

1st Edition

THE CEOs

A collective voice towards a prosperous economy



Business
Handbook 2021

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H.E. GEN. YOWERI KAGUTA MUSEVENI
PRESIDENT OF THE REPUBLIC OF UGANDA





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Editor's Note

Leadership requires tact, patience and management skills that enable one to bring together a group of people to achieve a common goal. This Edition of the CEO Business Handbook draws attention towards leaders and institutions that have exhibited excellence in leadership and service delivery in Uganda.

In business, the journey to the top requires approaches that employ ingenuity, creativity, collective effort and a competitive edge to pull yourself away from your competition.

Behind such success stories are personalities who lead these teams and

are custodians of strategies and plans that have seen them overcome various obstacles to enable them manage their institutions with distinction .

The aim of this publication therefore is to bring such institutions and characters to the fore front because their success is reflected in the improving quality of service delivery in Uganda.

Innovations are becoming central to the success stories of many organizations Fueled by the increased role being played by ICT, many Ugandans are taking on a hands on approach towards their work with the fourth Industrial revolution now looming. Many Ugandans are now coming up with solutions to Ugandan problems and in so doing they are inspiring a new generation of Entrepreneurs.

While most leadership successes are attached to the private sector, government institutions like Ministries, Directorates and Agencies, Authorities have shown overtime that they are a conveyor belt for good top managers.

This publication further intends to shade more light on the Private Sector's Top decision makers, Government decision makers, Banking and Insurance Industry, Higher Institutions of learning, hospitals and how their decision making process affects the various sectors in which they operate .

With a large number of businesses springing up all over the country owing to the Uganda Investment Authority's drive to establish 22 business parks countrywide, accounts of various stakeholders like in this handbook will serve to inspire a future generation of top managers that will lead these new companies in contributing towards Uganda's economic growth.

The expectation is that lessons learned will be picked up on and implemented to implement a multi-sectoral approach towards development.

Uganda has enormous potential in mining, Agriculture, manufacturing and many other sectors and for this country to fulfill its enormous potential ,the few success stories that are emerging in the current economic climate need to be told and lessons drawn from them to be carried forward .

The presence of such enormous potential provides us with a platform to shape the narrative on the direction that business in going in Uganda by elevating the voices of those who make tough decisions every day to ensure that their enterprises and organizations rise above challenges and continue to shine.

The CEOs Business Handbook is an annual reminder of not only how far the Ugandan business environment has come but also how far they can go if strategies are shared and a collective approach is adopted to springboard this rise.

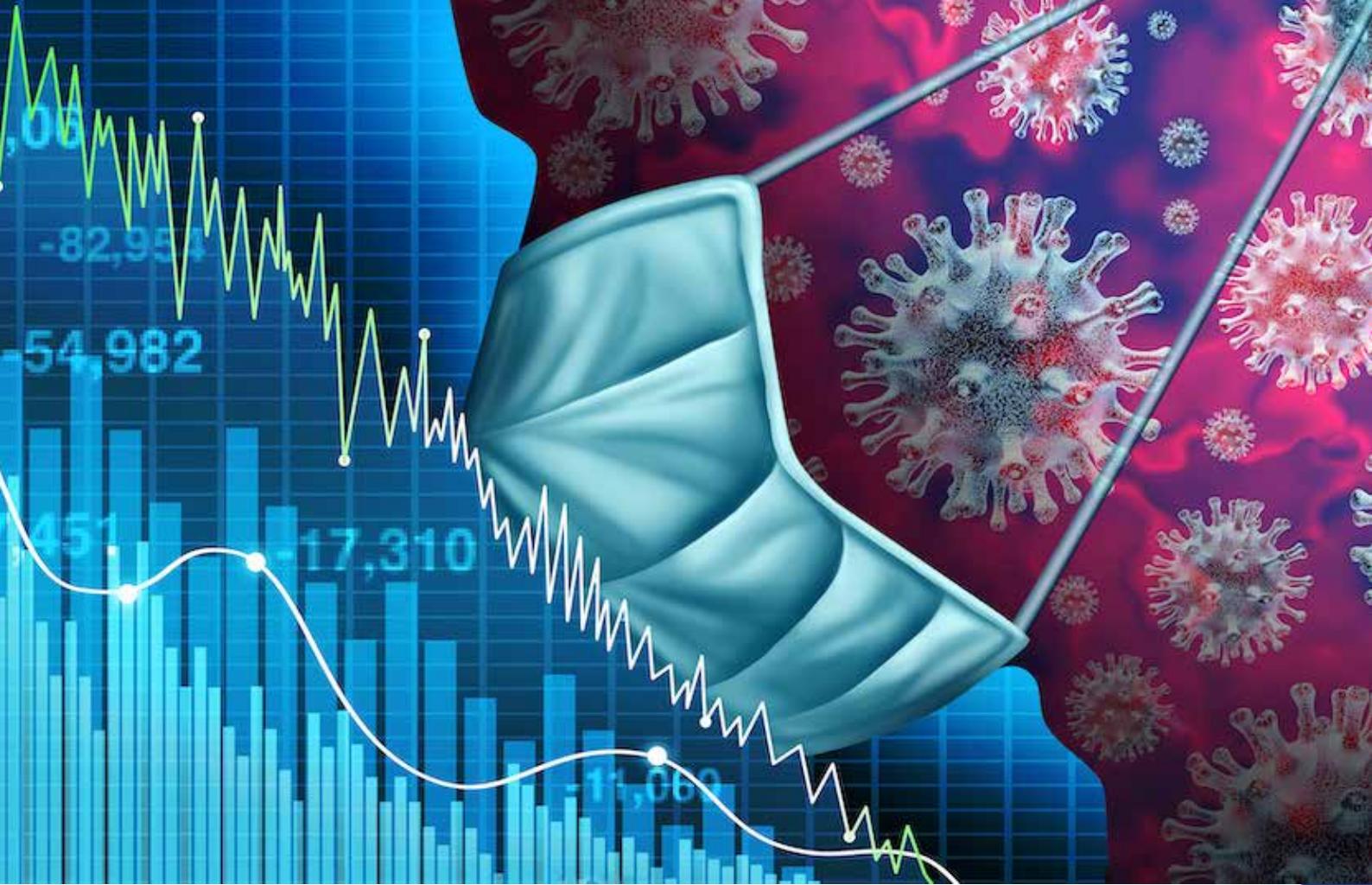
In the past year, resilience was a word commonly used to describe how businesses navigated the challenges that were posed to them by the COVID -19 pandemic.

While many businesses went under, many more developed a tougher skin and are now more prepared to deal with unforeseen challenges.

As Uganda looks to open up its economy from the government imposed Lockdown, citizens should look to the same resilience that saw them through the worst days of the pandemic to stimulate an economic revival that will be proudly documented through the eyes of sector experts in a year.

Cathryn Fair





Private sector hit harder by Covid-19

9

It is almost two years since a strange yet deadly Coronavirus (Covid-19) was first reported in Uganda. The virus that hit the whole world and spread like wildfire, claimed several lives which increased panic among Ugandans and the leadership of the country.

This prompted governments including that of Uganda to immediately implement a number of preventive measures to check the rapid spread of Covid-19 and save lives. The major one being the lockdown that halted the operations of different sectors of the economy that were not considered essential at that time.

As a result, several businesses closed shop, while others downsized the workforce due to reduced business activities, high operation costs and low profits.

Although the lock down was partially lifted, some of the businesses remain closed. The private sector was affected the most.

The Kampala City Traders Association (KACITA)'s Secretary for Environment, Mediation and Security, Mr. Jjemba Mulondo says that about 27 percent of businesses in Kampala alone are still closed.

Mr. Jjemba adds that some traders have shifted to city suburbs and the neighboring districts such as Mukono and Wakiso because they can no longer

afford the cost of doing business in Kampala due to high taxes and rent coupled with the low purchasing power among customers whose economic muscle has been weakened by Covid-19.

Mr. Jjemba says the current economic situation calls for government interventions that will help the business community absorb the shock of Covid-19 and thrive.

He says a reduction in taxes and availability of a revolving fund where traders can borrow at lower interest rates of between 4 and 10 percent would help them to revamp their businesses and get back on their feet.

"The high government taxes and exorbitant interest rates charged by some commercial banks, the high rent charged by landlords and the weakened purchasing power of customers especially those who lost jobs due to Covid-19 have left a number of businesses staggering. We should be helped to come out of this situation," Jjemba says

Some of the taxes paid by the business community include trade licenses, property tax, ground rent tax and market dues.

Majority of businessmen and women are also

servicing huge loans from commercial banks and other money lenders amidst low returns.

In a bid to avert some of the grave consequences that Covid -19 has had on traders, the management of KACITA has contacted a number of partners for support.

Jjemba says that Stanbic Bank has set aside a fund of up to 450 billion which members of KACITA can borrow at a lower interest rate of about 15 percent so as to boost their business.

He says the interest rate is lower compared to some commercial banks whose interest rates range between 22 and 27 percent.

One person can borrow up to a maximum of Shs 200 million but he or she must be a registered member of KACITA and should have a Stanbic bank account. No quallate security is required.

The Tanzania Port Authority has also agreed to keep cargo at the port for over 45 days. Before, they were giving traders a grace period of only 14 days.

In addition, the Uganda Airlines has also agreed to reduce the flight charges for traders traveling to different destinations

He also advises traders to observe peace and security and also continue observing the Standard Operating Procedures including wearing masks, maintaining the recommended 2 meters social distance and sanitizing to stay safe

The spokesperson of the private sector advises the business community to go for Covid19- vaccination saying the disease is still deadly.

The Ministry of Health indicates that confirmed cases of Covid-19 in Uganda now stands at 127,267 people. A total of 6,178,631 have so far been vaccinated against Covid-19. An estimated 3,250

people have lost lives to the virus while 97.329 were able to recover from Covid-19.

The good news is that the economy will fully open come January next year. There is a ray of hope that the situation will normalize if the third wave of Covid is contained.

Ms. Elsie Attafuah, the United Nations Development Programme stresses the need for the youth with vocational skills to address the issue of unemployment in Uganda.

"Uganda hosts one of the largest numbers of youth entrepreneurs on the African continent, these people are Uganda's hope because they are the centers of development agenda. We must continue supporting them as we move forward together from the Covid-19 pandemic," she says.

HOW BUSINESSES WERE AFFECTED

David from Iganga says; My business closed during the first local down. I was servicing a loan from a microfinance company. I sold all the stock that was remaining to service the loan for fear of losing my property to the money lender. Right now, I'm unemployed. I'm looking for capital to set up another business.

Harriet, a proprietor of a private primary school says; I operate a private primary school in rented premises. My landlord says she will not allow me to re-open the school in January before clearing the arrears that have accumulated since the first lockdown closure. I'm seeing myself out of business because I don't have the money.

With the outbreak of the third wave that has hit the country, the hope for Ugandans to fully recover from the effects of Covid hangs in a balance.





**Insurance
Regulatory
Authority
of Uganda**
Driving insurance growth



Taking Stock of **Alhaj Kaddunabbi Ibrahim Lubega's Performance as the Chief Executive Officer (Jun. 2011- Dec. 2020)**

Alhaj Kaddunabbi Ibrahim Lubega is the Chief Executive Officer of the Insurance Regulatory Authority of Uganda (IRA), a government body whose main objective is to “ensure effective administration, supervision, regulation and control of insurance business in Uganda”. Alhaj Kaddunabbi has been at the helm of this body for the past 10 years. His contract has been renewed and he will be in the driving seat of IRA for the next five years.

We caught up with him to flash a spotlight into his works at the authority for the past 10 years.

You have been at the helm of the insurance industry as the head of the regulatory authority for the past 10 years, what are some of the things you look at and comfortably say they are your achievements?

Thank you. I am glad to note that great milestones have been registered under my leadership. The achievements are broadly based on the strategic objectives contained in IRA's Strategic plans 2012/13 - 2016/17 and 2017/18 - 2021/22. My achievements are structured into areas of Industry performance, Regulatory and Supervisory improvements, Market Development, Development Partnerships, Institutional Resilience, Regional and International cooperation among others.

Talking about industrial performance, what exactly has changed from the time you took over leadership of the Authority?

Owing to the enabling regulatory guid-

ance, the insurance sector has grown outstripping the country's economic growth. Notable among others are the following performance indicators:

1. Gross Written Premiums for the Industry have grown from **Ush 240bn in 2010 to Ush 1,065bn in 2020** representing a cumulative growth of **344%** over the period.

2. Claims pay-out increased over the period from **Ush 82.14bn in 2010 to Ush 444.69bn in 2020 (441.4% cumulative growth).**

3. Insurance penetration has grown from **0.65% in 2010 to 0.77% in 2020** representing a 18.5% growth over the period. The growth in penetration has been impacted on by the two rounds of GDP rebasing that have taken place over the period).





IRA CEO (c) with the then minister for Tourism Kiwanda Suubi (L) at the IIU International Insurance Conference

4. Insurance density on the other hand has increased from **Ush 7,278 in 2010** to **Ush 25,599 in 2020** (251% cumulative growth over the period).

5. Net Assets for the industry increased from **Ush 160bn in 2010** to **Ush 640.58billion in 2020** representing a cumulative growth of **300.4%** over the period.

5. Agricultural Insurance is now being offered to the Farmers by eight Insurance Companies and we engaged Government to provide a premium subsidy which they have been providing (Ush 5bn per year) since FY 2016/17. Since 2017, **259,000** farmers have benefited from the scheme.

What improvements have you made in regards to regulation and supervision.

Comprehensive legislative reviews to identify both structural and implementation gaps have been undertaken. Consequently, the following achievements have been registered:

1. Overhaul of the Insurance Act to comply the International Association of Insurance Supervisors (IAIS) and Insurance Core Principles (ICPs). We now have a new law, Insurance Act 2017.

2. Significant progress has been registered in the formulation of Regulations for the better carrying into effect the provisions of the Insurance Act. Several regulations have been published in The Uganda Gazette. These include:

i. The Insurance (Fees) Regulations, 2020. S.I. 96 of 2020,

ii. The Insurance (Mobile Insurance) Regulations, 2020. S.I. 97 of 2020,

iii. The Insurance (Reinsurance) Regulations, 2020. S.I. 98 of 2020,

iv. The Insurance (Capital Adequacy and Prudential Requirement) Regulations, 2020. S.I. 99 of 2020,

v. The Insurance (Insurance Training Col-

lege) Regulations, 2020. S.I. 100 of 2020,

vi. The Insurance (Licensing and Governance) Regulations, 2020. S.I. 101 of 2020, and

vii. The Insurance (Index Contracts) Regulations, 2020. S.I. 102 of 2020.

viii. The Insurance (intermediaries) Regulations

Significant efforts have been made towards the finalisation of the following regulations as well.

i. The Insurance (Sandbox) guidelines.

ii. The Insurance (Oil and gas) regulations.

iii. The Insurance (Takaful) regulations.

iv. The Insurance (Micro insurance) regulations

v. The Insurance (Policy holders' compensation) fund.

The Insurance (Capital Adequacy and Prudential Requirement) Regulations, 2020. S.I. 99 of 2020, which changed the



Turaco Insurance Services received an award for the most innovative non-life insurance agent of 2020

Authority supervision modus operandi from compliance based to Risk Based Supervision also changed the Minimum Paid-up Capital requirements to 6bn for a non-life insurer, 4.5bn for a life insurer and one billion for an HMO. In addition, an insurer, reinsurer or HMO has to maintain a capital adequacy ratio (CAR) of at least 200% and no dividends can be paid when the CAR is below 200%.

3. Overhaul of the Motor Third Party Liability Act. The draft bill has been considered by the Key Stakeholders and the principles paper is to be presented to cabinet for approval soon.

4. A National Re-Insurance Company (Uganda Re) was licensed in 2013 to

reduce premium flight. We have since enforced the 15% compulsory cessions to it. In the year 2014 Ush 536.5Mn was underwritten. This has since grown to Ush 60.4bn in 2020. This premium would have otherwise gone out in form of premium flight.

5. Licensed the first set of Health Membership Organisations in 2012. Since then, these have enhanced access to medical insurance in Uganda.

6. The Insurance (Amendment of Insurers and Reinsurers Minimum Paid-up Capital) Regulations, 2013 issued in Statutory Instrument 22 of 2013 provided for new Minimum capital levels from Ugx 1,000,000,000 to Ugx 3,000,000,000

for life insurance companies; Ugx 1,000,000,000 to Ugx 4,000,000,000 for non-life companies Ugx 2,500,000,000 to Ugx 10,000,000,000 for Re-insurers and Ugx 50,000,000 to 75,000,000 for Brokers effective 1 October 2014.

7. We have moved licensing from annual to perpetual for insurers, and to two years for the intermediaries to improve the business environment and allow players concentrate on business generation and management.

8. We developed and issued Claims guidelines which have since improved claims settlement and public perception about the insurance industry as seen in the claims figures reported above.

9. We have moved from a regime where insurance would be consumed on credit basis (which regime had a long of challenges – e.g. liquidity constraints, growing bad debts etc., to a “Cash-and-Carry regime”.

10. Effectively separated Companies that were hitherto Composite companies and the effect of the demerger has been noticed in the rapid growth of life segment which apparently accounts for over 30% of the entire market in terms of GWP.

11. Rebranded IRA's Complaints Bureau to receive and handle insurance-related complaints. It is my considered view that successful resolution of complaints is a cornerstone to enhancing confidence in the insurance sector. There is a noted increase in public confidence in our complaints redress mechanisms as seen from a year-on-year increase in the number of complaints handled from 46 reported in 2011 to 126 reported in 2020.

12. We have provided regulatory guidance to enhance the development of the local content both for local staff of Insurance Companies and improved retention of risks within the country. For example, we now have 12 Ugandans holding the positions of CEOs in different insurance companies out of 30.

13. We have improved professional development in the sector by creating a training levy and now a fully-fledged Insurance Training College accredited by the National Council for Higher Education.

14. The number of people taking up professional courses supported by the Companies and those self-sponsored has gone up from 89 in 2011 to 238 in 2019 (for CII) and from 17 to 92 for ANZIIF. A number of students have benefited from

the ITC's Diploma and Certificate programs - by this time 101 students have graduated with the Diploma in Insurance, 259 with the Certificate in Insurance and 3813 have graduated with the Certificate in Insurance.

We consider qualification and employment of the locals, more so in critical management positions, key to the sustainable growth and development of the insurance sector in Uganda.

We have continued to provide technical guidance to the National Health Insurance Scheme Task force. This is envisaged to improve access to quality health care.

Market development is one of the Authority's mandate. What kind of strides have been made in this area in the course of your leadership?

Indeed, promoting market development is one of our core mandate. In this respect, the following have been accomplished in the past 10 years.

1. We undertook 10 studies in different areas to inform both policy and insurance products development. The studies are widely accessed by the public on our website and they have informed our industry intervention.

2. We developed and issued a client service charter to improve on the quality of service delivery to our clients as well as promote certainty about our services amongst the public that we serve.

3. We instituted a structured mechanism for engagement with the Industry leaders through breakfast meetings. We have other regular engagements with Uganda Insurers Association (UIA) and Uganda Insurance Brokers Association and the

Uganda Insurance Agents Association among others. This has bridged the gap between the Regulator and the Regulated. Regular press briefings are which has greatly improved on information access amongst the press.

4. We have had strategic engagements with Heads of MDAs and other senior Government Officials. We have for instance established a partnership with KCCA and Ministry of Gender, Labour and Social Development on enforcement of Workers Compensation insurance. We have since trained all their labour officers on the fundamentals of the law.

5. We engaged the Ministry of Finance Planning and Economic Development and other sector players through organised foras on the enforcement of the Insurance Act as it relates to Local Content. As a result of our vigilance, we have provided guidance on insurance of big infrastructure projects including the Entebbe Express Highway, Karuma Dam and Isimba Dam.

6. Through our engagements with Key stakeholders, Government has been providing an Agricultural Insurance Subsidy of Ugx 5,000,000,000 per year since the FY 2016/17 to date.

7. We conducted a series of insurance awareness programmes countrywide, and specialised trainings such as with Police Traffic Officers, Criminal investigators, media, among others.

8. We launched our new website www.ira.go.ug (more interactive) and embraced social media platforms to reach to more diverse populations.

Partnerships are very important in delivering national goals. Did you in

any way manage to bring on board any partners to help you in delivering on any of your mandates?

This is very critical and in the course of my leadership, we have been able to solicit support from Development Partners in the following areas:

1. Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) Financial System Development Programme (FSD), Uganda - Supported the overhaul of the Insurance Act to comply with the International Association of Insurance Supervisors' (IAIS) Insurance Core Principles (ICPs). The Technical Assistance was estimated at **Ush 1,300,000,000**.

2. World Bank (FIRST Initiative - Supporting the review of the Motor Third Party Liability Act, actuarial model and the attendant regulations. The final Draft Bill is before the Ministry of finance for onward forwarding to the Cabinet. The total Project Cost amounts to **Ush 1,203,052,600**.

3. IMF (East-AFRITAC) - Supporting Institutional capacity building for adoption of Risk Based Supervision. This has been on-going since 2013 and is estimated at about **Ush 910,000,000**.

4. The World Bank (FIRST) supported us in developing the regulations for the New Act and also support us in reviewing the National Insurance policy. This support was estimated at **Ush 870,000,000**.

5. Centre for International Migration (CIM) - We secured a long-term Technical Assistance to support an In-house Actuary at IRA for two years from CIM – Germany. The cost of the support was estimated at **Ush 900,000,000**.

6. Financial Sector Deepening (Uganda) –

We secured technical support for innovation in inclusive insurance from FSDU estimated at **Ush 1,200,000,000**.

7. Other partnerships include; Ministry of Works and Transport with which we have an MOU to share information and other resources to advance issues of mutual interest. We have an MOU with the Uganda Revenue Authority for advancement of MTP and Marine Insurance as well as the attendant tax revenues therein, and last but not least, we have an MOU with Uganda police aimed at enhancing the enforcement of MTP Insurance.

Along the way of your leadership, you became the Chairman of the East Africa Insurance Supervisors Association (EAISA) and President of the African Insurance Organisation (AIO). What are some of the achievements that were registered under this kind of leadership?

Under my chairmanship, we have restructured the East Africa Insurance Supervisor's Association and created Legal and Technical committees of the East Africa Insurance Supervisor's Association (EAISA) which reports to the Executive Committee (EXCO) through which we have been able to register the following milestones:

- 1.** Revived EAISA by adopting a Memorandum of Understanding (MOU).
- 2.** Carried out a peer review exercise of EAC Partner State's compliance with ICPs of IAIS that informed the review of insurance laws in most jurisdictions, Uganda inclusive.
- 3.** Facilitated the engagement of a consultant to assess EAC Partner States' compliance with ICPs of IAIS.

4. Formulated the Group wide and Cross Boarder Supervision Manual.

5. Formulated the EAC Insurance policy and implementation Strategy.

6. Formulated a framework for the proposed EAC Insurance Bill.

7. Undertook joint off-site risk assessment of identified insurance groups in the region.

8. Developed a framework of identification of Regional Systemically Important Insurance Groups (R-SIIGs).

8. Developed the AEISA strategic plan.

We have also signed MOUs with various Insurance Regulators including Nigeria, Ghana, Namibia, Zimbabwe, South Sudan, Egypt, Tunisia, Morocco and Zambia. These MOUs provide platforms for sharing information and best Regulatory practices which is very important in a globalised business environment.

It is also important to note that IRA has been admitted to the Implementation committee of the IAIS.

Being the president of the African Insurance Organisation, we managed to;

Coming back to the Authority which you lead, how have you turned around this institution?

We rebranded and started on confidence building of IRA in November 2011 and has since been popularised as the Insurance Regulatory Authority (IRA). The confidence building which the rebranding came in with is seen in the number of entities seeking our services and the number of complaints received from the public.

We moved IRA office from NIC building to Legacy Towers in September 2011 which has greatly improved our image as a Regulator.

The construction of the Insurance Tower which is the Authority's Headquarters on Lumumba Avenue is expected to be completed by January 2022 is a great milestone to note.



The Insurance Tower set to be complete by January 2022.

As the CEO, I have presided over two 5-year IRA Strategic Plans 2012/13 – 2016/17 and 2018/19 – 2021/22 with a more focused vision and mission and many milestones registered.

Internal operations have been restructured and increased the number of departments from 2 to 4 to match with the key functions of the Authority. Here, the total staff supplement was 15 members in 2010 compared to 61 in 2020. We are in the process of on-boarding 29 new staff to make the number 90.

We have also invested in training of all staff in their respective areas of professionalism and improved their welfare.

We have digitised our operations EDMS, licensing system, Navision and electronic Regulatory Software.

The road sounds to have been a smooth

one, are there any points of concern that may affect sustainability of the authority in any way?

It has not been smooth at all, only that we mastered the art of managing and that with the guidance of the almighty, we have reached the anti-climax. The business environment has been impacted greatly by the Covid-19 pandemic with a ripple effect on Insurance section.

Inadequate IT infrastructure to support full adoption of RBS regime is a concern. We have identified the requisite software that is required to support the supervisory regime (Vizor software) that is estimated in the margins of Ugx 12,000,000,000 and are in advanced stages of acquiring it using our internal resources.

We continue to mobilise financial resources to deepen our human capacity requirements.

Enforcement of mandatory insurances

such as Motor Third Party Insurance, Workers compensation insurance and Marine insurance (with respect to the requirements of local content) which require MDAs to work together. Tackling these decisively forms a core agenda for the coming period.

At the industry front, Insurance companies will likely continue to be a target of cybercrimes since the databases of such companies are rife with personal information of thousands of individuals. As insurers expand their footprint to mobile devices and the internet, the value of customer data continues to rise. In the coming period, IRA will raise the bar on cyber security in insurance.

Enhancing professional capacity in the industry to handle emerging risks such as those in the oil and gas sector is also a point of concern. We are emphasising corporate governance for every licensee.

Given all this wide experience in your capacity as the Chief Executive Officer of IRA, what is your take on the future of the insurance industry?

A plethora of challenges have been iden-



Maurice Amogola, the CEO Minet Limited (on the right) receiving an award from the IRA CEO Alhaj Kaddunabi Ibrahim Lubega on behalf of Minet Limited as the Most Innovative Insurance Broker.



tified and we will certainly work on them moving forward. Despite some signs of stress imposed by Covid 19, the insurance industry stands at the threshold of moving toward a stable growth. To move in that direction, we shall focus our attention broadly on the following:

- 1.** Fast-tracking the conclusion of the National Policy on insurance to provide a framework for a responsive risk management.
- 2.** Fast-tracking the conclusion of the Compulsory Motor Vehicle Insurance law.
- 3.** Finalising the construction of IRA headquarters which is expected to increase visibility and save resources to support market development activities.
- 4.** Building internal supervisory capacity and guiding the industry towards full adoption of RBS.
- 5.** Enforcement of the new Regulations which are central to insurance manage-

ment in a dynamic environment.

- 6.** Motivating all stakeholders to work toward maintaining a favourable environment for stable growth, increasing the penetration of insurance (moreso, to rural and other underpenetrated areas) and increasing its contribution to the economy.
- 7.** Establishing partnerships with other MDAs and other relevant stakeholders in the enforcement of statutory covers and other related laws.
- 8.** Promoting training for the whole industry.
- 9.** Motivating players to reassess their entire business models from product, pricing, risk management, acquiring rural customers, distribution, claims and fraud management and a realistic pace of growth in view of the current challenges imposed by Covid-19.
- 10.** Promoting innovation through supportive regulatory frameworks and

direct interventions such as conducting insurance innovation awards.

11. We shall have zero tolerance for non-compliance to claims guidelines. The claims guidelines shall be strictly enforced because timely and efficient payment of claims is crucial for performance in the industry.

What are your last remarks as we wind up this conversation?

Whilst a lot has been achieved, more remains to be done and our resolve to pursue winning options is very bold.

In the coming period, we will continue to ensure that companies conduct business based on sound principles. We will also carefully scrutinize regulatory initiatives that have potential repercussions for the companies and policyholders. Our desire is to have insurance remaining an active and preferred risk management mechanism for individuals, families, institutions and government.

I want to thank the Minister of Finance Planning and Economic Development **Hon. Matia Kasaija** for the policy direction and support, and the **Board** for the enlightened strategic guidance that has enabled us to make these great strides. I wish to acknowledge the invaluable contributions of all the **players** who have endeavoured to sustain the tempo of activities aimed at moving the industry to greater height. Finally, I applaud my colleagues in **Management** and the entire **IRA staff** for the contribution made towards the success achieved during the past 10 years. I remain committed, more than ever, to provide stewardship to the Insurance Industry so long as I remain the CEO of the Insurance Regulatory Authority of Uganda. For God and My Country.

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Local Government leaders - Central region

Covid 19 impact: Ministry of Finance announces Shs 200bn intervention to bankroll traders



The Ministry of Finance has committed to provide affordable financial support to small enterprises to recover from effects of Covid-19.

While addressing the nation on the status of Covid 19 in the country, on July 30, 2021, President Museveni said that the government shall establish a micro small and medium enterprise Fund to support businesses that have been affected by Covid.

Finance minister says the Shs 200bn Fund has already been set up.

"It will provide concessional financial loans to small businesses that have suffered financial distress arising from the effects of Covid 19. Government will provide Shs 100bn for the fund, which shall be administered by Bank of Uganda," the minister said.

The small businesses recovery fund will partner with commercial banks and microfinance deposit

Mr Julius Mukunda of the Civil Society Budget Advocacy Group (CSBAG), a coalition to bring together CSOs at national and district levels to influence Government decisions on resource mobilization and utilization for equitable and sustainable development says the economy like Uganda, which is agricultural based and hasn't seen its full impact on Covid.

"We grow our own food. The trade sector suffered most. If we weren't importers of food, we would be affected completely. Our shilling is strong because we haven't been able to import as many things as we can. We have been importing things that have been consumptive in nature. This shielded us. We are going to recover because we shall be able to produce more in agriculture,"

He said Trade and education will recover at a slower pace and appealed to the government to invest more in agriculture and provide affordable credits for businesses to prosper.

"The Proposed Shs 200m for small scale businesses should be doubled. That's how businesses will prosper again," .

The recent outbreak of the novel coronavirus disease that started in Wuhan, China, has spread globally with over 182,000 infections and a death rate of approximately 3.5 percent in over 160 countries by March 17th 2020.

World Bank take

The World Bank has observed that although the economy is recovering from the devastating after effects of the Covid 19 pandemic, prospects for growth are undermined by increasing pressure on

its natural resources, according to the latest World Bank economic analysis for the country.

The 17th Uganda Economic Update (UEU), From Crisis to Green Resilient Growth: Investing in Sustainable Land Management and Climate-Smart Agriculture, says that the Covid-19 shock caused a sharp contraction of the economy to its slowest pace in three decades. Household incomes fell when firms closed and jobs were lost, particularly in the urban informal sector. The country's Gross Domestic Product contracted by 1.1 percent in 2020, and is estimated to have recovered to 3.3 percent during the 2021 fiscal year.

"Following the job losses and closure of small businesses, many people returned to agriculture and other natural resources dependent activities to manage and survive the crisis," said Tony Thompson, World Bank Country Manager for Uganda. "This further strains natural resources, which were already under pressure from rapid population growth, urbanization, a refugee influx and the country's drive for industrialization."

The UEU says that Uganda's immediate priority remains to save lives by intensifying measures to limit the spread of the coronavirus disease. Yet, the report says sustaining recovery will require the government to manage emerging risks including from widening fiscal deficits, escalating costs for small businesses, and climate shocks and loss of its natural capital.

The World Bank suggests macro-economic recovery and stimulus packages to be combined with structural measures that will sustainably increase productivity and build resilience to enhance livelihoods, the economy and general well-being.



Signing ceremony of MOU between MoFPED and MUK through the Incubation and Innovation Centre with DFCU Bank to support innovation with the aim of fostering Economic Growth, March 2021.



NATIONAL ANIMAL GENETIC RESOURCES CENTRE & DATABANK



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



Minister of Agriculture, Animal Industry and
Fisheries
Hon. Frank Tumwebaze



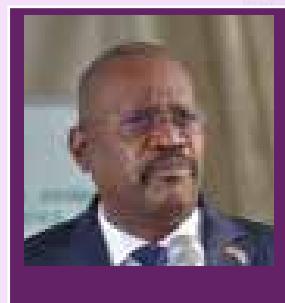
Minister of State for Animal Industry
Hon. Bright Rwamirama



Minister of State for Fisheries
Hon. Hellen Adoa



Minister of State for Agriculture
Hon. Bwino Fred Kyakulaga



Permanent Secretary
Maj. Gen. David Kasura
Kiomukama

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NAGRC&DB was established by the Animal Breeding Act, 2001. It is a semi-autonomous agency under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) responsible for commercialization of animal breeding activities in Uganda. NAGRC&DB carries out development activities that enhance animal genetic improvement and productivity.

Vision: A leader in profitable production and efficient delivery of animal genetic resources and services in Eastern and Central Africa.

Mission: To establish a comprehensive and sustainable National Animal Breeding programme which meets the commercial and developmental interests of the actors along the livestock sub-sector value chains.

Status of Animal Genetics Improvement: Currently NAGRC&DB aims at availing the following superior genetics to farmers

- Market responsive beef breeding stock with slaughter weight gain potential of 800-1000g/day.
- Market responsive dairy breeding stock with milk production potential of 30 liters per cow/day.
- Goats with an average daily weight gain of 165-200g, which can reach market size in one year.
- Fast growing pigs with an average litter size of 14 piglets.
- Multipurpose poultry that can produce up to 180 eggs per year/hen and reach market size within 3-4 months.



DR. PETER BEINE PROFILE

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Peter Beine was recently appointed as the Executive Director at National Animal Genetic Resources Centre and Data Bank (NAGRC&DB). He has vast experience in the agriculture sector having previously worked at national roots crops project under NARO as a programme officer. At the time of his appointment he had served as the acting Executive director for a period of one year

Beine was recommended by the NAGRC&DB board following an interdiction of Dr Charles Lagu who previously held the office. He is set to lead the agency through a period when policy and service targets set in line with NDP3.

He also worked as the assistant commissioner for agricultural planning and development at the Ministry of Agriculture, Animal industry and Fisheries of Uganda.

He has also worked as a research scientist and manager with NARO and ASARECA and has extensive experience in international agricultural development project management with the World Bank, UNEP/GEF and CABI International.

Beine is an accomplished professional with an impressive

CV .He holds a M.Sc. degree in Agricultural, Environmental and Applied Economics from the University of Pretoria, South Africa in addition to a BSc in Agriculture from Makerere University, Kampala, Uganda.

The Ministry of Agriculture said during his one year in acting capacity, Dr Beine led to unprecedented increase of Non-Tax-Revenue collections from the constant Shs 700M since the start of the agency to Shs 3.88 Billion within just 7months of change of leadership.

This intervention was seen as pivotal at a time when very many institutions were suffering from the financial implications arising out of the COVID 19 pandemic when government suffered severe budget constraints.

According to sources within the ministry, the government ranches and farms have been revived and are now performing very well while programs for conservation of indigenous-local breeds as well as community animal breeding programs are now fully functioning.

Peter's wide range of skillsets has also seen him undertake international

specialized courses in monitoring & evaluation, advanced statistical data analysis, large scale survey planning and execution, micro and macro datasets management and project management.

This was especially seen in how his influence led to the significant increase in the number of elite livestock breeding stock bred and multiplied on NAGRC&DB ranches and availed to the public for uptake.

It is upon this background that Frank Tumwebaze, the minister of Agriculture has also set out specific performance targets for NAGRC&DB leadership under Dr. Beine. According to Tumwebaze ,centre farms will become knowledge transfer centres to farmers and general private sector actors thus reducing the animal import bill to zero . Further, he called for the development of a licensing and regulatory framework for animal breeders which will be used to support, licensing and regulating private animal breeders to breed, multiply and avail animals for uptake at subsidized prices.

For someone whose core competences include management and coordination of both national and regional agricultural and



An artistic impression of the National Gene bank under construction at NAGRC&DB

development projects, monitoring & evaluation and impact evaluations, Peter's teams will be expected to deliver a lot for Ugandan agriculture.

Quite importantly, they will oversee the rolling out of 18 functional hatcheries in each sub-region and will also cover the country with animal genetic improvement services such as artificial insemination and embryo transfer.

Some of the significant successes achieved by Beine in his one year stint as acting ED show that the ministry is on track to achieve its 5 year plans as set by NDP3.

Peter attained a PhD in Impact Evaluation at the University of Greenwich, London, UK. In his short career so far he also worked for CABI International for 5 years as Deputy National Coordinator of a World Bank funded regional project (UNEP/GEF-IAS Project) which was implemented in Uganda, Ghana, Zambia and Ethiopia.

Thereafter, he joined the Association for Strengthening Agricultural Research in East and Central Africa (ASARECA) and served for two years as a Monitoring and Evaluation Officer covering 11 countries. Beine is expected to leave a lasting mark in Ugandan agriculture when his stint at NAGRC&DB comes to an end.

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Key Achievements in the FY 2019/20

1. Promotion of dairy and beef cattle breeding to increase availability of appropriate breeding stock

- A total of 2,595 dairy cattle were produced on and off NAGRC&DB centre Farms
- A total of 2,450 cross bred cattle were produced on and off centre farms (Ruhenyere, Kasolwe, Lusenke, Aswa and Maruzi, Sanga, Rubona, and Njeru and Bulago)
- A total of 3,196 pure beef bred animals were produced from the Government Centre farms and ranches
- A total of 2,647 farmers were trained in cattle breeding in the Districts of Mbarara, Kabale, Koboko, Nakasongola and Kayunga

2. Production and distribution of chicks to enhance rural poultry development

- NAGRC&DB embarked on construction of Two (2) regional hatcheries [Lusenke-Kayunga, Kasolwe-Kamuli] to scale up production of chicks for distribution to communities
- A total of 293,362 multi-purpose (Kuroiler & Rainbow Rooster) chicks were produced and distributed to farmers (youth, elderly and people with disabilities) in Busoga, North-Buganda, West Nile, Bukedi, Lango, Teso and Karamoja
- A total of 20,000 rainbow rooster parent stock was imported and stocked at Kasolwe and Lusenke stock farms. These will produce

- 200,000 day old chicks (DOCs) per month at optimum capacity [Valued at UGX520M]
- NAGRC & DB constructed a total of 7 poultry rearing structures in the Animal Genetic Resource Centres of Lusenke and Kasolwe. These structures serve as local benchmarking facilities for modern poultry farming techniques and production systems.

3. Breeding and multiplication of meat goats

- A total of 2,899 goat kids were produced at the NAGRC&DB Centres across the country.
- A total of 200 breeding goats (worth UGX 500,000@) were distributed to Koboko; and another 900 to different Districts across the country.
- Black spotted Mubende (Bitanga) goats with high milk production potential (2ltrs/day/goat) are being developed at Ruhengyere field station.

4. Breeding & multiplication of pigs to avail appropriate breeding stock

- A total of 1,813 piglets were produced and



Feed processing plant equipment in Kasolwe stock farm

distributed to pig farmers

- Six (06) piggery units i.e. pig maternity and pig grower structures were established at Lusenke and Kasolwe Animal Genetic Resource Centres
- A total of 115 pig farmers were trained in pig husbandry practices

5. Industrial production of animal feeds for increased production and productivity

- A feed processing plant was established at Kasolwe to scale up industrial production of livestock and poultry feeds.
- The high capacity feed mill installed can produce 3MT/hr for mash feeds and 2 MTs/hr for pellet feeds (dry extrusion).
- Two hay barns were also constructed in Kasolwe and Lusenke centre farms. Each Hay Barn will have capacity for storage of 35,000 bales of hay

6. Maintenance of a National Livestock Registry and National Data Bank to characterize, inventorize and monitor risks and trends of animal genetic resources

- A total of 8,220 animals on and off NAGRC&DB Centre farms were selected as a reference population

7. Production and sale of founder brood stock of fisheries resources

- 3 fish ponds were established and stocked with 22,000 fish fingerlings at Kasolwe and Rubona centre farms.

8. Training, refreshing and facilitating AI and MOET technicians

- A total of 286 AI technicians were trained and refreshed country wide
- A total of 15 scientists were trained in MOET.

9. Provision of breeding-training to farmers and other stakeholders along the



Hay barn at Lusenke Animal Genetic Resources Centre



Free distribution of day old chick to the youth and women after training in Busoga sub region



Black Mubende goats at Ruhengyere field station



Three laboratories were equipped and maintained

ARTs value chain

- 5,212 farmers were trained along ARTs value chain at Entebbe bull stud, LES, Njeru Stock Farm, Sanga, Nshaara ranch, Ruhengyere ranch, Lusenke, Rubona and Kasolwe
- A total of 58,973 farmers were trained in ARTs under the community breeding outreach programme (AI, Heat detection, Animal husbandry practices, Record Keeping, Animal health, business incubation)

10. Production, procurement and sale of semen, eggs, ova, embryos and their associated equipment

- A total of 70,954 doses of bovine semen were produced at the National Bull stud and genetic evaluation centre, and distributed to actors along the ART value chain

11. Production, procurement and sale of liquid nitrogen and associated equipment

- A total of 57,429 liters of liquid nitrogen were produced and utilized in delivery of ARTs across the country (cryopreservation -196 degrees Celsius, freeze branding)
- Established two new Liquid N2 plants at MBAZARDI and Njeru stock farm - Capacity 7000ltrs/day

12. Strengthening and maintenance of state-of-the-art ARTs laboratories

- Three (3) laboratories were equipped and maintained i.e the gene bank laboratory, the semen laboratory at the bull stud and a diagnostic laboratory at the bull stud
- Twenty-three (23) LN2 containers and twenty-five (25) [T= sets of AI equipment were procured and distributed

13. Dairy breeding, promotion of dairy

breed societies and dairy breeder associations

- Fostered establishment of Bushenyi Dairy Breeders Association, Rwenzori dairy breeders association, Rewa animal genetics and Kitojo dairy breeders association (Aim: Advocacy, breed standards and quality maintenance, institutional protection, market access)
- Established five (5) community breeding satellite centres with liquid nitrogen and associated ART services Moroto, Moyo, Soroti, Iganga and Gulu .

14. Strengthening and maintenance of bull, buck & boar studs

15. Infrastructure development on NAGRC& DB Centre Farms

- The entity embarked on establishing infrastructure on the centre farms. These ranged from Cattle sheds, Hatchery units, Spray race, Animal maternity infrastructure, Farm staff houses, milking parlors, office blocks, etc
- Administration Block constructed at Maruzi ranch to host administrative functions and laboratories for breeding soundness evaluation and herd health programs within Lango sub-region.

16. Specialized Machinery & Equipment for Community Breeding

- Five (5) Specialized Mobile Diagnostic & ART system (MDAS) were procured
- Hatchery equipment for Kasolwe and Lusenke was procure

17. Production and distribution of liquid nitrogen



- A total of 25,887 out of the annual target of 80,000 litres of liquid nitrogen were produced at NAGRC&DB liquid nitrogen plant and extended to farmers countrywide
- The liquid nitrogen plant in Mbarara (and Njeru) were also commissioned

18. Production and distribution semen for breeding and production

- In an effort to promote Artificial Insemination (AI) and community breeding in general, a total of 18,389 out of the annual target 72,000 doses of semen were produced at the Bull stud
- Promotion of dairy cattle and cross breeding
- A total of 409 out of the annual target of 1000 pure dairy calves were produced on NAGRC&DB Centre farms.
- Community breeding activities were conducted countrywide, with the aim of promoting livestock production productivity in hard to reaches areas in Busoga and Karamoja sub regions.

19. Promotion of beef cattle breeding



Liquid nitrogen production at NAGRC&DB QH



New farm structures coming up on all NAGRC&DB AnGR Centres

- A total of 174 farmers (112 men and 62 women) were recruited as elite beef farmers across the country.
- A total of 1,104 out of the annual target of 3,500 beef calves were produced on NAGRC&DB Centre farms.
- A total of 6000 doses of assorted synchronisation hormones were acquired to facilitate AI for beef breeding.
- Mass Artificial Insemination (AI) on and off NAGRC&DB centre farms was conducted to enhance production and productivity

20. Production & distribution of chicks to rural farmers

- A total of 260,959 out of the annual target of 1,000,000 chicks were brooded from NAGRC&DB hatcheries and extended to rural farmers for income generation.
- A total of 3,300 (males = 2016, females = 1284, youth = 2,089) out of an annual target of 10,000 poultry farmers were trained in poultry breeding and production techniques in Busoga and Buganda sub regions.
- The trainings will be rolled out to cover great Karamoja in the subsequent quarters.

21. Evaluation and multiplication of improved pasture and fodder germ-plasm

- Established and maintained 375 acres of improved pasture on NAGRC&DB farms; Lusenke, Kasolwe, Njeru, Aswa and Rubona, out of the annual target of 1,250 acres.
- Bush clearing activities are ongoing to establish more pasture gardens for enhanced animal feeding.
- 961 out of 6000 farmers were trained in pasture establishment and dry season feeding Industrial production of animal feeds
- Procurements to operationalise the Kasolwe feed mill will be concluded in Q3 and 4. The feed plant has already been connected to a power line to effect production of feeds.

22. Establishment of Livestock Farm Infrastructure

- Construction works on gene bank laboratories, establishment of farm structures and administrative infrastructure on NAGRC&DB centre farms is ongoing.

Contribution of NAGRC&DB



Pure Friesian calves produced at Bulago stock farm in Bulambuli District

to Sustainable Development Goals (SDGS)

NAGRC&DB integrates SDGs in its programmes and projects and majorly contributes to SDG1, SDG2, SDG8 and SDG13 as summarised in the table below;

SDG Goal	NAGRC&DB's Contribution
SDG 1: Zero Poverty	Through breeding and production initiatives on NAGRC&DB Centre farms, NAGRC&DB extends improved livestock and poultry to the local communities. These improved breeds are characterized by high productivity and households have been able to start up farms, to earn a living; something that has improved household incomes from the grass root level.
SDG 2: Zero Hunger	One of the primary reasons of NAGRC&DB's existence is to introduce, multiply and distribute superior livestock breeds that are market responsive. The entity has been supplying raw materials to dairy and beef subsectors. The meat and dairy processing facilities have directly benefited from the NAGRC&DB interventions and this has contributed to the reduction of hunger locally, regionally and internationally.
SDG 8: Decent Work and Economic Growth	Through breeding and multiplication of livestock and poultry, NAGRC&DB supports dairy and beef sub sectors that have significantly contributed to the economic growth, as evidenced by the increase in dairy and beef exports.
Goal 13: Climate Action	NAGRC&DB runs 12 centre farms country wide and has been promoting planting of forage trees, fodder trees and woodlots, to promote appropriate soil conservation and soil management practices for adoption by all communities, in the vicinity of all centre farms, in all regions of Uganda. This has greatly contributed to the mitigation of adverse effects of climate change.

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Production and sale of founder brood stock of fisheries resources



Semen collection at bull stud



Production and distribution of chicks to rural poultry farmers

The CEOs



NRM's road towards
industrialisation



NRM's road towards industrialisation

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Minister David Bahati, the state minister of Trade, Industries and Cooperatives and former state minister for Finance in charge of Planning shares on the role of industrialisation in the development of the country, government's intervention to help industrialists recover from the Covid-19 pandemic, construction of industrial parks and the status of the National Industrial Policy 2020.

1. How you project the country's future having gone through 2 lockdowns as a result of the Covid-19 Pandemic.

Despite the challenges of Covid-19, our economy remained resilient and growing in the positive of 2.9 percent and we are lucky we have enough food to feed our people and the population remained stable. With our strategy of import substitution and export promotion, moving forward, the economy will continue to grow. We need now to focus on industrializing the country to see that this strategy is realised. We must also ensure that what we produce we add value. We will be focusing on agro-processing and mineral exploration to make sure we take advantage of the current markets that we have. The AGOA markets with over 6400 products duty free and the European markets with everything that is duty free and the regional markets and COMESA and EAC. In my opinion, the future of our country is stable. We will ensure we finish the construction of industrial parks to attract investors to set up industries. If all these strategies are implemented

on time without any delay, our economy will move forward.

2. Traders were affected most by the Covid-19 pandemic. Are there any interventions by the government to come to their rescue?

Yes, the government has been at the forefront in ensuring traders recover from the aftereffects of Covid-19. Government has put in place a fund of Shs 200bn to help small scale and medium enterprise industrialists recover from the aftereffects of the Covid-19 pandemic. Guidelines are being finalized on how this money will be accessed at very low interest rates. We have also put money in Uganda Development Bank where industrialists and small scale enterprises and women groups will be able to access these funds. People will use the money to help recover from the Covid pandemic and grow their businesses.

3. Are there any steps being made by the government to secure markets for traders 'produce abroad'?

Trade is mostly important. We have lobbied a number of markets. We have the European Union, we have American markets under AGOA where we have almost 6400 items, we have the African free trade area population of 1bn, and the regional markets population of almost 200m. The markets are abundant. What we need is to produce the right quantity, standards and quality.

4. What is the role of industrialisation in the development of this country?

Industrialization plays an important role in transforming an economy from subsistence to one based on manufacturing of goods and serves as a primary engine of economic growth, creation of jobs and wealth, technology transfer, investment flows and skills development.

It is a journey from peasantry to modernity and from poverty to prosperity. Prior to Covid-19, our GDP growth rate was at 6.5%. Industry was the main driver of this growth, expanding at a rate of 10.8%; followed by Agriculture (5%) and Services (4.9%). Our total import bill stood at USD 7.3bn in 2019. It is important to note that most of these items that we import can be manufactured domestically.

5. How has Covid-19 affected this journey to industrialisation?

For the last two years, the Covid-19 pandemic has disrupted the supply systems for industrial inputs and markets for finished goods. Industries that have been most affected are those that largely depend on imported raw materials. Africa is endowed with vast resources – in agriculture, mining, and marine and if properly harnessed, can stimulate a resource-based industrialization. Industrialization is therefore a sine qua non to Africa's long-term development, achievable through promotion of value addition to raw materials to create jobs and wealth, reduce on the trade imbalance and eradicate poverty. In this regard, the African Union and African countries have expressed a strong commitment to industrialize Africa.

6. What are some of NRM's achievements in industrializing the country?

Over the last three decades, the NRM Government has steadily established and built a strong foundation to increase value addition and grow the industrial sector. These include: investment in improving the business environment by increasing industrial support infrastructure such

as roads; energy; information, communication and technology (ICT) networks; construction of industrial parks; strengthening the investment climate; and Research, among others. Some Key Achievements in the Industrial Sector have been registered: The industrial sector contribution to the GDP has increased from 3.5% in 1986 to 27.4% in 2020/21; Our manufacturers are diversifying into many new products such as industrial refined sugar, ethanol, sanitizers, masks, casein and powdered milk, medical oxygen and steel products to mention but a few. Production of manufactured goods has increased e.g Sugar production is at 540,000 Metric Tonnes, with consumption at 380,000 Metric Tonnes and surplus at 190,000 Metric Tonnes; Cement has reached 8m Metric Tonnes. Steel production recorded 219,194 metric Tonnes in 2020. For example, we can now produce ceramic tiles, assemble mobile phones, and produce fabrics for export, etc. The number of Industries has increased from 81 units in 1986 to more than 5,200 Units in 2020 and the manufacturing sector employs over 1m direct workers.

7.What is the status of the National Industrial Policy 2020

Cabinet approved the National Industrial Policy in December, 2020. The goal of the Policy is to: increase the manufacturing value added (MVA) to Gross Domestic Product (GDP) from 8.3% to 30% by 2030'. The Policy highlights key value chains for development to increase employment, import substitution, export promotion, and increased household incomes among others. The following industrial value chains are prioritized for investment in the Policy. Agro- based Industries: Fruits, Coffee, Cotton, Textiles and Apparels, Tea, Cassava, Grains, Oil Seeds, Sugar cane, Bananas, Cocoa, Diary, Leather and Leather Products, Irish potatoes among other Extractive based industries: Iron and Steel, Copper, Gold, Oil and Gas, Plastics, Cement/clinker, salt, sand/glass and Fertilizers (phosphates) etc. Knowledge based industries: Pharmaceuticals, Automobiles, Electronics and Electronic Products Assembling etc. Strategies for the Implementation of the Industrial Policy and the Industrial Licensing Act As part of the implementation of the Industrial Policy and the Industrial Licensing Act, the

8. Where is your ministry putting more focus in as far as industrialisation is concerned?

The Ministry is focusing on the following strategic areas. Regulation and creating a conducive environment for industrial development. Develop regulations for licensing all industrial operations; update the industries database and monitor

compliance to regulations by the manufacturing industries. The database will provide for online registration of new industries and licensing of operations of all industries. Focus on reducing the cost of doing business by building more road network infrastructure and ensuring stable supply of electricity at USD 5cents/KW hr for manufacturers; and building of the 22 industrial parks. Improving the quality and standards of our products in order to target regional and international markets i.e. EAC with a population of over 400 million; the African Continent Free Trade Area with a population of 1.3 billion; the European Union market; and AGOA among others;

9) Any plans to recapitalize Uganda Development Corporation (UDC)?

Yes, government will capitalize UDC to a tune of Shs 500 billion over the medium term to focus on the following interventions: Agro-processing: Under this sector, UDC plans to invest in areas but not limited to Coffee, Irish Potatoes, Salt, Cocoa, Tea, Fruit, Cotton, Grain, Sugar and Cassava processing based on the growth corridor and the 18 agro ecological zones of Uganda.

Feasibility studies have been completed or are near completion for the following processing factories awaiting funding for development: Cocoa in Bundibugyo; Starch in Acholi, Lango, Masaka and Teso; Fruit factories in Luwero and West Nile; Tea factories in Kisoro, Buhweju and Sheema; A Sugar factory in Luuka; Phosphate Fertilizer plant in Sukulu, Tororo district; Salt processing at Lake Katwe; Paper

industry; Soya beans for oil processing; Revival of Cotton ginning in Lira among others Mineral Beneficiation: Under this sector, UDCs focus is on Cement, Lime and Marble, Sheet Glass, Copper, Iron and Steel. Some of the possibilities under the mineral sector ready for investment include; Clinker for used in cement production in Moroto; Copper in Kilembe; among others. UDC's other strategic investments: These will mainly be in infrastructure development and services and to support partnerships with private sector. 5.3 Recapitalization of Uganda Development Bank (UDB). This will help to provide affordable and long-term financing for manufacturing industries especially for Small Medium Enterprises in key strategic areas. Attraction of foreign direct investment (FDI) FDIs continue to play a critical role in the growth of our economy especially in the industrial sector. Over the last 20 years, FDI has grown from USD 0.03bn in 1989 to USD 1.3bn in 2019. Government will continue to attract FDIs to support our industrialization agenda. The above interventions will help to replace the following key imports among others that continue to cause hemorrhage of our forex, jobs and wealth to other countries.

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10. Any challenges encountered in

We need to encourage production and standards to be able to exploit the markets abroad. Secondly we need to get enough resources to encourage our industrialists



The astounding performance of NRM in the roads sector is basis to celebrate liberation day / Government Citizen Interaction Centre



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FACULTY OF BUSINESS AND MANAGEMENT		DURATION	UGX	USD	FACULTY OF SCIENCE AND TECHNOLOGY		DURATION	UGX	USD
MASTERS					MASTERS				
Master of Business Administration (MBA Generic)		2	1,608,500	515	Master of Science in Information Technology		2	1,696,900	543
Master of Business Administration (MBA Acc and Fin)		2	1,608,500	515	Master of Science in Big Data Analytics		2	1,823,300	583
Master of Business Administration (MBA Human Resource Mgt)		2	1,608,500	515	BACHELORS				
Master of Business Administration (MBA Marketing)		2	1,608,500	515	Bachelor of Science in Computer Science		3	938,700	300
Master of Business Administration (MBA Real Est. and Prop. Mgt)		2	1,608,500	515	Bachelor of Business Information Systems		3	938,700	300
Master of Monitoring & Evaluation		2	1,608,500	515	Bachelor of Information Technology		3	938,700	300
Post Graduate Diploma in Monitoring & Evaluation		1	1,317,800	422	Bachelor of Commercial Art & Industrial Design		3	938,700	300
BACHELORS					Bachelor of Agriculture & Rural Innovation		3	938,700	300
Bachelor of Business Administration		3	938,700	300	Bachelor of Science in Animation and Visual Effects		3	938,700	300
Bachelor of Real Estates and Property Management		3	938,700	300	DIPLOMAS				
Bachelor of Science in Banking and Finance		3	938,700	300	Diploma in Information Technology		2	509,100	163
Bachelor of Procurement & Logistics Management		3	938,700	300	Diploma in Visual Effects and Animation		2	509,100	163
Bachelor of Tourism and Hospitality Management		3	938,700	300	Higher Education Certificate (HEC) - Physical Science		1	520,100	166
Bachelor of International Business		3	938,700	300	FACULTY OF HUMANITIES AND SOCIAL SCIENCE		DURATION	UGX	USD
Bachelor of Science in Oil and Gas Accounting		3	938,700	300	MASTERS				
Bachelor of Arts in Human Resource Management		3	938,700	300	Master of Arts in Public Admin. and Mgt (MA-PAM)		2	1,570,600	503
Bachelor of Hotel and Hospitality Management		3	938,700	300	Master of Arts in Mass Communication		2	1,570,600	503
Bachelor of Tourism Management		3	938,700	300	Master in Diplomacy and Global Studies		2	1,570,600	503
Bachelor of Events Management		3	938,700	300	BACHELORS				
DIPLOMAS					Bachelor of Arts in Public Administration & Management		3	938,700	300
Diploma in Procurement & Logistics Management		2	509,100	163	Bachelor of Social Work and Social Administration		3	938,700	300
Diploma in Banking and Finance		2	509,100	163	Bachelor of Arts in Journalism and Media Studies		3	938,700	300
Diploma in Business and Administration		2	509,100	163	Bachelor of Arts in Int. Relations & Diplomatic Studies		3	938,700	300
Diploma in Tourism and Hospitality Management		2	509,100	163	Bachelor of Development Studies		3	938,700	300
Diploma in Human Resource Management		2	509,100	163	DIPLOMAS				
Diploma in Real Estate and Property Management		2	509,100	163	Diploma in Social Work and Social Administration		2	509,100	163
Diploma in Events Management		2	509,100	163	Diploma in Int. Relations & Diplomatic Studies		2	509,100	163
Diploma in Tourism Management		2	509,100	163	Diploma in Journalism and Media Studies		2	509,100	163
Diploma in Hotel and Hospitality		2	509,100	163	Diploma in Public Administration		2	509,100	163
FACULTY OF HEALTH SCIENCE		DURATION	UGX	USD	Higher Education Certificate (HEC) - General		1	482,200	154
MASTERS					INSTITUTE OF EDUCATION & LIFE-LONG LEARNING		DURATION	UGX	USD
Master of Science in Global Health Nutrition (F/PT)		1.5/2.5	1,823,300	583	MASTERS				
Master of Science in Public Health (F/PT)		1.5/2.5	1,760,100	563	Master of Education (M.Ed) in Advanced Teaching Practices (F/PT)		2	1,570,600	503
Masters of Science in Sexual and Reproductive Health (F/PT)		1.5/2.5	1,823,300	583	Master Of Education In Educational Administration, Leadership And Management		2	1,570,600	503
Masters of Science in Health Service Management (F/PT)		1.5/2.5	1,760,100	563	BACHELORS				
Masters of Science in Applied Clinical Nutrition (February 2022)		2	1,760,100	563	Bachelor of Arts in Education (BA. Ed)		3	711,300	228
Masters of Nursing (Critical Care) (August 2022)		2	1,760,100	563	Bachelor of Science in Education (BSC. Ed)		3	812,400	260
Masters of Nursing (Midwifery and Womens Health) (August 2022)		2	1,760,100	563	Bachelor of Early Childhood Education (EVENING)		3	711,300	228
POSTGRADUATE DIPLOMAS					Bachelor of Education (BEd) (Distance Education)			711,300	228
Post Graduate Diploma in Nutrition and Leadership (C/W)		1	1,494,800	478	Bachelor of Education (BEd) (In Service)			460,000	126
Post-Graduate Diploma in Public Health. (February 2022)		1	1,494,800	478	Diploma in Education (BA. Ed)		2	509,100	163
Post Graduate Diploma + Masters in Human Nutrition (C/W/R)		2	1,823,300	583	SCHOOL OF LAW		DURATION	UGX	USD
BACHELORS					MASTERS				
Bachelor of Science in Public Health (F/PT)		3	1,254,700	401	Master of Criminology & Criminal Justice Administration (Coming Soon)		2	1,570,600	503
Bachelor of Midwifery Science (TOP UP)		2.5	1,254,700	401	BACHELORS				
Bachelor of Nursing Science (DIRECT)		4	1,254,700	401	Bachelor of Laws		5	1,570,600	503
Bachelor of Nursing Science (TOP UP)		2.5	1,254,700	401	Bachelor of Criminology & Criminal Justice Administration (Coming Soon)		5	938,700	300
Bachelor of Science in Human Nutrition and Dietetics		4	1,254,700	401					
Bachelor of Medicine and Surgery (August 2022)		5	1,254,700	401					
DIPLOMAS									
Diploma in Nursing (Extension) (August 2022)		1.5	509,100	163					
Diploma in Midwifery (Extension) (August 2022)		1.5	509,100	163					
Higher Education Certificate (HEC) in Biological Science		1	520,100	166					

KEY:

F/PT- Full Time/ Part Time, C/W- Coursework, C/W/R- Coursework and Research

ANNUAL FUNCTIONAL FEES

ENTRY FEES	FACULTY	PROGRAMS	NATIONAL STUDENTS - UGX	INTERNATIONAL STUDENTS - USD
APPLICATION FEE UGX 50,000/= USD 16	Business and Management	Master/ Bachelor/ Diploma	650,000	\$208
REGISTRATION UGX 100,000/= USD 32	Science and Technology	Master/ Bachelor/ Diploma	650,000	\$208
CAUTION FEE UGX 50,000/= USD 16	Humanities and Social Sciences	Master/ Bachelor/ Diploma	650,000	\$208
IDENTITY CARD UGX 10,000/= USD 3		Higher Education Certificate	350,000	\$112
	Health Sciences	Bachelor	740,000	\$237
		Master/ Diploma	650,000	\$208
		Higher Education Certificate	350,000	\$112



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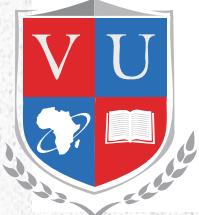
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is one of the private
universities in
Uganda striving to
nurture all round
professionals.**

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Dr. Lawrence Muganga

What Programmes/ Courses do you offer at the University?

Victoria University offers a variety of relevant courses. They include; Business and Management, Criminal Justice, Education, Mass Communication, Health Sciences, Science and Technology and very soon, we are going to open up hospitality and agriculture institutes that will offer specialized courses. We focus on producing problem solvers. When I came here about two years ago, I reviewed all courses and directed them towards the university's

Founded in 2011, the University was sold to prominent businessman Sudhir Ruparelia of Ruparelia Group of companies in 2013. Located in Kampala city center along Jinja Road, the university has designed and implemented unique innovations that have seen the university continue with its operations despite the impact of Covid-19. The University's Vice Chancellor Dr. Lawrence Muganga spoke to C.E.O Magazine,

vision.

There is a wide range of universities from which to choose. What Makes Victoria University unique?

The important aspect that we ride on as Victoria University is the ability of the promoters of the University who are enthusiastic about transforming Uganda's education to make it one that serves the interests of the country and people by ensuring that they support the university to develop a productive human capital. Fortunately, Victoria University

happens to be the only University in East Africa that is surrounded by over 47 sister companies, all within the Ruparelia Group. This to us as a university has come as a huge advantage to our students were getting placements for them to work as student employees becomes a walkover.

The reason why we have adopted the authentic learning/experiential learning education model is the fact that students are more likely to be interested in what they are learning, more motivated to learn new concepts and skills, and better prepared to succeed while in university, careers and during adulthood if what they are learning mirrors real life contexts, equips them with practical and useful skills and addresses topics that are relevant and applicable to their lives outside the university.

We are the first university in East Africa to introduce and implement authentic learning, an education model that allows students to explore, discuss and meaningfully construct concepts and relationships in contexts that involve real world problems and projects that are relevant to the learner.

What is the University's Mission and does it influence culture, values and future direction?

Our Mission is to provide a dynamic environment for learning Innovations, Research and Community Engagement. Our vision is a university that ushers the country into transformational education. The education we impart should work for all people to understand and also be able to solve social economic situations. Our core mandate as an education institute is to transform society and society is people. Therefore, it is our job as Victoria University to transform people, to empower them to become problem-solvers.

It is our mandate to deliver an education that works for everyone, an education that solves society's problems and lastly ensuring that the learning provided by the university is one that is pandemic-proof but most importantly an education that prepares graduates to ably face the unpredictable future of work. Everything we are doing at Victoria University focuses on making sure that we achieve the kind of education alluded to above. In addition, on a daily basis I have leveraged my experience to infuse an education model that positions Victoria University to the top providing an education experience that meets and addresses the interests, needs and passion of every student that pursues studies at Victoria University.

What is your take on the government's emphasis on the promotion of teaching sciences in schools at the expense of humanities? Experts have warned that this has created bias among students

pursuing arts.

I disagree with the President on that. Both arts and sciences are important in transforming social and economic development aspects of the country. They complement each other. As a University, we support sciences but they alone cannot rule the world. It's the teachers who make all professionals.

We have heard of complaints of charging exorbitant fees for the various disciplines that cannot be afforded by the ordinary students. Can you clarify this?

That is not true. As a University, we have made sure that our tuition is affordable. Even a woman selling tomatoes can come and study from here.

How is your University coping with Covid-19 challenges, did they affect you in any way? And how have you overcome them?

Like many other higher education institutions, Victoria University has also been affected by several lockdowns as a result of the Covid-19 pandemic. However, as physical doors closed, Victoria University immediately opened virtual doors of education. Victoria University developed an interactive state of the art learning management system that kept students learning without any interruption. V-Class (our online learning management portal) was vetted by Uganda's National Council for Higher Education and was accorded a score of 80% - making it one of the top learning management systems in the country.

The robust online learning system made it possible for the university to bring on board about 2000 new students in a period when other higher education institutions were struggling to provide dependable online education.

What does the cultural diversity at Victoria University look like?

Victoria University is privileged to have the most diverse student community in Uganda. We have students coming all the way from Kuwait, Haiti, Oman, Afghanistan, India, Comoros, Nigeria, Chad and Liberia, to mention but a few. We are non-discriminatory institutions and we call ourselves 'The University of You'.

Most parents have lost jobs during Covid. Is the university considering waiving off some fees for affected students?

It is true Covid-19 pandemic slowed down businesses and some parents lost jobs. A number

of people have been approaching me and we have been able to give out 10 bursaries to each Member of Parliament so that they can identify needy students in their constituencies and help them access university education. We gave them about 5800 bursaries. The bursaries cater for half of their tuition. Free digital textbooks can also be accessed online. We have had a discussion with MTN and Airtel to provide free data.

Is your university among those producing competent and employable graduates given the country's unemployment rate? In other words, are your courses relevant to society needs?

At Victoria University we do not just educate, we follow an education formula which prioritizes employability of our students. To us, every student who comes to Victoria University must exit/graduate with 2 to 3 years' experience.

As earlier said, our education formula is driven by achieving employability for our students, we believe that employability is a function of one's interest, personalized teaching and work integrated learning (WIL).

When a student joins Victoria University, we conduct an interest assessment where we ask the students about their interests, passion, strengths and where they see themselves in the next 10 years. After obtaining this information, then the students' learning is personalized to their interests and passion and teachers will support students accordingly.

The major part of our education formula is where we attach every student to a job of their interest through our university's work integrated learning program which is implemented through several partners in the industry.

Students study theories for 3 days and the 2 days are spent in the field to practice

The education approach we follow at Victoria University is one that enables students to graduate with 2 to 3 years of experience as may be required by different employers. Most students who leave with this experience end up actually becoming job creators and self-employed.

Why do you think your courses are fundamental in the realization of the University's mandate of teaching research, and knowledge transfer partnerships? Victoria University believes in empowering people to solve problems in their respective communities and workplaces. We have several partnerships with different top universities around the world and through these partnerships, we have developed a rich portfolio of professional courses that Ugandans can benefit from to enhance

their competences and gain unique skills that are required in their various respective workplaces. We therefore invite Ugandans to join Victoria University and benefit from the rich experience that they would gain through pursuing our diverse internationalized professional development courses.

There is a general belief that most universities emphasize theory and not practical courses. How different is Victoria University?

Our education model involves a wide variety of educational and instructional techniques focused on connecting what students are taught in school to real world issues, problems and applications. We deliver this through both experiential learning and work integrated learning programs where we partner with several companies in the labor market to co-educate our students to Victoria University students and teachers, learning is by doing; together with our industry partners, we are developing problem solvers and graduates that are ready to work or create jobs before or after graduation.

Students spend 3 days in class, the two days are saved for practical purposes. We have placed them in different institutions where they go and practice what they learn in class.

How is your university solving societal problems through the various disciplines that you offer?

The major part of our education formula is where we attach every student to a job of their interest through our university's work integrated learning program which is implemented through several partners in the industry.

Students study theories for 3 days and the 2 days are spent in the field to practice

The education approach we follow at Victoria University is one that enables students to graduate with 2-3 years of experience as may be required by different employers. Most students who leave with this experience end up actually becoming job creators and self-employed.

Any accolades won in appreciation of services extended by the University?

We have received quite a number of awards from different people and institutions who recognize our efforts. Recently we received an award under the education and science category. We were recognized by Oxford University as being among the top 100 universities in the world that have changed the face of education. We are the first university in East Africa to introduce and implement authentic learning, an education model that allows students

to explore, discuss and meaningfully construct concepts and relationships in contexts that involve real world problems and projects that are relevant to the learner.

Our education model involves a wide variety of educational and instructional techniques focused on connecting what students are taught in school to real world issues, problems and applications.

The system of education in Uganda produces professionals who can take 5 to 10 years without getting a job after graduation.

We saw Makerere University scrapping some courses they considered irrelevant. Are your courses relevant to the job market demands?

Our courses have been reviewed to meet the current demands. We did this when I came here about two years ago.

In addition, on a daily basis I have leveraged my experience to infuse an education model that positions Victoria University to the top, providing an education experience that meets and addresses the interests, needs and passion of every student that pursues studies at Victoria University.

Some students believe online courses are costly, are you offering free online courses?

Error! Filename not specified. We provide free learning materials online. With our aspiration to ensure that all Ugandans must embrace digital literacies, we are currently implementing the following strategies:

Victoria University implemented a state of the art learning management system (LMS) that ensures that students in Uganda, East Africa and around the world are enjoying online learning from their respective destinations including the comfort of both their homes and workplaces. We are working hard to become Africa's biggest classroom and a destination for anyone searching for meaningful education.

Any prominent alumni?

We have our alumni around the world, some are in Somalia, Rwanda, and Kenya among other countries.

How are you giving back to the community?

We have given scholarships to a wide range of professionals including some to musician health workers and police officers. We want them to build their capacity and excel in their careers. We have also sponsored some needy patients who want to go for treatment abroad.





MINISTRY OF EDUCATION AND SPORTS

DIRECTORATE OF INDUSTRIAL TRAINING (DIT)



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Website: www.dituganda.org | Email: info@dituganda.org

The Directorate of Industrial Training (DIT) is a Ugandan quality assurance directorate in the ministry of Education and sports offering nationally, regionally and internationally recognized quality assurance services for the Business, Technical, Vocational Education and Training (BTVET).



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



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



Dr. Joseph Muwawala
Chairperson ITC



J. C. Muyingo
Minister of state for Higher Education



Mr. Patrick Byakatonda
Ag. Director, Directorate of
Industrial Training

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Passing out skilled learners for Seninde foundation in Wakiso district graduation

According to the ministry, DIT produces high quality assurance mechanisms with emphasis on qualification standards and equivalent ratings with a high level of professionalism recognized nationally, regionally and internationally.

It was first established by the Industrial Training Decree, Decree No. 2 of 1972, which subsequently became the Business Technical, Vocational Education and Training Act of No. 12 of 2008.

VISION

"To be a technical and vocational skills quality assurance body of international repute."

MISSION

To promote quality assurance interventions in Business, Technical, Vocational, Education and Training for the public and private sector labour market needs to accelerate national development.

Mandate

The Directorate of Industrial Training is mandated to develop Occupational Standards, Regulate work based Training Schemes, apply and expand the Uganda Vocational Qualifications Framework, Accredit assessment centers, Assess and Award Uganda Vocational Qualifications as provided for in the BTVET Act of 2008.



The Minister of Education & Sports and first Lady, Hon. Janet K. Museveni, The Chairman Industrial Training Council Dr. Joseph Muwawala and The Ag.Director DIT Mr. Patrick Byakatonda during the release of DIT results



Carpenter & Joiner Candidates under going competence tests by DIT under the presidential initiative on skilling the boy child

DIRECTORATE OF INDUSTRIAL TRAINING (DIT)



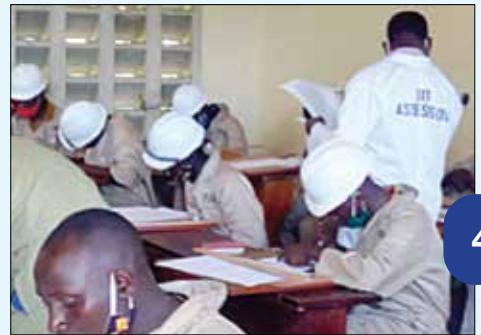
The Minister of State for Higher Education, Hon. J.C. Muyingo, The Chairman ITC Dr. Joseph Muwawala, the Director DIT, Mr. Patrick Byakatonda, during the release of the UVQ 2020 assessment results at DIT premises.



Skilled workers of National Water and Sewerage Corporation who were assessed and certified by DIT under the workers' PAS programme in the occupation of Plumber.



Occupational based assessment of Hot Loaf Staff by the Directorate of Industrial Training in the Occupation of Baker funded by skills Development Facility



Domestic Electrician practitioners (Kamwufu) undergo occupational competence based assessment by DIT under the worker's PAS program for recognition of prior learning at Daniel Comboni in Gulu District.



The Ag. Director DIT, Mr. Patrick Byakatonda, Project Coordinator UNIDO Mr. Stefan Windberger, Eng. Winnie Naluyinda the Assistant Commissioner Mechanical Inspection Ministry of Works, Commissioner University Education and Training, Mrs. Jolly Uzamukunda and Commissioner TVET Mr. Joseph Kikomeko during the Launch of the Assessment and Training Package for Trainer of Plant Operator Level IV at DIT



Skilled workers of Sparkles Saloon assessed and certified by DIT under the workers' PAS programme in the occupations of Hairdresser and beautician.



Domestic Electrician practitioners (Kamwufu) undergo occupational competence based assessment by DIT under the worker's PAS program for recognition of prior learning at Daniel Comboni in Gulu District.



Occupational based assessment of Hot Loaf Staff by the Directorate of Industrial Training in the Occupation of Baker funded by skills Development Facility



The Director Natural Chemotherapeutic Research Institute Dr. Grace Nambatya, Minister of Science, Technology and Innovation Dr. Monica Musenero Masanza, the Ag. Director DIT Mr. Patrick Byakatonda during the graduation of occupational Herbalists assessed and certified by DIT.



Candidates undergo occupational based assessment in the occupation of Metal Fabricator at Musa Body machinery Centre.

DIRECTORATE OF INDUSTRIAL TRAINING (DIT)

The Directorate of Industrial Training staff DIT who participated in the Uganda 59th Independence Exhibition week in Nairobi, Kenya (Caption)



A Candidate with disability undergoes occupational competence based assessment in the occupation of Knitter at Mbale School of the deaf in Mbale district.

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Occupational based assessment of Industrial, Electrical and Diagnostic Technicians Level IV by DIT at Nakawa Vocational Training Institute.

Candidates of Namugongo Secondary and Vocational School undergo occupational competence based assessment in the occupations of Brick layer and Tailor by DIT in Namugongo.



Candidates under the Presidential Initiative for Skilling the Girl Child undergo occupational competence based assessment in the occupations of Tailor and Hairdresser under the invigilation of DIT assessors.

Senior Three Candidates of Mbogo Secondary and Vocational School undergo occupational competence based assessment by DIT in the occupations of Hairdresser and Motor Vehicle Mechanics.



Candidates under the presidential initiative on skilling the boy child undergo occupational competence based assessment in the occupations of Motor Vehicle Mechanic and Welder under the invigilation of DIT assessor.

Mbarara Municipal Primary School learners undergo occupational competence based assessment in the occupations of Soap maker and Tailor.

The Decree is said to have mandated the DIT, among others, to develop policies, and implement strategies for skills training, upgrading, and testing of workers in industries and apprentices in workplaces as well as those persons training in the world of work.

This meant that the institution had to ensure that there is separation of the training delivery of Business, Technical, Vocational Education and Training (BTVET) from quality assurance.

It is upon this background therefore that a new law, the BTVET Act was enacted in August 2008 in recognition of the critical roles that the BTVET system is expected to play in Uganda's development agenda.

This Act according to DIT is the principal legal instrument that mandated the DIT to carry out new roles and functions that shall be instrumental in implementing major reforms in the BTVET system.

The Directorate of Industrial Training is therefore a skills quality assurance body mandated to develop occupational standards, regulate work based training schemes, apply and expand the Uganda Vocational Qualifications Framework, accredit assessment centers, Assess and Award Uganda Vocational Qualification as provided for in the BTVET Act Of 2008.

Under the leadership of Patrick Byakatonda the institution has managed to establish 1200 training centers with a total of 65000 candidates in over 120 occupations assessed so far .The scope is expected to grow further.

According to Byakatonda, the directorate's mandate still remains to develop occupational standards to regulate work based training, to develop and expand Uganda's vocational qualification's framework while assessing and awarding occupational qualifications.

The drive has been moved to secondary schools where the National Curriculum Development Center (NCDC) is in coordination with DIT to move towards the integration of vocational training into their curriculum in O-level.

According to Joseph Agaba, a curriculum specialist at the NCDC, the partnership with DIT will help skill ordinary level learners in the different vocational subjects that they can opt for when studying at ordinary level.

"This came about as a result of the need of learners who are competent rather than just knowledge based learners .We want learners with skills that can help them in the world of employment."

DIT believes the benefits of the new arrangement will help better prepare secondary school students for the job market in the event that they can't continue with school.

In summary, the DIT hopes that the students that will be beneficiaries of this program will be self-assured, responsible and patriotic lifelong learners that are positive contributors to society and are ready for the job market.



Pupils of Mbarara Municipal School displaying sweaters after competence based assessment by DIT.



Vision

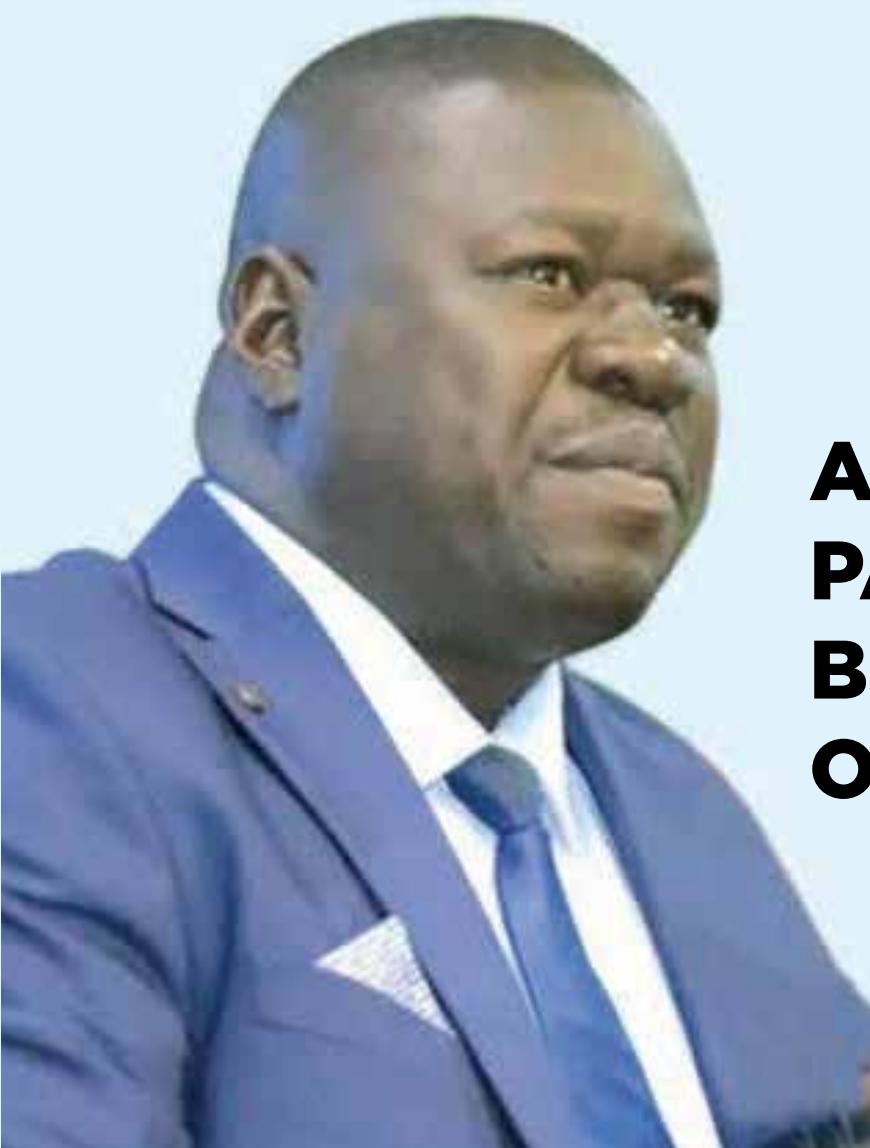
To provide an enabling environment
for the investment in and promotion
of sports in Uganda

Mission

Maximizing opportunities for all
Ugandans to participate and excel in
Sports

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ABOUT DR. PATRICK BERNARD OGWEL

Dr. Patrick Bernard Ogwel is the General Secretary of National Council of Sports, an agency and a Regulatory Authority of the Government of Uganda mandated to promote and develop all forms of sports in Uganda. He has over 26 years experience that cuts across the public and private sectors in academia and sporting world.

An accomplished sports administrator and senior lecturer, Dr. Ogwel previously served as a Sports Tutor at Kampala International University and continues to lecture in the Department of Development, Peace and Conflict Studies, and Public Administration and Masters Students in the College of Humanities and Social Sciences. He has served in several administrative roles in Uganda sports federations; as Vice President FUFA Technical-Youth, Executive member FUFA and Director FUFA Ltd, Vice President Administration Federation of Uganda Basketball Association, Executive Member Universities Sports Federations of Uganda among others.

Dr. Ogwel holds a Honorary Doctorate Degree in Business Management and Leadership (SSBM, Geneva) and a PhD in Public Management from Kampala International University, a Master's Degree

in Development Administration and Management, a Bachelor's Degree in Development Studies and Diploma in Education [ITEK-Kyambogo]. Dr. Ogwel is fellow of Business Management Professional (Unicaribbean Business School, Nigeria and a member of the Institute of Corporate Governance of Uganda. Dr. Ogwel has written several Research articles on development discourse, business management and management sciences some of which have been published.

Serving as General Secretary, NCS the helm of sports in Uganda, Dr. Ogwel has been instrumental in steering fundamental changes in strategic leadership, policy formulation and advocacy of the sports sector, starting with the substantial increment in government funding from Ugx.3.4Billion to Ugx.25 Billion in the last 3 years, this being a springboard for several landmark achievements in the sports sector.

The increase in funding has translated into the recent outstanding performances and podium finishes of Uganda athletes with the most recent successes of Team Uganda at the Tokyo 2020 Olympics and Paralympics Games in Japan. The combined medal haul at the Olympics and Paralympics included 2

Gold, 1 Silver and 2 Bronze medals won by Joshua Cheptegei, Peruth Chemutai, Jacob Kiplimo and David Emong, put Uganda in 36th position overall and 2nd in Africa in the medal tally to headline the sports talents of Uganda. This is in addition to the most recent World Records set in athletics and the successes by the National U19 Men's Cricket Team, upon qualification for the ICC Under19 World Cup 2022. These and many other outstanding sport performances across the 51 National Sport disciplines of the great strides that the sector has been able to attain.

Additionally, there has been significant progress made in sports infrastructure development as a catalyst in the thriving of sports and substantial budget appropriation to development of sports facilities has been made across the country. Notable among these include the newly constructed Makerere Arena, the refurbishment of the Lugogo Sports Complex, the John Akii Bua Stadium and the National High Altitude Training Centre in Kapchorwa District, which is under construction and shall benefit elite athletes from different sports

disciplines.

Notwithstanding challenges of inadequate funding to the sector, limited sports infrastructure across the country, governance of sports Associations etc, National Council of Sports is geared towards increasing the levels of participation in sports in the country as a means of achieving success right from grassroot levels to local, regional and international levels.

National Council of Sports continues to effectively and efficiently deliver on its mandate within the government priorities in order to achieve its vision with close collaboration and consultation with its stakeholders and the National Sports Associations/Federations.

Going forward, Government through National Council of Sports shall embark on the following to achieve the organization's vision:

- Improvement on facility development as a means of maximizing opportunities for all Ugandans to participate and excel in sports.



- Strategic interventions aimed at facilitating and improving the welfare of former and current athletes with rewards and recognition.
- Continued increased financial support to National Sports Associations to adequately facilitate sports development programmes.
- Work is in progress for the government funded National High Altitude Training Centre in Teryet, Kapchorwa, and the facility shall go a long way in benefiting the training and preparation of athletes for sports development.
- Revival of the district sports councils to enhance grassroots developments.





ABOUT NATIONAL COUNCIL OF SPORTS

The National Council of Sports (NCS) is a statutory organ whose establishment, status and powers are enshrined under The NCS Act of 1964, to among other things; develop, promote and control sports activities in Uganda on behalf of Government under the Ministry of Education and Sports. The NCS mandate among others include;

1. Develop and promote all forms of sport on national basis, in conjunction with voluntary amateur sports bodies, and also providing training and the required staff.
2. Encourage and facilitate cooperation among the various national sports associations.
3. Approve international and national sports competitions and festivals organized by national and other associations.
4. Organize, in conjunction with the nation associations, national and International competitions and festivals as a means of gaining experience and fostering friendly relations with

other nations, and other activities as may be approved by the minister.

5. Stimulate interest in sports at all levels.
6. Plan the general policy of sports promotion.
7. Award, in consultation with the national associations, medals, diplomas, certificates and other incentives for the encouragement and promotion of sporting activities.
8. Sponsor scholarships for the training of coaches and organizers.
9. Advise the Minister of Sports regarding external relations in the field of sports
10. Arrange with local authorities for the provision of sporting facilities at all local levels and to inculcate a high level of sportsmanship and discipline.
11. Approve expenditure of national associations in receipt of grants made or through the Council and to audit the accounts of such associations.



Vitality

Vitality

HOME

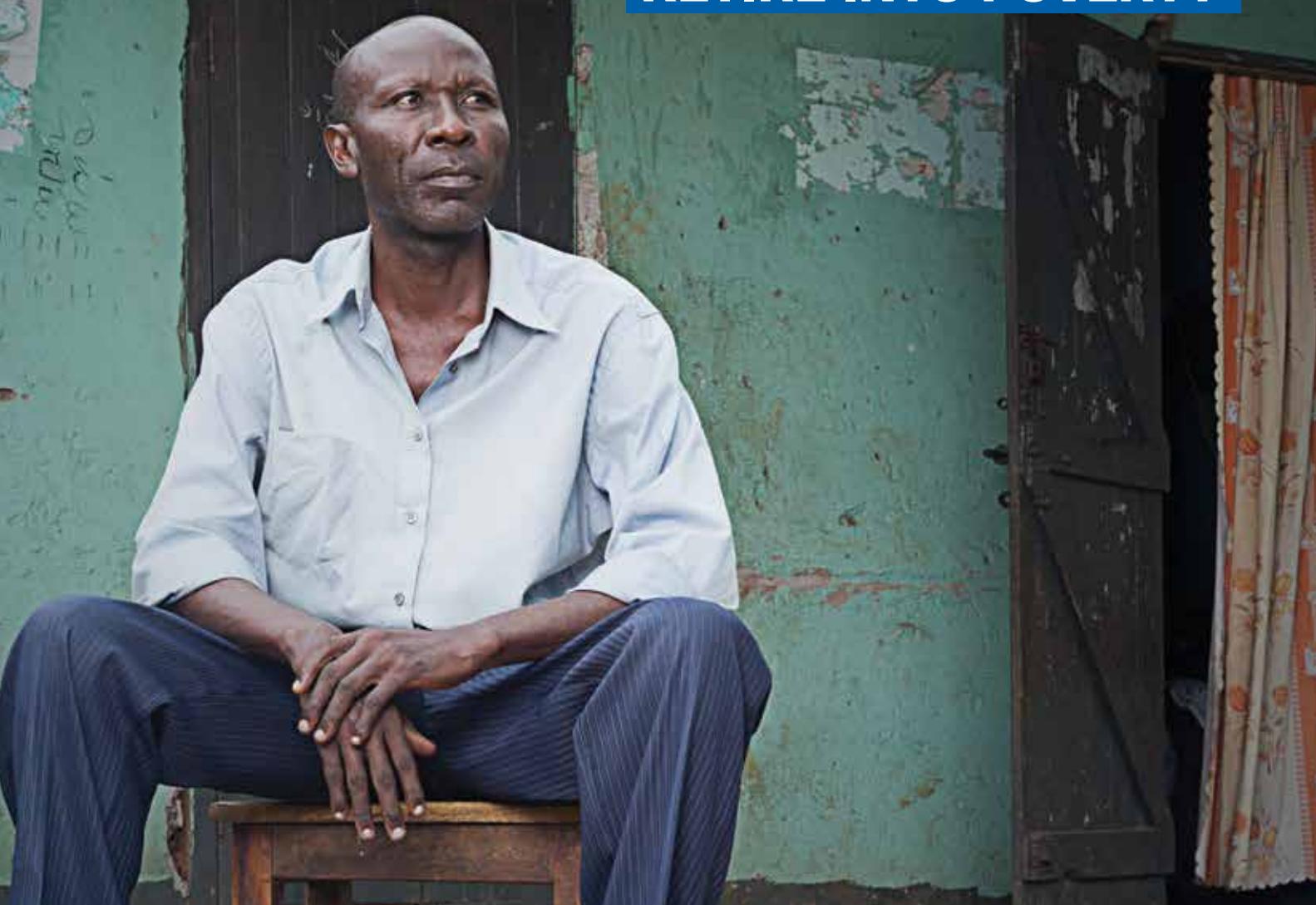
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Temaligwe Charles
Former Football Star
KCC FC & Uganda Cranes

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What is in the NSSF Act for workers?

Workers can now breathe a sigh of relief after Parliament endorsed a Bill, now an Act of Parliament permitting workers to access part of their savings.

Parliament in November passed the National Social Security (Amendment) Bill allowing for 20percent midterm access for contributors that have saved for more than 10 years and are 45 years and above.

Parliament specifically amended Section 24(A) of the principal act to allow workers who are 45 years and above to have access to their money.

NSSF concurred with Parliament, government and all stakeholders that workers should get part of their savings when they clock 45.

Persons with disabilities who have saved with the fund for more than 10 years can also have access to up to 50 percent of their accrued savings.

The controversy on who should supervise the fund also cleared the ministry of Gender to oversee the fund.

NSSF however assured workers that their savings will not be taxed, allaying earlier fears from some sections of the public that they were planning to tax members' benefits.

The Managing Director, Mr Richard Byarugaba assured workers that their savings were very safe in the hands of the trusted NSSF body.

He clarified that the only tax is on the income of NSSF. Parliament removed tax provision.

One of the advocates of the Bill, who is also a beneficiary of the NSSF money, Mr Owere says the director of labor will soon embark on regulating how the 20percent is to be disbursed to the owners.

When President Museveni assents to the Bill, the NSSF board will then sit with other stakeholders to agree on the modalities of accessing the money.

"This intervention is timely because most people have lost their jobs while some want to rescue their businesses that were hugely affected by the Covid-19 pandemic,"he said.

Asked whether there are any deliberate plans to have the contributors sensitized on how best they can utilize their money, Mr Usher Wilson Owere warned that there are sharks waiting for workers' money.

He said they will work with stakeholders to send out clear messages preventing workers from misusing the money.

"Some have planned for their money while others might want to marry with the savings they will get. There are so many avenues we will need to educate the workers," he said.

With the money he got after his retirement, he injected some in the expansion of his school. He also set up a kindergarten section.

Regarding the NSSF law, NSSF officials say they will release details on who is entitled to the NSSF's midterm access and when they will receive the money.

NSSF's Executive Director, Mr Richard Byarugaba however says the releases might affect the savers' yearly interest rates.

He said the fund is finalizing a shift in the Fund system to allow the payout. The fund projects payout of midterm benefits to hit Shs 500bn.

The NSSF law once assented to by the President shall come into force upon publication in the gazette. Guidelines prescribing the regulations and the procedure that eligible members have to follow in accessing up to 20percent portion of their savings will then be established under a statutory instrument.

NSSF gives its savers yearly interest rates onto their savings accounts. Just this year, they declared a 12.15 interest rate as savers shared 1.52 trillion. This was higher than the 1.14trillion interest rate that was paid to its members in the previous financial year.

NSSF WINS ACCOLADES

NSSF wins International Customer Experience Awards

National Social Security Fund scooped Gold and two Silver accolades at the International Customer Experience awards 2021, held in London, United Kingdom.

The Fund was recognized as a Gold winner in the category of **Best Use of Customer Insight and**

Feedback in the Financial Services sector (under 5000 employees), for its response to Covid19-pandemic where it redefined internal policies and processes to meet customer needs. It beat competition in this category that included National Bank of Kenya, Telesure Investments Holdings (South Africa), Balta Insurance (Latvia) and Allianz (Turkey).

For the Silver accolades, the Fund was recognized in the category of **Customer Experience in a crisis in the Financial Services**, for its shift to using e-channels to serve customers during the COVID19-induced lockdowns. In the category of **Employee Experience in a crisis- Financial Services**, NSSF was awarded for its ability to keep their employees engaged and motivated to serve customers from anywhere. Competition in these two categories was from financial institutions in Russia, Ireland and United Kingdom,

Initiated in 2010 by Awards International - the world's premier awards events organization, the International Customer Experience Awards are aimed at celebrating the incredible work done by customer experience professionals worldwide.

"This award confirms that our self-service and ubiquity strategy is on the right track to attain our strategic target of 95% customer satisfaction by 2025. We are still on a journey to redefine our business processes to help us achieve this goal and this win has surely motivated us to aspire for greater interventions in the customer experience space," said Patrick Ayota, NSSF Deputy Managing Director about the recognitions.

He added that the Fund is mainly focusing on technology to transform its customer engagement and experience. "Currently, our customer satisfaction rate stands at 86%. This has been made possible from interventions that included self-registration on USSD, a chatbot called Sanyu to handle common customer queries, automated Queue Management system, Interactive Voice Responses and financial literacy sessions," Ayota said.

The Fund's customer touchpoints include 17 branches and 23 service centers countrywide, an in-house call center, the NSSF Go App, and social media platforms like WhatsApp, Facebook, YouTube and twitter.

NSSF is the first organization in Uganda to emerge Gold winner in the International Customer Experience awards. It is also the only organization from Africa to win Gold and Silver in three categories out of the four nominations that made it to the finals.

NSSF Hi-Innovator innovation program wins Startup Champion Award

National Social Security Fund has won the Startup Champion award in the Public Sector for their Hi-innovator program, an innovations initiative, at the Startup Uganda 2021 awards held on 26 November 2021.

This is in recognition of the Fund's efforts in supporting startups and entrepreneurs in Uganda, beating off competition that included various government ministries and agencies. Hi-innovator is an Innovation initiative by the Fund in partnership with MasterCard Foundation's Young Africa Works program, aimed at creating an ecosystem where the innovation of Small and Growing Businesses in Uganda can be harnessed and supported to mature into viable businesses.

"This recognition is confirmation that the decision we took to invest in the Hi-innovator initiative was the right one. The award further positions the Fund as a development partner in Uganda's entrepreneurship space. We are now more energized to support efforts in averting the high attrition of SMEs," said Patrick Ayota, the NSSF Deputy Managing Director.

The program has so far skilled 1,500 entrepreneurs from 136 businesses countrywide. It has also provided grant funding and business development and market support to more than 28 businesses in the agricultural value chain.

"Through this initiative, we are not only providing a pathway to the creation of jobs for women and youth in Uganda, but also providing them with grant funding to boost their businesses. We look forward to reaching more than 75,000 entrepreneurs and creating at least 132,000 work opportunities in the next five years," Ayota added.

The Startup Uganda awards were part of the recently concluded Kampala Innovation Week organized by Startup Uganda, an association of innovation and entrepreneurship support organizations working towards strengthening the startup support ecosystem and sector, in partnership with the United Nations Capital Development Fund (UNCDF). They recognize trailblazing innovations that have created solutions for Uganda challenges.

In the past few months, the National Social Security Fund has also been recognized in the International Customer Experience awards and the International Property awards for the Solana Lifestyle and

Residences project in Lubowa. It also emerged Gold winner for the Report of the year at the Financial Reporting awards held last month.

ABOUT NSSF

The National Social Security Fund Uganda is a multi-Trillion Fund mandated by the Government through the NSSF Act, Cap 222 (Laws of Uganda) to provide social security services to employees in the private sector.

The Fund is a secure, innovative, and dynamic social security provider that guarantees safety, security, and a competitive return on members' savings of over 2% above the 10-year inflation average.

The Fund manages assets worth over UGX 15.5 Trillion invested in Fixed Income, Equities and Real Estate assets within the East Africa region. As the largest Fund in East Africa by value, we have the ambitious goal of growing our Assets Under Management to 20 trillion by 2025.

Since 2012, the Fund has been regulated by the Uganda Retirement Benefits Regulatory Authority while the Minister of Finance, Planning and Economic Development is responsible for policy oversight.

For more information, please visit our website at www.nssfug.org, www.facebook.com/nssfug, www.twitter.com/nssfug



Ms JESSICA
ALUPO-VICE
PRESIDENT

They have held key positions and have been very instrumental in the development of the country.

Meet some of the country's influential women holding top positions

Ms Jessica Alupo is the country's number two in the hierarchy of leadership and the ninth Vice President of Uganda.

The retired Major who served in the Uganda People's Defense Forces (UPDF) is the second

highest executive official in the country.

The assertive leader who assumed political office at a young age served in the Cabinet as State Minister for youth in 2009.

You will like her if you are lucky to work under her docket for her emotional intelligence, humility and positivity, yet tough when you fall short of her expectations.

Being a hard worker and having proved her potential, her appointing authority elevated her to full Cabinet minister.

She was appointed minister of Education between 2011 and 2015, replacing the elderly minister Namirembe Bitamazire. That time, she also served as Member of Parliament for Katakwi women.

She was well grounded back in Katakwi and identified with the locals' needs but like the adage that you cannot satisfy every one's needs, the same people voted her out of Parliament in the 2016 election.

She lost her seat to Violet Akurut Adome. That meant that her chances of being reappointed minister were minimal since she had lost her constituency.

She did not give up but remained in touch with

her people. She would be seen on social media socialising with the common man.

Because of that, she was later returned to Parliament.

She has enjoyed close ties with the President, having held a senior position in the army.

She made history since she is the first Vice President to be elected from Teso and the second female Vice President after the controversial Specioza Wandera Kazibwe.

Being 47 years, she was born on May 23 to Mr George William Epel and Bernadette Akol.

She went to Apuuton Primary school in Katakwi and later Kangole Girls School in Napak. She proceeded to Ngora High School for both her ordinary level education and Advanced level. She currently holds a Bachelor of Arts Degree in Political Science and linguistics, a Master's Degree in Arts in International Relations and Diplomacy and a diploma in Public Administration and a Master's in Public Administration.



Robinah Nabbanja From Councilor to Prime Minister

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Having been born and raised from a humble background, Nabbanja's appointment to the position of Prime Minister came as a shock to many Ugandans, but not to those that have known her for her excellent skills in community mobilisation.

She made history in the politics of the country when she emerged the first female to occupy the office of the Prime Minister since 1962 when the country attained independence status, taking on from her predecessor, Dr Ruhakana Rugunda.

President Museveni appointed her Prime Minister in June, 2021.

She automatically becomes Leader of Government business in Parliament.

The loyal NRM cadre however served in the capacity of minister of State for Health in charge of General Duties.

It will be remembered that as soon as she assumed office in December 2018, she made a public declaration to have her office shifted to the field.

This she fulfilled through her on the spot visits to a number of health centers scattered across the country, following up on accountability and abuse of public funds. This move however won her great admiration from anti-corruption crusaders as well as foes, who thought she was undermining their work.

But President Museveni had one time remarked that it gets easier to work with women than men since they are transparent and less prone to corruption.

Her hands-on approach and her open method of doing things must have won her such a competitive position from her boss.

She has also been one of President Museveni's blue eyed girls who is dependable and a loyal servant of the NRM party.

This too earned her enemies in her current position. When she traversed the country following up on government programmes, she was misunderstood by some of the people she referred to as mafias whom she said were threatening her life. But she played it off by saying she will report them to her appointing authority.

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Some sections of society viewed the appointment of Nabbanja and the Vice President Jessica Alupo as a reward to the women, having lost the speakership position when Ms Kadaga lost to current speaker, Jacob Oulanyah. Others however said the President was fulfilling his commitment of working with women in the fight against corruption.

Nabbanja is a teacher by profession. She served as a school teacher of Uganda Martyrs Secondary School Bukumi from 1993 to 1996.

She rose from the level of a district councilor in Nkooko Sub County in Kibaale district to Resident District Commissioner for Pallisa, Budaka and Busia between 2001 and 2010.

When Kakumiro district was created in 2016, she contested for the woman MP seat and won the position. While in Parliament, she served as treasurer for the NRM Caucus and Parliamentary Commissioner.

She is currently pursuing a Master's degree in Monitoring and Evaluation at Nkumba University.

ANN JUUKO-STANBIC'S EXECUTIVE DIRECTOR.

It is not very common for a young lady to be at the helm of the banking sector. Ms Ann Juuko is the Managing Director of Stanbic Bank, the largest commercial bank in the country.

A Ugandan Investment Banker and corporate executive, she is also the bank's Chief Executive Officer.

At 40 years, she is the first female to head the country's largest bank. She took on the role in March 2020.

She replaces Charles Mweheire. She acquired a Bachelor's degree in Commerce from Makerere University and a Master's degree in Strategic Planning from the University of Heriot-Watt Business School in Edinburgh, Scotland, United Kingdom.

She has also pursued a number of professional courses in leadership and management.

Briefly, she started her banking journey in 2001, served at Citibank Uganda Limited and later Citibank Kenya Limited. Standard Bank Group hired her as head of Global Markets. She worked with Standard Bank Namibia as head of Corporate and Investment Banking.

VISIT US
TODAY!!!

Dr. Agarwals EYE HOSPITAL



Senior Consultant Ophthalmologist & Surgeon
(Cataract, Glaucoma, Vitreo-retinal, Cornea & Refractive Surgery)

"AVOIDABLE BLINDNESS" is an area of growing concern to the World Health Organization (WHO) because of the rising number of people losing their sight to avoidable or treatable eye diseases and conditions. The WHO estimates, worldwide, approximately 1300 million people suffer with a form of visual impairment. More than 314 million have a severe visual impairment. Of these, 37 million are blind and 124 million suffer from low vision. An astonishing 80% of blindness can be prevented or cured, which is known as "Avoidable Blindness". Around three quarters of that number is attributed to developing countries and Africa (especially the sub-Saharan African countries).

Surveys show that the prevalence of blindness in Uganda

is at 0.4% (i.e.; 250000 people). It is estimated that over 1.4 million people have defects in their eyes and over 1.2 million people are visually impaired due to uncorrected refractive errors. According to the latest National census (2014), 57.1% of avoidable blindness is caused by cataracts, while uncorrected refractive errors are the commonest cause of visual impairment.

**Dr. SYED
ASGHAR HUSSAIN**

*MBBS, M.S.(Ophth.), D.O., FVRS, FCR,
TPRM (Canada),*

*Post Doctoral Fellowship in Vitreo Retinal
Surgery*

*Training Program in Regenerative Medicine
(Canada)*

Fellowship in Community Ophthalmology

Advanced Phacoemulsification Fellowship

Retinopathy of Prematurity Fellowship

Fellowship in Clinical Research

LASIK Fellowship

Common causes of "Avoidable Blindness" include Cataracts, Corneal injuries and ulcers, Glaucoma, Uncorrected Refractive Errors (short- and long-sightedness and astigmatism), Retinopathy of Prematurity (a blinding condition seen in premature infants), Diabetic Retinopathy, Trachoma, Low Vision, Eye Cancers, Occupational Eye Injuries, to name a few.

What is Dr. Agarwal's Eye Hospital all about?

Greetings from Dr. Agarwal's Eye Hospital, Kampala!

The Dr. Agarwal's Eye Hospital Group is the largest eye hospital group in India and Africa, offering highly specialized eye care services. Its humble inception was in 1957 when one of the doyens of Indian Ophthalmology - Padma Bhushan Dr. Jaiveer Agarwal and his wife Dr. Tahira Agarwal, set up the first hospital in Chennai, India. Presently, the Dr. Agarwal's Eye Hospital group functions under the effective leadership of our beloved Chairman - Prof. Dr. Amar Agarwal, M.S. FRCOphth (Lon.); who is a world renowned ophthalmologist and surgeon.

From its humble beginnings as an eye clinic, it has today

evolved into a global network of more than 97 fully equipped eye hospitals spread across more than 11 countries (viz.; India, Mauritius, Madagascar, Rwanda, Mozambique, Nigeria, Zambia, Ghana, Tanzania, Kenya and Uganda); with its flagship hospital located in Chennai, India.

God willing, we expect to continue to grow and offer our eye care services to more countries. The primary focus area of service delivery of Dr. Agarwal's Eye Hospital has always been the eradication of "Avoidable Blindness" globally, with a special emphasis on India and the African continent.

Briefly tell us about yourself

I am Dr. Syed Asghar Hussain, M.S., D.O., FVRS, FCR, FCO, TPRM (Canada) - presently working as "Senior Consultant Ophthalmologist & Surgeon" at Dr. Agarwal's Eye Hospital, Kampala. Since the last 21 years, I've been actively involved in various avenues of eye care services. I specialize in a variety of ophthalmic sub-specialties such as Cataract surgery, Glaucoma surgery, Vitreo-retinal surgery, Retinopathy of Prematurity (for neonatal infants and children), Ocular Trauma and Refractive Surgery. I also regularly travel as a "Senior Visiting Vitreo-retinal Surgeon" to other African branches of our hospital, located in Nigeria, Kenya, Tanzania, Madagascar, Rwanda, etc. I am also actively involved in various other aspects of healthcare such as clinical research, academic initiatives and community outreach services of Dr. Agarwal's Eye Hospital.

Why did you choose to specialize in the treatment of the Human Eye?

Vision is considered as one of the most important senses amongst all the five senses that we possess. Giving sight to an individual is akin to giving a blessing of life to a visually impaired person by alleviating their suffering. I personally chose ophthalmology because I was greatly interested in the workings of the human eye, since an early age. I basically hail from a family of eminent ophthalmologists spanning four generations from my great grandfather's time. Right from my childhood, I have witnessed my predecessors restoring vision to innumerable visually impaired people, which left a lasting impression upon me. This created a spark in me to continue their noble work and yeoman services, by choosing ophthalmology as a career. Also, the great demand for trained eye surgeons drove me to hone my clinical skills and surgical acumen in various sub-specialties of Ophthalmology; which I realized would help me in effectively contributing towards the global fight to eradicate avoidable blindness in this world.



How are you managing to cope up with the pandemic of Covid-19 with all its inconveniences alongside your line of service?

The Covid-19 pandemic has totally changed the way we look at things nowadays and coming from the health care sector, it's all the more important for us to be on our guard at all times. At Dr. Agarwal's Eye Hospital, Kampala; we have strictly implemented all protocols and SOPs as mandated by the World Health Organisation and also by the Ministry of Health, Uganda.

After the pandemic was declared in Uganda, Dr. Agarwal's Eye Hospital was one of the first hospitals to resume normal functioning, from as early as mid of April 2020, while observing all safety norms. At Dr. Agarwal's Eye Hospital, all our healthcare personnel are expected to

wear Personal Protective Equipments (PPEs) - such as 3-ply masks, caps, gowns, gloves, safety goggles and face shields, etc. All our patients are screened at triage eliciting a detailed history of symptoms and travel, if any. Temperature checks, hand sanitization and social distancing norms are strictly followed. Hospital fumigation and cleaning of equipments is done at regular intervals. We also give out face masks to our patients and the general public, to create awareness about personal safety and prevention of potential covid-19 infection. For our patients and staff, we conduct regular informative sessions where we tell them how to detect the tell-tale signs and symptoms of Covid-19 and protect themselves from the same.

Card payment

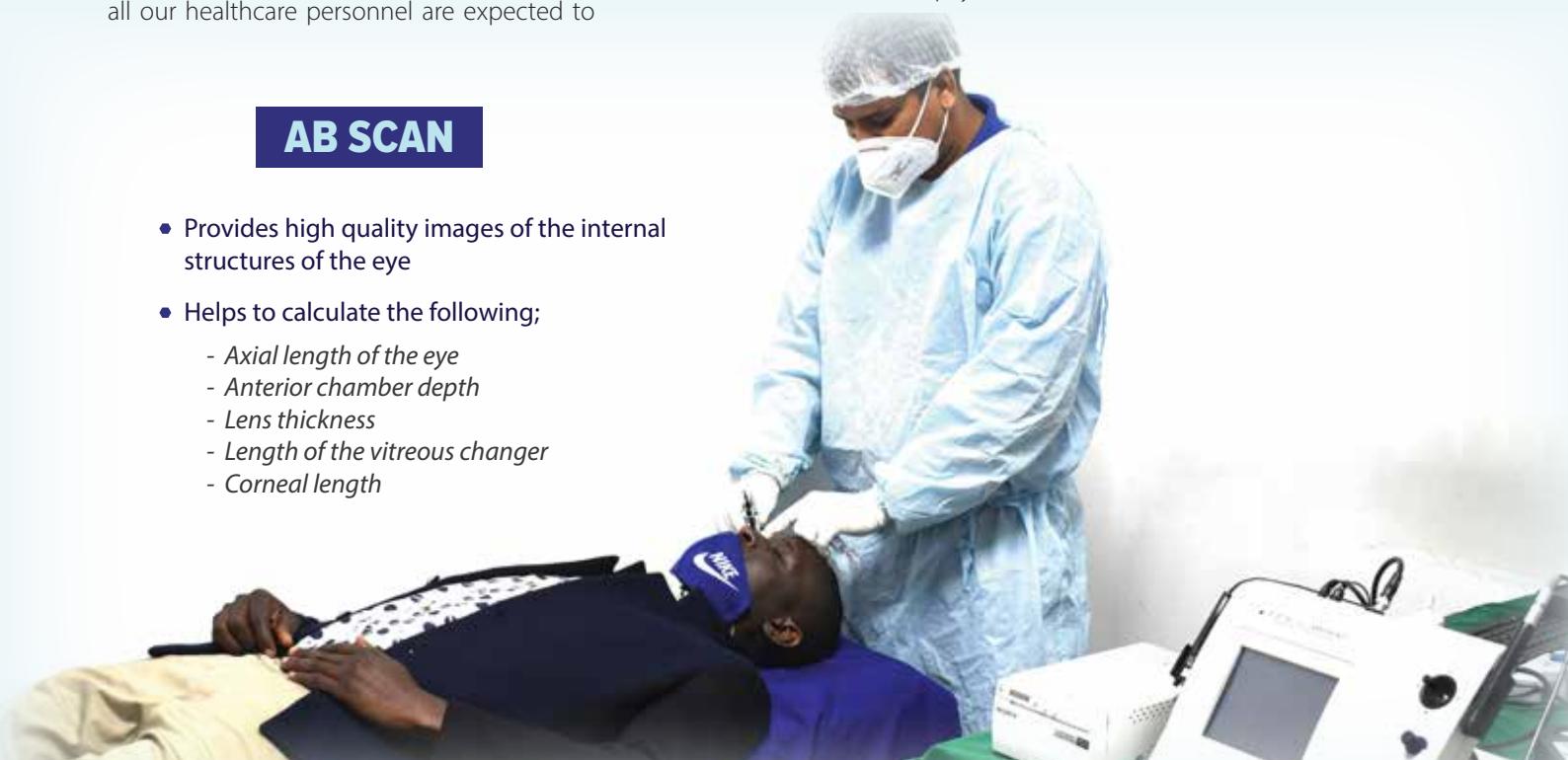
and online payment is encouraged, for all those who have the facilities.

In recognition of Dr. Agarwal's Eye Hospital's continuous rendering of selfless eye care services in Uganda, during the pandemic, I was conferred with the "Stars of Covid - Global Humanitarian Award" for "Healthcare Excellence" from "World Humanitarian Drive, UK; which I accepted on behalf of my hospital.

We are also continuing to promote the message of "Stay Safe", in line with the notification from the Ministry of Health, Uganda; emphasizing to all, that social distancing, hand sanitization and wearing of masks are some of the primary methods by which we can at least control this pandemic.

AB SCAN

- Provides high quality images of the internal structures of the eye
- Helps to calculate the following;
 - Axial length of the eye
 - Anterior chamber depth
 - Lens thickness
 - Length of the vitreous chamber
 - Corneal length



How are you extending services to your patients in the safest way in this new normal?

Prior to the pandemic, our hospital was regularly involved in a multitude of "Community Outreach Services" catering to the farthest corners of the country, where we used to conduct eye screening camps in the rural areas and upcountry, in order to reach out to the villages where specialized eye-care is not available. That has now changed temporarily. Presently, due to the Covid-19 pandemic related social distancing norms; the eye camps are not conducted anymore by us. Only one or two of our community outreach staffs go and reach out to the

people. For those who have facilities of emails and mobiles, we are sending out emails and health related text messages about general eye care and protection during the Covid-19 pandemic. We also emphasize upon them, the need for regular eye check-ups to prevent sight-threatening complications. For those requiring surgical intervention, we have also resumed all our surgical services since mid-April 2020; since timely intervention is important especially in diseases like Cataract, Diabetic Retinopathy, Glaucoma, Retinopathy of Prematurity and other conditions where vision can have a serious problem if not treated in the early stages. Hence; we reach out to these patients via social media, via emails, via messages and phone calls and we tell them to come forward and get their eyes treated; whilst observing all safety precautions during this pandemic.

What are some of the achievements of Dr. Agarwal's Eye Hospital, Kampala since its inception?

Dr. Agarwal's Eye Hospital, Kampala was established during the year 2015 by our beloved Chairman - Prof. Dr. Amar Agarwal, MS, FRCOphth (Lon.) and his wife Dr. Athiya Agarwal, M.S.; with Prof. Dr. Kenneth Kagame, FCO (ESCA) as the Honorary Medical Director; who still continues to this day, at the helm of affairs in the Uganda branch.

Presently, the post of "Senior Consultant Ophthalmologist & Surgeon" is held by myself - Dr. Syed Asghar Hussain, M.S. (Ophth.), D.O., FVRS, FCR, FCO, TPRM (Canada). Ever since its inception; the hospital has grown by leaps and bounds, in terms of its services and patient satisfaction. We commenced with offering the entire range of comprehensive and specialized eye care services which has been well received by the people of Uganda. The confidence that the people have imposed upon us; due to our services has been tremendous and we take great humility by accepting the same.

Dr. Agarwal's Eye Hospital, Kampala has successfully completed 5 years of rendering its eye care services; with an aim of eradicating blindness in Uganda. During this period, it has emerged as a major tertiary eye care service provider in Uganda. In addition, it even caters to patients from neighbouring countries of Congo, Sudan, South Sudan, Burundi, Liberia, Eritrea, Kenya, Tanzania, etc. to name a few.

Dr. Agarwal's Eye Hospital, Kampala offers highly specialized tertiary eye care services delivered by highly skilled Ophthalmic Surgeons, Clinical Optometrists and various Medical and Paramedical personnel. The hospital takes pride in their red carpet service culture and meeting the needs of every patient, in a personalized and efficient manner. The hospital is also involved in continuous skill transfer and training of doctors and staff; thus enabling them to maintain global standards essential to providing the highest quality of evidence based eye care to all. State-of-the-art ophthalmic equipments and efficient Hospital Management Systems (HMS) are the



Fundus Fluorescein Angiography (FFA) used for examining blood circulation of the retina & choroid using fluorescent dye & specialized camera

hallmark of all its centres. The Management and Staff of the hospital are highly experienced, dedicated and committed professionals. They are fully committed to fair and effective delivery of eye care services.

In view of Dr. Agarwal's Eye Hospital's initiative of "Eradication of Avoidable Blindness in Uganda"; a unique highlight of its service delivery is that, with my employment, the hospital has acquired a Full-Time Senior Vitreo-retinal Surgeon; thus enabling the diagnosis and expert surgical management of all types of blinding retinal diseases with Retinal Lasers, intravitreal Anti VEGF injections and Retinal surgeries. Major focus areas are "High Myopia", retinal vascular diseases especially "Diabetic Retinopathy" and "Retinopathy of Prematurity" (a blinding condition that affects premature neonatal infants), Age-related Macular Degeneration (AMD), etc. to name a few.

Every year, Dr. Agarwal's Eye Hospital regularly observes the "World Sight Day" - Held annually "on the second Thursday in October", a day of awareness to focus global attention on blindness, visual impairment and rehabilitation of the visually impaired. It is observed around the world as a main advocacy event for the prevention of blindness and for "Vision 2020: The Right to Sight", a global effort to prevent blindness created by the World Health Organization (WHO) and the International Agency for the Prevention of Blindness (IAPB).

On every 14th November, the hospital also regularly observes "World Diabetes Day", which was established in 1991 by the International Diabetes Federation. One of our primary goals over these years has been to contribute to the global fight to eradicate avoidable blindness due to diabetic retinopathy. Visual disability and blindness correspond to one of the micro-vascular complications of diabetes mellitus, where the relationship that keeps the glycemic control in function of the time of presenting the disease is widely demonstrated. Between 80% and 95% corresponds to Non-proliferative Diabetic Retinopathy and the remaining 5%-10% to proliferative Diabetic Retinopathy. Here is the need for a holistic approach to the patient aimed at prevention and proper medical management.

We have various investigative and treatment protocols for that in place for those who reach out to us. We perform a detailed retinal evaluation using Digital Fundus Photography, Optical Coherence Tomography (OCT) (which is like a CT scan of the eye) and Fundus Fluorescein Angiography (FFA), with which we can check the leakage and blockage in the retinal blood vessels. Then for the treatment protocol we have retinal lasers, intravitreal injections of anti VEGF (Vascular Endothelial Growth Factor) and intravitreal steroid implants to reduce macular edema in diabetic retinopathy.

affected individuals. Apart from this, for those unfortunate people who present with major sight threatening complications of diabetic retinopathy needing urgent surgery; we regularly perform highly complex vitreo-retinal surgical procedures such vitrectomy and retinal detachment surgery.

Another Niche area is "Retinopathy of Prematurity (ROP), where neonatal infants born much before the ninth month develop this potentially blinding condition. In accordance with the World Health Organization's observance of "World Prematurity Day" every year on 17th November; we too at Dr. Agarwal's Eye Hospital have taken the initiative to raise awareness in Uganda, about ROP amongst the general public, expectant mothers, that these babies need to be referred at an early stage by the obstetrician and gynaecologists, the paediatricians, the neonatal intensive care units and the fertility experts who basically deal with women who have babies at an earlier stage than the 9th month of gestation. These neonatal infants are examined thoroughly by us and if needed treatment is done for ROP by using retinal lasers, intravitreal injections of anti VEGF (Vascular Endothelial Growth Factor) and if required - cataract surgery and retinal detachment surgery too.

My Guru, my teacher and our Chairman - Prof. Dr. Amar Agarwal, MS, FRCOphth, has developed certain new and innovative surgical procedures which are regularly being performed at Dr. Agarwal's Eye Hospital, Kampala - such as "Glued IOL" (a highly specialized type of secondary intra ocular lens for those who either have problems with their natural lenses or don't not have a lens in their eye, in a condition called as Aphakia; where it is implanted in such a way where no sutures are applied and the patient has resolution of the visual problem), "Pin Hole Pupilloplasty" (for High Astigmatism or cylinder power), "SFT-Single Pass 4-Throw Pupilloplasty" (For glare due to dilated or irregular pupils), and "PDEK-Pre-Descemet's Endothelial Keratoplasty" (for Bullous Keratopathy or persistent corneal edema).

Another niche area of service delivery is the detection and management of Keratoconus with "C3R - Collagen Cross Linking" and a new surgical technique called "CAIRS- Corneal Allogenic Intra-stromal Ring Segments" (developed by Dr. Soosan Jacob, MS, FRCS, DNB - Director and Chief at Dr. Agarwal's Refractive and Cornea Foundation, Chennai, India.) and including other blinding corneal diseases requiring a sight-saving surgery of corneal transplantation known as "Penetrating Keratoplasty"; are being regularly performed. The donor corneas (which are all U.S. FDA approved) are presently being specially imported at a cost from U.S into Uganda, exclusively by Dr. Agarwal's Eye Hospital; for the patients requiring corneal transplantation and other procedures. On every 10th November the hospital observes "World Keratoco-

nus Day"- a day dedicated to raising awareness about Keratoconus, as well as educating and advocating for those living with Keratoconus.

With our Glaucoma Services, we are at the forefront in the fight against "Avoidable Blindness" due to Glaucoma, which is more prevalent in Uganda and the African Nations. We have a specialized Glaucoma Screening programme wherein we assess the visual fields, the intraocular pressure and optic nerve scans apart from evaluation of risk factors such as having a family history of glaucoma. Once the diagnosis is confirmed, treatment is initiated with topical and oral medication to reduce the intraocular pressure and control the harmful effects of glaucoma on the optic nerve function. In the later stages, we offer different types of lasers and surgeries such as YAG Laser Peripheral Iridotomy, Trabeculectomy, Tube-Shunt surgeries such as Ahmed Glaucoma Valve (seton glaucoma surgery) which involves placing a flexible plastic tube with an attached silicone drainage pouch in the eye to help drain fluid (aqueous humor) from the eye. This type of surgery is usually done in persistently raised intra ocular pressure, even after a trabeculectomy surgery. In order to raise awareness about Glaucoma related avoidable blindness, Dr. Agarwal's Eye Hospital regularly observes the World Glaucoma Week (March 8th-14th) every year with a main goal of emphasizing the importance of early detection and early intervention.

Beyond this, one of the most commonest problems everyone encounters is refractive errors and it spans all age groups right from children to the oldest of individuals and for refractive errors we offer a wide range of services and treatments in the form of spectacles, contact lens and for individuals who have very high minus power or short sightedness (High Myopia), we offer refractive procedures such as "Refractive Lens Exchange" and "Implantable Collamer Lens (ICL), thereby improving their quality of life.

Dr. Agarwal's Eye Hospital, Kampala is currently empanelled with Sanlam Insurance, Bupa, Cigna, AAR, Aetna and many corporates. It also has exclusive MoUs with Uganda People's Defence Force - UPDF and Uganda Police Force - UPF; thus catering to the eye care needs of the defence personnel of the country. It focuses on all types of advanced diagnostic and surgical eye care services. In addition, it also offers optical, pharmaceutical and laboratory services; thus making the facility, a complete One Stop Solution for Eye Care Services.

Dr. Agarwal's Eye Hospital offers "Consultation" for Comprehensive Eye Examination, highly specialized surgical services for Cataract, Cornea & Refractive, Vitreo-Retina, Glaucoma, Uvea, Squint, Pediatric Ophthalmology, Orbit & Oculoplasty and Neuro Ophthalmology. It offers various advanced ophthalmic investigative equipments such as Optical Coherence Tomography (OCT), Fundus Fluorescein Angiography (FFA), Non-mydriatic Digital Fundus Photography, Automated Perimetry, Corneal Topography, Ophthalmic Ultrasound B-Scan, Immersion A-Scan Biometry, YAG LASER, Green LASER, Slit Lamp Biomicroscopy, Indirect Ophthalmoscopy, Synoptophore, Non-contact Tonometry, Automated Refractometry, etc. to name a few. In addition, the hospital has a state-of the-art Operation Theatre and machines such as the Alcon Constellation Vision System (For Retinal and Cataract Surgeries), AMO Phaco Machine, Carl Zeiss Lumera Operating Microscope and a modern Anaesthesia Work Station with qualified Anaesthesiologists capable of delivering General Anaesthesia for all age groups of patients - premature infants to geriatric.



Where do you see the hospital in the next 5 years?

Dr. Agarwal's Eye Hospital has a very strong presence in Africa. In Uganda, the services started in 2015 and we are actively striving towards further expanding our services with the opening of newer branches in Uganda in order to effectively achieve our goal of alleviating the sufferings of the visually impaired and eradicating all types of avoidable blindness in Uganda. We are also planning to reach out to other African countries or the neighbouring countries because presently we cater to a lot of countries, such as Sudan, South Sudan, Eritria, Liberia and Congo. Our plan is to have horizontal expansion in Uganda and serve our people first and then, expand our services beyond the borders of the country.

We are very grateful and thankful to the Government and the Ministry of Health for supporting us in all our endeavours and they know all our trials and tribulations right from our inception to this day.

In the next 5-10 years, we foresee that we will have branches that cater to every corner of Uganda, so that people don't have to travel long distances.

Final remarks to the Public

I would like to re-iterate and emphasize the age old saying "Prevention is better than Cure". Early detection and early treatment for all forms of ophthalmic problems will go a long way in our fight to eradicate "Avoidable Blindness" in Uganda. All parents with premature neo-natal babies must get their child screened for Retinopathy of Prematurity. I urge all parents

to closely observe their children for tell-tale signs of uncorrected Refractive Errors such as cross-eyes, sitting close to the television, holding a notebook close to the face, looking sideways, squeezing the eyes, etc. and bring them for a routine eye examination.

For all Diabetic patients, I strongly advise them to undergo a detailed eye examination, if they have not done so till date, to detect Diabetic Retinopathy, which requires timely sight-saving intervention and management.

If a person has family history of Glaucoma, experiences headaches, eye pain, redness, seeing coloured haloes around lights and reduction in their visual fields, then we advise that person to undergo a Glaucoma screening (if necessary) in order to prevent any situation where the disease progresses to such an extent where the treatment does not have any beneficial effects.

Apart from this, a Cataract assessment is suggested to those who have the earliest symptoms of defective vision, decreased contrast sensitivity, frequent change of spectacles, difficulty in night driving, etc.

In the present scenario where life has totally changed in the Covid-19 pandemic era, I advise every single person to be extremely careful because Covid-19 presents in the eyes too. It can present with conjunctivitis, optic neuritis and retinal problems too; which most people don't know. Hence, a redness of eyes should not be taken for granted. It could also be a manifestation of Covid-19.

I always advise my patients - young and old alike to regularly meet the ophthalmologist and get their eyes checked in order to stay healthy, happy and safe.



NATIONAL DRUG AUTHORITY

ISO 9001:2015 Certified



H.E Yoweri Kaguta Museveni,
President of Uganda



Hon. Dr. Jane Ruth Aceng Ocero
Minister of Health



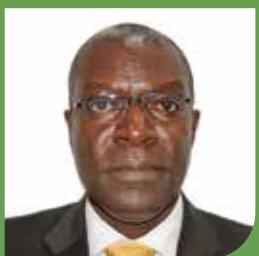
Hon. Margaret Muhanga,
State Minister, Primary
Healthcare



Hon. Bangirana Kawooya Anifa,
State Minister, General Duties



Dr. Diana Atwine
Permanent Secretary



Dr. Medard Bitekyerezo
Chairperson, NDA







NATIONAL DRUG AUTHORITY

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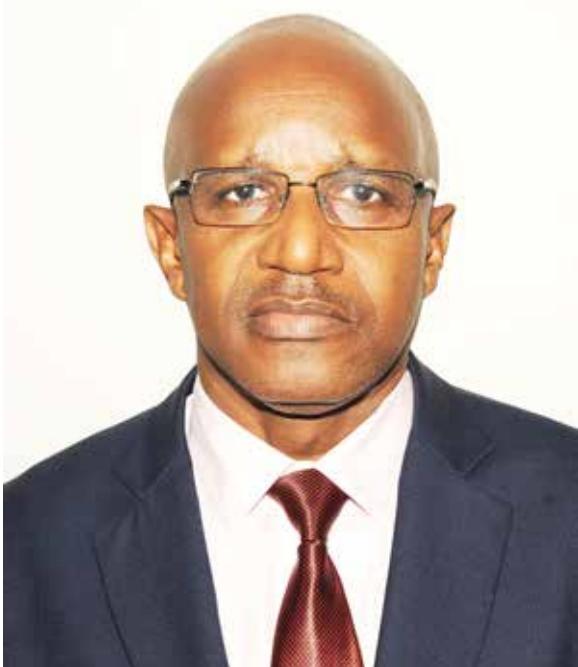
Licensed pharmacies, drug shops in Uganda up

Dr. David Nahamya is the Secretary to the National Drug Authority (NDA) shares some of the major highlights for the FY 2020/21 compared to the previous year and the future prospects.

What are the main roles of National Drug Authority?

The National Drug Authority is a government statutory agency responsible for ensuring that the people of Uganda have access to safe, effective and good quality drugs (human and veterinary) as a means of promoting health in the country. This encompasses oversight of the entire drug lifecycle as it assess, approve and register drugs (human and veterinary) that meet national and international accepted quality, safety and efficacy standards for use in Uganda.

NDA also ensures that medicines manufactured locally and those imported into the country are properly handled throughout the distribution supply chain; test drugs using advanced pharmaceutical analytical techniques to protect the population from products that are substandard, falsified and counterfeit. This includes continuous monitoring and surveillance to make sure that drugs on the market provide better treatment of illnesses and prevention of diseases to protect and promote a healthy population (human and veterinary).





Engagement with stakeholders in veterinary sector.

66

The Authority has a fully operational veterinary drug regulatory system with adequate infrastructure, human resource, budget and other logistical support. In line with its mandate, the veterinary drug regulatory activities ensure that drugs available on the market are of quality, safe and efficacious to prevent and treat animal diseases, improve animal welfare and production. This in turn contributes to better human and environmental health and higher incomes through trade of animals and animal products.

What are the highlights of NDA's performance in the FY 2020/21 in relation to veterinary drug regulation?

National Drug Authority recorded tremendous achievements in the FY 2020/21 of our strategic plan (2016-2021). We were able to 2,223 samples of medicines, medical devices and other healthcare products as compared to 2,100 in the FY2019/2020. Similarly, 10,808 drug consignment imports were inspected during the year, with 10,464 released at the respective ports of entry compared to 9,098 drug consignments imports in the FY 2019/20 in which 8696 were released. There was a significant increase in licensed pharmacies (2,369) and drug shops (12,124) compared to 1,820 and 9,457 respectively during the same period under review. Domestic pharmaceutical manufacturers too increased from 23 in FY 2019/20 to 29 in the FY 2020/21. We also launched the assessment training package together with other stakeholders to equip herbalists with skills in the processing of medicinal herbal products. This was a commendable milestone in developing home grown solutions in mitigating substandard and falsified herbal products as we leverage its value chain. 30 herbal medicine manufacturers were inspected, and a total of 192 herbal products notified compared to 152 in the previous year. Despite the excellent performance, I urge all stakeholders to be observant in promoting and protecting public health.

How do you plan to consolidate the achievements in the veterinary drug regulations?

To continue improving veterinary drug regulation compliance at all levels in the country for the benefit of better livestock yields, NDA intends to engage the Ministry of Agriculture Animal Industry and Fisheries to seal the identified gaps. We intend to continuously engage with stakeholders to improve veterinary drug regulation compliance, through memoranda of understanding with the Districts, intensify support supervision and enforcement on veterinary drug outlets to improve compliance.

Dishonest traders dealing in substandard/counterfeit veterinary drugs have been a thorn in livestock farmers. How successful have you been in apprehending unscrupulous traders to enhance yields in livestock production?

We conduct routine operations intended to protect the population (human and animals) from substandard, counterfeit, unauthorized drugs, unqualified persons, and other unauthorized health care products on the market guided by our intelligence surveillance reports. For instance, the veterinary compliance monitoring activities held in FY 2020/2021 led to 14 police cases that resulted into nine convictions. The apprehended persons were charged or convicted before the Magistrate Courts in Ntungamo, Kampala, Sheema, Mbarara, and Fort Portal. Among the charges included; supply, sale and possession of unauthorized and counterfeit veterinary products; and unlawful possession of classified drugs, selling classified drugs without a license as well as falsification (adulteration) of acaricides. This success can be attributed to stakeholder involvement and engagements. Treatment failures and animal deaths due to sub-standard, falsified and counterfeit veterinary drugs has been a very big problem in the cattle corridor areas. To all farmers out there, you are our eyes and ears on the ground, and your role is to augment NDA operations in ridding the country of wrong elements in the veterinary pharmaceutical sector. We urge the public to be vigilant by reporting to NDA wrong elements in the sector if we are to reduce counterfeit medicines on our market.

What challenges does NDA face in exercising its mandate for veterinary medicines?

Ticks and tick borne diseases constitute the biggest challenge to livestock production and productivity in Uganda, and this causes both direct and indirect losses to farmers. Direct losses include low milk production, decreased animal weight gain, mortality and damage to hides and skins

We still have a challenge of tick resistance to acaricides but steadily managing it through vigorous sensitization of stakeholders in the veterinary sector. The tick resistance was because of indiscriminate use of acaricides against ticks, yet such practices can lead to ticks developing resistance against these chemicals, hence a major challenge to sustainable livestock production.

The good news, however, is that our laboratory capabilities in veterinary medicines testing has grown to ensure that high quality livestock inputs result in better yields for the sector. In the Financial Year 2020/21, 8% of the veterinary medicines (including acaricides) tested at the laboratory were found to be substandard and were not allowed to be marketed in Uganda and the regional markets. Over the years we have managed to institute a new approach to enhance veterinary drugs regulatory capacity. This has been possible through engagements with key stakeholders who include farmers, veterinarians, and districts leaders at various levels. For instance in the Financial Year 2020/21, we held 404 sensitization meetings at the Sub County level in 43 districts focusing on improving stakeholder collaboration in regulation of veterinary drugs handling for mutual benefit. These engagements enabled us to have an in-depth understanding of the challenges faced by stakeholders and proposed mitigation measures. In light of challenges faced in the area of vaccines, we focused on the facilities for vaccine handling at all levels. We audited 167 veterinary cold chain facilities (83 in public and 84 private) based in 82 districts and gave technical support necessary for improvement

of vaccine handling and cold chain integrity.

What solutions have you provided to farmers to control tick resistance to acaricides?

Our teams on the ground have been on radios and meetings with farmers to advise on the need to rotate between acaricide classes, to reduce or delay emergence of resistance to any particular class of acaricides and to practice controlled grazing to reduce risk of spreading ticks between farms. This is done in liaison with local veterinary authorities. Farmers are also encouraged to buy acaricides only from NDA-licensed drug outlets and, not agrochemical shops or hawkers. After obtaining the right acaricide from the right sources, farmers are encouraged to always follow the manufacturer's dilution rates and use proper equipment. These include measuring cylinders / cups (correct measurements of the amount of acaricide to be added in water), spray pumps that provide enough pressure while spraying, properly constructed cattle crushes to hold the animals in one place while spraying and mixing cans / jerry cans of the proper size. Farmers are also encouraged to spray the whole animal and concentrate majorly around the ears. All animals on the farm need to be sprayed including dogs and cats.

What should the public expect from the new Strategic plan 2021 - 2026?

The new strategic plan whose main goal is "to attain and maintain global best practices in drug regulation by 2025" resonates with the National Development Plan III focusing on modern, people centered, independent, integrated, resilient and a self-sustaining economy. We therefore look forward to improving the regulatory efficiency and effectiveness through strengthening systems and instituting regulatory actions that support local drug manufacturing, regulatory compliance by human and veterinary practitioners, research capacity for making evidence-based drug regulatory decisions and processes and procedures for pre-market authorization of drugs and healthcare products.



Falsified products - Tick burn recovered from a veterinary drug shop in Sheema District.

Performance infographics

1.0 About National Drug Authority

The Act established a National Drug Policy and National Drug Authority to ensure the availability, at all times, of essential, efficacious and cost-effective drugs to the entire population of Uganda as a means of providing satisfactory healthcare and safeguarding the appropriate use of drugs.

1.1 Vision

A world class drug regulatory Agency

1.2 Mission

To protect and promote human and animal health through the effective regulation of drugs and healthcare products.

2.0 A Glance at NDA's Performance FY 2020/2021

68



4,648

pharmaceutical products retained on the drug registered compared to

4,881 (human - 4,043, veterinary - 471, registered foreign human herbal products-134, and a foreign veterinary herbal - 1) in FY 2019/2020.



10,464 /10,808

drug consignment imports inspected and released for use in Uganda as compared to

8,696/9,098 in FY 2019/2020.



192

local herbal products notified compared to 152 in FY2019/2020.



29

Domestic pharmaceutical manufacturers licensed compared to 23 in FY 2019/20



349

foreign applications for inspections were assessed and issued with GMP certificates in FY 2020/2021 compared to 92 certificates issued in FY 2019/2020.



30

herbal medicine manufacturers inspected

Drug outlets Licensed

2,369

Pharmacies and 12,124 Drug shops compared to 1,820 Pharmacies and 9,457 Drug Shops in FY 2019/20.

26

drug recalls were effected compared to 22 in FY 2019/2020.

23/26

drug related complaint reports were handled to logical conclusion compared to 18/40 in FY 2019/2020

2,223

samples of drugs and other healthcare products tested as compared to 2100 in FY2019/2020.

2,552

adverse drug reaction reports received compared to 1824 reports received in FY 2019/20

189

clinical trial applications handled compared to 164 in FY 2019/2020.

187/253

drug promotions/ advertisements were approved to run in the media in FY 2020/2021

To improve animal health (better treatment of illnesses and prevention of diseases), yields, and economic gains for the farmers, 167 audits of veterinary cold chain facilities

conducted in 82 districts, and 404 engagements held with stakeholders in veterinary sector at sub county level in 43 districts.



New URA Tower in 2019 (Special feature)



URA's new tax rule receives mixed reactions

In bid to widen its tax base, the Uganda Revenue Authority has set a new tax rule for people involved in land transactions. According to the leaked internal memo, anyone buying or selling land worth Shs10 million and above must have registered for and obtained a Tax Identification Number. (TIN).

The move aims to increase URA's scrutiny of the real estate sector, trap tax evaders and widen the tax base.

According to Ms Milly Isingoma Nalukwago, the assistant commissioner for research, planning and development at URA, this requirement took effect on 6th December.

However, the new development at URA has been received with mixed reactions from some members of the public.

Mr. Ssebuma Mazamiru of Wilcom Property Consultants in Kyengera Town Council Wakiso district says that the too many taxes being introduced by URA every other day are likely to cripple the real estate industry.

Ssebuma, who deals in buying and selling houses and land, says that the new tax had come at a time when they were still trying to absorb the shock caused by rental income tax that was instituted this year.

"We are in very hard economic times. Businesses are operating below the average performance levels mainly due the impact of covid-19. Why introduce taxes when businesses are hardly making any profits." he wonders.

Ms. Ketty Wabwire, a landlord in Kampala says paying taxes helps the government to generate revenue needed to improve service delivery but her only worry is the rate at which new taxes are cropping up.

Ms. Wabwire says high taxes have greatly contributed to the collapse of several small and medium scale enterprises.

On the issue of the new tax, Wabwire says there are few official registration points for URA besides, registering online is not only tedious but also hectic for people especially those with limited knowledge on internet usage.

She says registering for Tax Indemnification Numbers could be a reserve for the elite who can easily access and use the internet. She says several Ugandans will be left at the mercy of private practitioners who are likely to charge exorbitant amounts of money for TIN registration.

Whereas registering for TIN at URA is free of charge, some private business owners and individuals are minting money out of TIN registration.

Challenges faced before the formation of URA

- ❖ Bureaucratic and long decision making process
- ❖ High Tax rates and Tariffs
- ❖ Too many discretionary powers to Tax administrators
- ❖ No neutral appeal mechanism in place
- ❖ Ineffective collection of Tax such as only one bank and collection of cash was a high risk factor.

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Currently, individuals charge between Shs 10,000 and Shs 30,000 for TIN registration.

Some URA critics think that the current move by URA is as a result of pressure from President Yoweri Museveni.

President Museveni has on several occasions criticized URA for "not doing enough" to widen the tax base which had grown from 4 to 11 percent before stagnating at between 12 and 13 percent for more than a decade.

According to President Museveni, URA will have to double the tax-to-GDP ratio to between 20 and 26 percent for the public finances to become self-

sufficient.

Uganda is said to have the Gross Domestic Product in East Africa.

Available records also indicate that the tax-to-GDP ratio, which records how much of a country's output goes to the government in form of tax receipts, is also lower than the sub-Saharan African average of 16 percent.

Currently Uganda relies on loans from other countries to implement its development projects such as construction of roads.

This is likely to increase the country's debt burden.



Go for Covid-19 Vaccination-Minister

The Minister of Health, Dr. Jane Ruth Aceng has urged the public to embrace the Covid-19 vaccination exercise.

In a statement issued on December 2, Dr Aceng said getting vaccinated and adhering to the Standard Operating Procedures (SOPs) would guard the populace against the deadly Covid-19 pandemic.

She assured the public that the COVID-19 vaccine is safe, effective and free.

According to the minister, persons who test positive shall be tracked and put under home-based care or health facility-based isolation depending on the severity of the disease.

Symptomatic cases requiring admission shall be managed at designated Covid-19 treatment units.

"All positive samples from travelers shall undergo genomic sequencing to enable detection of the Omicron and other variants," she added.

The Minister's advice follows an outbreak of Omicron variant strain of Covid-19 in a number of countries.

The B.1.1.529 variant of SARS-CoV2, also known as Omicron, was first identified by scientists in South Africa in a specimen collected on 9th November 2021 and later from specimens collected between the 12th and 20th November 2021, from Gauteng,

South Africa, Botswana and Hong Kong and subsequently reported to the World Health Organization (WHO) on 24th November 2021.

"Since its initial identification, the variant has spread significantly to reach all provinces of South Africa. It has also been identified in countries neighboring South Africa namely; Lesotho, Malawi, Mozambique, Namibia, Zimbabwe, Angola and Zambia as well as among travelers to distant countries including, Netherlands, Thailand, Israel, United Kingdom, Czech Republic, Italy, Belgium and Germany, among others with the list of countries continually growing," she said.

"Not much is known about the variant, since it is new, but this variant is reported to have 32 mutations (genetic changes). In the spike protein gene (the coat of the virus), more than those that have been identified in several other variants of concern including the Delta and Alpha variants. While the Omicron variant has been reported in several countries across the world, it is important to note that this variant has not been detected in



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Uganda," The Minister said.

A meeting of the World Health Organization (WHO) Technical Advisory group on variant evolution held on 26th November named it the 'Omicron variant' and designated it a Variant of Concern. Since its initial identification, the variant has spread significantly to reach all provinces of South Africa.

It has also been identified in countries neighboring South Africa like; Lesotho, Malawi, Mozambique, Namibia, Zimbabwe, Angola and Zambia as well as among travelers to distant countries including, Netherlands, Thailand, Israel, United

The Minister said that while the Omicron variant has been reported in several countries across the world, it has not been detected in Uganda.

In the meantime, the Ministry of Health continues to closely monitor the evolution of the spread of the Omicron variant globally and a number of measures have been instituted to prevent the importation of the variant into the country.

Dr Aceng said government interventions to curb the importation of the variant include intensified surveillance at points of entry; with particular

emphasis at the high-volume entry points notably Entebbe International Airport and high-volume land border points and mandatory testing of all incoming travelers which was instituted in October this year, according to the minister.

Vaccines Pipeline in the country

Dr. Aceng revealed that to-date, the Government has received a total of 17,131,090 doses through donations and direct procurement by the Government of Uganda; of which 10,523,853 doses have been distributed countrywide. Distribution of the remaining 6,607,237 doses is ongoing.

"We expect an additional 15,563,650 doses of various vaccines by the end of December 2021."

So far, 6,973,161 doses of the Covid-19 vaccine have been administered to the population. Of this, 5,767,857 (25%) of the 22 million eligible persons have received the first dose of the Covid -19 vaccines while 1,205,161 (5%) have received the second dose

"To-date, 48,259 samples have been tested with 228 positive cases recorded. On average, six (6) positive cases are recorded daily.

Testing of incoming travelers at other land Points of Entry will be conducted by the private laboratories at Government set rates, as Ministry of Health continues to build capacity for testing as directed by Cabinet," she added.

To-date, the country has registered 127,485 confirmed cases of Covid-19 and 3,252 deaths. Furthermore, the current admissions stand at 115 in both public and private facilities.

The country has sustained low transmission of Covid-19 with a positivity rate of less than 5% since September 2021.

The Spokesperson of the Ministry of Health Mr. Emmanuel Ainebyoona advised health facilities that may be experiencing vaccine stock outs to immediately contact the National Medical Stores saying vaccines are available.

The Government of Uganda continues to prioritise Covid-19 vaccination as a strategic intervention to control the pandemic including the effects posed by the new variants.

The occasional stock outs of Covid -19 vaccination antigens has been interfering with the vaccination process in a number of districts.

In Wakiso for example, the District Health Officer, Dr. Mathias Lugoloobi said recently that all vaccination centers in the district had run out of Sinovac and AstraZeneca. Only a few doses of Pfizer were available at vaccination centers.

"As we talk, the district vaccine store is at zero balance and no center has more than 600 doses of vaccine left. Even when the Ministry Health advises us to get vaccines from other districts, they don't give us what we need. Recently, we got 1,1700 doses from Kayunga yet we had requested 50 000 doses." He said.



Northern Uganda's simsim loses market share in Europe

Sesame farmers from northern Uganda are reportedly failing to fully maximize the European market due to the more stringent certification and standardisation requirements for sesame export.

Most of the sesame produced in Uganda comes from the northern region. The region is well suited for simsim production and has a comparative advantage over other regions.

It is estimated that more than 300,000 farmers are engaged in sesame production, and most of these are smallholder farmers. These substantial numbers account for a large amount of overall agricultural production of sesame in northern Uganda.

Also, sesame is of specific importance in Uganda given its considerable inclusive growth potential. It is driven by growth in premium export markets; the availability of land for production expansion; favourable growing conditions, with two annual production seasons; and considerable scope to improve yields and quality.

In northern Uganda, for instance, this precious crop often referred to as "white gold", is grown in two

seasons: the first (March-April) and second (August-September) seasons.

However, while the region presents the greatest potential to improve competitiveness in sesame production and agro-trade due to its advantages in climatic positioning, things are not as good as you may think.

Currently, a kilogram of sesame commonly known as simsim is trading at Shs4000 in Lira City as of December 11, 2021 down from Shs5000 in 2020.

Mr Patrick Ogwale, the chairperson of Lira Produce Dealers Association, however, said the price of simsim might skyrocket around January due to poor harvest brought about by changes in the weather patterns.

But the truth of the matter is that simsim farmers from northern Uganda do not have space in the international market.

Mr Sam Atul, the mayor of Lira City, said the supply chain of sesame suffers from different challenges

including the adulteration of sesame grain with sand.

"Right now, we could not be looking for a non-traditional crop for export. In 1986, President Museveni's brother - Salim Saleh - came to Lira Town and started buying simsim commonly known as white gold.

But because some people wanted to make much money from simsim, they started adding sand to it so that they could get many kilograms," Mr Atul said at a recent meeting organised by the Uganda National Bureau of Standards (UNBS).

"When the simsim from northern Uganda entered the Europe market, it was rejected because of adulteration. Since then, simsim from northern Uganda has lost market share in Europe," he added.

Experts also point out that the performance of the sesame sector marketing system is also constrained by many factors such as poor quality of sesame; weak extension services, which have ignored market development; inefficient handling, including grading, storage, packaging, transport and management.

It is believed that selecting and grading sesame according to quality and specifying characteristics such as its origin can create higher market prices and fulfill buyer expectations. For this to take place, it necessitates the coordination of different stakeholders in production, post-harvest handling

and processing (Commercial Agriculture for Smallholders and Agribusiness, April, 2020).

To address this challenge, Lira District administration in 2017 launched an Ordinance that seeks to combat the malpractices compromising agro-product quality in the area.

The Counterfeit Agricultural Inputs Prohibition Ordinance came at a time when the district was faced with post-harvest handling, storage and marketing of agro-products challenges.

The offences created under the law include the sale or distribution of quality compromised agricultural products, handling storage and sale of agro-product in unauthorised or gazette premises, sale or distribution of adulterated or contaminated agro-products, distribution or sale of agro-product which do not match the recommended specifications and related offences.

According to the law, any person who contravenes any provision of this Ordinance shall be punishable with a fine of two currency points or three months of community service or imprisonment for a period not exceeding six months.

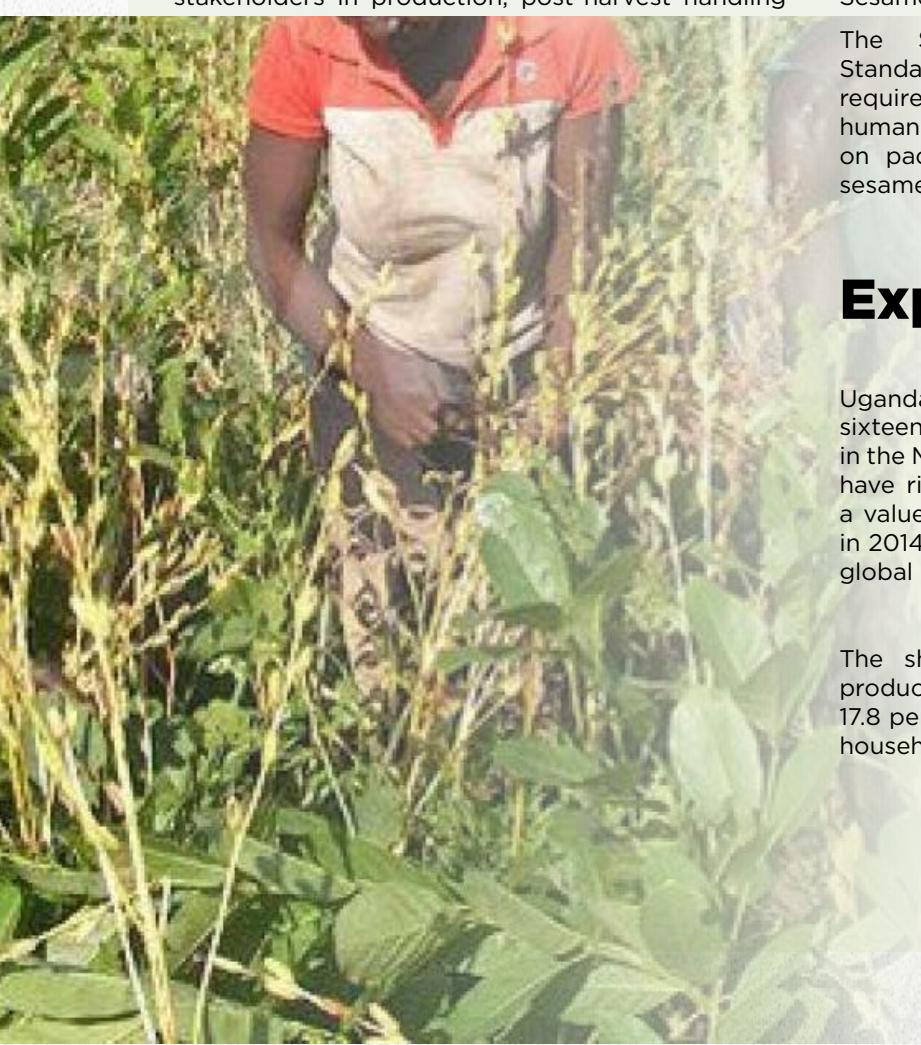
Also, in 2016, UNBS with support from Trademark East Africa (TMEA) and the Southern and Eastern African Trade, Information and Negotiations Institute- Uganda (SEATINI) developed the Uganda Sesame Standard, US 1628:2016 – Specification.

The Standard, approved by the National Standards Council on June 28, 2016, specifies the requirements, sampling and testing methods for human consumption. It also provides the guideline on packaging, labelling, and certification of the sesame.

Export

Uganda is the world's fifth largest producer and sixteenth largest exporter of simsim, which is sold in the Middle East, Far East and Europe. The exports have risen more than 300 per cent since 2010 to a value of \$55m (or 2.4 per cent of total exports) in 2014. There is increasing demand in regional and global markets.

The share of formal sesame exports to total production increased from 3.4 per cent in 2004 to 17.8 per cent in 2013 with more than 77 per cent of household produce being sold.



Enforcement of road safety regulations brings business to standstill in Apac



Business in Apac Town has come to a standstill following the enforcement of road safety regulations by the police.

Hundreds of motorcycles have already been impounded in an operation that started two weeks ago, to crackdown on people who are not complying with the law.

However, the operation being spearheaded by the police traffic unit has scared away businesspersons whose major means of transport is motorcycles.

Many boda boda riders who have got their bikes on loan are reportedly hiding in the village for fear that their bikes would be impounded.

While the police said the operation is being carried out in good faith, some residents are alleging that it has given a leeway to some unscrupulous police traffic officers to extort money from the public.

Owners of motorcycles are alleging that police are extorting between Shs 30,000 and Shs 60,000 from those who fall into their trap.

Mr Nixon Okello, a businessman in Apac Municipality, said he is now receiving very few customers since the operation began.

"Many people are no longer coming to town because they are afraid of these men in uniform. Two days ago, one of my customers told me on the phone that he was on the way coming but when he was told that these people were on the road, he turned back home and that is how I missed his money," Mr Okello said.

Ms Betty Ogwang, a restaurant operator, said the number of her clients has dropped as a result of police "arrogance" on motorcycle users.

"Majority of my customers come from villages but now that the police are setting up many checkpoints, they are not coming to town," she said.

This has equally affected the business of boda boda riders and some of them have failed to repay the loans they have taken from different financial institutions.

Mr Moses Ocen, a boda boda rider in Apac Municipality, accused the police of using the festive season to make money for their personal gains.

"We are now unable to put food on the table for our families. The only source of income we have is boda boda but traffic police are not creating a good environment for us. Financial institutions which gave us motorcycles on loans have already taken ten motorcycles from some of us who defaulted to pay their loans," he said.

Mr Patrick Acai, the chairperson of Apac Boda Boda Transporters Association, said many boda boda riders have now run away from the various stages scattered in the area since "police are creating many situations to extort money from them".

“ Last week, police impounded over 50 motorcycles from us on the grounds that we have not placed our number plates well and instead of warning us they collected money from us to release our motorcycles, ”

he said.

However, Mr Crispin Omaka, the officer in charge of traffic at Apac Central Police Station, blamed the challenge on boda boda riders for not complying with the road safety regulations.

“ If they obey the law, if they are not reckless we shall not follow them but if they are breaking the law, we shall deal with them, ”

the police traffic boss said.

Welcome!

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KAMPALA Ekibuga



Kyaffe





EXECUTIVE DIRECTOR KAMPALA CITY MRS DOROTHY KISAKA

PROFILE

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Dorothy Kisaka's ascendency to the helm as the Executive Director of the Kampala City Council Authority (KCCA) is one that can be attested to the hard work she has shown in performing various roles in her well decorated career.

A lawyer by profession, Kisaka rose to prominence as a prolific lawyer at Kiyimba-Kisaka & Co Advocates where she worked from 1999-2014 having graduated from Makerere University in 1987 with a bachelor of laws.

Thereafter, Kisaka went on to serve as a commissioner at the Electoral Commission where she helped in the supervision and management of national elections.

Among many of the various capacities in which she has served include a stint as a senior presidential advisor at the Office of the Prime Minister where she helped in coordinating political and non-political actors to implement public policy.

Kisaka boasts of an impressive CV with additional qualifications in Organizational Leadership and Management, a master's degree from Uganda Christian University, Mukono .She also holds a Master's degree in Leading Innovation and Change from York St. John University in the United Kingdom. Kisaka is an old girl of the prestigious Gayaza high school.

Dorothy 's passion for education pushed her and her husband Eng. Peter Kisaka alongside their friend Lorna Magara to pioneer a Leadership School under Destiny Consult which trains highly placed market place leaders to serve with excellence and integrity.

Prior to her appointment at KCCA, Kisaka was appointed as secretary of the COVID-19 Response Fund by President Museveni in 2020.

She also serves as the chairperson of Development Associates International and represents Africa on the Board of Haggai International.

Under her leadership, KCCA has gone on a mass infrastructure development drive that has seen repairs done to John Babiha road in kololo, Spear - Ntinda road and the redevelopment of the old taxi park.

A number of partnerships have sprung up with corporate companies to help further this development agenda with KCCA looking toward becoming a smart city.

Kisaka is currently spearheading a campaign under the acronym TWAT dubbed "Think smart, Work Smart, Act Smart and Talk Smart that is expected to implore many Kampalans to embrace the drive to eventually turn Kampala in to a smart city.

Smart cities have many benefits like better energy & water management, mobility, security which attract investment and provide a favorable environment for its inhabitants to thrive .

Kisaka is the second female Executive director of KCCA following in the footsteps of the body's first ever executive director, another woman, Jennifer Musisi.



EXECUTIVE DIRECTOR'S SPEECH: LAUNCH OF WOMEN'S ECONOMIC EMPOWERMENT AND CARE PROGRAM

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In House Road Repairs For The Period April -May 2021
-Kcca



Ghetto youth join forces with KCCA to improve city drainage

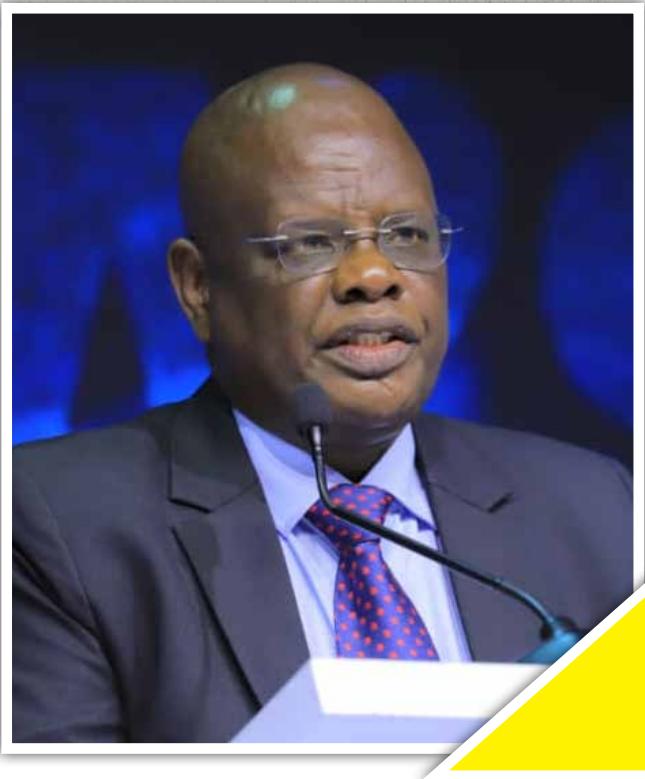
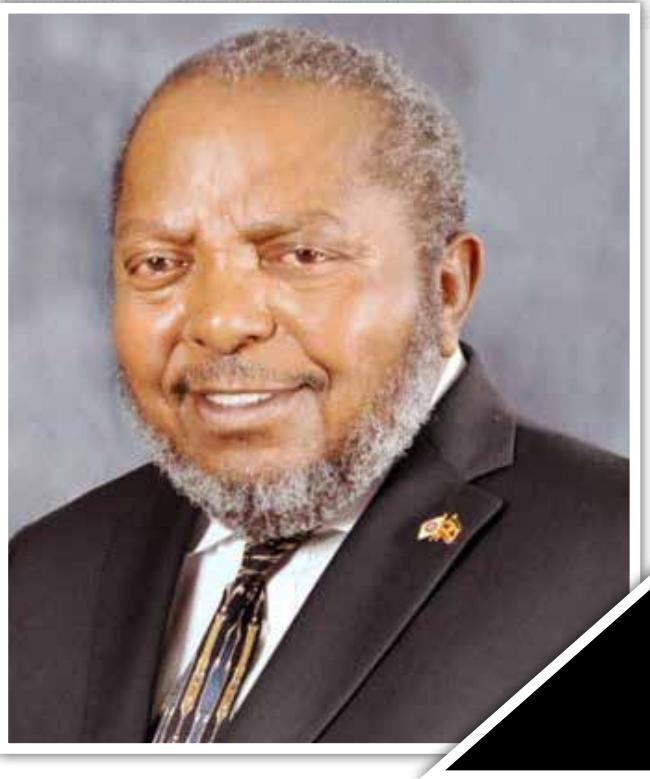


KCCA start renovation work at Omondi Stadium in Lugogo



Kampala To Get Over 42 Signalised City Junctions
-Kcca

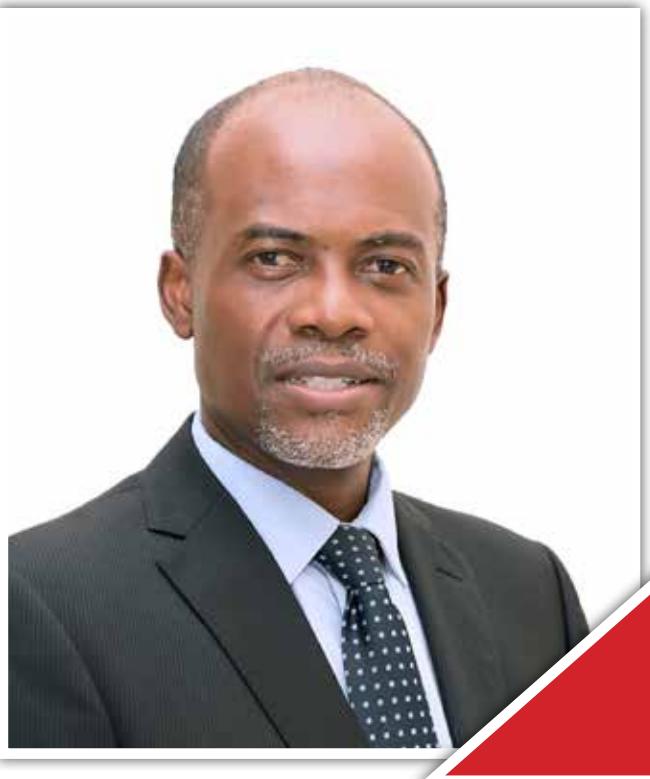
How effective leadership is shaping



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Emmanuel Tumusiime Mutebile
CEO Bank of Uganda

Mr. Fred K. Bamwesigye
Director General Civil Aviation Authority Uganda



Keith Kalyegira
CEO Capital Markets Authority



Dr. Micheal Kansiime
CEO Diary Development Authority

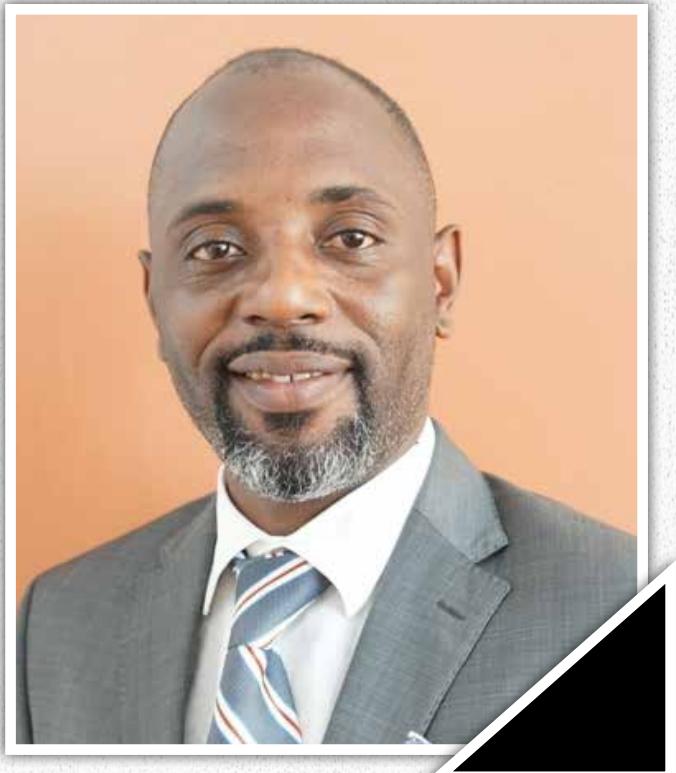
the Ugandan business environment.



Ziria Tibalwa Waako
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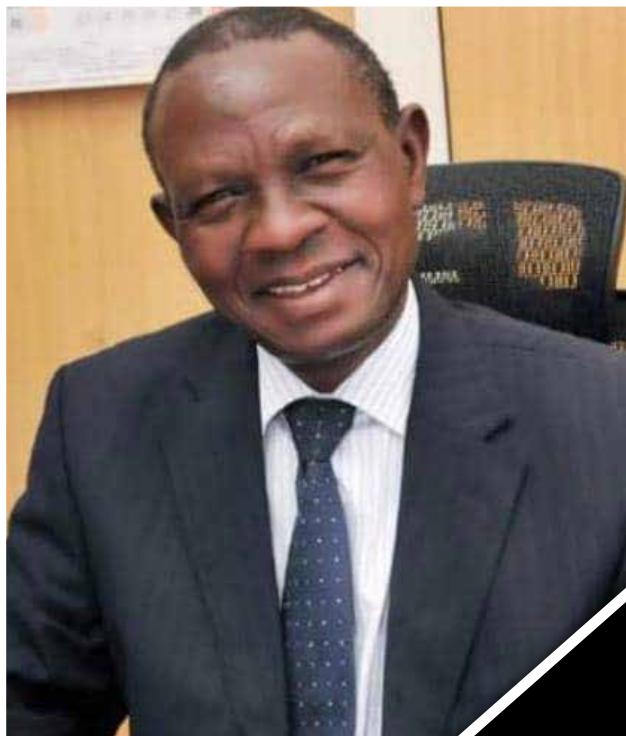


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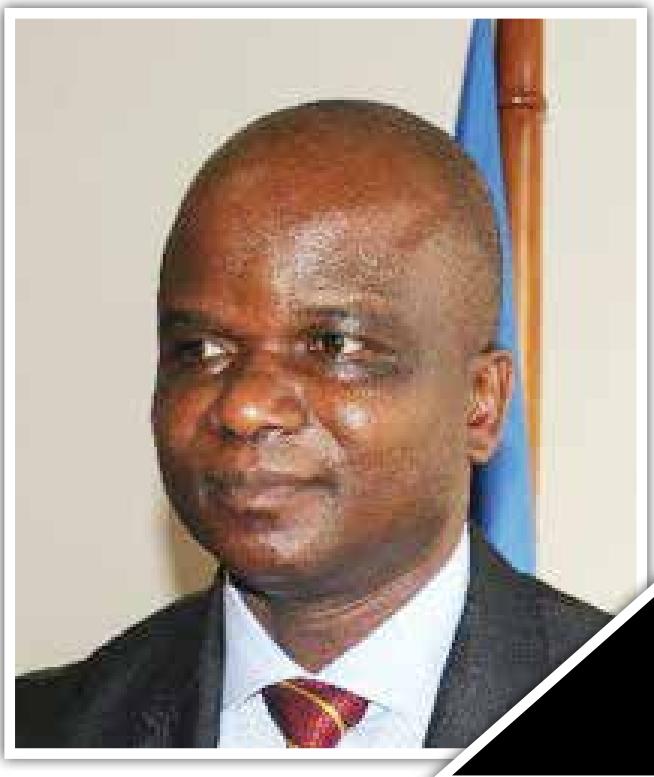
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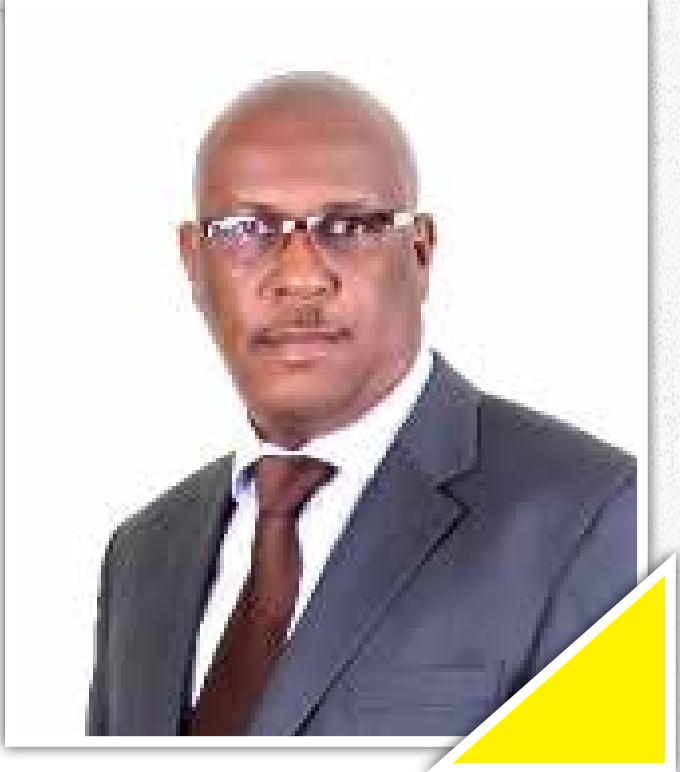
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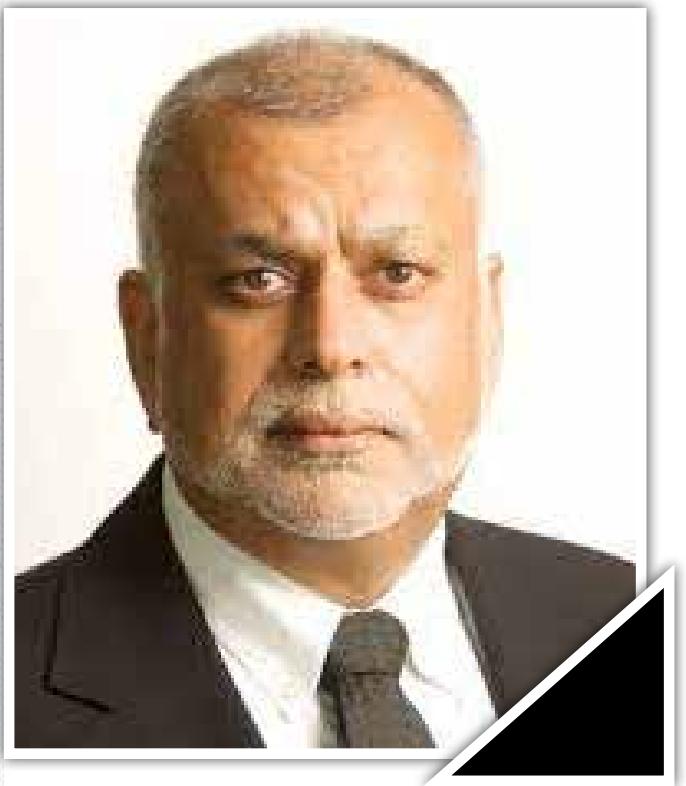
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Anand Nainani, Director

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Stimulating economic growth: Gov't prioritises increased agricultural production, value addition

The National Development Plan identifies agriculture as a vital contributory growth sector capable of reducing poverty and stimulating economic growth.

Accordingly, the administration of President Museveni's priority interventions focus on increasing production and productivity, agro-processing and increased enterprise efficiency through commodity value chains.

The government is also implementing some of its promises to the farmers like the provision of affordable finance to enable farmers acquire necessary infrastructure to promote President Museveni's crusade of transforming the country from subsistence farming to commercial agricultural production.

President Museveni recently unveiled a four-model strategy on how to tackle poverty and jump-start about 68 per cent of the population that is trapped in traditional and subsistence farming.

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Mr Museveni, during a special Cabinet meeting at State House, Entebbe, in April 2021 showed to ministers videos of progressive farmers.

He used the occasion to rally his ministers to amplify the wealth creation message across the country so that farming can generate some incomes to improve farmers' livelihoods.

The President's target is to encourage at least seven million Ugandans to engage in commercial farming, with each of them creating seven jobs for the youth.

The four strategies against poverty include; job creation, especially for the youth, wealth creation, commercial farming and value-addition through industrialisation.

"With a target of seven million commercial farmers and each farmer employing about five people, the country will be able to realise its targets for livelihood improvement," the outgoing minister of Information and Communication Technology, Mrs Judith Nabakooba, said.

Value-addition and industrialisation are the other combined approaches that the head of state said would jump-start job creation and wealth creation.



"The President directed Cabinet and the responsible ministry to study the view of factories getting power directly without the intermediate fixed grids. This will reduce the cost of power and also encourage more industrialisation, thereby creating more jobs," Mrs Nabakooba said.

Shortly after the Electoral Commission declared him winner of the 2021 Presidential election, Mr Museveni outlined the agenda for the 2021-2026 five-year term.

He said the implementation of pro-people services, especially empowering about 68 per cent masses

that are currently trapped in the no-money economy bracket, will be top on the agenda.

During a televised address, Mr Museveni also showed video examples of people who have listened to his message of wealth creation, such as Esther Magaga from Kiruhura District.

Mr Museveni also appealed to fellow politicians to help people get out of poverty by spreading his message, instead of spending time on what he described as "politics of burials" and attending church.

He added that in the coming term, Operation Wealth Creation will expand the targeted people from the current 900,000 to six million. A statement from State House indicates that in order to increase sustained production, funds have been availed to increase the commercialisation of improved seeds and other planting materials.

Under this intervention, seed and agro-genetic propagation companies will be contracted within a

long term framework to multiply improved seeds and planting materials. The agro-inputs will be delivered in time for planting during successive seasons over the forthcoming five years.

The statement further says the ministry of Agriculture, Animal Industry and Fisheries will also enter into long term framework contracts with certified animal breeders for the multiplication of improved breeds of livestock. The National Agricultural Advisory Services (NAADs) will also continue to provide extension services across the country.

The government acknowledges the availability of storage for crops has been a major constraint, leading to the destabilisation of food and other commodity supplies to the market. To address this specific challenge, the ministry of Finance has allocated funds for the rehabilitation of small-scale warehouses across the country, at sub-country level.

Furthermore, the private sector will be encouraged to access funding from the Agricultural Credit Facility



President Museveni commissioning and handing over tractors to district authorities at Namalere Agricultural referral mechanisation centre in Wakiso district.



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Cleaning of oranges before juice processing at Soroti Fruit Factory.

to construct warehouses and silos to improve storage. In future, large warehouses and silos will be constructed by the government at regional level across the country.

Also, another major constraint to agricultural production is the availability of water. Nonetheless, the government has allocated funds to the Ministry of Water and Environment to provide irrigation and water harvesting technologies in collaboration with the private sector.

Mr Alfred Okot Okidi, the Permanent Secretary at the ministry of Water and Environment, agreed that in order to make farmers resilient to climate change, the government needs to invest more in irrigation.

"At the moment, we are doing the irrigation master plan and we are looking at where we can put what type of facilities for irrigation across the country, we are doing this jointly with MAIIF (Ministry of Agriculture Animal Industry and Fisheries)," he said at the commissioning of Olweny irrigation scheme,

Barr Sub-county in Lira District in January 2021.

The Olweny irrigation system, whose reconstruction cost Shs 47 billion, is benefiting 1500 beneficiary families in Barr, Agali and Itek sub-counties.

Mr Eric Ocan, the regional manager of Water for Production Regional Centre – North, said 24 small scale irrigation systems have so far been constructed and commissioned in northern Uganda. Mr Okot Okidi further encouraged farmers to maximise irrigation and use it to generate wealth.

Production amid Covid-19 pandemic

As Ugandans struggled to cope with Covid-19 lockdown, model farmers in Otuuke District of northern Uganda, for instance, became relief aid distributors to distressed relatives, neighbours and friends.

On several occasions, these model farmers dished out free food, especially to the elderly (60 plus

years) men and women freely.

For young people, model farmers in Otuke developed a mechanism where the needy were not just given free food. Instead the needy got employed on the farms in exchange for food and seeds to plant (beans, maize and vegetables).

Each of the needy would receive brief sessions on planning, management and value addition in agriculture practices. Majority would leave the farm as converted individuals who will adopt model farming, according to Ms Kelle Anyes, a model farmer.

According to a rapid food security and vulnerability assessment conducted by Care International on the impact of Covid-19 pandemic in April 2020, many households in Otuke starved badly.

The wide and rapid spread of coronavirus and the consequent lockdown plus curfew got majority farmers off guard.

The locals were still hoping for the usual trend of events to prevail. Little did they know the lockdown meant no public gatherings, social distancing, and no movement of public vehicles among other restrictions!



An onion field under irrigation



The Oil & Gas Sector seeks to benefit all Ugandans

The ruling National Resistance Movement highlights in its manifesto for the year 2020/2026 that the mantle of securing the future of Uganda is so great a task for one to play bets on.

It is not a gamble. It is a matter which requires lifelong commitment, unending sacrifice and vast experience. NRM is the only political organisation that can be trusted with the sacred responsibility of securing Uganda's future," .

What therefore remains true is that the country discovered oil during the ruling NRM tenure.

The government and governance experts are optimistic that the oil and gas sector will have huge

impact on the livelihoods of Ugandans.

The Ministry of Energy and Mineral Development said the government plans to invest oil revenue in key sectors for the benefit of all Ugandans.

"Such key sectors include; improvement of agriculture and health service deliveries, infrastructure, tourism, education and energy for accelerated development in the country once first oil begins flowing," the ministry's spokesperson,



Mr Paul Hanns Kyazze, said in an interview via WhatsApp .

"That is how all Ugandans will collectively benefit from the oil and gas industry."

The World Bank said the discovery of 6.5 billion barrels of oil reserves in the Albertine region presents an opportunity for Uganda to generate government revenues for domestic investment and catalyze domestic private sector development.

The bank noted in its study that the impact of oil reserves on the Ugandan economy and society, if deployed strategically, could be far more long-term.

The study, "Leveraging oil and gas industry for the development of a competitive private sector in Uganda", recommends that the oil and gas sector be leveraged for domestic private sector development by developing local suppliers and related industries.

Ms Sajjad Shah, the World Bank former acting country manager for Uganda, said that the discovery of oil resources offers a unique opportunity to develop the Ugandan economy.

"Oil revenues can be used to finance priority domestic investments crucial for diversified growth," She said.

"Even before oil production commences and oil revenues start coming in, local enterprises can participate in supplying the industry and start growing their businesses and the national economy in general."

According to leaders and citizens, the oil and natural gas industry does more than meet the energy needs of society. It creates opportunities, generates employment, boosts local businesses, drives crucial research and development, and promotes education and training, while generating and maintaining sustainable infrastructure.

Mr Tom Boijana, an elder in Fort Portal City, agrees that if planned well, the oil and gas sector will create jobs for many Ugandans.

"Oil is not a renewable resource and we need to plan better as a country but the mistake we have made is in making the oil pipeline. If the oil wells dry up, what will be the use of the pipeline?" he asked.

On April 11, the government signed three new crude oil pipeline deals with the pipeline holding company that will pave way for production in 2025.

During the ceremony, the chief executive of French oil giant, Total SE, described as a "momentus occasion in the history for the development of the proposed East African Crude Oil Pipeline (EACOP).

In a separate interview earlier, the Resident District Commissioner of Kamwenge, Mr Geoffrey Muchunguzi, said with the availability of oil, Uganda will have many developed towns with industries.

"President Museveni has been telling us that much money from oil shall be used for infrastructural development where many roads, schools and hospitals will be built and people will be getting better services," he said.

The RDC added the government will use the money from oil to enhance the salaries of civil servants, which will improve their standard of living.



President Yoweri Museveni and his Tanzanian counterpart, Samia Suluhu Hassan, sign the oil deal.

The NRM zonal coordinator for Tooro Sub-region, Mr Donato Kasigazi believes the country will be interconnected with other countries in East Africa since the pipeline passes through other countries. He said the oil and gas sector will boast industrialization for the country which will also create many jobs for Ugandans.

"The country's GDP will increase, which will help the government to establish some projects that will help Ugandans to fight poverty," he said.

"But the challenge might arise if the government fails to fight corruption because we may not have value for money from oil and gas."

The ruling government - the National Resistance Movement (NRM) - says it is committed to ensuring that the petroleum industry contributes to economic take off of the country and creates lasting value to all Ugandans.

Interestingly, the 2013 Industrial Baseline Study estimates over 160,000 jobs will be created in Uganda by the oil and gas industry alone.

The study also identifies 25 critical industries with high potential for national content for Uganda. These include among others; civil construction, site safety and security, road construction, bulk material, cement, catering, domestic airline services, facility management, food supply, fuel wholesale, and furniture manufacturing.

Others are generic waste management, general maintenance, hazardous waste management, light equipment, manpower consultancy, mechanical construction, and production operations.

What started as a journey to confirm the existence of commercial petroleum resources in Uganda during the colonial days is now seen as a blessing to Ugandans.

Mr Patrick Murungi Zeresire, a resident of Bunyangabu District, western Uganda projects that if the resources from oil and gas are well utilised, the country will have better social services.

"As a country, we shall have industries that will provide jobs to many Ugandans, which will solve the problem of unemployment and increase income per capita," he says. However, he warns that; "it has always been a curse with the oil and gas discovery in other parts of the world, we hope this discovery will not bring us a lasting curse of corruption and wars," Mr Zeresire adds.

Currently, oil and gas exploration is taking place in the Albertine Graben. The Graben is part of the East African rift system and runs along Uganda's western border with the Democratic Republic of Congo (DRC). The Albertine Graben is approximately 500 km long, averaging 45 km in width and 23,000 square kilometres in Uganda.

In addition, the government is also carrying out preliminary geophysical, geological and geochemical surveys in the Kadam- Moroto basin.

Quantity of discovered oil

The estimated resources in the country have increased from 300 million barrels in 2006 to 2 billion and 3.5 billion barrels in 2010 and 2012 respectively, according to the Ministry of Energy and Mineral Development.

As at May 2019, the discovered resources in the country were estimated at 6.0 billion barrels of oil equivalent in place with about 1.4 billion barrels of these resources recoverable (1 barrel is equivalent to 159 litres).

However, the area explored presently represents less than 40% of the total area with the potential for petroleum production in the Albertine Graben. There is therefore potential for additional petroleum resources to be discovered in the country when additional exploration is undertaken.

The length of time that oil and gas resources last in any given country largely depend on the amount of discovered resources and the rate at which these resources are produced. This rate is determined by many factors, including technical, strategic and economic reasons. In Uganda, at a projected peak production rate of about 200,000 barrels of oil per day, it is estimated that the current discovered resources can last 20-30 years. However, additional exploration and appraisal is expected to be undertaken in the country, and this could lead to additional resources being discovered in the country, hence prolonging this production period.

Revenues

The government revenues from oil and gas include royalties, profit oil share, state participation and taxes. These revenues are expected to increase over the years as the company's recoverable costs reduce. The Production Sharing Agreements (PSAs) signed between governments and the oil companies provide for the sharing of petroleum during production.

The International Oil Company (IOC) invests capital (along with the National Oil Company (NOC) in some cases. Capital expenditures and operating costs are deducted from production in the form of cost oil. The share of the produced oil less cost oil is profit oil, which is shared between government and the licensee in accordance with the PSA. Government also receives other payments such as bonuses, royalties, duties, or taxes which are calculated on the basis of the amount of oil produced.

Genesis

Uganda confirmed commercial petroleum resources in 2006. Efforts to find oil in Uganda started as far back as the 1920s. These efforts led to the identification of surface seepages of oil and drilling of shallow wells around these seepages before 1945. One deep exploration well (Waki-1B) was also drilled near Butiaba, in Buliisa district during 1938.

These initial efforts were not successful in establishing commercial deposits of petroleum in the country.

Renewed and consistent exploration efforts commenced in the 1980s, which culminated into confirmation of commerciality of the petroleum in Uganda in 2006.

The mandate of the Ministry of Energy and Mineral Development (MEMD) is "to establish promote the development, strategically manage and safeguard the rational and sustainable exploitation and utilization of energy and mineral resources for social and economic development"



The President of Uganda H.E. Yoweri Museveni and the President of the United Republic of Tanzania H.E. Samia Suluhu Hassan flanked by Total, CNOOC and other government officials shortly after the launch of the Petroleum Projects.



Education Minister, Hon. Janet Museveni officiating during the first graduation ceremony at the Uganda Petroleum Institute Kigumba.

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Changes in the education system under NRM have aided its evolution

Education is one of the key sectors that have registered tremendous achievements during President Museveni's tenure of office. By the year 1986, Uganda had only one public university and without a single private university.

But today, the number of public and private universities has risen to nine and 44 respectively.

This is one of the remarkable indicators that the education sector is steadily improving despite some challenges.

In 1997, government introduced Universal Primary Education (UPE) and a decade later, rolled out the Universal Secondary Education (USE).

The NRM policy on education aims at having one primary school per parish, a secondary school per subcounty and a technical school per district.

Accordingly, 90percent of all parishes have a primary School, 80percent of which are government aided. Also, about 90 percent of all sub counties have a Secondary school, 67percent of which are government aided and all the major regions of the country have a public university.

There has been tremendous growth in investment in this sector as a result of government's deliberate effort to liberalise the economy- and further create a favourable environment thereby, encouraging private sector investment.

Today, Uganda boasts of being the hub of formal education given the high influx of foreign students from neighbouring countries and the country is estimated to have 15million learners across learning institutions.

Available statistics indicate that Primary School enrollment stood at 2.2million in 1986, but when the UPE scheme was rolled out in 1997, it jumped to 5.3million, representing 77 percent.

Since the inception of UPE, enrolment has steadily increased and at least 8, 840, 589 pupils are currently enrolled in school, according to the Education Abstract of 2017.

Increased enrolment aside, UPE has tremendously bridged the gender parity gap.

Previously, parents used to prioritise the education of boys at the expense of girls, but the gender gap of 70 to 30 percent between 1963 to 1986, has since improved to 55 percent for boys and 45 percent for girls.

The last two annual schools' census conducted by Ministry of Education have revealed more girls enrolled in primary school than their counterpart hence achieving the parity dream.

According to Mrs Rosemary Sseninde, the outgoing state minister for Primary Education, the ministry is currently focusing on fulfilling President Museveni's promise of having one primary school per parish, a secondary school per sub-county and later a technical school per district.

During the past five years, Mrs Sseninde says, the government has also expanded classroom infrastructure in 138 primary schools and extended grants to 23 primary schools in parishes that did not have a primary school.

"It is true that we have not completed construction of schools in each parish as promised, but this is due to creation of new administrative units and this has left a balance of 27 parishes and sub counties respectively," the minister says.

"We will continue to fill the remaining gap in the coming financial year, however, more focus will be put on secondary schools and when we are done, we shall shift focus to technical schools at district level," She adds.

In addition, Mrs Sseninde says, 21 boarding primary schools have been constructed in Karamoja sub region.

"In partnership with Irish Aid, (donors), we have managed to construct 21 primary schools in Karamoja in the financial 2013/14 and all these have been commissioned

"We have equally constructed 117 seed schools during the financial year 2020/2021.

"In the coming financial year, (2021/2022), we are planning to construct more 115 seed schools across the country"

She says plans are also underway to take over 182 struggling community secondary schools in the sub-counties without government secondary schools.

"Some 299 sub-counties that did not have secondary schools are now covered. As such, more Ugandans are being educated at all levels than ever before in our country's history," the minister says.

According to the Education Abstract 2017, there are 564,033 pupils in kindergartens with a share of 50.5 percent female enrollment.



President Yoweri Museveni during the commissioning of St. Gracious Secondary School, Adagayela village, Adekokwok Sub-County in Lira District.

Currently, the country has 2,995 secondary schools, of which 1,058 are government schools.

Of these (2,995), 1,487 schools receive aid from government in form of grants.

Some pundits say it is Uganda's strong support for regional free trade which has positively impacted on the country's education system.

"It is true many students from neighbouring countries are coming here, this is because of the low tuition fees and diverse courses offered in our universities," Mr Issa Matovu, an education expert says.



First Lady at the Inauguration ceremony for the newly constructed and rehabilitated facilities for the 5 NTC colleges and launch of the Climate Responsive design handbook at NTC Kabale.

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"Foreign students also find our modest cost of living and relative safety appealing."

Available statistics show that between 2010 and 2011, the number of international students in Uganda reached more than 16,000. The following year, it jumped to 21,000. For students coming from neighbouring Kenya, the largest source of international students in Uganda, the similarity in education system of the two countries eases the transition.

However, Mr Matovu says although government is commended for improving infrastructure in schools especially at primary and secondary level, which has supported enrollment, the quality of education and sanitation are still wanting.

"Students' learning processes are invariably affected by the quality and quantity of physical and material infrastructure, as well as the school environment. When a learner does not have a textbook to read; in a congested and dirty classroom; and has to go to poorly maintained lavatory facilities, his morale for attending class fades," he says.

A 2019 report by World Bank titled; "Economic Development and Human Capital in Uganda: A case for investigating more in Education"; indicated that Uganda needs to invest about \$2billion in the education sector by 2025 to ensure that all children in primary schools obtain the required basic literacy, numeracy and skills, and also accommodate them in secondary schools . "... significant additional public investments are required for

According to Vision 2040, a government strategy blueprint, gains made in primary education include: number of teachers increasing from 74,000 in 1995 to 187,668 currently.

- Schools increased from 12,500 in 2000 to 22,600
- Classrooms increased from 68,000 in 2000 to 151,239.
- Figures from the ministry of Education and Sports also show gains in secondary education. Secondary school enrollment increased from 123,479 by 2007 to 697,507 currently.
- 1,096 Secondary Schools built by 2016
- 5,060 teachers have been trained under the Training of Secondary Science and Mathematics Teachers' project.

Uganda to achieve educational outcomes comparable to the neighbouring countries," says Mourad Ezzine, the World Bank advisor in the Global Education Practice and co-author of the report." Such investments need to be made in the sustainable and efficient manner, with strong focus on resolving key stumbling blocks for education development."

To turn around these trends, the report proposes a three -pronged strategy for Uganda to improve its human capital index by 2025. These include ; improving the quality and completion rate of primary education, expanding access to secondary education, while improving its quality, equity and efficiency and devising ways to sustainably finance such efforts .



Minister of Education and Sports, Hon. Janet Museveni at the commissioning of Chebelat Primary School in Kapchorwa, one of the 54 Schools built under the Global Partnership for Education Grant.



Minister of Education and Sports, Hon. Janet K. Museveni, meets with the Soroti University leadership team.

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