



**FORUM FOR
DEMOCRATIC
CHANGE**



2026-2031 MANIFESTO

Fixing the Economy; Money in our Pockets

— May 2025 —



FORUM FOR DEMOCRATIC CHANGE

OUR MISSION

The mission of the Forum for Democratic Change is to work for a socially, economically and politically transformed Uganda where citizens: men, women, youth and children live a life of dignity, have access to equal opportunity and become masters of their own destiny.

This mission is rooted in our ideological conviction and belief that leadership is a service and those who are called to serve must do it with humility, dignity and with uttermost respect for individual freedoms and liberties as enshrined in our national constitution and international covenants. This is what distinguishes us from others especially the incumbent leaders who take leadership as a right.

The FDC is committed to offer Ugandans a brand of political and public service leadership that is transformative, selfless, and patriotic. We are committed to pursue policies that make growth more inclusive, create new, decent and well-paying jobs, improve the quality of public service delivery and strengthen citizenship.

The Policy Agenda and principles, values and policy commitments stated in this manifesto are therefore not just political promises, rather, it is our pledge and compact with the people of Uganda to offer an alternative leadership that espouses the dignity of our people, merit based leadership, social justice and equal opportunity.





NANDALA MAFABI



PRESIDENT
2026-2031

Fixing the Economy; Money in our Pockets.

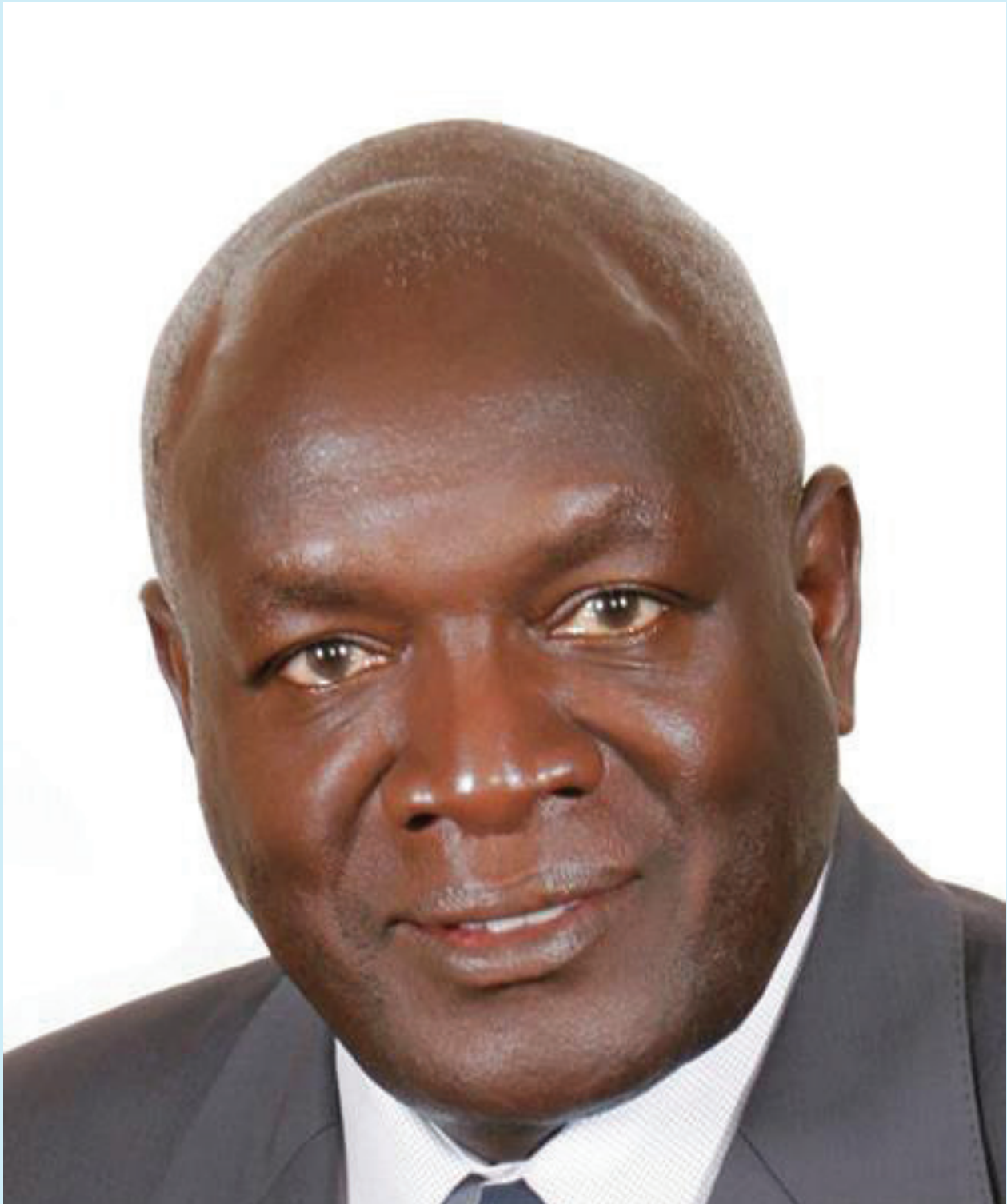


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Jack Sabiti (Hon)
National Party Chairman

STATEMENT OF THE NATIONAL PARTY CHAIRMAN



Country men and women, fellow citizens.

On the 12th January 2026, Ugandans will vote their national leaders to govern the country over the next five years. The choice and decision that faces us the majority is either to continue with a broken-down economy, or turn the page to a new leader to fix the burden and ensure all Ugandans enjoy their country.

After 40 years, Ugandans are struggling through tough socio-economic hardship, poor social services and bad governance. These daily painful experiences have left us all restless, and believe it is time Ugandans trusted the FDC with government to drastically reduce the number of people entangled in poverty and suffering.

On that basis, I take this opportunity to present our Presidential flag bearer the Rt. Hon. James Nathan Nandala Mafabi, a seasoned leader with over 37 years as an economist, statistician, tax specialist, international consultant in financial management and taxation. He is also a seasoned legislator, lawyer, teacher, farmer and investor. He served as leader of opposition in Parliament between 2011- 2014, is currently the Secretary General of our party and Chairman of the successful Bugisu Cooperative Union (BCU).

The Rt. Hon. James Nathan Nandala Mafabi is a loving and generous leader who continues to give to community and empower religious institutional growth. He is not just a politician; he is a humble servant with a passion for uplifting livelihoods.

He is a leader who has written his name through service to this country and the world starting his career at the Ministry of Finance in 1988 before moving to Uganda Revenue Authority (URA) and world bank. He has successfully served both the public and private sector.

Hon. Nandala joined politics in 2001, and was elected member of parliament for Budadiri County West. Given his expertise, he was elected to chair the Parliamentary Committee on the National Economy in his first term.

As chairperson of Public Accounts Committee (PAC) in his subsequent term, he demonstrated his skill as a fearless interrogator that showed the importance of opposition led committees

in the fight against corruption. As Chairman Bugisu Cooperative Union (BCU), he has led cooperators in a non - partisan manner, focussed more on delivering for an organisation that brings together members of all parties.

In all his leadership roles, he has always provided mentorship to people from different walks of life. He is a leader who will wear a neck tie to talk and make sense working at the global stage but is also comfortable in a pair of shorts interacting and providing solutions to individuals with limited resources and education.

Rt. Hon. James Nathan Nandala Mafabi is competent, skilled, experienced, well prepared to serve as President of Uganda.

I have the honour to present the Rt. Hon. James Nathan Nandala Mafabi to all Ugandans. He will fix the broken-down economy and stabilise a country in which the youths, women and men will enjoy as deserving citizens under a caring and responsive president.

Fellow Ugandans, this is the time to join hands and vote Nandala Mafabi, as our new President to fix the economy and put money in our pockets.

One Uganda, One People

Jack Sabiiti (Hon)
The National Party Chairman



Patrick Oboi Amuriat (Hon)
Party President

STATEMENT OF THE PARTY PRESIDENT



Fellow compatriots,

Throughout the nearly 21 years the Forum for Democratic Change (FDC) has always presented candidates for elections. We have participated in the growth of democracy in the country and almost singlehandedly defined the opposition narrative for the country. Despite being bedevilled by internal contradictions leading to three major splits with the formation of new political parties, we have each time proved our ability to get back to our feet and reconstruct our organization.

We are confident that we are the only political organization in the country which has survived beyond its founders. We have also successfully managed to weather political waves within the opposition ranks that sought to annihilate the party. Stability returned, with the leadership moving quickly to reestablish structures from the grassroots across the country, which culminated into the National Delegates Conference (NDC) of 6th October, 2023 where the Party National Executive Committee (NEC) was elected.

We continue to pride in our internal democracy as the most outstanding of all in the country. In deciding the Presidential Flag bearer, who is the torch bearer of this manifesto, the Secretary General and I took the race to the countryside among our supporters and citizens. We showcased our democracy and the ability to reconcile our differences after a political contest. Our Presidential candidate was eventually determined on 30th July 2025 through consensus which was a clarion call by the people we met.

Having worked very closely with the Rt. Hon. James Nathan Nandala Mafabi for close to three decades, I have no aorta of doubt that he is a competent candidate who will bring glory to the FDC and the country. His networks, both National and International, simplicity, knowledge of the country and its laws, expertise in financial matters and a deep understanding of the economy, experience in legislation and managing large organizations, makes him an outstanding leader.

Ugandans have repeatedly been treated to a barrage of false hope and failed promises by a regime that has perpetuated itself in power for four decades.

Despite the promise for “Securing Your Future” given to citizens by the NRM government, the majority, continue to wallow in extreme poverty. There is systemic corruption; poor social service delivery; an education system that is not aligned to employment opportunities for an increasing young population; skewed development and a breakdown of democracy and the rule of law.

This manifesto offers the people of Uganda a great promise for ‘Fixing the Economy’ while putting money in the pockets of citizens. The strategies for building a strong economy whose details are covered in the commitments of this manifesto include, increasing incomes while bringing down household expenditures. The major drivers of household incomes and costs are outlined and decisively addressed. We will religiously implement this manifesto within the stipulated five years as a foundation for total transformation of Uganda. This is definitely going to mark the golden age for a hitherto mismanaged country that is rich in its diversity. I am confident that under the stewardship of Rt. Hon. James Nathan Nandala Mafabi the FDC will greatly improve the wellbeing of Ugandans.

One Uganda One People

Patrick Oboi Amuriat (Hon)
Party President



James Nathan Nandala Mafabi (Rt. Hon)
President
2026-2031

STATEMENT OF THE FLAGBEARER



I have crossed paths with fellow Ugandans; men, women, youth and people of different backgrounds and tribes. Never in life did I ever imagine that people would laugh at the dead and scorn the bereaved. Back then, death was a uniting factor, but today, the dead especially those considered to have power are mocked. This is partly a result of the unbearable conditions and untold suffering experienced by the majority in our country.

Eighty-four out of every one hundred people in Uganda are dependents. This means that the twenty-six Ugandans wake up to demands for food, fees, rent, treatment – the list is inexhaustible.

In 1997, Uganda benefited from the debt relief of Highly Indebted Poor Countries (HIPC) arrangement. The country's debt went to zero. It was an opportunity for us to think and prepare the country for the young people. It was an opportunity to plan and rebuild. Today, our debt has shot above the recommended 50% of Gross Domestic Product (GDP) threshold meaning that our trust to borrow is dwindling every other day. Fellow Ugandans, I offer myself for the position of the president of Uganda after deep reflection on our situation as a country. Ugandans are living under extreme duress because of the harsh economic conditions. We have a young energetic but unemployed youth, citizens that are burdened with expensive health care bills and dysfunctional health facilities, businesses are closing because of high taxes, and the country is on the verge of bankruptcy due to reckless management of our financial resources by the regime in power.

I come with conviction that we can together fix these challenges of our motherland Uganda and make it a better place for all of us. I come as a bridge, to peacefully carry Ugandans from the current political, social and economic hopelessness to a country that we can be proud of.

As FDC, we offer a Social Contract in this manifesto, the FDC under my leadership government promises to provide jobs by prioritizing productive sectors and filling up all government vacancies. We promise to put money in your pockets by reviving the cooperative unions and it goes without saying that in our quest to create jobs, we shall need good infrastructure, a skilled and healthy human resource, solid security, and affordable electricity among others.

Your vote in the 2026 elections is paramount. A vote for me is a vote for money in your pockets, it is a vote for employment, it is one to reduce the country's debt burden, fix our infrastructure and it is a vote to Uganda's human development. Your vote will guarantee a peaceful transition as One Uganda, One People.

**I come with conviction that we
can together fix these
challenges of our motherland
Uganda and make it a better
place for all of us. I come as a
bridge, to peacefully carry
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political, social and economic
hopelessness to a country
that we can be proud of**

James Nathan Nandala Mafabi (Rt. Hon)
President
2026-2031



CONTEXT OF THE MANIFESTO

The Forum for Democratic Change (FDC) is pleased to present its fifth manifesto since the country's transition into multiparty politics. This manifesto has been written bearing in mind the global, regional and national contexts. As guided by the constitution of Uganda, we shall actively participate in international and regional forums that stand for peace, the well-being and the progress of humanity when dealing with global challenges such as the political tensions between the United States and China, Israel and Palestine as well as Russia and Ukraine.

Within the East African Region, FDC takes note of the tensions in the neighbouring Democratic Republic of Congo (DRC) and South Sudan (SS). These tensions have caused an influx of refugees and curtailed bilateral business between the countries.

At national level, the country has a myriad of socio-economic and political challenges that must be addressed to revive the economy. Uganda has a high tax regime crippling businesses, high youth unemployment and indebtedness, low productivity and widening income inequality. It is also riddled with land disputes, environmental degradation, poor infrastructure, low quality education and an ailing health sector.

According to the National Population and Housing Census 2024 (NPHC), Uganda's population is 45.9million people and 50% Of these are below 18 years. The 2024 NPHC also reveals that out of every 100 people, 84 are dependents. This poses a high dependence burden. Up to 4million youth are neither in employment, education nor training (NEET). The economic hardships and inequalities have resulted in resentment and anger by one tribe against the other or one region against another.

Politically, almost all governance institutions have grounded to a complete halt. Political parties are grappling with internal strife; the judiciary is burdened with case backlog and inefficiencies

while Parliament has consistently passed anti-people laws. The security forces too are often seen taking sides with the ruling party.

Against this background, FDC has written this manifesto under the theme; "Fixing the economy; money in our pockets". FDC is convinced that fixing the Ugandan economy may not be a panacea for rebuilding our country but it is pivotal in economic growth and development. Once people have jobs, they will have money in their pockets, they will afford two meals a day, they will educate their children, they will afford the basic family needs and importantly, the country will have a wide tax base.

Once people have jobs, they will have money in their pockets, they will afford two meals a day, they will educate their children, they will afford the basic family needs and importantly, the country will have a wide tax base.

The country shall no longer be burdened with indebtedness and the bitterness resulting from the widening economic inequalities will reduce. The FDC administration under the presidency of Rt. Hon James Nathan Nandala Mafabi will be frugal in the use of available resources and prioritize sectors that revitalize the economy.

Given the radical reforms within the global aid system, the FDC government will be intentional, focused and frugal in the management of Uganda's resources.

SUMMARY OF OUR COMMITMENTS



PILLAR 1

GENERATING EMPLOYMENT OPPORTUNITIES

We Shall Deliver...

- 10% of the national budget to agriculture
- 20 cooperative Unions
- 21 processing factories
- 150 grain silos across the country
- A tractor in each of the 2,197 sub-counties
- 10 coffee colleges
- Credit to 10,000 women coffee farmers
- 800 landing beach committees to replace the military in fishing standards enforcement
- Funds to 2,000 women and youth groups for aquaculture and fish farming.
- 50 modern inland fish terminals
- 53 rehabilitated cotton ginneries
- 11 government ranches and farms
- 4 meat processing factories
- Compensation to Teso, Lango, Acholi, West Nile and Bugisu Sub- regions for the raided livestock
- Restoration of the cooperative bank
- Recovery of assets for cooperatives unions
- A progressive tax regime for local business people
- Ring fenced trade licensing regime to protect local traders
- Clean drugs for animals
- Locally produced fabrics to be used in public institutions
- Cheap and long-term financing for manufacturers' machinery
- Mining and value addition by Ugandan companies.
- Royalties for minerals to the landowners and local governments
- 30% fertilizer subsidy for tea farmers
- UGX 10 billion to clear arrears to tea seedling suppliers in south western Uganda
- 50 pilot irrigation schemes for tea farmers



SUMMARY OF OUR COMMITMENTS



PILLAR 2

STRATEGIC INVESTMENTS

We Shall Deliver...

- 24 gravel roads totalling 1,577km upgraded to butiminious standard
- 645.6 km of a dueled Malaba to Kabale road
- Animal breeding centres in Teso and Karamoja Sub-Regions
- Low cost sealing of community access roads in 50 districts totalling 200 km
- 120 km of ferry access roads
- 9 rehabilitated paved roads totaling 999.4km
- The transfer of 70% cargo from roads to railways.
- Railways extention and rehablitation totalling 1497.3 km
- 32 rehabilitated selected strategic bridges
- Rehabilitated river and swamp crossings
- 10 Cable cars to Rwenzori and Elgon
- Paved runways at Pakuba, Kidepo, Moroto, Mbarara and Kanungu.
- Reduced cost of internet bandwidth from \$35 to \$25 per megabytes per Second per month
- High speed internet to all secondary schools and health centers
- Affordable housing for government employees
- Free housing for the elderly persons above 70 years in dire need
- Reviewed power purchase agreements for cheaper electricity
- Electricity connected to the last person
- Clean running water to all municipalities, town councils and health facilities
- 4 Regional police referral hospitals
- 500 housing units for military and police
- Free education up to university for children of men and women in uniform
- Free medical care for citizens in public hospitals
- A clean greater metropolitan Kampala (Kampala Wakiso and Mukono) that is well litorganized, decongested with good road and rail transport network
- Adequate compensation to auxiliary forces from Teso, Lango, Acholi and West Nile

SUMMARY OF OUR COMMITMENTS



PILLAR 3

HUMAN CAPITAL DEVELOPMENT

We Shall Deliver...

- 87,000 primary school classrooms
- Enhanced equal salary for teachers of arts and science with same qualifications
- A national school feeding policy
- Increased UPE annual capitation grant to UGX 200,000 per pupil
- Increased USE annual capitation grant to UGX 500,000 per student
- Free sanitary pads and towels to all teenage girls in schools
- Tax free sanitary towels
- 200 public secondary schools
- 10 new 20,000 capacity stadiums
- Upgraded football pitches per parish
- Tax incentives to private sector investments in sports and creative arts facilities
- Reasonable tax waivers to private schools with playgrounds.
- 10 sports academies for all the sports.
- All regional referral hospitals upgraded to national hospital level
- All districts hospitals upgraded to regional referral hospital level
- Equipped rehabilitation centres to support young people struggling with alcohol and drug abuse
- Resourced psychiatric wings in regional hospitals.
- National Ambulance Service (NAS) with an ambulance at H/C IV
- Air ambulance in each of the 4 regions
- Trained health personnel in specialized skills
- Housing for health personnel at the proximity of the health units.
- 10% budget allocation to the health sector.
- A contributory health insurance fund of UGX20,000 per family per year.
- Revenue from established and new extractive fields to the national health insurance fund
- Loan Scheme for all qualifying university students



SUMMARY OF OUR COMMITMENTS



PILLAR 4

LEADERSHIP AND GOVERNANCE

We Shall Deliver...

- A Parliament with one man and one woman for every district.
- An amended constitution to introduce Proportional Representation system.
- Restoration of Presidential term and age limits.
- Reviewed constitution to reduce overriding powers of the President over the Inspectorate of Government.
- Observance of debt ceiling and limit sporadic government borrowing.
- Balanced approach to privatisation to improve State-Owned Enterprises (SOEs)
- Restoration and building capacity of parastatals
- Every region as a “special region” that plan and implement development interventions
- Governance of the country as a Federal State
- Empowered constituent states or regional governments allocated 60% of the development budget
- Increased powers of the Judicial Service Commission (JSC) to scrutinize the quality of judgments.
- Timelines within which investigations have to be concluded in cases where arrests were made too early
- Repealed colonial laws such as the one on preventive arrests
- A truth telling and reconciliation commission where the aggrieved will interface with aggressors
- Mechanisms of dialogue between government and civil society
- Adequate funding to Uganda Human Rights Commission (HRC) to investigate and prosecute abuses
- Translated versions of the national constitution into 4 dialects
- 5% of revenue collected from tourism sites to cultural institutions
- The restoration of coffee authority and cotton organization
- 100 million development fund to all the villages of the country
- 100 million to Parish leaders (LCII level) SACCOs
- 100 million to Sub County (LCIII level) SACCOs
- 500 million to District (LCV) level SACCOs

SUMMARY OF OUR COMMITMENTS



PILLAR 5

INTREST GROUPS

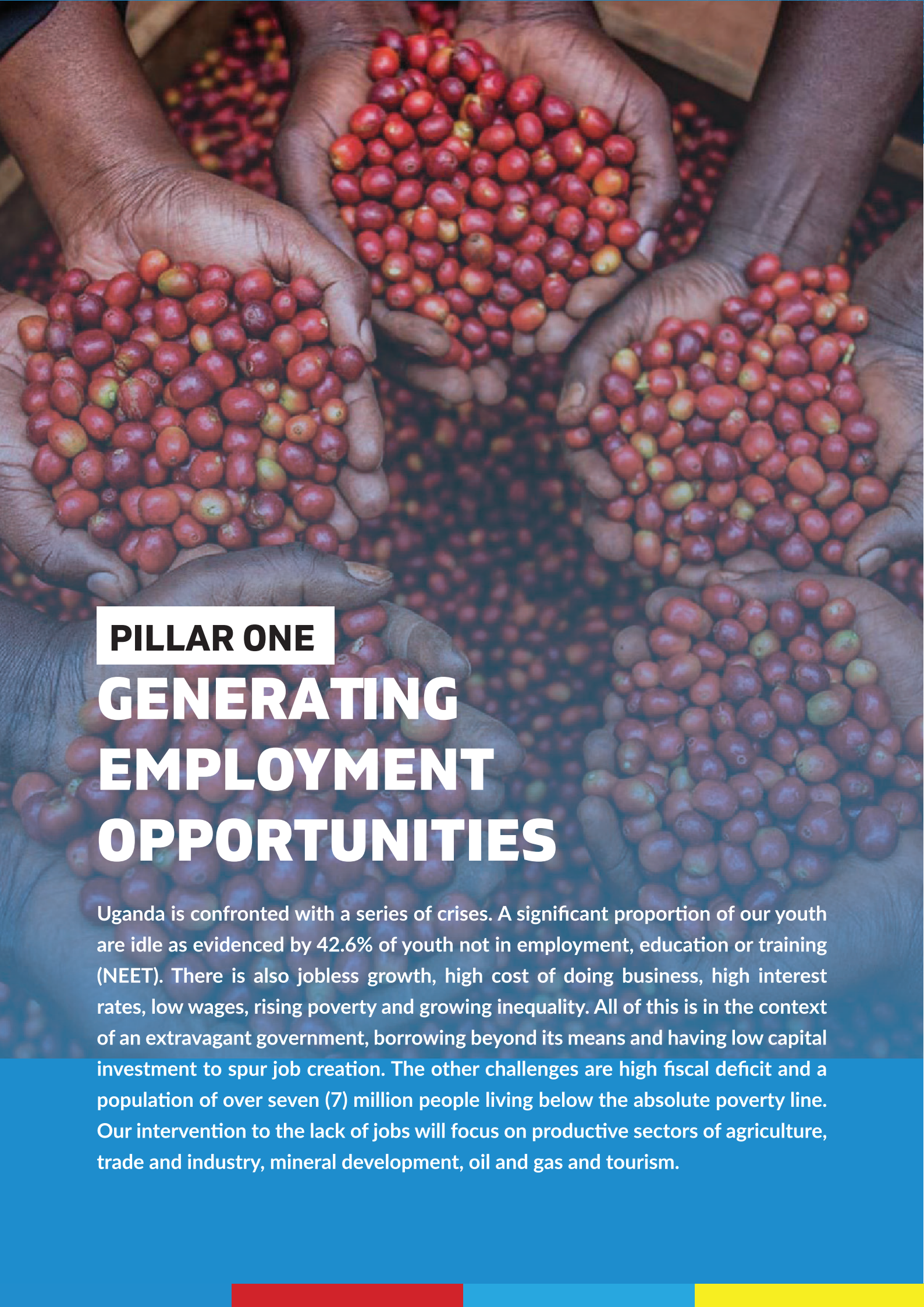
Women, Youth, People with Disabilities Elderly, Pensioners and Veterans

We Shall Deliver...

- Increased budget allocation to women's health
- 10% tax waivers for women's products such as sanitary pads
- Enforcement of existing laws against Violence Against Women (VAW)
- Cheap capital with minimal collateral requirement
- Removal of gender barriers to entrepreneurship by implementing affirmative action policies in the disbursement of all government grants, procurement, and support services
- A national youth grant scheme of UGX 1 million for graduating youth
- A boda boda savings and protection cooperative scheme
- 10% of all government contracts to youth owned enterprises
- A sports and creative arts academy in every sub region
- 30 schools for special needs learners
- 100 trained teachers with special needs skills
- Established innovation fund for PWDs
- 300 centres for handwork for PWDs in wheel chairs
- A monthly stipend of UGX 60,000 to elders above 65 years
- A fund for ex-service men and women who would like to venture into other productive sectors



**Fellow Ugandans,
I offer myself
for the position
of the president
of Uganda after
deep reflection on
our situation as a
country. Ugandans
are living under
extreme duress
because of the
harsh economic
conditions.**



PILLAR ONE

GENERATING EMPLOYMENT OPPORTUNITIES

Uganda is confronted with a series of crises. A significant proportion of our youth are idle as evidenced by 42.6% of youth not in employment, education or training (NEET). There is also jobless growth, high cost of doing business, high interest rates, low wages, rising poverty and growing inequality. All of this is in the context of an extravagant government, borrowing beyond its means and having low capital investment to spur job creation. The other challenges are high fiscal deficit and a population of over seven (7) million people living below the absolute poverty line. Our intervention to the lack of jobs will focus on productive sectors of agriculture, trade and industry, mineral development, oil and gas and tourism.



1.1 Agriculture: The Stimulus for Job Creation

The agricultural sector is confronted with low production, low productivity, food losses, limited markets, and poor access to credit, among others. These have been occasioned by low investment in agricultural modernisation and the entire value chain, leading to food insecurity and high food prices.

The FDC Government is committed to addressing the above challenges through the Agriculture for Economic Transformation Agenda (AETA) that focuses on modernising and commercializing agriculture to ensure food security, reduce food inflation, boost exports, and create sustainable jobs.

FDC commitment

- Allocate 10% of the national budget to the agriculture sector
- Establish government led industrial zones in every region focussing on region specific crops and livestock
- Establish farmer service centres staffed with fulltime extension workers to provide modern agricultural knowledge, skills and inputs
- Introduce crop insurance and farmer banks within agriculture zones to ease access to credit for acquisition of land, quality seeds, pesticides and irrigation facilities
- Promote agricultural value addition by establishing processing factories
- Provide equipment such as tractors, ox ploughs and sprayer pumps
- Revive cooperatives across the country to support productivity, value addition and collective marketing
- Support private sector partners to develop fully functional warehouses, cold housing, and pack centres
- Support the development of Containerised Vegetable Terminals (CVT) as sale and pick-up points
- Establish silos across the country to aid operationalisation of warehouse receipt system



1.1.1 Coffee: The black gold for job creation

Coffee is a vital engine for social-economic transformation. From 2013 to 2023, coffee consistently contributed 14.4% of Uganda's total merchandize export earnings. Beyond the economic value, coffee sustains more than 1.8 million smallholder households benefiting approximately 12.5 million people across the value chain.

Coffee faces severe threats from climate change, manifesting in the form of unpredictable weather patterns, increasing temperatures, declining soil fertility and rising pest pressures. Pests such as coffee borer beetles cause leaf rust, reducing yields by up to 30%.

FDC commitment

- Enhance coffee pest surveillance and farm biosecurity to prevent pest/disease outbreaks and increase quality yields
- Establish Coffee Colleges in coffee-growing regions to train coffee farmers and extension officers
- Support women coffee farmers by extending credit facilities and award schemes
- Invest in research and quality standardization to enhance coffee processing and expand market access
- Adopt international best practices of coffee production such as preservation of forests, usage of farm made -organic fertilizer, picking fully ripened berries and drying on raised ground
- Interest and train youth in coffee farming through a comprehensive support system including facilitating partnerships with coffee farm owners



1.1.2 Fisheries: The blue economy for jobs

Uganda's fisheries are a major source of food and are crucial to livelihoods and local economies, as well as being an important export. It is estimated that over one million Ugandans work directly in fishing from lakes and rivers in the country while over 5,000 people are engaged in fish processing. This indicates that the sector is one of the major employers in Uganda. The fisheries sector faces several challenges such as dwindling fish stocks, water pollution, corruption on the water bodies and arbitrary killings in fishing communities.

The FDC government will revitalise fisheries, the aquaculture sector and promote development of the blue economy in general.

FDC commitment

- Remove the military and security forces from the enforcement of fishing standards and hand the responsibility to landing beach committees
- Collaborate with landing beach committees and leverage technology to combat corruption on the water bodies
- Enhance aquaculture through improved fish genetics, commercial fingerling production, strengthened quality assurance and disease control
- Provide resources to support research and development in the fisheries and aquaculture sectors
- Provide technical and financial support to women and youth to engage in sustainable aquaculture and fish farming
- Develop alternative livelihoods for fisher folks to improve their well-being and reduce pressure on fish stocks
- Support fish industry productivity by constructing modern inland fish terminals at landing sites across Uganda
- Establish modern landing sites and market complexes with smoking, processing, and storage facilities in major fishing communities.





1.1.3 Livestock: Production for job creation

Livestock production is very vital for the economic transformation of Uganda. Livestock is a source of milk and meat, incomes for farmers, source of natural fertilizer, and support to rural economies. It also offers export opportunities for dairy products, meat and leather that boost the national economy.

However, the industry faces shortage of veterinary and extension services, low productivity, poor animal breeds, inadequate feeding and forage, animal diseases, counterfeit veterinary drugs and drastic impacts of climate change. The other challenge is the unfulfilled promise of compensation for cattle raided in the sub regions of Teso, Lango, Karamoja Acholi, Bugisu, Bukedi and West Nile.

FDC commitment

- **Compensate sub regions whose livestock was raided**
- **Restock in the sub regions whose economies depend on cattle**
- **Establish animal breeding centres in Teso and Karamoja**
- **Revamp the collapsing animal industry by fighting counterfeit drugs, investing in communal dips, providing dams in the cattle corridor and encouraging fast growing forage**
- **Expand and roll out a livestock development program across the country to boost meat and dairy production in cattle and ruminants**
- **Preserve indigenous livestock breeds because of their unique ability to survive under harsh climate conditions and their resilience to diseases through documentation, characterisation and breeding programs**
- **Invest in ridding Uganda of diseases such as foot and mouth disease through early detection, vaccination and isolation in case of outbreaks**
- **Reclaim and restore government ranches and farms as a means to maintain stock and quality of breeds**
- **Revive meat processing factories in partnership with the private sector**



1.1.4 Cotton: The white gold for job creation

Cotton is a valuable crop in textile industry and previously was the third leading export commodity in the country. The cotton value chain has capacity to employ many actors including farmers, traders, ginners, spinners, weavers, garment designers and tailors. However, cotton production is in decline as a result of challenges such as export of unprocessed cotton, exploitation of farmers by ginners, low spinning and weaving capacity, high cost of financing, low yield varieties, lack of irrigation and counterfeit fertilizers.

FDC commitment

- **Promote the use of high-yield pest resistant cotton varieties and sustainable farming practices**
- **Facilitate the production of at least 100,000 tons of cotton in the previously cotton producing zones**
- **Set up cotton processing factories to ensure value addition**
- **Enforce utilisation of locally produced fabrics in public institutions**
- **Facilitate the Uganda National Bureau of Standards (UNBS) to step up interventions in surveillance of counterfeit products (fertilisers and pesticides) on the market**
- **Work with the private sector to rehabilitate and modernise existing ginneries**
- **Diversify ginnery operations to increase the processing of cotton products such as cotton seed oil and animal feed cake**





1.1.5 Tea: The Money Magnet

Tea is a major agricultural export after coffee, fish and maize with a contribution for uS to make US\$85 million. The tea industry has over one (1) million Ugandans directly dependent on its growing for their livelihood. It supports over 80,000 farming households and 150,000 skilled and unskilled workers.

The tea industry with its significant contribution to national growth, faces a number of challenges such as limited access and use of fertilizers, the lack of quality inputs, unreliable rainfall seasons, lack of irrigation infrastructure, delayed compensation of the tea nursery bed operators, stagnated productivity at 1600kgs per hectare compared to the potential of 4000kgs per hectare. And the exclusion of 67% of the farmers from the input subsidy program yet they contribute 60% of the national volume.

FDC commitment

- Introduce a 30% fertilizer subsidy to promote and encourage the use of fertilizers amongst tea farmers to increase productivity per hectare
- Provide for funds to clear all outstanding financial demands by the tea nursery bed operators
- Support the establishment of irrigation infrastructure in the tea farms across tea growing districts





1.1.6 Cooperatives: The Driver of Inclusive Growth

Cooperatives as a global movement provide a foundation for democracy and collective decision making. They dismantle monopolies, improve product quality, create an efficient value chain and marketing system.

The journey of cooperatives in Uganda is rooted in the fight by indigenous communities to have more control over their produce and respond to exploitation by middle men. Farmers began to mobilise themselves to collectively produce and market their crops. This caused a financial boom with farmers reaping dividends from their hard work. Consequently household incomes increased and families were able to educate their children and improve on their quality of life.

In the advent of the NRM regime in 1986, out of no care or even malice, the cooperative movement was run down. The cooperative bank was closed and assets belonging to cooperative unions stolen. All cooperative unions collapsed except Bugisu Cooperative Union (BCU).

Consequently, the agricultural sector faces impediments which include, the lack of collective bargaining and market information. Other challenges include poor quality of inputs, fertilizer, poor post harvest handling practices, lack of storage and farmers are vulnerable to middlemen.

Another challenge in agriculture is the lack of market and fluctuation in prices. This has previously reduced farmers to burning their cotton crop in anger and those in tea planting are now uprooting to find new alternatives. When farmers routinely uproot their crops and venture into new ones, it erodes experience and affects the drive to achieve quality.

FDC commitment

- **Re-establish farmer primary cooperatives societies and unions across the country**
- **Restore the cooperative bank to support access to financing**
- **Prioritise cooperatives in the search for markets**
- **Provide tax breaks for cooperatives acquiring machinery for post-harvest handling**
- **Facilitate the recovery of assets for those cooperatives that are in limbo and interested in revitalising their existence**
- **Revitalise the warehouse receipt system to enable farmers deposit storable goods**



1.2 Trade and Industry

Trade and industry are important sectors for provision of jobs, income, foreign exchange earnings, enhancing consumer choices, and pivotal in moving Uganda from an agrarian economy to a manufacturing power house.

1.2.1 Trade

In Uganda, trade is an important employer, with majority of the population starting there on their way to more productive sectors such as manufacturing.

However, this sector faces various challenges that include negative balance of trade. In Q2 FY2024/25, Uganda recorded a trade deficit of \$162.5 million within the East African Community (EAC), with exports totaling \$631 million and imports reaching \$793.5 million. This marks a significant deterioration from the previous quarter when the deficit stood at \$134.5 million. Uganda's largest trade deficit was with Tanzania, where exports totaled \$54.3 million, while imports were significantly higher at \$551.3 million (mainly composed of gold) resulting in negative balance of a trade worth \$497.0 million.

The other challenges include the East African partner states taking advantage of Uganda's

liberal policies to blockade trade of sugar, cooking oil and maize. Ugandan traders have also complained about non-Ugandans with direct contact in places such as Turkey, China and Vietnam opening shops down town to out compete locals.



FDC commitment

- Establish a progressive tax regime that is favorable to local business people
- Ring fencing the trade licensing regime to protect local traders
- Advocate for consistent implementation of East African common market and if it fails, the FDC government will adopt best practices employed by the East African neighbours to protect their local market
- Diversify the export market for Uganda's products
- Take advantage of new protocols expanding trade such the African Continental Free Trade



1.2.2 Industry

The manufacturing sector is a key engine of growth in Uganda due to its strong linkages and spill-over effects. In Uganda, the sector consumes a staggering 66.7% of all the power generated, contributes 18.6% to the GDP, 19 % of the total exports to the global market and 14% the tax revenue collected.

In Uganda the small and medium enterprises (SMEs) make up 93.5% of firms operating in the manufacturing sector. SMEs are the drivers of the Ugandan economy for they make up close to 90% of businesses in Uganda.

Uganda's manufacturing sector is relatively small. The sector is dominated by subsidiaries of multinational corporations assembling, warehouses masquerading as factories. This sector is currently facing some challenges that have hampered its growth. These include, intermittent power supply, increased cost of electricity

competition from imported products, relatively high poverty levels that directly impact on the purchasing power.



FDC Commitment

- Make infrastructure development a top priority as a strategy designed to spark industrial expansion and attract investment.
- Undertake deliberate interventions to support local manufactures that have developed a record of excellence and the technologies to survive in this competitive space
- Initiate and supporting export promotion initiatives to assist local manufacturers in producing goods and services aligned with the identified strategic sectors
- Facilitate access to cheap and long-term financing for manufactures' acquisition of machinery
- Stimulate manufacturing for the domestic market in order to reduce on avoidable imports and create jobs
- Foster financial inclusion by fully supporting SMEs, especially those in the manufacturing sector
- Ensure low interest on long-term financing to enable the manufacturing of products at competitive prices



1.3 Mineral Development

The mineral sector has been a source of development funds for many countries that achieved rapid transformation in the 21st century. Uganda has a decent stock of mineral wealth to fuel revenue mobilisation and job creation. Mineral wealth in Uganda includes Nickel, Gold, Chromite, Iron ore, Tin, Tantalite, Tungsten, Gemstones, Graphite and Marble.

With the existence of copper and cobalt which are important minerals for technologies of the future, Uganda has opportunity to raise revenue and create jobs. If properly managed, the mineral sector can generate revenue for investment in infrastructure and social services.

Uganda is failing to collect rents from its mineral licenses, mineral exports are not properly licensed and the sector that could significantly contribute to government revenue, acts instead as a net drain on the consolidated fund.

Uganda currently exports \$3.01 billion worth of gold exports, but this happens without appropriate permits. Consequently, Uganda cannot collect taxes, yet, the firms that own this gold are foreign and repatriate most of their profits, making it a resource that just goes through the country without leaving any benefits for the local population.

FDC commitment

- Better enforcement of regulations to stop haemorrhage of our mineral wealth
- Ensure full implementation of the mining and mineral's act and its regulations, so that investors licensed to explore, extract, produce and trade in this area are all meeting their obligations towards Uganda
- Ensure that all gold exporters have the necessary permits to guard against tax evasion
- Institute policy reforms to ensure that mining and value addition are not a preserve of rich foreign companies
- Small scale and artisanal miners working together through cooperatives will have access to affordable capital for investment in value addition and modern mining technologies
- In accordance with our promise to bring the benefits of minerals closer to the people, landowners and local governments will receive their share of royalties in a timely manner
- Support the iron and steel industry to adopt direct reduced iron technologies, so that manufacturing processes use renewable energy such as hydro
- Expedite the identification of a suitable investor and the signing of a mineral sharing agreement for Kilembe copper and cobalt mines



1.4 Oil and Gas Industry

Uganda has an opportunity to boost its economic transformation, increase revenue and create jobs out of the oil and gas reserves. The oil and gas sector in Uganda is experiencing poor project implementation challenges. Almost 20 years after Uganda first confirmed viable oil and gas reserves, the country is yet to start commercial production. The date for the first commercial oil to be realised has been severally extended, since the current government never implements anything on time.

Challenges also exist over misuse and failure to invest the petroleum revenue reserves. The government's secretiveness around production sharing agreements is also still a problem, despite Uganda signing the Extractive Industries Transparency Initiative (EITI) in August 2020.

FDC commitment

- **Ensure timely implementation of all projects and particularly those in the oil and gas sector**
- **Commit fully to EITI, by making public the production sharing agreements**
- **Interrogate the oil sharing agreement with a view of ensuring that Uganda gets an equitable stake**
- **Ensure prudent investment and disbursement of petroleum revenue investment reserves**
- **Ensure full compensation and relocation of persons affected by oil and gas activities**
- **Commit part of the oil proceeds to improve social services and wellbeing of vulnerable people**



1.5 Tourism

Tourism thrives on diversity and Uganda has this in abundance. A biodiversity hot spot located in the tropics; Uganda has a unique blend of cultures that offer a range of hard-to-find experiences. Tourism is one of Uganda's highest foreign exchange earners.

Yet, the tourism sector is under developed, under marketed and often interrupted by disease outbreaks and the country's violent political episodes. Tourism is under funded, with just UGX 5billion, provided in the 2024/2025 financial year for the Uganda Tourism Board (UTB). There is little exploration and marketing of our rich culture, wildlife and physical features leaving very little for tourists to see.



FDC commitment

- Increase investment in marketing of the country's vast attractions such as birding and mountain climbing, particularly of Rwenzori and its Margherita peak
- Sign up to collaborative efforts within the East African Community to jointly market Uganda as an attractive tourist destination
- Collaborate with international airline operators, flying out of Entebbe, to support efforts meant to publicize and invite new visitors to Uganda
- Prioritise local investors when giving out concessions to build hotels and lodges in protected areas such as national parks
- Invest in supporting the creation of new products for both local and international tourists



PILLAR TWO

STRATEGIC INVESTMENTS

Uganda cannot realise its full productive potential unless it is equipped with adequate enablers such as infrastructure, energy, land, water, environment and security.





2.1 Infrastructure

The Forum for Democratic Change wants to categorize the country's infrastructure needs broadly as; Road, Water, Rail, Air, ICT, Housing and Public buildings.

2.1.1 Roads

The current road infrastructure consisting mainly of national, district and community access roads, need a more proactive approach in order to increase the total length of paved road which is in a good state of maintenance while cutting down on the cost of building roads. Clearly the current government has failed to bring down the cost of construction and maintenance of roads which remain the highest in the region. The current 6,338 km of paved road representing about 30% of the total national road network, does not justify the huge amount invested in the improvement of the network in the last 40 years of the NRM.

Linking agricultural producers which constitute over 70% of the working population to the market remains one of the biggest nightmares of the farming community, with most of our community access roads remaining in a state of disrepair. About 80% of these are earth, not all-weather roads and present access challenges particularly in the rainy season. Safety on the roads has plummeted with a rise in crashes from 12,805 in 2018 to 20,394 in 2022. Sadly, recent reports show that a minimum of 14 deaths occur daily on Ugandan roads.

The loss of money, damage to pavement, loss of time by travellers, congestion and wear and tear to motor vehicles has characterized the unending traffic jams in Kampala and now other developing cities in the country.

FDC commitment

- Build local capacity within the Ministry of Works and Transport to do low-cost paving of district and selected community access roads
- Bring down the cost of road construction to a level competitive with that in the region by initiating strict procurement procedures and value for money during execution
- Institute a policy where no road will be constructed, upgraded or rehabilitated without provision for underground delivery of other services like oil and gas, water, telecommunication, electricity and cyber cables
- Design and improve, a robust Kampala Capital City public transport system to segregate vehicular, cyclist and pedestrian traffic
- Provide for the duelling of 64.6kilometers of strategic roads
- Design the expansion and duelling of 520kilometers of strategic roads



- Upgrade 120kilometer ferry landings access roads to bituminous standards
- Improve all river and swamp crossings using a special bridges department of the MOWT
- Upgrade 24 strategic roads covering a total distance of 1577 kilometres from gravel to bituminous standard (Annex 1)
- Upgrade trailhead roads into Bwindi National Park
- Rehabilitate 9 roads amounting to 999.4 kilometres of damaged paved roads (Annex 1)
- Construct 30 new bridges at strategic places across the country (Annex 2)

2.1.2 Railways

There is no single economy that has grown without a robust rail transportation system. There is a need to deliberately transfer cargo from the road to the rails. This is intended to save the investment made on roads, reduce maintenance costs and also reduce on the incidents of motor accidents. To achieve this, we shall procure new cargo and passenger wagons as a strategy for travellers and entrepreneurs to embrace rail transport.



FDC Commitment

- Transfer up to 70% of the cargo from the roads to the rail
- Provide for the design of the underground and surface train transportation network and incrementally implement the design
- Extend rail services by constructing 1497.4 km of railways (Annex 2)
- Revive the Butiaba port and its associated railway to boost the transportation of goods from DRC and South Sudan to the port of Mombasa
- Enhance transportation in the Rwenzori and Elgon regions by providing cable cars



2.1.3 Water

Water provides the cheapest and most fuel saving form of transport. Uganda is endowed with numerous water bodies that are viable as transport routes. Unfortunately, travel on our lakes and rivers is limited and unsafe with an increased number of deaths registered. In 2023 alone the Annual Crime Report (ACR) indicated that 243 deaths happened through drowning in water transport.

FDC Commitment

- Improve the quality of water vessels on all the water ways of the country in order to enhance safety
- Support recreational activities on our waterways to increase the tourism revenue base
- Introduce safety beacons on all the major water transport bodies in the country
- Introduce an alternate transport vessel from Nakiwogo to Kalangala
- Procure five new ferries
- Improve coverage of the global system for mobile communications (GSM) signal on the lakes and
- provide for search and rescue centres

2.1.4 Air Transport

Though expensive, air transport is the fastest and most efficient means. By its very landlocked nature, Uganda requires a robust air transport system that directly links the country to various international destinations. Currently, the only international airport at Entebbe has failed to attain the level of a regional aviation hub having no breakthrough in increased travellers and cargo.

FDC Commitment

- Upgrade Soroti airfield and Kasese aerodrome as alternative international airports
- Pave with asphalt and re-enforced concrete where applicable, runways of aerodromes at Pakuba, Kidepo, Moroto, Mbarara and Kanungu
- Increase the Uganda Airlines and Cargo fleets in order to open up new destinations
- Expand the runway capacity of Entebbe airport



2.1.5 Information and Communication Technology (ICT)

ICT is an umbrella term that includes any communication device, encompassing radio, television, cell phone, computer and network hardware and satellite systems. ICT plays a vital role for efficient communication, productivity and innovation cutting across various sectors of any economy from education to business.

Despite the important role it plays, there are significant bottlenecks to integration of ICT in Uganda including; digital divide, high internet cost, inadequate ICT skills and challenges related to energy access and infrastructure.

A radio set, one of the most basic devices of communication is on average shared at a ratio of 1:44 people in the country. About 94% of Uganda's households are not connected to the internet. There are also disparities between the rural and urban population. 13% of the households in urban areas have a working internet connection compared to 3.2% in rural areas, and the proportion of households

in urban areas using smartphones is 31% compared to 13% in rural areas.



FDC commitment

- **Reduce the cost of internet bandwidth to lower the prices of Internet services from the current \$35 to \$25 per megabyte per second per month**
- **Expand infrastructure by extending high speed internet to all secondary schools and health centers**
- **Stimulate more competition among Internet Service Providers (ISPs) in order to lower the cost of services**
- **Promote affordable devices by waiving taxes and encourage investment for their production in the country**
- **Explore new technologies such as 5G, quantum computing , Artificial Intelligence and setting up data centres in every city**
- **Create country wide awareness on the additional benefits of ICT devices in the different fields**



2.1.6 Housing

A person who lives in a good house with well-planned access to amenities is likely to live a healthier and long life because there is protection from hazards, is able to control indoor conditions and the risk to injuries is minimised. On the other hand, homelessness impacts physical and mental health, causes stress, conflict and isolation. The ever-increasing Uganda's population has caused a housing deficit in the country. Uganda has a housing deficit of 2.4million housing units and this is projected to get worse.

Besides, 60% of Ugandans in urban areas live in slums. This has been caused by rapid urbanization (Uganda's urbanisation growth rate of 5.4%), high population growth, and economic disparities. The people in slums live under very poor conditions characterised by congestion, poor access roads and lack of clean water and central sewerage system.

The population in rural areas is not any better. Many homes still use wick candle "tadoba" for lighting, firewood for cooking, unhygienic pit latrines and have limited access to clean water. Such poor living conditions leave many Uganda's susceptible to water borne diseases such as cholera, diarrhea and typhoid.

Investing in housing will enable a life of dignity for Ugandan as well as provide massive employment opportunities to young people.

FDC commitment

- **Build affordable housing for government employees**
- **Fast-track physical infrastructural plans ahead of all urban and rural growth centers**
- **Enforce the building control act and associated regulations to ensure buildings are safe, healthy and perform adequately**
- **Provide long- term and affordable mortgage for decent housing in both rural and urban areas**
- **Provide free housing for the elderly persons above 70 years living in squalid conditions**





2.2 Energy

Energy is important for economic growth and development as it is a life line to a modern way of living. From providing the necessary power for lighting our homes, through running of our business enterprises, powering industries to supporting vital functions of our health system, the role of energy can not be emphasised in bringing comfort and secure environment for entire communities.

Construction of energy infrastructure has been one of the biggest contributors to Uganda's high public debt, yet, the country is consuming just half of its installed capacity. Completion of Karuma hydropower dam pushed installed capacity to slightly over 2,000MW but peak demand stands at just 1026MW.

Consequently, the few electricity consumers endure high prices and the taxpayer shoulders the debt payment burden. According to the Auditor General (AG), interest payments on two hydropower plants, Karuma and Isimba, increased by 18%.





Combined with the debt burden are the cost overruns and scandalous defective works on both Karuma and Isimba hydropower plants. At Isimba, Uganda Electricity Generation Company Limited, found 500 construction defects, with possible solutions identified to include closure of the dam within the next five years.

All these challenges affect the feasibility of future investments in generation, transmission distribution and access. At just 25.3% access to the national grid, not enough Ugandans are benefiting from investments in electricity generation. Even those parts of the population connected to the electricity grid consume below capacity, especially when it comes to energy for cooking since the majority choose cheaper but harmful alternatives like charcoal and firewood.

FDC commitment

- Review power purchase agreements so that people on the grid can access cheaper electricity
- Invest in competent and accountable human resources to ensure Uganda does not invest millions of dollars in faulty plants and sign defective power purchasing agreements
- Explore ways of easing the process of selling electricity across the East African region
- Work with members of the private sector and development partners to generate geothermal, on grid and off grid solar energy
- Extend electricity and other energy sources to the last person in a reliable and cheaper manner



2.3 Land, Water and Environment

There is a close relationship between land, water and environment. The three are essential for the livelihood and sustenance of humanity as they form the foundation for the essential food, nourishment of the body and the air for necessary body metabolism. Whenever there is scarcity of land, water and polluted environment, life can be impacted negatively. The environment has over the last few years been impacted by climate change leading to temperature increase, weather changes, droughts, floods and melting of ice caps.

2.3.1 Land

Land is an important factor of production which is even more critical to the development of Uganda given that more than 70% of the population is engaged in agriculture. The National Land use Policy sets the overall Policy Goal, “to achieve sustainable and equitable socio-economic development through optimal land management and utilization in Uganda”. However, this has not been attained fully as the country continues to grapple with key challenges of land fragmentation, tenure insecurity and disputes over land ownership. Equally, the increasing population of the country has had an impact on both land use and environment.

FDC commitment

- **Conduct a thorough review of the 1998 Land Act, the 1995 Constitution, and other relevant laws to identify weaknesses, ambiguities, and loopholes that contribute to land insecurity**
- **Simplify registration processes for customary land rights**
- **Put stringent measures on acquisition of special land titles**
- **Institute a strict timeframe for handling land matters to two years in the courts of law**
- **Ensure compliance with established laws relating to land acquisition and compensation by government**
- **Enforce laws that protect women’s land ownership rights including equal inheritance and ensure women’s participation in land governance**
- **Enforce integrated national and district land use plans, especially for urban expansion, agriculture, and conservation**
- **Review and harmonize land and environmental laws to clarify institutional roles and reduce conflict between NEMA, NFA, Ministry of Lands, Housing & Urban Development (MLHUD) and local governments**



2.3.2 Environment

A properly managed environment is a prerequisite to economic growth and development. A good environment enhances health, promotes agriculture and reduces extreme weather events. It also conserves wildlife, flora and fauna as well as boosting tourism. However, impacts of climate change and environmental degradation have taken center stage in Uganda. There have been incidents of floods and mudslides in Elgon and Rwenzori that have left many people homeless and in unending poverty.

FDC commitment

- Enforce strict environmental regulations to prevent pollution, deforestation, wildlife poaching and illegal logging
- Promote sustainable land use practices, including agro-forestry and conservation agriculture
- Educate communities about environmental conservation and the importance of sustainable practices
- Promote responsible sourcing of forest products through certification and labeling
- Support indigenous communities and local forest stewards to protect forest
- Encourage the use of renewable energy sources, to reduce dependence on firewood and charcoal
- Strengthen already existing national parks wildlife sanctuaries, and protected areas to provide a safe habitat for endangered species
- Implement breeding programs for endangered species
- Introduce modern technologies to fence off national parks to reduce encroachments on wildlife habitat
- Establish early warning systems to alert of impending disasters, enabling them to take necessary precautions and evacuate if needed
- Develop insurance products and risk transfer mechanisms to help individuals and businesses manage financial risks associated with natural disasters



2.3.3 Water

Water is an essential commodity to plant animal and human life and it regulates the country's climate. Uganda is a well-watered country, with numerous lakes, rivers and wetlands which include Lake Victoria, Kyoga, Albert, Edward, George and the Nile River. These water bodies play a crucial role in balancing the ecosystem and developing the economy.

Unfortunately, most of the water bodies have been polluted by effluents from industries, sewage, plastics and chemicals. According to the National Environment Management Authority (NEMA), water pollution is the second biggest environment threat in Uganda after deforestation. Over 24million Ugandans lack access to clean drinking water and 19% of Ugandans especially those in rural areas obtain their drinking water from surface sources such as ponds, rivers, lakes, unprotected streams and unsafe hand dug wells.

More than 70% of all diseases such as cholera, diarrhea, dysentery, hepatitis A, typhoid, polio and bilharzia are directly caused by lack of clean water and poor sanitation.

FDC commitment

- **Enforce policies to protect and conserve wetlands, rivers, and lakes**
- **Promote water-saving practices, efficient water use and reduce water wastage**
- **Enforce existing laws and policies to limit pollution for protection of public health**
- **Invest in infrastructure that can withstand natural disasters, such as flood-resistant construction and drought-tolerant water reservoirs**
- **Extend clean running water in all municipalities, town councils and health facilities**

2.4 Security

State security refers to putting in place measures to protect the sovereignty of a nation against external and internal threats, often through military and defence mechanisms. Human security, on the other hand, prioritises the safety and well-being of people and their property or means of livelihood. It addresses a wide range of threats such as danger to human life, loss or destruction of property, hunger, poverty, disease, and environmental hazards arising from natural and man-made disasters.

To ensure state and human security, the country has put in place a defence structure including the Uganda People's Defence Forces (UPDF) and military intelligence; Uganda Police Force and its various directorates, Internal Security Organisation (ISO), External Security Organisation (ESO) and the Uganda Prisons Service (UPS).

Despite the elaborate security structure, Ugandans have faced human security challenges which are unprecedented in the entire history Uganda. It is common that lives and property are lost due to school and market fires; ritual murders keep happening; prominent people die mysteriously by gunshots and other



of suspected poisoning. UPF has failed to promptly investigate and release crime investigation reports, especially on mysterious murders.

The country also experiences loss of huge sums of money through corruption, bank fraud and robberies. Effective police response to crime has been affected by widespread corruption, misconduct, inadequate funding, poor infrastructure and issues related to professionalism and accountability. These imperfections in UPF have a bearing on security of the state, people and their property.

Security personnel especially the UPDF, UPF and UPS, particularly those based in the rural areas are faced with welfare challenges, mostly affecting low ranking officers and their families. The challenges include poor housing in their barracks, poor healthcare system, low salaries and benefits, and poor payment of pensions and gratuity. Military veterans face challenges accessing their pensions and gratuities due to a large backlog of arrears, unpaid claims, inadequate staffing in relevant departments and issues with record management and verification processes.

FDC commitment

- **Address health care needs of the security services personnel by constructing police regional referral hospitals**
- **Construct decent housing in military and police barracks across the country**
- **Provide free education up to university for men and women in Uniform and free medical care medical care in public hospitals**
- **Provide non contributory health insurance for men and women and their spouses and biological children**
- **Promote proper democratic governance and civilian control where the military is subordinate to the constitution and civilian authority**
- **Ensure security institutions operate within a framework of legal and ethical guidelines, while respecting the rights of all citizens regardless of their political party affiliation, religion and tribe**
- **Ensure proper accountability and transparency by evaluating the performance of security institutions and addressing issues of corruption or abuse**
- **Enhance the capacity of security institutions to effectively address security threats, while optimizing resource utilization**
- **Reduce overcrowding in prison by promoting other forms of justice to take care of minor offences**
- **Prompt payment of pension and gratuity for retired security personnel**
- **Establish police shops in every district of Uganda, to enable security forces to procure duty free goods**
- **Adequate compensation to auxiliary forces from Teso, Lango, Acholi and West Nile**



PILLAR THREE

HUMAN CAPITAL DEVELOPMENT

Human beings are endowed with knowledge and ability to harness natural resources that can be turned into useful products necessary for the growth and development of a country. Because of this, human resource is one of the most important factors of production without which any form of development is impossible. In that context Uganda has both an opportunity and a challenge having a young and rapidly growing population projected to increase to 85,431,202 million by 2050¹. There is need for a country to have a productive population that is healthy and educated.



3.1 Education

“Education is the most powerful tool which you can use to change the world” -Nelson Mandela. For any country’s transformation to happen, the population must be educated. Education opens up one’s opportunities, it reduced inequalities, and good education can enable Uganda to reap demographic dividends.

The crisis in Uganda’s education system is that over 4,001,528 million aged between 15-24 years are not in employment, education or training. This a liability to the economy as these young people can turn out to be a threat to peace and stability of the country. The current emphasis on expansion of access to education neglects the crucial aspect of enhancing quality. Despite increased access, learners often fail to achieve the necessary skills for meaningful employment, underscoring the disparity between expanded access and genuine educational advancement.

3.1.1 Diminishing Quality of Education

Majority of children in school are not learning, and the education system in Uganda has lost sync with the needs of the country. Since the inception of UPE and subsequently, Universal Secondary Education (USE), the education standards in the country have taken a negative turn.

There are also learning disparities between government and private schools. Learners in private schools have a better learning environment compared to their counterparts in government schools. The national average pass rate for the Primary Leaving Examination dropped from 88.6% in 2022 to 78.6% cent in 2023. Literacy rates have deteriorated by 11% since 2018.

The current government interventions to introduce competence-based curriculum may not have any bearing on improving the quality of education because the development of the Higher Secondary Curriculum by the National Curriculum Development Centre (NCDC) was incomplete. Out of the requisite 19 processes outlined for curriculum reform, only six were complete and majority of the teachers were not trained.

FDC commitment

- **The current competence-based curriculum will be reviewed**
- **Ensure all teachers are trained on the new curriculum**
- **Reduce the classroom to pupil ratio for primary schools from 1:84 to 1:50**
- **Teacher training and recruitment will be given due consideration as a way of improving the pupil to teacher ratio**



3.1.2 Salary Disparities.

Ugandan teachers earn very little compared to others in the East African Community. Currently, Grade III primary teachers earn UGX 568,166 and assistants earn UGX 605,100.

In comparison, the starting salary of a primary school teacher in Kenya is KSH. 40,418 and KSH 117,692 net per month which is equivalent to UGX 1,141,477 million and UGX 3,323,836 million respectively.

To make it worse the ruling government created salary disparities between teachers of Science and Arts. Under these reforms, salaries of teachers of science with a bachelor's degree qualification were revised from UGX 1.2 million to UGX 4 million while teachers of arts earn UGX 1.078 million. The salary of diploma holders who teach science increased from UGX 930,000 to UGX 2.2 million leaving teachers of arts at UGX 784,000. The disparity in salaries has demoralized many arts teachers and many are opting out of the teaching profession.

Qualification	Science Teachers		Arts Teachers	
	Initial Salary (UGX)	Enhanced Salary (UGX)	Initial Salary (UGX)	Enhanced Salary (UGX)
Degree	1,210,213	4,000,000	1,078,162	1,078,162
Diploma	939,666	2,200,000	784,214	784,214

FDC commitment

- Enhance the salary of teachers of Arts teachers to be at the same footing with teachers of science
- Teachers of science will earn extra for additional work such as conducting practicals
- Improve the image of teachers by enhancing their salaries to a near equivalent of their Kenyan counterparts

3.1.3 Lack of a National School Feeding Policy

Government has failed to implement a school feeding programme citing lack of resources. This clearly points to lack of commitment and failure to prioritize education. Government refusal to implement the school feeding policy is akin to destroying the future of our children. Only 30% of schools in Uganda provide at least one meal a day. Lack of food significantly impacts learners in Ugandan schools leading to decreased concentration, poor academic performance, and increased absenteeism.



FDC commitment

- Allocate resources in the national budget for implementing a national school feeding policy

3.1.4 Insufficient Capitation Grants

There are about 12,400 government aided primary schools under the Universal Primary Education (UPE) with a total enrolment of about 8.5 million learners and 1,400 government aided secondary schools with an enrolment of about 900,000 students. Disappointingly, the ruling government pays UGX. 20,000 per pupil, per year as capitation grant for pupils in primary schools. Under Universal Secondary Education (USE), government pays UGX. 58,300 per term per student at O Level and UGX.90,000 per term for A Level. Comparatively, the Kenyan government spends KSH 25,000 as capitation grant per pupil annually which is equivalent to UGX 702,947. This grant is split, with KSH 12,500 retained for buying books and KSH 12,500 shillings disbursed directly to schools for purchasing teaching and learning materials. This clearly shows that Uganda and Kenya are two worlds apart in prioritizing the education needs.

FDC commitment

- Increase capitation grant for Universal Primary Education from the current UGX 20,000 to UGX 200,000 per pupil annually
- Increase capitation grant for Universal Secondary Education from the current UGX 58,300 for O level and UGX 90,000 for A level to UGX 400,000 per student annually



3.1.5 High School Dropout Rate

The UN Convention on the rights of the child states that every child has the right to an education that develops their “personality, talents and mental, physical abilities to their fullest potential”.

In Uganda, student dropout rates continue to soar, despite decades of UPE and USE. School dropout rates in the country are high, especially among girls. The dropout rate for primary school is approximately 45% and 30% for secondary school. About 28% of girls in rural areas drop out of school, often due to factors such as poverty, early marriage, shared toilets, trekking long distance to school and menstrual hygiene. This situation demands urgent targeted interventions to support education with emphasis on girls’ needs.

FDC commitment

- **Provide mentorship, financial assistance, and academic support so that at risk students stay in school**
- **Build separate sanitary facilities for boys and girl in every school**
- **Provide free sanitary pads and towels to all girls in schools, both at primary and secondary as a stopgap measure**
- **Remove taxes on sanitary towels**
- **Build 350 public secondary schools to reduce distance covered by learners in sub counties where there are no secondary schools**





3.2 Sports and Creative Arts

Sports is emerging as an important enabler of economic development in the world comparable to agriculture, tourism, real estate, industry and trade. The 2016 Global Sports Impact Report, estimated that annually the sports industry generates as much as \$700billion

Unfortunately, the Ugandan response to sports and creative arts is often ad hoc. Inadequate and dilapidated sporting infrastructure and facilities, legal framework, corruption in management of sports remain significant barriers for sports to serve as a catalyst for economic growth in Uganda.

A paradigm shift is required from both government and private players to harness the full potential of sports. The sports and creative industry has produced the biggest number of celebrities and wealthy people worldwide. This means that sports and creative arts provide a huge opportunity for business and high paying jobs.

3.2.1 Insufficient Funding

The would-be progressive sports sector is stunted because it is being underfunded by the government; in the FY 2023/24 the government of Uganda allocated UGX 3.861bn for physical education and sports. In the 2023/24 fiscal year, the Uganda government allocated UGX 17billion to the Federation of Uganda Football Associations (FUFA) but later it was reduced to UGX 14 billion.

Other priority sports such as athletics, rugby, and motorsport were allocated UGX 2.4 billion each. Cricket, Paralympic, and basketball each received UGX 993 million, 16 federations including netball each received UGX 267 million.

That funding is peanuts compared to what our counterparts in the region invest in the sports sector. In the FY 2023/24 the government of Kenya invested in the sports sector KSH 22.1 billion which is equivalent to UGX 593,287,879,404.75 billion.

FDC commitment

- **Establish a sports development fund to develop sports infrastructure, talent, and grassroots sports programs**
- **Support sportsmen and women who need to travel abroad for sports activities**



3.2.2 Poor and Limited Sports Infrastructure

The football pitches, playgrounds for rugby and other games are in a deplorable state; they cannot facilitate talent development. Currently, Uganda has only one national stadium and that is Mandela National Stadium. Over 98% of Uganda's play grounds in the 22, 537 villages are unpaved and have rough surfaces.

FDC commitment

- **Construct 10 new 20, 000 capacity stadiums in sub regions where they do not exist**
- **Upgrade the surfaces of at least one football pitch per parish as a way of promoting sports from the grassroots**
- **Offer tax incentives to private sector investments in sports and creative arts facilities**
- **Private schools with reasonable playgrounds will be offered tax waivers**
- **Establish academies for all the sports activities**
- **Benchmark football academies in Europe and South America for lessons to grow our sports sector**
- **Increase the prize money for the club that wins the Uganda premier league to make our local football more competitive**

3.2.3 Failure to Nurture Talent

There are no deliberate efforts undertaken to establish academies for nurturing talent. The sports and creative arts have potential of creating jobs and transforming the lives of youths and their communities.

FDC commitment

- **Enforce the practice of games and sports in all schools**
- **Support music dance and drama with emphasis on creative writing**
- **Enter public -private partnerships to promote recreational centers**



3.3 Health

Healthy bodies and minds are critical for a stable country and increased productivity. Good health embodies physical, mental, and emotional well being and that saves a lot of resources for families and the country.

With a young population, Uganda should be having a relatively healthier population. Unfortunately, decades of fighting infectious diseases such as tuberculosis, human immunodeficiency virus (HIV) have imposed a huge burden on the country's resources and family incomes.

Major social determinants of health for Uganda include poverty and poor air and water quality brought about by rapid population growth and urbanization. Thirty percent of the population live below the poverty line and 38 million people (81% of the population) lack access to safe water.

The health care sector is majorly focused on curative health care services. It is also characterized by inadequate public health education, limited access to regular screenings, increased mental health and related complications.





3.3.1 Preventing Disease and Promoting Health and Wellness

Whereas curative medicine focuses on curing diseases and restoring the state of health of a being, preventive medicine involves protecting, promoting, and maintaining health and well-being of an individual or community. It is a medical specialty that emphasizes a proactive approach to health than waiting for the incident of disease to occur. It employs various science technics to identify risk factors and implement strategies at individual, community, country and global levels.

FDC commitment

- **Upgrade all regional referral hospitals to national referral hospitals**
- **Upgrade district hospitals to regional referral hospital and all health center 3 upgraded to health center 4**
- **Invest in public health education to promote a healthy lifestyle and regular screening to mitigate health risks**
- **Provide education on the prevention of communicable and non-communicable diseases**
- **Introduce the 'Food for Health Initiative' to educate the public on the health and nutritional benefits of indigenous foods**
- **Promote sustainable sanitation practices in collaboration with local governments**
- **Increase support to the National Vector Control Programme (NVCP), the Uganda Malaria Control Programme (UMCP), towards eradicating malaria**
- **Enforce the mandatory integration of Occupational Health and Safety practices in workplaces to enhance employee well-being and a safe work environment**



3.3.2 Increasing Access to Mental Healthcare

Mental health has an impact on all aspects of life. A mentally sick person gets struck emotionally and psychologically and is often considered a social misfit. Their ability to pursue education and engage in productive work is inhibited by the failure to concentrate, reason, memorize things and make correct decisions. The most prevalent mental health conditions in Uganda are being caused by depression, anxiety, domestic violence, stress and substance abuse.

It is estimated that the prevalence of mental health disorders in Uganda today is at 35% of the population, nearly three times the global average. This in absolute terms is about 14 million Ugandans suffering from mental health conditions. These figures are alarming, yet mental health care remains severely underfunded and critically short of trained professional personnel.

FDC commitment

- **Increase investment in public awareness on mental health programs to provide early detection, intervention and support especially in dealing with stigma and care for cases of mental health**
- **Invest in training more mental health professionals to address the severe shortage of skilled personnel**
- **Address the causes of mental health such as unemployment, high dependence burden, domestic violence, substance abuse and poverty**
- **Review and integrate mental health into primary health care**
- **Build and equip rehabilitation centres to support especially young people struggling with alcohol and drug abuse**
- **Resource psychiatric wings in regional hospitals to enhance their capacity to provide comprehensive mental healthcare services**
- **Establish hotlines under the national insurance framework for individuals to access care and counselling services at the district level**

3.3.3 Herbal, Traditional and Alternative Medicines Development

For centuries now herbal medicines extracted from plants especially, have been used predominantly in Africa and Asia. Many plant extracts or derivatives are commonly used for the production of essential medicines, emphasizing the role of botanical sources in modern pharmacology and traditional medicine. To this day, in developing countries' there is increasing use of herbal medicine as complementary and alternative to synthetic medicine.

Sadly, in Uganda the use and development of indigenous practices in health care promotion, disease prevention and cure has almost entirely been abandoned, with a shift to more costly synthetic medicines. The ruling government hasn't sufficiently supported research for development of indigenous knowledge, herbal, traditional and alternative medicines.



FDC commitment

- **Prioritize and provide adequate funding for modern research to facilitate development of alternative medicine**
- **Promote local and international partnerships among herbal medicinal research institutions, and pharmaceutical industries to improve diagnostics, medicine production, and treatment**
- **Promote investment in modern scientific methods, technological innovations, equipment and expertise for identifying active plant ingredients and producing safe herbal medicinal products**
- **Document and preserve the country's indigenous knowledge of medicine and patent botanical species used for prevention and cure of diseases**

3.3.4 Public Health Emergencies and Pandemic Preparedness

By virtue of its location, Uganda is a well-endowed biodiversity hotspot offering significant economic benefits, but this also leaves the country susceptible to emerging infectious diseases. It has a wide array of animal species which can carry pathogens that cause zoonotic diseases such as Ebola and zika. The country is also prone to natural disasters such as flooding that cause contamination of water resulting in disease outbreaks. Unfortunately, the ruling government practices reactionary management approach in response to epidemics and pandemics.

FDC commitment

- **Strengthen the integrated emergency and pandemic preparedness plan that draws resources and technical expertise from relevant institutions to manage pandemics efficiently**
- **Establish robust international partnerships and research for epidemiological surveillance and strategic coordination to enhance pandemic preparedness and response**
- **Establish a National Ambulance Service (NAS) with an ambulance per Health Centre IV**
- **One air ambulance per region (North, East, Central and West)**



3.3.5 Health Worker Motivation for Quality Care

Health service providers are an integral part in the delivery of health services, playing a critical role in providing care and promoting health. For any health care system to survive there must be reliable and motivated health professionals with capacity to offer preventive and curative measures and community health education.

Whereas health professionals are motivated by job satisfaction, career development, good working conditions, recognition, and financial incentives, all of these aspects are inadequate in Uganda's health care system.

Uganda's health workers are overstretched with doctor to patient and nurse to patient ratio at approximately 1:25 000 and 1:11 000 respectively. This is way below the WHO recommended doctor to patient ratio of 1:1000. Although there is no official World Health (WHO) recommended nurse-patient ratio, 1:11 000 is still inappropriate considering that most developed health care systems have a doctor to nurse ratio of 1:2-5. Poorly equipped health facilities undermine their role in achieving positive patient outcomes which can deeply erode job satisfaction.

FDC commitment

- Invest in training of health personnel in specialists skills
- Provide resources for increased recruitment of health workers to reduce the workload on existing health professionals
- Introduce risk exposure insurance for health workers to provide financial protection and support in the event of injuries, illnesses, or other risks encountered on the job
- Provide housing for health personnel at the proximity of the health units
- Reward exceptional performance by health workers and their facilities
- Ensure a merit and evidence-based standard for motivation and promotion of health professionals across the country
- In the short term, provide special motivation for workers who accept to serve in rural and underserved communities

3.3.6 Sustainable Funding for Health Services

For a healthcare system to run efficiently, it requires a combination of well-managed resources, skilled and motivated personnel, effective management, accessible and quality services with emphasis on outcomes. To achieve these, a country requires significant financial investment deployed in an efficient and effective manner. Uganda spends approximately \$57 per capita on health, which is below the WHO-recommended \$86. Out-of-pocket payments account for 28% of the total health expenditure.



PILLAR THREE HUMAN CAPITAL DEVELOPMENT

For the FY 2025/26, the health sector received an increased allocation of approximately 8.1% of the total budget, up from just over 4% in the previous year. This however, still falls short of the Abuja Declaration commitment of 15% of the total budget. The consequence of this under funding is that the country's health system has regressed from what was available in the early years of post-independence Uganda with more citizens seeking medical care from private facilities.

Over 73 patients out of every 100 who fall sick cannot risk going to a government hospital or health center due to the sorry state of the public health care services. Over half the number of patients in Uganda are painfully footing high costs for health services in private hospitals and clinics.

FDC commitment

- **Increase government budget allocation to the health sector**
- **Remove all taxes and tariffs on vaccines and medical donations to public health facilities**
- **Fasttrack implementation of the national health insurance scheme**
- **Establish a contributory medical insurance fund of UGX 20,000 per family per year**
- **Legislate for and assign a percentage of national revenue from established and new extractive fields to the national health insurance fund**
- **Legislate for and assign a percentage of the motor insurance premium to the national health insurance fund to cater for road traffic accident victims**



PILLAR FOUR

LEADERSHIP AND GOVERNANCE

Uganda's democracy, justice, and governance framework may be described as a cocktail of progress and challenges. Uganda has a constitution establishing a republic with its three arms, conducts regular elections, runs a system of decentralization; and has laws supposed to guide governance.

In practice however, there is rampant abuse of the constitution and laws of the country. Elections to choose leaders are consistently marred by malpractice and the judiciary whose leadership is appointed by the president both faces and perpetuates abuse of the justice system. The country also faces challenges related to the rule of law, equitable access to opportunities, and effective service delivery. The government's inability to establish inclusive value-based politics and the lack of a plan to eliminate corruption, abuse of power by those in authority and violation of human rights underscores the dilemma the country faces in its governance.



4.1 Establish Inclusive Value-based Politics

Over the last four decades, Uganda has witnessed the most comprehensive power grab by those in power. The government of the day has reduced political participation to elections that are neither free nor fair. It has collapsed institutions like the judiciary and Parliament. With the latter passing laws that curtail citizen's rights.

There is constituency gerrymandering aimed at favouring members and increasing numbers for the ruling party. In the creation of constituencies, the regime has disregarded population quotas relying instead on administrative units and ethnic considerations. Elections have also become extremely commercialized with the average cost of winning a seat for a Member of Parliament (MP) being UGX 500million to UGX 1 billion. Such an expensive election excludes the majority especially women and youth from seeking and winning political positions.

FDC commitment

- In the short run, reduce numbers in Parliament by legislating for a one man and one woman for every district
- Amend the constitution to provide for a proportional representation system, where seats are allocated to parties based on their share of votes in the general election
- Enhance representation, checks and balances through the separation of Cabinet from Parliament by passing legislation that requires one to cede the parliamentary seat upon appointment as minister
- Amend the constitution to restore presidential term and age limits





4.2 A Plan to Eliminate Corruption

For forty years, the ruling government has purported to fight corruption by setting up institutions such as the Inspectorate of Government (IGG), Parliamentary Accounts Committee (PAC), State House Anti-Corruption Unit (SHACU), State House Health Monitoring Unit (SHHMU), Investor Protection Unit (IPU) and Local Government Public Accounts Committees (LGPAC).

The global corruption perception index by Transparency International (TI), ranks Uganda 142 out of 180 countries, surpassing only the Democratic Republic of Congo (166) and Burundi (171) in the East African region. According to the Inspectorate of Government's report, Uganda loses approximately UGX 10 trillion annually to corruption.

Ugandans encounter the effects of widespread corruption in courts through delayed justice, on the roads, in hospitals, in business and almost every other aspect of government service.

Corruption and patronage undermine economic development and are both major obstacles to Uganda's progress. Those who steal public funds and public assets are not just stealing from Ugandan taxpayers but are also stealing the future of our children.

Urgent action must target eliminating grand and petty corruption, embezzlement of public funds, stealing of public assets and ending political corruption.

FDC commitment

- **Strengthen the Office of the Inspector General of Government (IGG) through increasing staffing rate; especially in regional circuits, to enhance their ability to investigate and prosecute corruption cases**
- **Review the constitution and reduce overriding powers of the President over the Inspectorate of Government**
- **Strengthen anti-corruption laws and motivate enforcement agencies to take action against the corrupt and hold those in power accountable for their actionsSupport and implement operations to make information more publicly available**
- **Eliminate corruption of need by promoting economic growth to reduce poverty and inequality**
- **Enforce the law on safeguarding whistleblowers who provide information on corruption cases**
- **Rationalize and streamline the mandates of anti-corruption institutions like the Inspectorate of Government, Parliamentary oversight committees, Statehouse Anti-Corruption Unit to remove overlaps and improve efficiency in their operations.**



4.3 Control Uganda's Debt Burden

One of the impediments to Uganda's growth and development is the choking debt burden that currently stands at UGX 94.869trillion. One third of the budgetary resources go to debt servicing denying the country resources for development. The accumulated debt is a result of government failure to control financial hemorrhage and reckless acquisition of loans, some of which remain redundant as they accumulate interest.

FDC commitment

- **Observe debt ceiling and limit sporadic government borrowing to avoid further debt crises**
- **Prioritise two to three sectors per year to cut down on the over borrowing**
- **Instil a culture of responsibility in our financial management**
- **Improve State-Owned Enterprises (SOEs) through a balanced approach to privatisation**
- **Restore and build capacity of parastatals to enable the make money for the country**

4.4 Devolution of Power

Devolution of power entails the transfer of government functions, powers, and responsibilities from the central government to local government units. This is aimed at empowering citizens and improving service delivery.

The national plan notwithstanding, the FDC government recognises that because of historical imbalances, not all regions are at the same level of development and that each region has unique challenges that need affirmative action.

Currently, Northern Uganda, Rwenzori and the southern parts of Uganda are burdened by the influx of refugees. Uganda hosts 1.8 million refugees scattered in the different districts of the country. For the last 63 years of independence, Karamoja with poverty levels at 74.2% has lagged the rest of the country in terms of development. This means that national interventions must be backed with affirmative action programs if the region is to be lifted out of its current plight. Busoga and Bukedi equally have high poverty levels.

Buganda and Northern Uganda specifically Acholi sub region are grappling with challenges of land wrangles and evictions by a clique of highly connected individuals.

Greater Metropolitan Kampala faces severe traffic jam causing people to spend long hours on the road. For example, a person in Mukono spends three hours every day in traffic to reach Kampala and vice versa. To aggregate the loss of time, you have to multiply the six hours lost to a person on a daily basis by all the people on the road.



FDC commitment

- Making every region a “special region” that plans and implement development interventions to address local challenges in their areas
- Govern the country as a federal state
- Provide special equalisation programs to the least developed areas like Karamoja to actualise balanced growth
- Create and empower federal or regional governments to control 60% of the development budget
- Deliver a clean greater metropolitan Kampala (Kampala Wakiso and Mukono) that is well lite organized, decongested with good road and rail transport network

4.5 Justice System

The core mandate of the judiciary is the adjudication of cases which is performed by judicial officers of both the superior courts and the lower bench and supported by the administrative staff of various categories. Further, the Judiciary is obligated to observe its core values and these are; independence, impartiality, transparency, professionalism, integrity, accountability and equality.

However, the reality is, the judiciary has deviated from its core values while dispensing justice. Our judicial system is characterised by delayed justice, abuse of the criminal justice system, poor quality judgments and lack of consistence in court decisions.

4.5.1 Delayed Justice

The year ending 2022/2023, courts closed with a pending caseload of 156,349 of which 42,960 were backlog. In addition, many Ugandans are languishing in prisons for failure to have their cases heard. According to the auditor generals report -2024, the average time spent on remand shows that over 1,722 petty offenders spent between seven (7) to 12 months on remand, while over 1,313 capital offenders not yet committed to the High Court spent an average of seven (7) to 12 months on remand, all partly attributed to slow judicial processes to conclude cases.

FDC commitment

- Encourage non-custodial sentences as a strategy to decongest the prisons



4.5.2 Abuse of the Criminal Justice System

Our criminal justice system has been abused in numerous ways as police entertains many flimsy cases making arrests without due investigations. Such files are then sanctioned by the office of Director of Public Prosecutions (DPP) which partly explains the courts of law grappling with backlog.

The State has weaponized the criminal justice system to target political opponents and achieve goals unrelated to justice. The interest of the executive in some criminal matters leads to denial of bail even where it should have been granted.

There is also abuse of the pre-trial period especially in capital offences. Many suspects are detained for years before their trial begins. This leads to prolonged detention and violations of fundamental rights like the right to a fair and speedy trial.

FDC commitment

- **Make the judiciary more progressive and people centred**
- **Increase the powers of the Judicial Service Commission (JSC) to scrutinize the quality of judgments delivered by judicial officers at the upper and lower bench**
- **Leave judicial officers to act independently without any external influence**
- **Enforce the law of non-trial of tortured suspects**

4.5.3 Poor Quality Judgments and Inconsistent Court Decisions

For any judicial system to win trust and confidence there must be consistency in court decisions. The law must be applied uniformly, transparently and must prevent arbitrary rulings. There is uproar in the Ugandan public over contradicting decisions that come from the courts of law.

FDC commitment

- **Ensure transparency in the process of appointing judicial officers by providing for public participation in deciding who should be appointed to both the lower and upper bench**
- **Enhance salaries of judicial officers of the lower bench**



4.5.4 Arm Chair Investigations

Thorough investigations are a prerequisite for smooth prosecution of cases and the ability for a judicial system to dispense justice. There are a number of flimsy files sanctioned by the Directorate of Public Prosecution (DPP) without doing thorough investigations.

FDC commitment

- Equip the Criminal Investigations Department (CID) of police with enough resources to enable thorough investigations before any arrest is effected
- Set timelines within which investigations have to be concluded in cases where arrests were made too early
- Repeal colonial laws such as the one on preventive arrests

4.6 Making a Peaceful Transition

Uganda has failed to achieve a peaceful transition from one regime to another. Regimes have come to power forcefully and left the same way. Involvement of the military in politics started in 1966 with the invasion of the Lubiri and the subsequent exile of Kabaka Mutesa 11. Throughout the Obote 1 regime, central Uganda was seething with anger; which is why Iddi Amin's coup was welcomed with jubilation. Fifty years later, under the NRM regime, the military again invaded and killed hundreds of people in Obusinga Bwa Rwenzururu and kept the Omusinga captive for two years. In all the 63 years of independence, one leader has come after another but atrocities against Ugandans have never stopped.

We now have an opportunity to cause change as we cannot keep this republic going without starting a complete healing process. On that account, we are rallying the country, to massively come out and vote FDC for restoration of sanity.

A vote for FDC is an opportunity to start a transition and end the era of governments that routinely coopt the tool of coercion to hold on to power against the will of the people. We want to use this election to break from the tradition of getting and leaving power through the military. Uganda is for us all, it is our country, it is our destiny!

FDC commitment

- Set up a truth telling and reconciliation commission where the aggrieved will interface with aggressors; the aggressors will apologize and a modest compensation for the aggrieved shall be determined
- Secure and guarantee a peaceful retirement for every Ugandan and ensure that everyone has every opportunity to contribute to the development of our country in a variety of ways
- Work with faith based and cultural leaders to endlessly preach and emphasize the importance of truthfulness, hard work and forgiveness in pursuit of a peace



4.7 Human Rights

FDC recognizes that respect for human rights is a cornerstone for sustainable democracy and development. Human rights and freedoms are fundamental and inherent to every person, regardless of status. Rights to life and liberty, freedom from torture, freedom of expression, equality, education, and healthcare are universal.

The commitment to human rights is key to the functioning of a capable democratic state since long-term sustainable development is closely linked to sound governance. This emphasizes the fact that democratic governance, human rights and sustainable development are intertwined.



Uganda's human rights record has deteriorated with restrictions to freedom of expression, assembly and association. Regime opponents and perceived government threats are frequently subjected to torture, including physical, psychological, and sexual abuse.

FDC commitment

- **Respect the bill of rights as enshrined in the 1995 constitution of the Republic of Uganda**
- **Institutionalize mechanisms of dialogue between government and civil society to work towards an opportunity for citizen's voices to be heard**
- **Respect the 'Access to Information Act' to ensure that government is transparent and accountable to its citizens**
- **Enforce robust anti-torture laws and provide timely compensation and support to victims**
- **Guarantee adequate funding to Uganda Human Rights Commission (HRC) to investigate and prosecute abuses**
- **Train and build capacity for all relevant institutions in order to provide high quality services to all Ugandans.**



4.8 Other National Concerns

The British Prime Minister Winston Church Hill once described Uganda as “The Pearl of Africa” because of its unique and attractive environment. The country has abundant sunshine and rain, diverse plant and wild life, beautiful water bodies, mountain ranges and rich soils that provide nutritious and tasty food.

Yet, amidst such splendor, the same country is marred with persistent problems that threaten its very existence. These challenges range from lack of national heritage, the recently poorly processed legislations on rationalization and poor implementation of the Parish Development Model (PDM).

4.8.1 Social Heritage Development

The foundations of every nation or state are rooted in its social norms, values and language. Language for example enables sharing of thoughts, ideas and facilitates connections. Uganda did not have a national language until 2022 when Kiswahili was passed. Even then, many people across the country are just learning and therefore cannot competently communicate in Swahili language. In addition, because of the diversity of tribes, there are no known norms except the national constitution that has never been translated. Cultural and religious institutions that can be relied on to foster national unity and preserve norms are entangled in inter and intra acrimony.

FDC commitment

- **Strengthen cultural institutions to teach norms and values within their communities**
- **Partner with the inter-religious council to foster moral guidance and social cohesion**
- **Preserve and develop cultural sites**
- **Translate the constitution in at least four local dialects**
- **Give 5% of revenue collection from tourist sites to the cultural institutions in that geographical area**

4.8.2 Poorly Processed Legislation

In 2021, the NRM government initiated a policy to merge authorities and agencies in their mother ministries. This, they argued, was to avoid duplicity and save government expenditure among other factors. The FDC government agrees with the principle of rationalization, but, takes exception to the rationalization of Uganda Coffee Development Authority (UCDA) and Cotton Development Organisation (CDO).

Coffee and cotton are very important crops in the agricultural sector. Cotton for instance is grown in 72 districts; a source of income to 250,000 households and employs over 2million people. Even with the marginal funding, the CDA contributed UGX 4.1 billion in the year 202/2024.

Coffee is Uganda’s second foreign exchange earner after gold and sustains more than 1.8 million smallholder households benefiting approximately 12.5 million people across the value chain.



These two important crops need independent bodies to efficiently promote, monitor production along the value chain and market proceeds. Moreover, due diligence done by parliament established that there was no duplicity of roles between the CDO and ministry of agriculture. Parliamentary committee also revealed that there was no strain on the government resulting from CDO.

FDC commitment

- **Restore Uganda Coffee Authority and Cotton Development Organisation**

4.8.3 Poorly Implemented Parish Development Model (PDM)

In the 2021-2026 FDC manifesto, there was a proposal to give households UGX 100,000 for six (6) months to enable them recover from financial strain occasioned by covid. FDC also promised to work with landlords to offset water and electricity bills from tenants. In Panic, the NRM regime came with the PDM. Out of the seven (7) pillars, government has fast tracked the provision of UGX 100 million but in a very poorly implemented manner.

The haphazard approach to PDM goes against the very principles it was set out for. As a tool for financial inclusion, UGX 100 million is given to every parish. This presupposes that parishes have same number of villages, same number of households in all parishes and same number of people in the parishes. Secondly, the leaders who manage the SACCOs have been left out. It is not surprising that the process is riddled with corruption.

FDC commitment

- **Give UGX 100million per village as opposed to the current UGX 100million per Parish**
- **Provide for formation of leadership SACCOs at parish, sub country and district**
- **Give UGX 100 million to the parish leadership (all village executives, the parish executive, and the parish chief) SACCO**
- **Give UGX 100 million to the sub county leadership (all sub county councilors, the LC3 Chair Person and the sub county chief) SACCO**
- **Give UGX 500 million to the district (all district councilors, the LC V chairperson, the RDCs, the staff and officers at the district) SACCO**



PILLAR FIVE

INTEREST GROUPS

Even with the extensive interventions in our economy, the FDC government recognises that special interest groups such as Women, Youth, the Elderly, People with Disabilities (PWDs) and Veterans have unique challenges that require tailored interventions.





5.1 Women

Women constitute 51% of Uganda's population and are the backbone of the economy. They provide over 75% of the labour in agriculture. Women have unique challenges that hinder their effective participation in politics, economy and other societal aspects of life. Women constitute the bulk of labour in downtown, roadside markets and lower-level jobs in public service. As such, there is feminisation of poverty with 84% of women in vulnerable employment.

Participation of women in politics and decision making is more or less a nightmare because of its monetisation. For example, many women cannot afford the UGX 3 million requirement for nomination to be a member of parliament. In contrast, while their male counterparts often have land titles and car logbooks offered as collateral in raising political campaign money, majority women lack those assets. The Universal Primary Education (UPE) and Universal Secondary Education (USE) increased girls' enrolment in both primary and secondary level. However, because of challenges like menstrual hygiene, many girls drop out of school before completing S4.

Rural mothers still give birth outside health facilities because many sub counties do not have a Health Centre IIIs (HC III) as provided for in the government health policy.





FDC commitment

- Increase budget allocation to women's health to address the gaps in maternal health service delivery
- Introduce tax waivers for women's products such as sanitary pads
- Create awareness of opportunities in technical, vocational and tertiary education for girls
- Improve hygiene in schools by providing water and separate conveniences for boys and girls
- Carry out massive sensitisation against cultural practices that perpetuate gender-based violence
- Enforce existing laws against Violence Against Women (VAW)
- Provide for special desks to assist vulnerable women and others in acquisition of land titles
- Provide cheap capital with minimal collateral requirement
- Remove gendered barriers to entrepreneurship by implementing affirmative action policies in the disbursement of all government grants, procurement, and support services towards inclusive business growth
- Provide tailored training and enterprise development support services for young women; and ensure equitable representation of all sexes on private and public sector boards and corporate leadership
- In the short run, the FDC government will revise the parliamentary nomination fees back to UGX 200,000
- In the long run, the FDC will change from the parliamentary to proportional representation so that the cost of campaigns is borne by the party not the individual

5.2 Youth

There are three categories of youth; the skilled, semiskilled and unskilled. Uganda has the second youngest population in the world with 10million youth aged 18 to 30 years. Such a young population presents an opportunity to the country to reap dividends of a young and energetic population. The other advantage is that young people are more flexible and easily adapt to new changes.

That said, Uganda's young people face numerous challenges ranging from high unemployment, drug abuse, depression and homelessness. Over 70% of youth are unemployed or underemployed. Each year, 400,000 graduates enter a job market yet, the country creates fewer than 90,000 formal jobs. The informal sector especially boda-boda riders absorb many but offers no safety nets, no insurance and no dignity. Even the graduates have few opportunities because they lack employable skills.

The 2023 National Planning Authority (NPA) report found that 68% of graduates are unemployable in the



current market. There's no national graduate grant to help them innovate, survive, or transition to work. In addition, while Uganda ranks high in youthful entrepreneurship interest, 90% of youth startups fail in the first year due to lack of capital and mentorship. Youth innovations especially in ICT, agribusiness, and green energy are not supported structurally.

Additionally, the over 150,000 Ugandan youth, mostly young women working in the Middle East face abuse, unpaid labour, or sexual exploitation, yet, the regime in power remains passive. The purported legal and diplomatic framework protecting them has not yielded much.

The youth are also facing a silent pandemic of mental health breakdown. Universities and towns are witnessing a sharp increase in drug addiction and alcoholism. In 2023 police reported that over the last three years suicide cases driven by hopelessness and poverty had doubled.

FDC commitment

- **Establish a national youth grant Scheme of UGX 1 million graduate starter grant for all unemployed graduates under 30 years to kickstart their work life**
- **Set up a program for a youth innovation and incubation hub for each of the four regions of Uganda**
- **Formalize and support the informal sector to establish social safety nets such as the “boda boda savings and protection cooperative scheme” which can provide medical care , pension, and accident cover**
- **Utilise government institutions such as the chamber of commerce to register and certify welders, tailors, and youth in construction for easy marketing of their products**
- **Mandate a percentage of all government contracts to youth owned enterprises**
- **Set up community rebuild centres to train child mothers in livelihood skills and support them with baby daycare programs to enable them re -enter school**
- **Amend electoral laws to reduce nomination fees for youth candidates**
- **Establish a sports and creative arts academy in every sub region to identify, nurture, and recognise talents**
- **Modernise agriculture and make it attractive to the young people**



5.3 People With Disabilities (PWDs)

According to the 2024 census report, people with disability increased from 4.4 million in 2014 to 5.5 million in 2024. Of these, 33.3% have physical impairments; 15.1% have hearing impairments; 6.7% have visual challenges while 3.9% have verbal impairment. There are over 1.5million learners with disability in both primary and secondary schools in Uganda. This is a significant number of people that calls for serious planning to integrate PWDs in the development process.

FDC commitment

- Increase training of teachers and set up more schools for special needs learners
- Increase incentives for companies employing PWDs
- Establish an innovation fund for PWDs
- Enforce building standards so that all infrastructure is convenient for PWDs
- Set up centres for handwork where PWDs in wheel chairs can work in comfort

5.4 Elderly, Pensioners and Veterans

There is approximately 2.3 million people aged over 60 years according to the 2024 NHPC report. Of these, only 72,285 are beneficiaries of the pension scheme.

Even those who are entitled to pension from government do not always get paid. The AG report (Dec 2024) highlights the 4,538 that had not accessed the pension pay roll by December 2024. This means that the majority of our elderly stare at the prospect of living and dying in poverty.

FDC commitment

- Give a monthly stipend of UGX 60,000 to elders above 65 years
- Eliminate corruption in the handling of retirees' access to pension payroll
- Establish a fund for ex-service men and women who would like to venture into other productive sectors



ANNEX 1: Interventions in National Roads

	UPGRADED TO BITUMENEOUS STANDARD	LENGTH (KM)
1.	Kisoro-Mgahinga National Park Headquarters	33.2
2.	Kitgum-Orom-Kidepo	115.0
3.	Ishasha-Katunguru	88.0
4.	Luku-Kalangala-Mulabana	65.3
5.	Karenga-Kapedo-Kaabong road	73.0
6.	Kyenjojo (Kihura)-Bwizi-Rwamwanja-Kahunge	68.0
7.	Mpara-Bwizi	37.0
8.	Luku-Kalangala-Mulabana	65.3
9.	10 No. Town Roads	30.5
10.	Namagumba-Budadiri-Nalugugu	39.0
11.	Katine-Ochero	72.9
12.	Dokolo-Ochero-Namasale	92.4
13.	Muyembe-Nakapiripirit	92.0
14.	Kisoro-Nkuringo-Rubugiri-Muko	54.0
15.	Manafwa-Bududa circular	28.2
16.	Matugga-Wakiso-Buloba-Nsangi	40.0
17.	Kabwohe-Bugongi-Kitagata-Kabira-Rukungiri- Kashenshero-Mitooma	99.2
18.	Kamuli-Kaliro-Namwiwa-Saaka-Pallisa	89.0
19.	Kumi-Serere-Bugondo-Kagwara	110.7
20.	Moyo-Yumbe-Koboko	103.1
21.	Nebbi-Goli-Paidha-Zombo-Warr-Vurra	119.3
22.	Kebisoni-Kisizi-Muhanga	61.5
23.	Soroti-Amuria-Abim-kotido	192.0
24.	Atiak-Kitgum	128.0
	Total	1,577
	ROAD FOR DUELING	
1.	Malaba- Jinja-Kampala-Mbarara- Kabale	645.6
2.	Design of Malaba-Tororo - Mbale- Soroti-Lira- Gulu- Nimule	520.0
	SPECIAL PROJECTS	
1.	Low-cost sealing to selected Community access roads in 50 local governments	200.0
2.	Upgrade ferry landings access roads to bituminous standard at Laropi/ Moyo, Omatenga/Okokorio, Zengebe/Namasale, Masindi port/Kungu, Panyimur/Wanseko, kiyindi/Buvuma	120.0

	BITUMENEIOUS ROAD FOR REHABILITATION/MAINTANACE	LENGTH (KM)
1.	Mityana- Mubende- Kyenjojo	122.8
2.	Kampala-Hoima	202.1
3.	Kampala-Jinja	96.0
4.	Mbarara-Ishaka	62.0
5.	Mbarara-Bwizibwera-Ibanda	65.0
6.	Kikorongo-Mpondwe	38.3
7.	Masaka-Kyotera-Mutukula	88.9
8.	Fortportal- Bundibugyo	84.7
9.	Karuma-Olwiyo-Packwach-Nebbi-Arua	239.6
Total		999.4





ANNEX 2: Railways, Bridges and Structures:

	NEW RAILWAYS	
1.	Kasese to Mpondwe boarder	52.8
2.	Packwach- Arua- Koboko-Oraba with a spur to Vuura	215.0
3.	Gulu-Atiak-Elegu with a spur to Adjumani	116.2
4.	Kampala-Mityana-Mubende-Kyenjojo	263.3
5.	Soroti-Katakwi-Moroto	169.0
6.	Kyenjojo- Hoima- Butiaba	203.0
7.	Rehabilitation of Kampala-Kasese line	333
8.	Revitalise the Busoga loop line	145
Total		1497.3





	BRIDGES	DISTRICT
1.	Cilio Bridge	Terego
2.	Namuwanguza	Mubende
3.	Ssezibwa- Nakasongola	Nakasongola
4.	Nkoko	Kasese
5.	Packwach	Packwach
6.	Katunguru	Kasese
7.	Katonga	Masaka
8.	Jinja Railway	Jinja
9.	Ora 2	Madi-Okollo
10.	Echwera	Mitooma
11.	Noteme	Wakiso
12.	Madi Okollo	Madi-Okollo
13.	Agu	Ngora
14.	Kajamaka	Kumi
15.	Busamaga	Mbale
16.	Namatala	Mbale City
17.	Komolo	Tororo
18.	Angorom	Tororo
19.	Nabuyonga	Mbale
20.	Nakhola	Busia
21.	Kanyeyite	Mbarara
22.	Taso Village	Mbarara
23.	Kiruruma	Rukungiri
24.	Njororo	Rukungiri
25.	Kakarisa	Rubanda
26.	Nyakambu	Sheema
27.	Kanyabukanja	Buhweju
28.	Aminojuka	Lira
29.	Barakere	Kole
30.	Olony	Oyam
31.	Ivukula	Kaliro
32.	Napadope	Namutumba

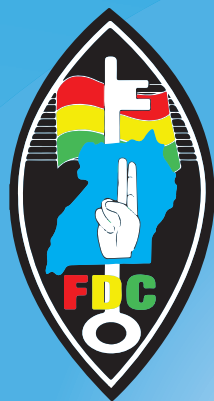


FDC PARTY LEADERS AND MEMBERS



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