

UGANDA

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AGRICULTURE

New African Breadbasket

Ugandan leaders are working hard to realize their country's enormous agriculture export potential.

Uganda's rich soil and vast tracts of arable land make it ideal for agricultural development. In 2014, agriculture represented 21 percent of GDP; this figure has now reached 26 percent, notes Agriculture Minister Tress Bucyanayandi. While coffee, tea, cocoa, cotton and fruit have export potential, Bucyanayandi says, beans, rice and cassava are domestic staples. Bucyanayandi also notes how surplus crops like rice could be oriented regionally; Kenya, for example, has huge demand, but still imports Asian rice. Certain challenges should be overcome for the sector to realize its full potential. Low capacity, funding, and know-how have obviated value-adding capacity for local producers. Big multinationals have already "set up their networks and value chains, so the real value addition is done in Europe and America," Bucyanayandi admits. Further, insufficient fertilizer, irrigation systems and quality warehouses all diminish yields. However, with investment these problems are eminently fixable. Uganda has had great success with coffee. Robusta coffee originates in

"We expect to see the sector move forward as more value addition starts to be carried out in Uganda"

Tress Bucyanayandi
Minister of Agriculture

Uganda and accounts for 80 percent of production (Arabica, which originates in Ethiopia, makes up 20 percent). Although Uganda exports just 3.5 million bags annually, it is Africa's leading exporter. This export supremacy owes partly to low domestic consumption. Traditionally a tea-drinking people, Ugandans are evolving in their tastes, however. "Coffee culture is starting in Uganda," says David Barry, Managing Director of Kyagalanyi Coffee Limited. "We now have 30 or 40 good coffee shops in Kampala, whereas a decade ago, there were only a couple." One million Ugandan households depend on coffee farming. By investing in training and primary processing, Kyagalanyi is helping farmers improve yields, quality and practices. Salim Saleh, President Museveni's brother, is helping develop agriculture as chairman of the national agricultural initiative, Operation Wealth Creation. It tests business



models for products like honey, chia seeds, maize flour and pumpkin flour. A veteran military man, Saleh cut through the bureaucracy to "integrate all the institutional powers and agencies within agriculture." By December 2018, Saleh expects "active, complete value chains for at least 15 of our products." Ugandan agriculture is, in some ways, surprisingly advanced. "We are already using our own scientists, doing things such as fortifying beans and extracting genes in peppers and bananas, and controlling some banana diseases," Bucyanayandi states.

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A hot air balloon floats over Queen Elizabeth National Park while a lion stands by its prey in the foreground. Uganda's unspoiled natural beauty is attracting increasing numbers of visitors.

Pearl of Africa Shines

Long-term stability and economic growth are finally unlocking the potential of one of Africa's most beautiful and evocative countries.

Uganda has long inspired some of the most romantic images of Africa: the majestic and the mystic, the exotic and the sublime. Tucked away in the heart of the continent, it has captivated visitors for decades with its lush, rolling hills, vast rivers and lakes, gentle climate, abundant wildlife and warm, friendly people. Winston Churchill famously visited back in 1907: "For magnificence, for variety of form and color, for profusion of brilliant life – bird, insect, reptile, beast – for vast scale – Uganda is truly 'the Pearl of Africa,'" he wrote. "What message I bring back, concentrate on Uganda." Today both tourists and investors are finally heeding Churchill's impassioned advice. After a dark and tumultuous period soon after it gained independence in 1962, Uganda has been steadily getting back on track since President Museveni took power in 1986, bringing peace and stability to its people. The President has his detractors, but almost thirty years after inher-

iting a country that was devastated economically, socially and politically, he now presides over one of Africa's most economically dynamic and peaceful societies. Credit must be given for this achievement. Blessed by some of Africa's most fertile land and with 18% of its surface area covered by fresh water, it is a major agricultural producer for the region and could become a breadbasket for the whole of Africa. Its challenge now is to add value to this produce. It plays a leading role in regional affairs through the East African Community and the COMESA common market. Uganda has also consistently stepped up to the challenge of providing its armed forces to resolve some of Africa's most protracted conflicts. It is witnessing a massive infrastructure push, with the Eastern Corridor project set to boost trade and integration with its neighbors, positioning itself as a regional hub of trade and logistics, opening up a market of

well over 150 million to its industries and investors. Uganda is incredibly rich in resources – both human and physical. It has a young and fast-growing population whose literacy rate has increased from 43 to 75% under President Museveni. It is also yet to exploit its estimated 6.5 billion barrels of oil, discovered less than a decade ago, and its vast mineral wealth remains largely untouched in the ground. The rapid growth of Uganda's tourism industry, already nearly the second largest income earner, also signals a prosperous future, as visitors flock to the Source of the Nile and the thundering Murchison Falls. Its magnificent wildlife was decimated during the 'lost decade' of the 1970s, but today Uganda can boast an expanding population of mountain gorillas, and a 600% increase in its elephant population – in stark contrast to neighboring Tanzania whose once great elephant population has declined by 60% in five years. All of this has led to consistent eco-

nomical growth averaging 7% over the last ten years, further drawing in investors who are being welcomed with open arms. "Uganda is ready and waiting for investment from the rest of the world," enthuses Prime Minister Dr. Ruhakana Ruganda. "It's a great place to invest and to visit and I want people to take advantage of this." Significant challenges remain – education and health need to be improved, bureaucracy tackled, industrialization cemented and greater freedom of expression allowed – but while stability persists, Uganda will remain on the radar of investors and tourists.

"Today Uganda can boast an expanding population of mountain gorillas, and a 600% increase in its elephant population."

HUMAN DEVELOPMENT

Healthy Investment in the New Ugandan Economy



The country's economic development also has a human dimension – economic success has led to milestone achievements in healthcare and social services.

Uganda has gone from being an aid-dependent country to one sustained

by trade in a remarkably short time. The transition from widespread poverty to a largely self-sustaining, if still poor country has involved a deep commitment to improving healthcare. Long-term governmental cooperation with foreign institutions and investors has led to notable successes. For example, when Uganda was hard-hit by the 1980's AIDS epi-

demic, the newly-elected president, Yoweri Museveni, used media outreach, education and cooperation

"Universal health coverage is on the Ugandan government's post-2015 agenda."

Elioda Tumwesigye
Minister of Health

with international institutions to combat the disease. AIDS has declined from 15 percent in 1991 to seven percent today. Social aspects remain a priority. President Museveni believes that foreign investment should benefit public health. Investor Tullow Oil recently co-funded a hospital in Bulisa, and Museveni stated that the hospital would "contribute towards long term improvements in the quality of life" for locals. Further, in September, the Health

Ministry and the United States Agency for International Development (USAID) started a two-month anti-malaria campaign. Uganda has long worked with USAID, which since 2006 has donated over \$200 million to fighting malaria. Prime Minister Ruhakana Ruganda, a doctor, places health care atop his agenda. Uganda has reduced infant and child mortality, he states, by "immunizing children and having health education lessons and paying attention to mother and child health issues." Wider access to safe water and new vaccines has also reduced child mortality. Research capacity-building is also



underway. The Uganda Virus Research Institute (UVRI) is considered one of the region's most advanced viral research facilities. The government's continued infrastructure improvements will help women gain better access to antenatal care, also saving lives. Further, universal healthcare coverage is on the Ugandan government's post-2015 agenda, says Minister of Health Elioda Tumwesigye. And foreign investment in health care is encouraged too: the government "allocates money each year to support these hospitals, as a public-private partnership," Tumwesigye says. Other public figures actively champion health care issues. The First Lady, Janet Museveni, is the public face of a campaign to eliminate the mother-child transmission of HIV.

Children in Uganda show off their books. Boosting literacy is a priority for the government as it seeks to reduce poverty.



REGIONAL AFFAIRS

Uganda Makes Its Mark on the Region

Uganda may be a relatively small country in comparison to some of its giant neighbors, but it has been playing an increasingly important role in regional affairs during Museveni's presidency, both militarily and politically, becoming a key US partner in Africa in the process. When Museveni swept to power in 1986 he inherited a country fractured and devastated by two decades of turmoil and conflict. After succeeding in driving various rebel groups outside of its territory, Uganda's battle-hardened armed forces were soon deployed to solve some of central and eastern Africa's myriad conflicts, allowing Museveni to emerge as a guarantor of regional security. Today Uganda has an estimated 9,000 troops stationed around the region playing a vital role in containing conflicts. Uganda is one of the key contributors of troops to the African Union's combat mission in Somalia to drive back the jihadist group al-Shabaab, while Ugandan troops are also at the forefront of

Uganda currently has an estimated 9,000 troops – a fifth of its armed forces – based in regional conflict zones.

efforts to broker a peace deal between the two warring factions in South Sudan's increasingly bitter civil war. Uganda's troops have also for years been pursuing Joseph Kony's infamous and cult-like Lord's Resistance Army (LRA) across vast swathes of DR Congo, South Sudan and the Central African Republic. This willingness to commit forces into regional conflicts where other African nations dare not get involved, has won Museveni and the Ugandan armed forces admiration as well as large-scale military and economic assistance from Washington, which sees it as a regional bulwark of stability.

A Calming Force

President Museveni has overseen years of economic growth, but bringing peace and stability to Uganda is unquestionably his greatest achievement.

Yoweri Museveni has long put many western observers in something of a moral dilemma. On the one hand he has remained in power since 1986, backtracking on his promise to step down after the 2006 elections and in the process becoming one of Africa's longest-ruling leaders. However on the other hand, there is little doubt that he has provided a much-needed steady hand for Uganda, a country that had endured two blood-soaked and chaotic decades before he came to power.

After all, recent examples across Africa and the Middle East demonstrate how western ideals of regular change in government don't always work so smoothly elsewhere.

"We have stability while many of our neighbors don't," he emphasizes. "That security comes from my vision." Western donors and governments alike have at times felt uneasy over his continued presence in power, but in such a volatile region which has been witness to so many vicious tribal and sectarian conflicts, Uganda is vitally seen as a beacon of peace and dependability.

Since introducing his "National Resistance Movement" system of politics in 1986, which rewards merit rather than tribal affiliation, Museveni has understood the importance of having a pluralistic society. Without this, he argues, "how can you build stable national institutions?" In 2006 he allowed multi-party elections for the first time since coming to power, and again in 2011, but both times he came out the comfortable winner, buoyed by a broad sweep

of support across Uganda's tribal, sectarian and regional lines. It is stability and prosperity that form the backbone of his presidency and which seem likely to propel him to victory again in 2016.

President Museveni addresses the UN General Assembly in September 2014. The president spoke about economic development in Africa and called for greater international investment and collaboration. Photo: Niu Xiaolei, Corbis.



INTERVIEW

How have you gone about changing Ugandan society?

We have used several stimuli to do this. The first one is education. Let everybody go to school. For instance, if you look at the literacy rate, when we started it was around 43 percent. It is now 75 percent. Within education we are now adding another element which is skills. If a society is skilled then they can contribute competitively to whatever is going on in the country. The second stimulus was economic

liberalization. If the government is no longer interfering in the transport sector or in the supply of consumer goods, then the people in the society who are capable will come in. They will either come from the peasantry or from the bureaucratic middle class, and they can transform themselves from being just a consumer to being a producer. But all of this cannot happen if you don't deal with infrastructure, because if I become a farmer how do I transport my goods from the village to the town? Infrastructure is crucial, so this is another stimulus. The fourth stimulus is the market. We have integrated markets in East and Central Africa. The market of Uganda is not

enough to absorb all our products, so the Eastern Corridor, the common market of the East African Community and COMESA have become an important stimulus because if I produce, they buy, and I produce again and they buy, so I expand.

What opportunities are there to diversify Uganda's economy?

This will come automatically if you approach it the way we have done. We have natural resources, but we need the factors of production. We used to say that there were four: land, capital, labor and entrepreneurship. These days, a fifth one has been added: knowledge. With those, you would

be able to convert all these natural resources into products and services.

"If you look at the literacy rate, when we started it was around 43 percent. It is now 75 percent."

There are also gap fillers like foreign investment. Foreigners can come in and create wealth, create jobs and expand the tax base of the country.

How are you improving the ease of doing business in Uganda?

We are removing bureaucracy. We have created the Uganda Investment Authority as a one-stop center where you can go and get everything you need quickly.

How do you see ties between Uganda and the U.S. developing?

Demand is a crucial stimulus. When we buy what the U.S. produces, we are helping them achieve prosperity. Similarly, when they buy from us, this happens for us. We have oil and gas and minerals, but the most durable exports are agricultural, tourism and human resources.



Q&A

Frank Sebbowa
Uganda Investment Authority

A former academic and businessman, Frank Sebbowa is executive director of the Uganda Investment Authority, tasked with promoting Uganda's investment opportunities. Sebbowa attests that Uganda's investment potential is being increasingly noticed by American businessmen.

How would you describe your strategy for investment promotion?

We are now targeting specific investors who are interested in Africa. The Americans have begun to take more of an interest. We recently had a delegation of potential American investors and this has not happened for a very long time. Now is the time for us to start looking in the American direction.

Why should investors choose Uganda?

Uganda is the third largest economy in the East African Community and has been the second preferred location for foreign direct investment for more than five years. Uganda is at the center of the East African Community, making it a hub for business and a gateway into central Africa. We have identified a few key areas where we think we should focus. These include ICT, minerals, and agro-processing. Only a third of the arable land in Uganda is under cultivation. These are why investors should be interested, along with the commitment of the government to investors. We led the East African negotiation for the American protocol to protect American investments.

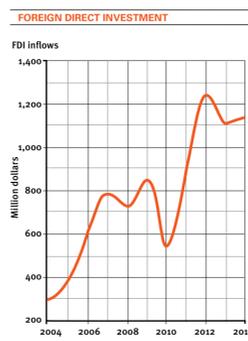
INVESTMENT PROMOTION

Improved Business Climate Attracts Greater Investment

A newfound self-confidence and vision for international commerce is fuelling a new generation of Ugandan entrepreneurs and promoters.

Ugandans are not only showing off their country's investment opportunities — they're also steering a new surge in growth. The Uganda Investment Authority (UIA) Executive Director Frank Sebbowa, the agency will in future perform the services of a 'one-stop center' for investors, paralleling those existing in other investment-hungry countries. Sebbowa also envisions the creation of an electronic interface with the investment community: "If an

investor is in New York and sees an opportunity in Uganda, he will be able to access the information he needs to make a decision from his desk. This is crucial because it will become our cheap but very effective window to the world." According to Mahmood Ahmed of the Aga Khan Development Network (AKDN), Uganda is raising its investment profile by adding value. After the government accepted the AKDN suggestion to process some raw leather domestically rather than export it, a whole new industry arose. These new tanneries will manufacture finished goods like shoes and boots. "If Uganda developed all its hides and skins into finished products for export," says Ahmed, "the resulting revenue stream would dwarf every other source, including tourism." The improving conditions for business are having a rejuvenating effect on local creativity and participate in global trends. While Uganda was once a textiles powerhouse, Asian



Source: EY's attractiveness survey Africa 2015, Heritage Foundation's 2014 Index of Economic Freedom, U.S. Govt 2014 Uganda Investment Climate Statement.

Top 5 FDI markets:

- Australia
- United Kingdom
- Netherlands
- Mauritius
- Kenya

FAST FACTS

10 Uganda's ranking among sub-Saharan African countries for economic freedom.

11th The U.S. is the 11th largest investor in Uganda.

100% Uganda allows 100% foreign-owned companies, except in the petroleum industry.

competition affected this. However, new textile company Fine Spinners expects success — as is attested by its \$40 million investment in two milling factories, plus the recruitment of 6,000 cotton farmers. According to Executive Director Jasvir Bedi, Fine Spinners represents a concept. Unlike the Asian sweatshops decry by human-rights activists, Fine Spinners will be "a UVP, a unique value proposition," says Bedi. "We are giving our customers traceable and sustainable cotton." The company cooperates with the Cotton made in Africa initiative, founded by Dr. Michael Otto with the Bill and Melinda Gates Foundation. The initiative aspires to keep the entire supply chain on African soil. "This is the first investment in Africa where we will capture the full value in our investment from field to fashion," enthuses Bedi. Regarding export potential, he adds, "we have the whole world as our oyster and it's looking very interesting."

Q&A



Ruhakana Rugunda
Prime Minister of Uganda

Dr. Ruhakana Rugunda, Uganda's prime minister since September

2014, has long experience in government leadership roles. A trained physician, and keenly focused on the relationship between economy and a healthy, educated society, the prime minister takes a holistic view of Uganda's business sector and investment climate. He stresses the need for maximizing the country's known (and emerging) resources and industries. Forging relationships with a wide variety of investors, and giving the next generation of Ugandans access to the kinds of education that will make them valued members of the workforce across different industries are also important for Rugunda.

To what extent is education in Uganda adapted to the needs of the market?

There is now a focus on ensuring that those we produce in our educational institutions actually gain the skills to fill the gaps in agriculture, industry and ICT. We are working on education for transformation, education for development, education for skilling and re-skilling our people in order to meet the manpower requirements of a rapidly expanding economy.

Do the recent agreements with China indicate a shift in focus away from your traditional partners in the West?

The rest of the world is not forgotten because of our relationship with China. Our policy is to have good and mutually productive relations with all countries. Our roots have always been with Western countries.

It's also good that our roots are extending to China and other new entrants in the economic transformation of our country.

How important is ICT to the future development of the country?

ICT is a critical component of infrastructure. We have laid a backbone to ensure that the whole country is properly connected. We see ICT as becoming a major player in the transformation of Uganda's economy and enabling the other sectors to move very quickly.

Which areas would you highlight for investors?

The priority area remains infrastructure. We are inviting American and global investors to come and invest

in infrastructure. The second priority is agriculture. Our agricultural potential is enormous. Tourism is another priority sector. We like to see our friends come and enjoy the unequalled beauty that Uganda has.

What would you like people to know about Uganda?

It's a great place to invest and I want people to take advantage of this. It's also a great place to visit.

"The focus is on developing infrastructure, to ensure that the country is open and that its economic sectors can thrive."

RURAL DEVELOPMENT

Island Transformation



"The UDC demonstrates that the government of Uganda intends to catalyze industrial development in this country."

Fred Ogene
CEO of Uganda Development Corporation (UDC)



In 2005, Kalangala was Uganda's second-poorest district. Today, this Lake Victoria archipelago is Uganda's fifth-richest. The Kalangala project affirms that investment can spur local community development. Leaders who previously lacked electricity and drinking water today enjoy these essentials. Schools and hospitals are also coming. Foreign investment made Kalangala's infrastructure development possible. When Oil Palm Plantation investor obtained a concession to develop a \$50 million oil plantation, the government agreed to upgrade infrastructure. It partnered with Infracore, an experienced and capable British infrastructure developer.

Today, Infracore subsidiary Kalangala Infrastructure Services (KIS) is overseeing projects. Managing Director John Opiro is enthusiastic about developments; by 2025, he sees "horticulture, agro-processing and fish processing springing up," along with tourism. The Uganda Development Corporation (UDC), a private venture that bridges public policy and private-sector execution, has been KIS' steady partner. "UDC provides the compromise and the solution that the private sector needs," Opiro attests.

REGIONAL TRADE

Building a Solid Base for Trade

Political stability, international partnerships and an enviable trade-route position augur economic growth.

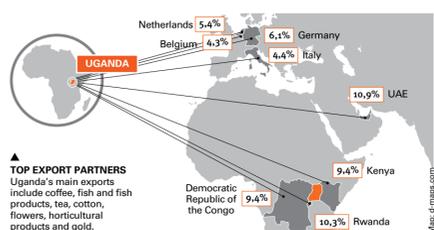
Being a landlocked country limited by industrial and infrastructural challenges, Uganda knows it must find creative, comprehensive economic solutions. Its trade strategy is thus based on regional trade initiatives and a better regulatory framework.

While Kampala recently was honored to host the first East African manufacturing business summit, protectionist fears linger.

nia, Burundi and Rwanda. The latter's Free Trade Area gives Ugandan business better access to a 19-nation market, representing almost 60 percent of Uganda's total export market. The Free Trade Area eliminates tax barriers deleterious to Ugandan export competitiveness.

These regional initiatives have also their challenges. While Kampala was honored to host the first East African manufacturing business summit in September, protectionist fears linger. A 'sugar conflict' fueled by Kenyan opposition politicians caused Kenyan farmers to protest a bilateral agreement allowing more imports of Ugandan sugar. More challenging for Uganda, however, has been the instability of its top trading partner, South Sudan, which in 2013 accounted for \$360 million of Ugandan exports. Uganda in 2014 increased trade with the Democratic Republic of the Congo, and this growing African economy should remain a permanent complement to the expected renewed trade with a more stable future South Sudan. Uganda's new legislative framework regulates trade, emphasizes public-private partnerships, and targets once-neglected industries. According to Minister of Trade Amelia Anne Kyabaddde, this encourages producers

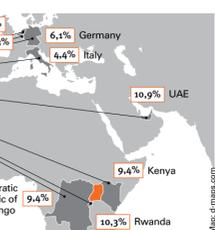
"to improve on their quality to make their products competitive." The National Bureau of Standards also "can impose punitive measures" on manufacturers failing to comply. Higher standards mean better products and a better country brand. Leaders seek to add value to Uganda's export products. For example, Uganda offers high-quality leather, but it is generally sold abroad for processing — costing African both



Uganda is a member of the COMESA trade bloc, of the EAC, and a signatory to the Africa Free Trade Zone. Source: CIA World Factbook.

profit and prestige. According to the Aga Khan Foundation, leather exports' profits could be doubled, simply through domestic processing. "You have to have a good brand," says Elly Twineyo Kamugisha, Executive director of Uganda Export Promotion Board. "This is all about perception." Kamugisha believes Uganda must identify its most viable

exports, increase non-traditional exports, and reduce the percentage of primary products exported. Uganda's new strategic relationships may help trade. The United States considers Uganda a valued security partner. This has knock-on effects for domestic political stability, good governance and reforms — and increases investor confidence. Ugandan exporters may benefit more from other trade deals, like the African



Growth and Opportunity Act (AGOA). Although signed with much fanfare in 2000 by then-President Bill Clinton, the deal had few results. However, leaders have new hopes for AGOA. "Our challenge has been access," says Trade Minister Kyabaddde. "We are already working closely with the American Chamber of Commerce to access our consumers in America," she adds.

Q&A

Amelia Anne Kyabaddde
Minister of Trade, Industry and Cooperatives

Uganda's number-one business-sector problem remains a nagging trade deficit. This has been exacerbated by trade disruption in recent years with neighboring South Sudan, due to the conflict there. However, leaders like Amelia Anne Kyabaddde, Minister of Trade, Indus-

try and Cooperatives, are looking for ways to overcome these challenges, and restore the balance.

What is being done to address Uganda's trade deficit?
In order to balance the trade deficit, we are trying to improve on industrialization by promoting cooperatives. By forming cooperatives, our producers can buy machinery for processing, they can be sensitized about quality, they can produce in bulk, and they can produce the quantities needed. Storage is another area, because you can produce as much as possible, but if you don't have a warehouse for storage you can't take the goods

to market, so we are constructing warehouses.

What impact has the current crisis in South Sudan had on Uganda's exports, and what alternatives do you see?
It's most unfortunate because our economy had grown so quickly be-

cause of the trade that was going on between our countries. The alternative is to promote other markets now, such as the COMESA-EAC-SADC Tripartite, so by pushing trade in that direction we will be able to fill the gap left by South Sudan. And AGOA can also help us there.

What is your vision for this ministry?

I would like to promote public-private partnerships. We have the Uganda Development Corporation. We would like to see a lot of projects being incubated through that program and supported by that program and I know that we will create a middle class for this country from there.

Q&A



Elly Twineyo Kamugisha
Executive Director of Uganda Export Promotion Board

Uganda is adding value to its exports by mixing non-traditional products in with more typical ones, says Elly Twineyo Kamugisha, Executive director of Uganda's Export Promotion Board.

How do you see the role of the Uganda Export Promotion Board (UEPB) in driving the country forward?

UEPB will have staff with the same level, or more, of knowledge and experts as staff in the private sector in export marketing. We have to support, with market information, the private sector for them to develop products and commodities and services that are exportable.

What is your current focus in boosting Uganda's exports?

We will continue to promote the traditional exports of coffee, tea and cotton. Flowers are now one of the three non-traditional exports. We encourage fish farming and aquaculture. Because Ugandans speak very good English, we can go into business process outsourcing (BPOs) and call centers. We are very bright people and our universities are very good.

Q&A

Aronda Nyakairima
Minister of Internal Affairs

Interior Minister General Aronda Nyakairima had a long and varied security-sector career. In one of the last interviews he gave before his passing on September 12th, he shared his views on contemporary security threats and solutions.

What is being done to ensure a safe environment in Uganda?

The people are the first line of security. We have never won a war, an insurgency, or a conflict without working with people. We need to make sure people's children are at school, because if their children are at school then they will turn into good characters. The armed forces, the UPDF, make sure that our borders are secure. Another layer is internal security. That is the business of the intelligence services and police services. Now those ones are quite at the frontline because of what is happening globally.

What role does intelligence play and what lessons can you learn from your global partners in security?

We are investing seriously in technical intelligence. We have worked with the CIA, the FBI, Scotland Yard, MI6 and MI5, as well as the French security agencies. No one alone has the means to deal with terrorism, so a global partnership of shared intelligence is required.

"We have learnt our lessons, and these lessons help us to continue strengthening our lines of defense."



Sentinel of Stability



An aerial view of Kampala. The city is known as one of the safest capitals in Africa.

Despite turbulence beyond its borders, Uganda has enjoyed domestic stability due to its responsible and dedicated security doctrine.

Although they enjoy political stability and peace, Ugandans know that theirs is a tough neighborhood. As major participants in African Union peacekeeping missions, Ugandan diplomatic and security forces have long confronted instability in Somalia and South Sudan. Military deployments to such places have embellished Uganda's reputation as a reliable security partner for regional and international allies. Further, though Uganda has mostly been spared the large-scale terrorist attacks that have afflicted neighboring Kenya and Tanzania, security planners are constantly preparing

preventive measures and improving capacities. The late interior minister, General Aronda Nyakairima, developed a comprehensive national security strategy in the years preceding his untimely death on September 12th. This strategy has involved increased cooperation with foreign intelligence partners, technological upgrades and, fundamentally, respect for Ugandans' civil rights. Uganda suffered a major terrorist attack in July 2010, when the Somali Al-Shabab group bombed two locations in Kampala, killing 74 people — reportedly, in retaliation

for Uganda's participation in the Somalia peacekeeping mission. Also 93 people died in July 2014, when tribal fighters attacked Ugandan police on the country's western border. During the late 1980s, Joseph Kony's Lord's Resistance Army challenged the government, but was eventually forced to retreat across the frontier zone. Nevertheless, these collective experiences have led Ugandan security authorities to keep a close eye on what is going on beyond their borders. This is why the government looks to the broader region as well when dealing with security. For the interior min-

"At one time, Uganda was synonymous with insecurity and conflict. That's over now."

Aronda Nyakairima
Minister of Internal Affairs

ister, the concept was simple. "Even if we are secure here, if the neighborhood is insecure, we are accordingly

insecure," he stated. "If you have collective security, most likely you would have collective development. If we have collective growth, we will have collective prosperity, and then we will have a regional market that will support an internal market."

The rise of global jihadism in the post-9/11 world has dramatically increased Ugandan security cooperation with countries like the United States, France and Britain. According to the interior minister, "These are global challenges and all of us have to deal with them. The challenge that is facing policing is quite serious, but at the same time you can't wish it away; you have to take charge of it." A grim reminder of the dangers accompanying this security commitment came on September 1st, when 19 Ugandan peacekeepers were killed and six missing following an Al-Shabab attack in Somalia.

One totally novel aspect of Ugandan security policy is the eventual comprehensive introduction of national identity cards. The interior ministry sees this process as a way to both monitor and identify its citizens. At some point after all 16 million Ugandans are put into the system, the government will also issue ID cards to the country's resident aliens. The system "is another element to be added on to our arsenal of security weapons," said the interior ministry. Police take a broader view of national security than just intelligence and military power, however: Nyakairima stressed education and economic development as giving young people a positive alternative to crime or terrorism. "We also need to make sure we provide an enabling environment so that development takes place and people with money come in to invest," noted Nyakairima. "If a bomb goes off or a tourist is attacked then people will not come, so that is our ultimate concern."

All Ugandan leaders are on board with this doctrine. "It's not enough for us for Uganda to be secure alone," says Prime Minister Ruhakana Rugunda. "The region must be secure. Uganda has played an important role in that respect and we are doing so because of our commitment to have peace and stability in the region in order to promote regional trade which will then benefit all of us." Uganda is already preparing one of its most sophisticated security plans ever: the mission to protect Pope Francis, who will make a historic three-day visit in late November. With Catholics from across Africa coming to greet the wildly popular pontiff, the event is both a great honor and responsibility for Ugandans.