including China, Japan and South Korea. These promotions have created avenues for Ugandan coffee penetrating various markets.

### Coffee facilities in numbers licensed over years

<table>
<thead>
<tr>
<th>Facility</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exporters</td>
<td>73</td>
<td>92</td>
<td>88</td>
</tr>
<tr>
<td>Factories</td>
<td>449</td>
<td>537</td>
<td>500</td>
</tr>
<tr>
<td>Wet mill</td>
<td>9</td>
<td>11</td>
<td>20</td>
</tr>
<tr>
<td>Stores</td>
<td></td>
<td></td>
<td>700</td>
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</tbody>
</table>