



# THE STATE HOUSE

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**H.E GEN. YOWERI KAGUTA MUSEVENI**  
Upon Re-Election as President of the Republic of Uganda

## *Congratulations*

**H.E GEN. YOWERI KAGUTA MUSEVENI**  
Upon Re-Election as President of the Republic of Uganda

**HAPPY SWEARING IN CEREMONY: 12TH MAY, 2026**  
**KOLOLO CEREMONIAL GROUNDS**

The State House wishes to congratulate Your Excellency, President Yoweri Museveni, upon this momentous occasion of your seventh inauguration as President-elect of the Republic of Uganda, 2026-2031.

The mandate of State House is to provide, at all times, support to the Presidency in order to facilitate effective and efficient performance of its constitutional and administrative responsibilities as well as catering for the welfare and security of H.E the President, H.E the Vice President and that of their families.

We reaffirm our unwavering loyalty and full support as you steer the country towards greater prosperity, inclusiveness, and progress. May this new term further consolidate the gains achieved and open new opportunities for all Ugandans.



**Theme: Protecting the Gains. Making a Qualitative leap into the High middle-income status.**

### **SOME OF THE PRESIDENTIAL INITIATIVES**



# How State House Anti-Corruption Unit became Uganda's frontline against graft

For years, corruption has remained one of Uganda's biggest governance challenges, draining public resources, undermining service delivery, and frustrating citizens seeking justice and accountability.

**F**rom ghost workers and land fraud to theft of public funds and abuse of office, corruption has often been blamed for slowing Uganda's development despite significant government investment in infrastructure, health, education, and public services.

Yet in recent years, one institution has increasingly emerged at the center of the government's anti-graft campaign — the State House Anti Corruption Unit.

Established by President Yoweri Museveni and headed by Brig. Gen. Henry Isoke, the Unit has become one of the most visible anti-corruption agencies in the country, conducting investigations, arrests, public sensitization campaigns, and joint operations with other accountability institutions.

Operating directly under State House, the Unit was created to reinforce the fight against corruption and complement agencies such as the Inspectorate of Government, the Criminal Investigations Directorate, and the Office of the Director of Public Prosecutions.

Over the years, the Unit has handled numerous high-profile investigations involving public officials, local government leaders, judicial officers, police personnel, and civil servants accused of abusing public office for personal gain.

Its operations have ranged from investigating land grabbing and pension fraud to uncovering theft of public funds intended for government programs and social services.

Brig. Gen. Isoke says corruption is not simply theft of money but theft of opportunities from ordinary Ugandans.

"Corruption denies citizens access to services they deserve. When money meant for roads, schools, hospitals, or Parish Development Model funds is stolen, it is the ordinary Ugandan who suffers most," Isoke has repeatedly emphasized during anti-corruption engagements.

According to him, the Unit's strategy has focused on both enforcement and prevention through public awareness, community engagement, and



President Museveni after his meeting with a group of local leaders from Acholi. He Ordered State House Anti-Corruption unit to arrest those mismanaging PDM funds.

encouraging whistleblowers to report corrupt practices.

One of the Unit's major strengths has been its growing collaboration with wananchi at the grassroots level. Across districts, citizens increasingly provide information about suspected corruption cases, prompting investigations and arrests.

The Unit has also intensified community outreach programs in schools, local governments, and public institutions aimed at changing public attitudes toward corruption.

President Museveni has consistently described corruption as one of the biggest enemies of Uganda's progress, arguing that theft of public resources undermines wealth creation and service delivery.

"Corruption is a betrayal of the people," President Museveni said recently, warning public officials against stealing funds meant for wananchi.

The President has particularly emphasized the need to protect government wealth creation initiatives such as the Parish Development Model, Emyooga, and youth livelihood programs from corrupt individuals who divert resources intended for

poverty reduction.

The Unit's operations have also extended into the judiciary and security sectors where officials accused of soliciting bribes or abusing office have faced arrest and prosecution.

Analysts say the visibility of the Unit has helped increase public confidence in reporting corruption, especially in rural communities where many citizens previously feared speaking out against powerful officials.

However, anti-corruption efforts continue to face significant challenges. Uganda still loses billions of shillings annually through procurement fraud, inflated contracts, payroll irregularities, land disputes, tax evasion, and embezzlement of public funds. Delays in prosecution, weak accountability systems, political interference allegations, and lengthy court processes also continue to frustrate anti-graft efforts.

But many Ugandans argue that the unit's aggressive operations have sent a strong message that corruption can no longer be treated as normal practice within government offices.

In many districts, public officials now operate under increased



Brig. Gen. Henry Isoke

**"Corruption is not simply theft of money but theft of opportunities from ordinary Ugandans. Corruption denies citizens access to services they deserve. When money meant for roads, schools, hospitals, or Parish Development Model funds is stolen, it is the ordinary Ugandan who suffers most ..."**

Brig. Gen. Henry Isoke

scrutiny, knowing that citizens are more willing to report suspected abuse of office.



As Uganda pushes toward ambitious development targets under the government's Tenfold Growth Strategy, experts say the fight against corruption will remain central to ensuring that public resources translate into real improvements in infrastructure, healthcare, education, and livelihoods.

For many ordinary Ugandans frustrated by years of graft and misuse of public resources, the continued crackdown offers hope that accountability may finally be taking deeper root within public institutions.

Q&amp;A DR. WARREN NAAMARA

# State House Health Monitoring Unit cracks down on corruption, quacks, and drug theft

Dr. Warren Naamara, Director of the State House Health Monitoring Unit, paints a candid picture of Uganda's health sector, one marked by both progress and persistent challenges. From recovering 22 billion shillings lost to corruption to exposing unqualified practitioners posing as doctors, the Unit has become a frontline force in safeguarding public health.

**W**orking hand in hand with the police, the Criminal Investigation Department, and the Director of Public Prosecutions, the team is tackling drug theft, malpractice, and mismanagement in hospitals and health centers. Their mission is clear: strengthen accountability, protect citizens, and restore trust in Uganda's healthcare system.

**Dr. WARREN NAAMARA, Director, State House Health Monitoring Unit had a chat with RACHEL NABISUBI**

**How would you gauge the current status of the health sector from the health monitoring unit perspective?**

The Uganda government service is not for sale. I must admit that there is a significant issue with the theft of medical supplies. We actively investigate this, tracing where these drugs have been taken. In collaboration with the police and the Criminal Investigation Department (CID), individuals involved in the theft are arrested and brought before the courts of law through the Director of Public Prosecutions (DPP), with whom we work closely.

Our work does not end there; we also examine the leadership and management of health delivery systems, whether in regional referral hospitals or health centers. We assess how well these facilities are managed from an administrative perspective. This evaluation reveals both successes and failures.

Our objective is to identify successful practices and make recommendations to enhance them while also addressing the negative aspects to minimize their impact. In summary, we report directly to the president regarding larger issues, while the Minister of Health addresses process-related matters. We work very closely with various sectors, including the Director of Public Prosecutions, the anti-corruption court, CID, police, the Ministry of Health, and the Ministry of Local Government.

**What are the key achievements of the State House Health Monitoring Unit?**

The State House Health Monitoring Unit has registered several notable achievements. To date, it has recovered approximately Shs22 billion lost through corruption and malpractice in the health sector. Working closely with the police, the Unit has ensured that offenders are arrested, arraigned in court, and in many cases sentenced. A major focus has been exposing quacks; individuals without medical qualifications posing as doctors or nurses. These impostors have caused tragic loss of life, including cases at Mulago Hospital and in districts such as Kitgum and Lira, where patients died due to botched operations. One notorious example was a woman running a large hospital without ever attending medical school. Such criminals are tracked, arrested, and prosecuted.

The Unit also combats drug theft and trafficking, targeting repeat offenders who steal medicines from upcountry facilities and sell them in markets or across borders. These efforts highlight the government's covenant to protect citizens not only from external threats but also from internal dangers within the health system.

**What explains the rising number of quacks and medical complications in Uganda's health sector?**

The increase in quacks and medical complications stems from several interconnected issues. First, morality and professional ethics within the medical field have weakened. Medicine is a noble calling, yet some individuals now view it primarily as a way to make money rather than to serve.

Second, there are problems with medical training and supervision. Many private medical schools admit more students than they can handle, with inadequate infrastructure and poor entry standards. Students who should have poor grades in Biology, Chemistry, and Physics are sometimes admit-



**Dr. WARREN NAAMARA, Director, State House Health Monitoring Unit**

ted. These may be very difficult

**The Unit also combats drug theft and trafficking, targeting repeat offenders who steal medicines from upcountry facilities and sell them in markets or across borders**

to train, resulting in poor medical doctors.

Third, quality control and regulation remain insufficient. Oversight by professional bodies such as the Uganda Medical Association has not always been optimal, though improvements are beginning to show.

Fourth, the get rich quick mentality has driven quacks into high risk areas like obstetrics and gynecology, where they perform dangerous procedures without proper qualifications, leading to tragic outcomes.

Finally, Uganda's liberal training environment allows students from neighboring countries to enroll, which is positive, but without strong vetting and calibration of standards, it risks lowering quality.

Together, these factors explain the rise in unqualified practitioners and the complications seen in daily medical practice. Addressing them requires stricter entry criteria, stronger supervision, and sustained enforcement to protect patients.

**Who is to blame for the failure to achieve this?**

It's not simple; you can't point fingers at a single person or institution. It's a complex issue that involves multiple factors a systems problem. Naturally, the government will be held accountable, and as a member of the government, I know we will face the blame. However, it's important to recognize that there are many interconnected issues at play. This is fundamentally a matter of crime, and fighting crime is inherently challenging.

**How would you assess Uganda's health sector infrastructure, and what is being done to address challenges in infrastructure and equipment?**

Infrastructure has significantly improved with the establishment of new cancer treatment facilities and increased capacity at heart and lung institutes for organ transplants.

However Uganda's health infrastructure was originally designed for a much smaller population, yet today the country has nearly 50 million people. The growth in population has far outpaced the expansion of social services, creating significant strain on central hospitals and health facilities.

Government resources alone cannot meet the demand, but the private sector has stepped in to fill part of the gap, establishing hospitals and universities that complement public services. While this support is welcome, the infrastructure provided by government facil-

ities that offer free medical services still leaves much to be desired.

There has been progress. Health centres that previously lacked doctors now have medical staff, which is crucial for rural communities where 60–70% of Ugandans live. With better supervision and training, these centres are expected to evolve into fully fledged hospitals over time.

The challenge remains that population growth is rapid, while building hospitals and equipping them requires significant financial investment and time. It is a long term process, but with improved economic performance and sustained investment, Uganda can expand and strengthen its health infrastructure to meet the needs of its people.

**What factors are driving the rising trend of antibiotic prescriptions, and how can healthcare professionals be better guided to follow evidence based practices?**

The growing reliance on antibiotics often stems from vague or imprecise diagnoses. When a patient says, "my child has an infection," that statement alone is not sufficient for a physician to prescribe treatment. Infections vary widely: tuberculosis, malaria, and diarrhea are all caused by different microbes, and coughing alone cannot be classified as an infection. A responsible doctor must determine whether the illness is bacterial or viral before prescribing antibiotics.

Unfortunately, many patients, including children are sometimes treated unnecessarily with intravenous antibiotics or admitted to hospital when they could be managed safely as outpatients. This exposes them to risks such as sepsis, which occurs when bacteria enter the bloodstream.

The use of vague terminology like "infection" is often linked to unqualified individuals rather than trained medical professionals. Proper medical education emphasizes diagnostic precision, and this must be reinforced through continuous training and supervision.

To address the problem, doctors need stronger guidance on evidence based prescribing, better diagnostic support, and ongoing education. Aligning the medical community requires stricter oversight, improved quality control, and clear communication about the dangers of overprescribing antibiotics.

Finally, the State House Health Monitoring Unit plays a crucial role as an additional layer of oversight in Uganda's health system. With the President as the first observer, the Minister of Health as the second, and the Unit as the third, this structure ensures accountability and intelligence gathering to strengthen healthcare delivery and protect communities.



NMS Strengthens Collaboration with State House Health Monitoring Unit to Safeguard Uganda's medicine supply chain.

# Health monitoring unit recovers Shs22.4b, closes 33 facilities

**T**he latest Five Year Performance Report (2020/21–2024/25) from the State House Health Monitoring Unit (HMU) reveals significant strides in strengthening Uganda's healthcare system through accountability and monitoring.

According to the report, the HMU recovered a total of Shs22.39 billion over the five years, including Shs21.02bn in stolen medicines seized and recovered, Shs955.5m worth of medical equipment and Shs415.3m in unaccounted finances.

The Unit also secured 12 convictions for absenteeism, deactivated 33 ghost health facilities, monitored four regions, and covered more than 140 districts. In addition, the report outlines 10 strategic presidential recommendations aimed at improving service delivery.

Since its establishment in 2009, the HMU has played a pivotal role in exposing misuse of public resources and ensuring that health services reach Ugandans. Its interventions are anchored in five strategic areas: Human Resources for Health, Leadership and Governance, Health Financing and Infrastructure, Service Delivery, and Access to Essential Medicines.

The report notes that HMU's interventions have improved governance at three referral hospitals and catalyzed a nationwide Public Human Resources Audit by the Office of the Auditor General.

By recovering billions in stolen medicines, equipment, and funds,

the HMU demonstrates the scale of mismanagement in the health sector and underscores the importance of sustained, independent monitoring to safeguard Uganda's healthcare system.

The Several issues have been brought to light. Systemic Challenges Identified include: slow prosecution of health sector crimes, allowing culprits to evade justice, Expiry of stolen medicines due to delayed legal processes, Lack of land titles for facilities (Mulago, Entebbe, Gomba, Jinja), leaving them vulnerable to encroachment and political interference and negligence by District Service Commissions, crippling recruitment of competent DHOs.

Other challenges cited include: Dysfunction caused by failures in other ministries (Lands, Local Government, Public Service), Ineffective centralized MoH oversight across 146 districts, Regional facilities lacking critical infrastructure (ICUs, theatres, mortuaries, staff housing), fragmented data systems limiting transparency and real time decision making and weak pipeline for health professionals due to under resourced training institutions.

#### Recommendations

The report outlines several strategic presidential recommendations to strengthen Uganda's health sector. It calls for an Executive Order to centralize District Health Officer (DHO) recruitment under the Ministry of Health. The Judiciary is urged to designate at least four magistrates to specifically handle health related corruption cases in

#### ANNUAL RECOVERY TIMELINE – FY 2020/21 TO FY 2024/25

FY 2020/21: Shs 20.33bn, FY 2021/22: Shs395m, FY 2022/23: Shs 360m, FY 2023/24: Shs771m, FY 2024/25- SHS534m making a Total for the Five Years Shs22.39bn.

#### Key Findings

- Mulago NRH (FY 2020/21), staffing was at 56%; Shs6.58bn in orders exceeded budget; Shs811.6m missing vouchers; UGX543.4m unaccounted.
- In Entebbe RRH (FY 2023/24) there was critically low staffing at 18% (215/1,195); no ICU or ambulance. In Mukono GH: Shs265.9m missing vouchers; staffing at 29%; no ICU or ambulance.
- In Gomba DHO: Shs276.9m unaccounted.
- In Jinja RRH: Shs147.3m missing vouchers; Shs242.9m unaccounted.
- In Mbale RRH: Shs437.2m missing vouchers (2020/21); Shs154.7m unaccounted; Shs1.01bn mismanaged (2022/23); COVID 19 funds mismanaged Shs60.27m.

#### FY 2023/24 losses:

- City Shs803m;
- District Shs1.08bn.

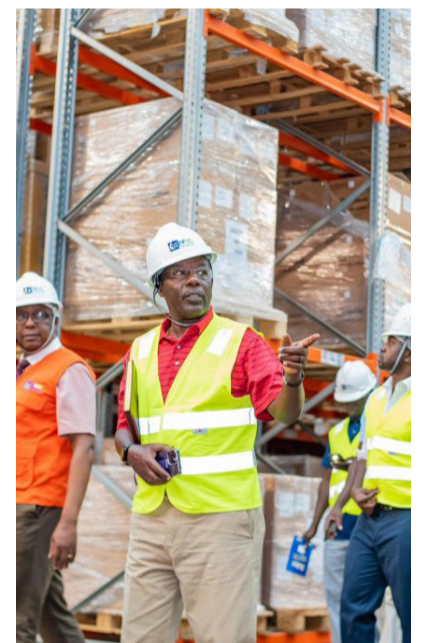


Kabarwa Health Center III in Bukedea District, Eastern Uganda

collaboration with HMU, the Directorate of Public Prosecutions, and anti corruption agencies. To secure public assets, the report recommends gazettement and titling all gov-

ernment health facility land within a defined timeline.

Additionally, the establishment of health regions that do not align with the historical geographical



NMS staff with State House Health Monitoring Unit touring the NMS Stores.

boundaries effectively dismantles the currently centralized Ministry of Health.

On infrastructure, the State House Health Monitoring Unit report calls for a nationwide initiative to upgrade ICUs, theatres, mortuaries, and specialist retention programmes. It also emphasizes the need to modernize the Health Management Information System (HMIS) with full digital integration across public and private facilities.

“These recommendations are not merely administrative; they are vital interventions for saving lives. With decisive action from the President, Uganda's health system can transition from crisis to resilience.

# Kawumu Leather Industries: Uganda's rising star illuminating the industrial future

## PROMOTING INDUSTRIALISATION

In the heart of Luwero District, a quiet revolution is taking shape. Kawumu Leather Industries, born in 2021 as a forward thinking presidential initiative, is rapidly emerging as a symbol of Uganda's untapped potential in leather manufacturing.

**J**ust three years after its establishment, the factory is already proving that Uganda can transform its abundant livestock resources into world class industrial products.

Strategically located in Maku-lubita, Katikamu South Constituency, the factory integrates seamlessly with the Presidential Demo Farm and Model Village, creating a unique industrial agricultural hub. Officially commissioned in October 2022, Kawumu Leather Industries embodies President Museveni's vision of an industrial revolution driven by innovation, resource utilization, and community empowerment.

### Uganda's natural advantage

Uganda's indigenous long horned cattle breeds provide hides with exceptionally strong fiber structures, producing leather of superior durability and quality. This natural advantage positions Uganda to compete in global markets with premium leather products—from luxury upholstery to high end accessories—that can rival established producers.

The factory processes 10 tons of cow hides daily (about 580 pieces) and 2,000 sheep and goat skins, yielding over 24,000 square feet of leather. In just one year, product diversification has expanded from five leather articles in 2023 to 62 distinct products today, ranging from shoe uppers and car upholstery to bags, belts, sports balls, and even garments. This rapid growth illustrates the vast market opportunities awaiting Uganda's leather industry.

### Economic impact

Despite being in its infancy, Kawumu Leather Industries has already created 135 direct jobs and an estimated 20,000 indirect jobs across the value chain. Its commitment to the Buy Uganda Build Uganda (BUBU) policy demonstrates how emerging industries can stimulate local economies, reduce dependence on imports, and inspire similar initiatives in other sectors.

### Future expansion

The factory's expansion plans signal even greater potential. A shoe factory, now 80% complete, will anchor an integrated manufacturing complex supplying raw materials to Uganda's industrial hubs. A planned showroom in Kampala will bring Ugandan leather closer

to consumers, boosting accessibility and market reach.

### A beacon of industrial transformation

Kawumu Leather Industries is more than a factory—it is proof that Uganda can build world class industries from the ground up. With rapid technological advancement, environmental consciousness, and measurable community impact, this presidential initiative stands as a beacon of industrial transformation.

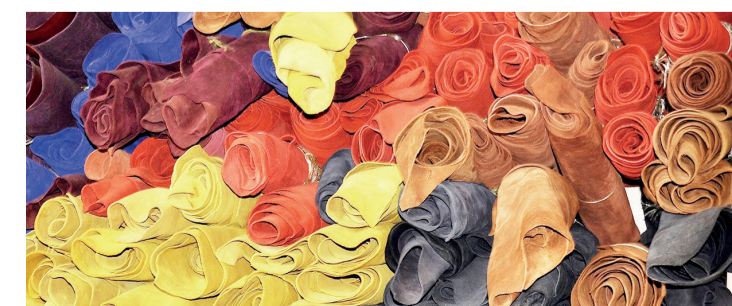
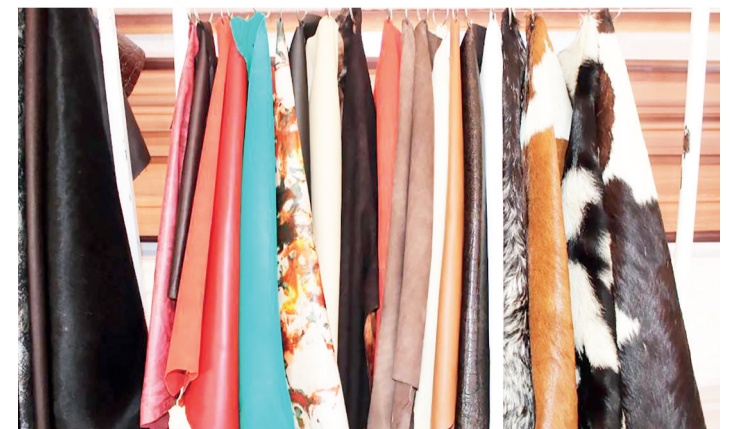
It demonstrates that Uganda's livestock heritage, when harnessed with vision and innovation, can illuminate the nation's path toward a resilient and prosperous industrial future.



President Museveni at the Plaque during the launch of Kawumu Tannery.



President Museveni commissioned UGX 12B leather factory in Luweero



# Why the youth back Museveni's 'No Sleep' agenda

More than 750 youths under the Youth Wealth Creation Programme (YWCP) from Kampala's five divisions have pledged full support for President Yoweri Kaguta Museveni, vowing to work closely with him during his new term in office.

**T**he pledge follows Museveni's swearing in ceremony at Kololo, where he declared the next five years a "No Sleep" term dedicated to service delivery and national transformation. His remarks, the youths said, have renewed hope among young Ugandans striving for economic empowerment and better livelihoods.

Established in 2022 with support from State House through Comptroller Ms Jane Barekye, the YWCP is led by Faizal Ndase and targets vulnerable youths and small scale entrepreneurs. Beneficiaries include chapati vendors, chips sellers, tailors, and other low income earners.

"Over 750 youths in Kampala have already benefited before the programme's temporary suspension during the campaign period," Ndase said.

Ndase noted that initiative will resume and expand to districts such as Wakiso, promising wider opportunities for young people. In a joint statement, the youths congratulated Mr. Museveni on his electoral victory and

oath of office, expressing confidence in his leadership to tackle challenges like poverty and unemployment.

"We still have hope in President Museveni's leadership and his commitment to solving challenges affecting Ugandan youths," beneficiaries noted, praising the programme's transparency and impact in improving household incomes.

The group credited Ndase and Ms Barekye for effective management and said the programme has helped many youths achieve financial independence. They also revealed their active role in mobilizing support for Museveni and the NRM during the campaigns, noting strong positive responses across Kampala.

Referring to Museveni's May 12 speech at Kololo, the youths said his "No Sleep" agenda motivates them to remain active and focused on development. They reaffirmed readiness to work with the President to ensure the success of government programmes, particularly the Youth Wealth Creation Programme, as part of efforts to uplift Ugandan communities.



## PRESIDENTIAL INITIATIVE ON SKILLING THE GIRL, BOY CHILD

The presidential initiative on the skilling the girl/boy child project ensures that the needy acquire skilling courses like hairdressing, embroidery, tailoring, knitting, weaving, shoe making, bakery and confectionery. The goal is to ensure that needy children benefit from the presidential initiative from various centres so that they can be self-employed. At the end of the 6-months course, students do an assessment exam given by the Directorate of industrial training (DIT) and are given certificates.

The program is free of charge, you only require a national identity card and recommendation letter from the LC1 to enrol for the program and students are given free meals from Monday to Friday.

The program started on 10/4/2017 with 850 students and the president launched it on 14/4/2017 thus the field batch of students graduated on 30/10/2017.



## Pictorial of the many projects under State House



# SHIPU: Uganda's Guardian of Investment Confidence

Uganda's investment climate is being reshaped by the State House Investors Protection Unit (SHIPU), under the leadership of Col. Edith Nakalema. Since its establishment in 2023, SHIPU has become a lifeline for investors — tackling more than 1,500 concerns, resolving over 1,000 cases, and safeguarding capital worth USD 147 million (Shs 558 billion).

**A**t the center of this transformation is the award winning Electronic Investors Protection Portal (EIPP), a groundbreaking platform that streamlines reporting, authenticates investment procedures, and has earned Uganda international recognition. Backed by President Yoweri Museveni's administration, SHIPU has positioned Uganda as a regional leader in investor protection, ensuring disputes are resolved swiftly and corruption is confronted head on.

Col. Nakalema, who previously pioneered the State House Anti Corruption Unit (SHACU), now brings the same resolve and faith to SHIPU. — "By the time people reach me, they have already been ignored elsewhere. I call again and remind officials not to torment citizens who report their problems".

Her hands on approach has restored trust among investors, making SHIPU not just an institution but a symbol of protection and service.

In conversation with The East African's RACHEAL NABISU-BI, Col. Nakalema reflects on SHIPU's journey, its milestones, and the values of faith, love, and service that continue to drive her work.

## Why was it necessary to start SHIPU?

Uganda has consistently been ranked among Africa's most promising investment destinations — described by Winston Churchill as a "beautiful garden from end to end," recognized by Oxford Economics in 2023 as the continent's most rewarding economy, and highlighted by Harvard's Economic Complexity Index in 2021 for its favorable growth potential. Yet, despite this promise, investors continued to face serious challenges: high interest rates on loans, taxation concerns, bureaucratic delays, land disputes, fraud in sectors like gold, and frustrations with certification processes.

It was in response to these persistent obstacles that the State House Investors Protection Unit (SHIPU) was established in 2023 under the leadership of Col. Edith Nakalema. SHIPU was designed to bridge the gap between investors and government institutions, ensuring that com-

plaints are heard, disputes are resolved, and corruption is confronted swiftly. By creating a direct channel for investors, SHIPU makes Uganda's reputation as the "Pearl of Africa" not just symbolic, but practical and reliable for those who invest here.

Col. Nakalema's own journey from humble beginnings to serving as a senior aide to President Yoweri Museveni, and later training at King's College London reflects the spirit behind SHIPU. Investors needed a trusted voice who could cut through bureaucracy, demand accountability, and restore confidence. SHIPU was necessary to provide that lifeline, ensuring Uganda's economic potential is matched by a secure and supportive investment environment.

## What are the major obstacles investors encounter in Uganda?

Despite Uganda's growing appeal to investors, both local and foreign players continue to face persistent challenges that threaten business stability. For domestic investors, the most pressing concern remains the high interest rates on commercial bank loans. Traders and small-scale entrepreneurs warn that debt accumulates too quickly, forcing many to sell properties or shut down businesses. Associations such as like KACITA (Kampala City Traders' Association), Federation of Uganda Traders Associations (FUTA), and palm oil growers in Kalangala, Mbarara City Traders' Association, and the Uganda Chamber of Commerce and Industry have repeatedly sounded the alarm.

Beyond loans, the other challenge is perception. Investors also raise concerns about taxation. Many perceive Uganda Revenue Authority (URA) taxes as excessive, even though the regime is aligned with the East African Community. To counter this perception, URA has intensified sensitisation campaigns, explaining available incentives and engaging directly with traders to build trust.

Foreign investors, meanwhile, point to bureaucratic delays as their biggest frustration. Lengthy approval processes and repeated office visits have slowed investment flows.

In response, government introduced the Post-COVID Re-



Col. Edith Nakalema head of State House Investors Protection Unit (SHIPU)

## VISION AND GOAL

Our vision is to make Uganda a global investment hub, with a Mission of effectively coordinate with stakeholders that include: UIA, URSB, URA, NEMA, Immigration among others. We aim at providing a conducive investment climate and, we serve with integrity, collaboration, vigilance to empower investors.

Our goal is to collectively simplify processes and create a transparent, corruption-free investment landscape

covery Fund worth UGX 200 billion, offering loans at lower interest rates. By late 2024, awareness improved, and banks like Post Bank and Equity Bank had disbursed over Shs50 billion to support SMEs.

To address the challenges, the government under President Museveni launched the Electronic Investors Protection Portal (EIPP), a digital platform that streamlines procedures and reduces paperwork. The portal

has already won a continental award from AAPAM for tackling Africa's greatest challenge - delays in investment approvals and has boosted foreign direct investment, attracting delegations from Denmark, India, the Netherlands, Sweden, Japan, and the UK.

Other challenges cut across both local and foreign investors. SMEs report delays in certification at the Uganda National Bureau of Standards, while land disputes including overlapping titles and demolition threats continue to undermine confidence.

Fraud also remains a serious issue, particularly in the gold sector, where fake websites and forged licenses have trapped unsuspecting investors. The Ministry of Energy and Mineral Development has since introduced stricter procedures to ensure authenticity in mineral licensing.

## How do these challenges affect both local and foreign investors?

Fraud and land disputes cut across both groups, but there are also unique concerns. Foreign investors have been found engaging in micro trade activi-

ties such as hawking baby toys or selling roasted groundnuts in villages. This raised security concerns, as such activities are inconsistent with the expectation that foreign investors should bring new technologies, build factories, and create jobs. Meetings were held with the Directorate of Citizenship and Immigration to review how work permits are issued and ensure foreign investors operate within their intended scope.

Key Complaints range from: delays in certification and approvals for SMEs, land disputes including overlapping titles and demolition threats, fraud in gold transactions and fake licensing schemes, foreign investors in micro-trade instead of industrial ventures and commercial court delays locking up capital for decades.

## In your assessment, what has been the impact of your office? How many complaints do you get per day/week/month?

Since inception in 2023 upto 2026, the total concerns received are 1,544; the complaints were received through various sources for instance call centres re-



## STATE HOUSE INVESTORS PROTECTION UNIT

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### INTERVIEW CONTINUED...

ceived 539 complaints, walk-ins (542) and EIPP (463).

In terms of category and number of cases; fraud (300), land issues (350), business-related issues (114), intentional delays (576), bank and tax issues (99), judicial-related cases (105).

Whereas the investor-related cases were 617, the non-investor-related cases were 927.

The concluded cases are 1,026; ongoing cases (244) and referrals (274).

The total money saved is Shs558 billion (147 million USD)

#### **What role do legal disputes play in slowing investment growth?**

A significant amount of money is tied up in commercial court cases, sometimes for as long as 20 years. These disputes often arise between business partners and stall capital that could otherwise be circulating in the economy. Government has begun discussions on introducing mediation sessions to unlock these funds quickly, ensuring they contribute to Uganda's economic growth and help the country reach its high income status faster.

#### **Do you benchmark Uganda's investor protection practices against other countries?**

We do not rely on benchmarking in the traditional sense, because Uganda already has strong guidance from its own leadership and economic experts. Instead of copying models, we focus on building systems that respond directly to our local challenges. That said, Uganda's Electronic Investors Protection Portal (EIPP) has attracted international attention.

For example, at an international conference in Pretoria, Uganda presented the EIPP as a case study, showcasing how it streamlines investor complaints and reduces bureaucratic delays. The portal has also been highlighted at the UK-Africa Investment Summit, where Uganda was invited to explain how the system, backed by the President's office, has improved transparency and efficiency.

#### **How has Uganda's approach been received internationally?**

Very positively. Delegates at these summits were impressed that such a solution was developed locally, by Ugandans, and implemented through the President's office. Uganda's EIPP has even won a continental award from the Africa Association of Public Administration and Management (AAPAM) for addressing Africa's greatest challenge — delays in investment approvals.

#### **So instead of benchmarking, what is Uganda's strategy?**

Our strategy is to share results and demonstrate impact. Rather than borrowing models, Uganda showcases its innovations like the EIPP — on global platforms in Riyadh, Pretoria, and London. This has positioned Uganda not as a follower, but as a contributor of solutions to Africa's investment challenges. We believe that by sensitising investors, treating them with passion and fairness, and showing tangible outcomes, Uganda sets its own benchmark for investor protection.

To me, Uganda does not benchmark against other countries in a conventional way. Instead, it develops homegrown solutions like the Electronic Investors Protection Portal, which have gained international recognition and awards, proving that Uganda can lead by example in investor protection.

#### **How does the State House Investors Protection Unit (SHIPU) work with other public institutions, especially those fighting graft and supporting investment across the region?**

SHIPU operates as a coordinating hub, working closely with all agencies that add value to Uganda's economic development. We welcome collaboration at every level, from diplomats and ambassadors to local traders and farmer groups. For instance, we have hosted delegations from developed countries, African nations such as Nigeria, and local associations like KACITA (Kampala City Traders' Association), Federation of Uganda Traders Associations (FUTA), and palm oil growers in Kalangala. We also partner with the Uganda Chamber of Commerce and Industry and foreign direct investors who engage through the Electronic

Investors Protection Portal (EIPP), which is guided by His Excellency the President.

Our role is not to provide funds directly, but to coordinate and connect investors with the right government ministries, departments, agencies, and private sector players. We ensure that both local and foreign investors, whether arriving in large delegations or individually, are supported and guided through Uganda's systems.

#### **How do you handle fraud and corruption cases in relation to investment?**

Fraudsters and corruption cases are primarily handled by the State House Anti Corruption Unit (SHACU) and other enforcement bodies such as the Inspectorate of Government (IGG) and the police. SHIPU collaborates with these institutions by referring cases and ensuring they are investigated properly. For example, fraud in gold transactions has been a major concern, and we work closely with the Ministry of Energy and Mineral Development to ensure investors obtain authentic licenses.

We also have investigative officers and police officers attached to SHIPU to handle immediate disturbances, but once a case is confirmed, it is passed on to the Anti Corruption Unit and the courts. This way, SHIPU focuses on protecting investors and coordinating responses, while specialised agencies pursue investigations and prosecutions.

#### **How do you ensure accessibility for investors from diverse backgrounds?**

SHIPU runs a full time information and reporting center at our offices in Nakaseero. Multilingual accessibility through staff and the Electronic Investors Protection Portal. We deliberately make our services accessible in multiple languages, not just English. Our staff can respond in Luganda, Runyankore, Luo, and even international languages like Chinese, Korean, and Danish through the EIPP's translation function. This inclusivity ensures that no investor feels excluded because of language barriers.

#### **How do you balance your role as a mother with your responsibilities in public service, and what guiding principles**

#### **shape the way you nurture both your family and the wider community?**

Yes, I am a real mother of six children; three biological and three adopted. My marriage itself reflects Uganda's diversity, as I am married to a proud man from another cultural group, and together we embody cross tribal and cross cultural unity. My family history is deeply rooted in Uganda, and I often reflect on the chapter in my book titled Four Generations, which traces the journey of my grandparents and father, and how their values shaped me.

Life has given me the rare opportunity to serve both as a mother and as a leader. I have been privileged to meet His Royal Highness and even represent His Excellency the President with special messages. In those moments, I chose to balance tradition and professionalism; saluting in uniform rather than kneeling — as a way of honoring both my heritage and my role.

The principles that guide me as a mother are the same ones that guide me in public service: Unshakable faith in God; I live by the belief that "I can do all things through Christ who strengthens me."

Secondly, Productive love; Love must be tangible, sacrificial, and seen in action. I sacrifice time to help other children and communities, but I also ensure my own children receive the love and attention they deserve. Love is not just words; it is how you make people feel.

Thirdly, Service; Whenever I have energy, I choose to serve. Service is not optional; it is the essence of life.

As a mother, I practice productive love by opening opportunities for others. For example, when I handed over the Anti Corruption Unit, I had 79 staff most of them young people. I gave them space to grow, learn, and lead. Even now, in my current office, I deliberately work with youth, empowering them to take responsibility and build Uganda's future.

Motherhood, for me, is not only about raising my six children but also about nurturing the wider community. It is about sharing opportunities, offering guidance, and ensuring that love and service are felt in practical ways. That is how I balance family and leadership — through faith, love, and service.



SHIPU hosts Danish Ambassador accompanied by Investors from her Country.



H.E. Amb. Frederieke Quispel of the Kingdom of the Netherlands pays a courtesy visit to SHIPU.

# Turning vulnerability into opportunity: Uganda's skilling revolution

Since its launch in January 2018, the Presidential Initiative on Skilling the Girl/Boy Child (PISGBC) has been transforming lives in Kampala by equipping vulnerable urban youth with practical, income generating skills. From hairdressing and tailoring to bakery, embroidery, and shoe making, the program offers free six-month vocational courses designed to empower young people to become self employed and break cycles of poverty.

**W**ith over 70,000 youth trained across nine centers since 2017, the initiative, run through State House under the guidance of President Yoweri Museveni, has become a beacon of hope. Students receive free meals, mentorship, and certification after their final assessment, ensuring they leave not just with skills but with confidence to thrive.

At the helm is Dr. Faith Katana Mirembe, Director, Special Presidential Assistant for Education and Project. She says focusing on economic empowerment, graduation outcomes, and community integration, the skilling project has not only reduced unemployment but also curbed crime and reshaped Kampala's urban youth landscape. RACHEAL NABISUBI brings you the excerpts.

## **What impact has the Presidential Skilling Initiative had on Kampala's vulnerable youth?**

The initiative has gone beyond teaching vocational skills to deliver mindset change, dignity, and empowerment. By focusing on economic empowerment, graduation outcomes, and community integration, the program has significantly reduced unemployment, curbed crime, and reshaped the urban youth landscape in Kampala. Vulnerable and ghetto youth who once lacked opportunity are now graduating with practical skills and the confidence to build renewed sense of purpose and sustainable futures.

## **How many vulnerable Kampala youths have graduated under the Skilling Program, and what courses are they trained in?**

Since its inception, the Presidential Initiative on Skilling the Girl/Boy Child (PISGBC) has successfully graduated over 70,000 vulnerable urban youth across Kampala. These trainees, drawn largely from ghetto communities, are equipped with practical skills that enable them to become self employed and economically independent.

The program currently offers



Wabigalo Skilling Centre in Namuwongo, Kampala during a showcasing ceremony of the students' products after six months of vocational training.

training in 14 vocational disciplines across centers such as Wandegaya, Mulago, Wabigalo, and Luzira. These include: tailoring, leather design and shoe making, carpentry & recycling, weaving, embroidery, plumbing, construction, knitting, electronics, electrical installations, bakery & confectionery, hairdressing & makeup, motor vehicle mechanics and metal fabrication and welding.

By combining free training, meals, and certification, the initiative continues to give Kampala's vulnerable youth a pathway out of poverty and into sustainable livelihoods.

## **How are beneficiaries identified and selected for these fully sponsored, 6-month training courses?**

Beneficiaries must be residents of the five divisions of Kampala and are recommended by Local Councils (LCs) after advertisements are run on TV, radio, and social media. Selection is on a first-come, first-served basis.

## **What specific mechanisms are in place to fund and capitalize the SACCOs formed by skilling graduates at the district and zonal levels?**

The President has already injected Shs50 million into each of the five division SACCOs, and plans are underway to increase these funds.

## **How many of these trainees have transitioned from individual operations into organized, formal group-owned companies to ensure sustainable wealth creation?**

While there are no exact numbers due to the large geographical spread of beneficiaries, a significant number have indeed transitioned from individual operations into organized, formal groups.

## **How is the program ensuring that the acquired skills meet national and international standards?**

Student assessments are conducted by the Uganda Vocational and Technical Assessment Board (UVTAB), which is responsible for the assessment and certification of competencies obtained through formal and informal Technical & Vocational Education Training (TVET). The certificates issued are ISO certified, ensuring compliance with international standards.



Dr. Faith Katana Mirembe, Director, Special Presidential Assistant for Education and Projects

## **How many trainees have passed DIT assessments and earned vocational certificates?**

Over 99.9% of trainees have completed the Directorate of Industrial Training (DIT) assessments, earning nationally recognized vocational certificates. This outstanding pass rate reflects the program's strong emphasis on practical, hands on training, ensuring graduates leave with skills

ready for immediate use in employment or self enterprise.

## **Beyond technical training, what business management and customer relations skills are included in the curriculum?**

We offer training in counseling and guidance, as well as entrepreneurship, to help trainees become responsible business owners with excellent customer service skills.

## **What documented evidence is there that this skilling program has contributed to the reduction of urban crime and unemployment in Kampala's five divisions?**

According to the 2024 Uganda Police Crime Rate Report, the overall crime rate in Kampala and across Uganda dropped by 4.1% in 2024. In discussions with Major General Christopher Sserunjogi Ddamulira, currently serving as the Director of Crime Intelligence in the Uganda Police Force, he attributed part of this reduction in crime to the skilling program, as many youths who might have engaged in criminal activities are now involved in productive work.

## **How are products made by the trainees (such as clothes, shoes, and furniture) being marketed, distributed, or integrated into the local economy to replace imported goods?**

All our products meet national standards, and notable contracts include the production of graduation gowns for Makerere University and uniforms for the NAM Summit, among others.

## **What follow up or mentorship programs support graduates struggling to sustain their businesses after training?**

Graduates of the Presidential Skilling Initiative are not left on their own after completing the training course. The project team actively follows up with trainees to assess their business progress, identify operational challenges, and provide guidance. This mentorship ensures that vulnerable youth who have acquired vocational skills receive continued support, helping them strengthen their enterprises, overcome obstacles, and build sustainable livelihoods.



## THE STATE HOUSE- PRESIDENTIAL INITIATIVE ON SKILLING THE GIRL AND BOY CHILD (PISGBC)

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Hon. Justine Kasule Lumumba giving a lecture during the showcasing ceremony at the Presidential Initiative for Skilling the Girl/Boy Child Nakulabye centre in Kampala



## Industrial Skilling Hubs: Uganda's new engine for youth empowerment

Uganda has taken a bold step in tackling youth unemployment through the Presidential Initiative on Skilling Uganda, introducing Zonal Industrial Skilling Hubs that are reshaping the country's economic future. These hubs are more than training centers, they are launchpads for self reliance, entrepreneurship, and industrial growth, giving thousands of young Ugandans the tools to transform their lives.

Spearheaded by State House in partnership with the Ministry of Local Government and private sector actors, the hubs align with national priorities such as the Parish Development Model, Emyooga, and other enterprise support programs. Together, they create a pipeline of skilled youth ready to drive Uganda's socio economic transformation.

Information from the Private Sector Development Unit (PSDU) coordinates and consolidates all private sector interventions across the NDP programs under Ministry of Finance, Planning & Economic Development (MoFPED) indicates that there are 19 hubs strategically located across Uganda's 15 sub regions, each training up to 600 youth per year in trades carefully chosen for market demand and self employment potential.

In a document titled: 'Doing Business Uganda' by Private Sector Development Unit (PSDU), shows that courses include carpentry, welding, tailoring, hairdressing, bakery, leather design, and more. Training is hands on, supervised by certified instructors, and enriched with entrepreneurship and financial literacy.

"By the end of 2023, 2,523

youth had graduated, with notable achievements across regions: Ankole (Mbarara): 235 graduates, Mubende Hub: 226 graduates, Bugisu Hub: 215 graduates, Karamoja Hub: 178 graduates, Acholi (Gulu): 212 graduates, West Nile Hub: 212 graduates and Tooro Hub: 201 graduates," reports in part, adding that these hubs are strategically placed in areas with historically high unemployment, making their impact deeply transformational.

Some of the unique Features highlighted include; intensive Farming Integration- each hub includes a demonstration farm, teaching agribusiness alongside vocational skills, Public Private Partnerships – Collaborations with banks like Centenary,DFCU, and Stanbic provide financial literacy and mentorship and Tailored Local Engagement – Training is adapted to sub regional economic priorities, ensuring relevance to local job markets.

It further indicates that the hubs are designed to feed directly into wider government programs such as UWEP and Local Economic Development. Pilot linkages in Ankole, Mubende, Acholi, and Karamoja are already connecting graduates to enterprise opportunities, ensuring skills translate into livelihoods.

The Zonal Industrial Skilling Hubs stand as a flagship innovation in Uganda's fight against youth unemployment and poverty. By equipping thousands of young people with practical, marketable skills, the government is nurturing a generation of job creators and changemakers. As the program scales, collaboration between government, private sector, and communities will be key to sustaining its impact and driving Uganda's inclu-

sive economic growth.

**Some hubs already commissioned**

### Tooro Industrial Hub Commissioned

On May 17, 2025, President Yoweri Kaguta Museveni, together with the First Lady and Minister of Education and Sports, Ms Janet Kataaha Museveni, commissioned the Tooro Zonal Presidential Industrial Hub in Kyenjojo District. The President highlighted the importance of practical skills in driving import substitution and tackling youth unemployment.

The hub has already transformed lives. Beneficiaries such as Kabarakore Sandra, who opened a salon and bought land after training in hairdressing; Murungi Denis, who became self reliant through tailoring; and Kokugonza Sidon, who expanded into agribusiness after starting her own salon, demonstrate the program's impact.

By equipping vulnerable youth with employable skills, the hub is fostering self reliance, entrepreneurship, and community transformation, marking a significant step in Uganda's skilling agenda.

### Fish Farming in Pallisa: A Presidential Push for Sustainable Livelihoods

On April 20, 2026, leaders and farmers in Pallisa District applauded President Yoweri Kaguta Museveni for championing a fish farming initiative designed to transform rural livelihoods and lift communities out of poverty.



The project is part of a wider government strategy to shift farmers away from rice cultivation in wetlands — an activity that has degraded ecosystems in Eastern Uganda — toward fish farming, which is both more profitable and environmentally sustainable. To demonstrate this transition, the President launched the Limoto Fish Farm, a model site showcasing how aquaculture can outperform rice growing in terms of income while conserving wetlands.

Implemented under the Presidential Zonal Industrial Hubs program and coordinated by State House, the initiative highlights government's commitment to skilling, production, and wealth creation at the grassroots level. By integrating environmental conservation with economic empowerment, Pallisa's fish farming project is setting the pace for a new era of sustainable agriculture in Uganda.

### Museveni Hailed as Value Addition Projects Transform Bunyoro Hub

The Greater Bunyoro Presidential Zonal Industrial Skilling Hub has entered a new phase of impact with the introduction of a maize mill, animal feeds processing plant, and modern grain silos — facilities expected to boost productivity and raise the market value of local farmers' produce.

These developments build on the success of the skilling hubs programme, which has already equipped thousands of youth with hands on vocational skills. President Yoweri Kaguta Museveni is now expanding the vision by rolling out value addition projects across 11 of the 19 hubs nationwide, ensuring communities benefit more directly from their agricultural output.

At the Bunyoro hub, State House Comptroller Jane Barekye has overseen test runs of the newly installed machines, sourced from China, which have successfully passed initial efficiency checks. Once fully operational, these facilities will not only enhance local production but also anchor Uganda's broader drive toward industrialization, wealth creation, and rural transformation.

# Museveni's promise to Ugandans

At his swearing-in ceremony at Kololo Ceremonial Grounds on Tuesday, May 12, 2026 President Yoweri Kaguta Museveni unveiled an ambitious economic vision centred on wealth creation, industrialisation and what he called a new era of “no more sleep” for Ugandans.

**A**ddressing regional leaders, government officials and thousands of supporters, who either thronged Kololo ceremonial grounds or followed on television, Museveni said Uganda had entered a decisive phase where citizens must take advantage of peace, infrastructure and government programmes to create wealth and jobs. He said the foundations laid by the ruling National Resistance Movement since 1986 had transformed the country and opened opportunities for economic growth.

Using a screen, the president showed the expansion of real estate around Kampala and Entebbe as evidence of economic progress under the NRM government, contrasting Uganda's current urban landscape with that of 1986. He credited the transformation to sustained peace, infrastructure development and improved service delivery.

Museveni listed what he described as the “matafaari” or building blocks that the NRM had added to Uganda over the last four decades. These included national peace, roads, electricity, piped water, schools, health facilities, telecommunications and access to regional markets through blocs such as the East African Community, COMESA and the African Continental Free Trade Area. Mr. Museveni said his ambition is political federation of the East African regional bloc, saying the US is successful partly because of the big internal market they have.

A day earlier, Uganda and the Democratic Republic of Congo (DRC) had discussed plans to eliminate visa requirements for their citizens and deepen cooperation in trade and infrastructure following talks between Presidents Yoweri Museveni and Félix Tshisekedi at State House Entebbe. The two leaders said they had directed officials to accelerate discussions aimed at scrapping visa requirements between the two countries within the next three months, which will further open DR Congo to Ugandan products. The trade between the two countries now stand at \$1 billion, largely driven by Uganda's manufactured goods and



President Yoweri Museveni sworn in: A record 7th term focused on unity and prosperity

**“This new term (2026–2031) is “Kisanja no more sleep,” a call for hard work, discipline, wealth creation, and national transformation without excuses. Use the availability of market and other funding opportunities to create wealth and employment, citing examples of farmers and industrial parks that have benefited from government support.”**

President Museveni.



infrastructure projects, making DRC Uganda's largest export market in the region.

Museveni urged Ugandans to use the availability of market and other funding opportunities to create wealth and employment, citing examples of farmers and industrial parks that have benefited from government support.

According to Museveni, Uganda's 40 million acres of arable land could generate millions of jobs if utilised through intensive commercial agriculture, saying Uganda's economy was gradually shifting from subsistence to commercial participation, noting that households participating in the money economy had increased from 32 percent in 2013 to 67 percent today through interventions such as Operation Wealth Creation and the Parish Development Model.



To further deal with unemployment, President Yoweri Museveni in August 2019 launched the Emyooga fund, a presidential initiative on wealth and job creation.

He used the occasion to criticise African countries for exporting raw materials instead of processed products, describing the practice as a “strategic blunder” that denies the continent jobs and revenue. Using gold exports as an example, he argued that refining minerals locally would dramatically increase earnings and stimulate industrial growth.

## The tasks ahead

The president, like he has always said, promised to fight corruption in this new term. The vice consumes more than \$3 billion annually. The president also has his focus on the first oil.

It's 20 years since the commercial oil was confirmed in the Albertine region, western Uganda, raising hopes of an economic boom for the country. With billions of dollars already invested in the sector, people are excited about the oil and gas industry opportunities which could translate into jobs, infrastructure and broader economic benefits for ordinary Ugandans.

Former Energy Minister Ruth Nankabirwa recently said government remains focused on ensuring production begins as soon as possible. “We are now in the final stages of preparing for first oil,” she said. “The infrastructure is progressing well and Uganda is determined to become a key energy player in

the region,” she said.

Mr. Museveni says once the oil comes, it will bring in the money. “Our first oil is not just about exporting crude,” Museveni said at a recent energy sector meeting in Kampala. “It is about using our resources to transform Uganda from a peasant society into a modern and prosperous economy.”

Away from oil, Uganda's economy has shown resilience in recent years and the president's push for wealth creation programmes targeting households, including the Parish Development Model, Emyooga and commercial agriculture initiatives, will deliver the much-awaited dream.

The government is also working on major projects, including the Standard Gauge Railway, road networks, electricity expansion and industrial parks aimed at boosting regional trade and manufacturing competitiveness. Uganda's road network has expanded significantly over the last four decades, supporting trade, urbanisation, agriculture and the fast-growing population.

In his speech, he paid glowing tribute to public service delivery, and for many Ugandans, the new term gives them great hopes for jobs, stable incomes, better roads, reliable electricity, quality healthcare and improved governance. These will shape his legacy, and shape Uganda's political and economic direction for years to come.