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# LeO **review**

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# the future

INVESTMENT  
IN **YOUTH**  
**KEY TO**  
**INNOVATION**  
IN AFRICA

INTRODUCING  
**'LITTLE RED  
CURIOUS'**  
AND THE ART OF  
CUSTOM-MADE SUITS  
IN UGANDA

/// **INSIDE  
UGANDA'S  
PROGRESSIVE  
REFUGEES  
POLICY**

CONTRIBUTING TO THE AFRICA WE WANT



# Young & Emerging Leaders Project

An Initiative of the Léo Africa Institute

# Introducing the YELP Class of 2017

In January, the Institute welcomed the inaugural class of the Young and Emerging Leaders Project (YELP). The 2017 class has 20 fellows drawn from Uganda, Kenya and Rwanda who will undertake three seminars on **defining values in leadership-shaping personal leadership, defining and achieving success, and the graduation seminar on cultivating servant leadership values - living personal legacies.**

The fellowship represents our signature leadership development project shaped along the principles of servant leadership.

The 2017 class includes some of the most outstanding young and emerging leaders from Uganda, Kenya and Rwanda working in civil society, the public sector and private enterprise.

We anticipate in time to build a critical mass of individuals committed to personal development, advancement of career, and shaping a progressive future for East Africa and Africa at large.

In the meantime, join us in welcoming the pioneer 2017 class who will be graduating early 2018 and will be inducted into the Institute's network of outstanding individuals in East Africa.



Patricia Kahill



Arnold Atwiine



Rebecca Kabejja-Mweru



Conrad Mugisha



Kemiyondo Coutinho



Donald Byamugisha



Fiona Mbabazi



Cleofash Alinaitwe



Liz Muange



Alan Manzi



Martin Balaba



Joanitah Nvanungi Nalubega



Raymond Mujuni



Liz Kakooza



Richard Kirenga



Loretta Kade Binu



Abaas Mpindi



Joanitah Babirye



Benjamin Rukwengye



Isaac Rugamba

To learn more about the YELP Fellowship and how you can sign up for the class of 2018 visit: [www.leoafriainstitute.org/yelp](http://www.leoafriainstitute.org/yelp)



# Konrad Adenauer Stiftung - Promoting **Democracy** and **Good Governance**

The KAS is a political foundation, closely associated with the Christian Democratic Union of Germany (CDU). As co-founder of the CDU and the first Chancellor of the Federal Republic of Germany, Konrad Adenauer (1876-1967) united Christian-social, conservative and liberal traditions. His name is synonymous with the democratic reconstruction of Germany, the firm alignment of foreign policy with the trans-Atlantic community of values, the vision of a unified Europe and an orientation towards the social market economy. His intellectual heritage continues to serve both as our aim as well as our obligation today.

KAS has a history of being actively involved in Uganda's political development for close to four decades now. This involvement has been taking different shapes and formats but they have been directly anchored on promoting democracy, good governance, rule of law and justice. A significant contribution of the foundation has been the consolidation of the multi-party political system through building the capacity of major political parties in Uganda. Furthermore, in light of the still prevailing problematic socio-economic situation in the country it is crucial to ensure economic development

with social benefits. We have therefore promoted initiatives like intellectual engagements and debates which promotes the values of social market economy.

As crosscutting issues, the empowerment of women and youths and media development receives special attention in our activities. We have partnered with several organizations like ACFODE, University Forum on Governance, Uganda Martyrs University to directly support women to support initiatives like university leadership debates, community grassroots women economic empowerment and advancing scholarships to brilliant but disadvantaged youth in Uganda. We have traditionally supported journalistic development in Uganda and today we have been at the forefront of civic and social media engagement with our partner the Centre for Media Literacy and Community Development (CEMCO).

Our resolve to continue reshaping the socio-economic and political landscape in Uganda keeps climbing big leaps and we are excited to partner with the LÉO Africa Institute as an incredible part of our journey.

# Africa's Time is Now!

“Our commitment towards investing in young and emerging leaders is borne out of the acknowledgement that there is no better time than today for Africa to use its demographic dividend to inspire new ideas in moving this continent forward”

At the 2017 Africa Youth Connect Forum, held in Kigali, Rwanda, Alan Manzi, a young film maker, and a 2017 YELP Fellow had the opportunity to ask the celebrated entertainer AKON a question. What did he think Africans, especially those in the diaspora, can do to shape and promote a progressive narrative about the continent and contribute to telling the right stories about Africa? What followed was a passionate response from AKON, whose views on the urgency for Africans to own and contribute to shaping the right narrative about the continent many in the African diaspora have come to relate with. The video with his response went viral and has become an inspirational reference for those who are keen on achieving this critical task.

At the LÉO Africa Institute, our commitment towards investing in young and emerging leaders is borne out of the acknowledgement that there is no better time than today for Africa to use its demographic dividend to inspire new ideas in moving this continent forward. Young people are the best resource Africa has in leveraging today's promise of societal advancement using technology and new forms of media. A combination of majority youth populations, technological advances, and data driven communications make it an opportune moment in our time for Africans to dominate and own the space for shaping the outlook of the continent and how it connects with others in the world.

Which is why it is exciting to unveil our second issue of the LÉO Africa Review, as a continuation of our efforts towards providing today's thought leaders space to offer insight and commentary on how to work towards the Africa we want. We are very thankful for the comments and suggestions that came from readers of our first issue and hope to continue improving the quality of both the magazine and our programmes.

We strongly believe that a better outlook to the future of the continent will only be guaranteed if we have a critical mass of progressive leaders invested in shaping a better society for all. We have shaped our programming around this mission and have been greatly encouraged by feedback from those of you who have participated in our initiatives, especially our fellows of the Young and Emerging Leader's Project (YELP). I hope you will read more about the programme in the magazine and also get to know more about the class of 2017.

We want the institute to be one of the drivers of this change; to not only produce the best of today's leaders but also continue giving an opportunity to those committed to progressive social change to achieve personal success, live significant lives, and build lasting legacies.

I am excited with the baby steps

we have taken in achieving this objective so far. Like Joanne Nnvanungi, one of the 2017 YELP fellows recently noted, “It is not enough to say the youth and children are tomorrow's leaders if no one holds their hands to guide them to learn from past and present leaders, review and reference them and their experiences, to form better ones for our leadership journey.”

I am personally grateful to the team that runs programs at the institute, the leadership our colleagues on the board of directors offer, and our community of advisors and faculty members who continue to give this initiative life, and legs to continue running. Working with a community that supports our work has been an inspiring demonstration of an inter-generational commitment to building good societies and a fulfilled generation of leaders.

Happy reading!



**Awel Uwhanganye,**  
Founder, LÉO Africa Institute

# Finding our Footing



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It was Steve Jobs who succinctly remarked about the improbable power of innovation – as one that distinguishes between leaders and followers. As a leadership training and mentoring organization, the concept of innovation – the ability to creatively solve problems or bring new ideas to life is one we are passionate about.

In this second edition of the Léo Africa Review, we discuss what the right innovation model for Africa should be. Will it be the conventional one that leads to automated systems replacing human effort and benefiting only the corporate elite, or one that can create jobs for Africa's unemployed young people and offer solutions to the continent's most pressing problems?

The last five years – and probably more to come, may as well go down as the infrastructure decade for Uganda. From roads to electricity and hopefully a railway network, the government hopes to use this massive infrastructure investment to propel Uganda to middle income status by 2020. But what are the industries poised to benefit from this connectivity and help to transform Uganda's economy? Find out. They could portend a business opportunity for you.

On the continental level, President Paul Kagame is spearheading an ambitious reform agenda at the African Union to enable the continental bloc become self-sustaining. Will he succeed where others before him have failed? We explore the possibilities and obstacles before him.

And in case you're looking for that riveting read, you will need to make a date with Robert Kirunda's "Beyond the Fourth Heritage." It will challenge what you know and how you know it, igniting in you a flame of intellectual and scholarly curiosity that will be hard to satisfy. We have carried a substantive review of the book to get you started.

Most importantly, this publication is motivated by the need to tell the stories of young change makers breaking new ground, actualizing ideas and inspiring their peers. In this edition of the Review, we profile three of those – a former *Kwopepa* girl turned continental sports pundit, an art-preneur whose kemi-stry with the arts has birthed the trendiest arts show in Kampala, and a fashion entrepreneur who is making a living out of his passion.

I cannot exhaust the entire menu here. You will have to savor it yourselves. For all of us at the editorial desk, our true reward lies in the hope that while at it, you will enjoy to your fill.

Bon appétit!  
**Ivan Rugambwa**



## UGANDA

### // Cranes Break 38 Year Jinx To Qualify For AFCON

After a 38-year absence, Uganda finally qualified for the Africa cup of Nations, Africa's premier football showpiece on September 4, last year. The Uganda Cranes edged out Comoros through a Farouk Miya goal at the Mandela National Stadium to qualify as the best group runners-up, behind Burkina Faso in Group D. Although the performance in Gabon wasn't as exciting (the Cranes managed only a point from their 3 matches), qualification was in itself a seismic moment for many Ugandans. The country had for long relished its past footballing glory dating back to the 70s, and had in the recent past had to put up with several near-misses in successive campaigns.



Source: [www.newtimes.co.rw](http://www.newtimes.co.rw)

## AFRICAN UNION

### // AU elects new Commission, readies for Reform

In January, the African Union elected Chad's Moussa Faki Mahamat along with 6 other commissioners to lead the continental body over the next four years. Mahamat, until then Chad's Foreign Minister, beat Kenya's Amina Mohamed, Senegal's Abidoulaye Bathily and two others to the position of AU Commission chair, replacing South Africa's Nkosazana Dlamini Zuma, who did not seek a second term after serving her first 4-year term. The AU commission is the continental body's governing organ.

As its immediate task, the Commission will have to adopt recommendations by the President Paul Kagame-led team that was tasked with coming up with proposals to reform the AU and wean it off aid dependency at the 27th AU Summit held in Kigali last year. The team includes former African Development Bank President Donald Kaberuka, former head of the Economic Commission for Africa Carlos Lopez, Zimbabwean entrepreneur and businessman Strive Masiyiwa, among others.



## GHANA

### // Ghanaian Kwasi Enin Gets Admitted To Eight Ivy League Universities

When 17 year old Kwasi Enin applied to Brown, Columbia, Cornell, Dartmouth, Harvard, Princeton, Yale and the University of Pennsylvania for college, he hoped to be accepted to at least one of them. What he didn't see coming was that he would be accepted into all the eight. Kwasi, born to Ghanaian immigrant parents, had emerged among the top one percent at William Floyd High School, a state-run school on Long Island, New York state and applied to all the US' ivy-league colleges. In a rare feat he gained admissions to all eight of them. In the end, Kwasi chose Yale, arguing that the University's "deep appreciation and love for music, like mine was very critical for me deciding to go there."

## SIERRA LEONE

### // Mudslides Claim More Than 400 In Sierra Leone

On August 14, Sierra Leone woke up to a devastating mudslide that wrecked most of the capital, Free Town, leaving over 400 people dead. The mudslides followed heavy rains that caused a vast chunk of the Sugar Loaf Mountain on the outskirts of Free Town to cave in burying hundreds. The mudslides are the latest disaster to rock the West African nation after a debilitating civil war in the 90s and the 2014 Ebola epidemic that claimed over 4000 lives.

## Uganda is now Africa's biggest Refugees host

At the start of 2017, Uganda surpassed Ethiopia and Kenya as the biggest refugee host on the continent, largely owing to the ongoing civil war in South Sudan. Uganda now hosts over 1 million refugees according to the United Nations High Commission for Refugees, of which about 700,000 are from South Sudan alone. Many of these are settled at the Bidi Bidi Refugee Settlement in the northwestern district of Yumbe, currently the biggest refugee camp in the world. In June, the country co-hosted a refugee summit aimed at raising funds to support resettlement efforts where up to \$358million out of an anticipated \$2billion was raised. Analysts warn that unless more support is raised, the world's fastest growing refugee crisis could get out of hand.



## ANGOLA

### // Angola Gets A New President ...After 38 Years!

On August 25, Angola's governing People's Movement for the Liberation of Angola (MPLA) once again emerged victor in the country's parliamentary elections, winning 64.5% of the vote, this time without Eduardo dos Santos as President. João Lourenço, MPLA's deputy President and former Defense Minister is the new President. This brings to an end Dos Santos' 38-year stranglehold over the Southern African nation, and with it his position as Africa's second-longest serving leader. Mr. Lourenco is the country's third President since Independence, and will be tasked with diversifying Angola's economy to end a decades' long reliance on oil. He is also expected to weed out corruption that has long tainted the Dos Santos administration.

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# USHER KOMUGISHA:

FROM QUEEN OF “KWEPEÑA” TO  
GLOBETROTTING SPORTS PUNDIT

By Ivan Rugambwa

The eatery I enter into in Kampala that Saturday afternoon is teeming with people. A snack here, a meeting there...the place is a hive of activity. For Kampala’s burgeoning middle class, these eateries have also become convenient work stations and meeting points. It is here that I am supposed to meet Usher Komugisha for our scheduled interview.

“This is my office whenever I’m in Kampala,” she tells me, with sarcastic laughter. But her ‘office’ is also many other people’s, and soon, it is evident that we may have to look for a more convenient venue for our interview. We finally settle for a secluded, serene and rustic hotel, able to provide us an ideal ambience for our conversation.

So who is Usher Komugisha? I ask. “That’s a difficult one,” she says with a shy smile before adding, “Usher is a Ugandan sports Journalist.” She strongly emphasizes the ‘Ugandan’.

Thanks to her mobility, her nationality, an otherwise basic identity for anyone else, hasn’t always been as obvious. Oftentimes, she’s been thought, and referred to as a Rwandan sports journalist. “I was born in and worked

in Uganda until August 2013, when I got a job in Kigali. Perhaps because I report from there, people may be forgiven for thinking me Rwandan,” she clarifies.

Born 29 years ago in the small mining town of Kilembe in present day Kasese District in Western Uganda, Usher attributes her early interest in sports to her athletic parents. “I played almost every sport growing up,” she says. “I started with cycling around home, then because our home was near the Kilembe golf course, I gradually picked an interest in golfing. At school, I was particularly good at dodge ball, commonly known as *kwepena* (her peers long referred to her as *kwepena* Queen), and athletics, where I competed at the district level,” she recounts. None of the above, however, qualifies for her favorite sport. That special place is reserved for Basketball, which she took on much later at Kibuli Secondary School. “Our coach, Eric Malinga, is one of the most celebrated Basketballers in Uganda, and he used to inspire us a lot. So, I continued to play Basketball even after leaving Secondary School, featuring for Makerere Sparks and UCU lady Canons in a career spanning 10 years,” she says.

The wide-ranging interest in sports would become the fuel for a career in sports journalism, which the adult Usher would become famed for, reporting and commentating on sports as invariably as she had played them.

This career switch would begin with a random invitation to Power FM studios in October 2008, to listen to renowned pundits Joseph Kabuleta and Mark Ssali do their traditional sports show. Usher, without warning, was asked to speak on air about basketball, which she was then playing. She impressed, and on the recommendation of Kabuleta, found herself in the New Vision newsroom reporting sports the following year.

She would abandon her degree program at Makerere University in the

process, after coming to the conclusion that it did not rhyme with her passion. “I was studying for a Bachelor of Arts in Economics degree but I did not see myself pursuing a career in that field, so, I abandoned it,” she explains.

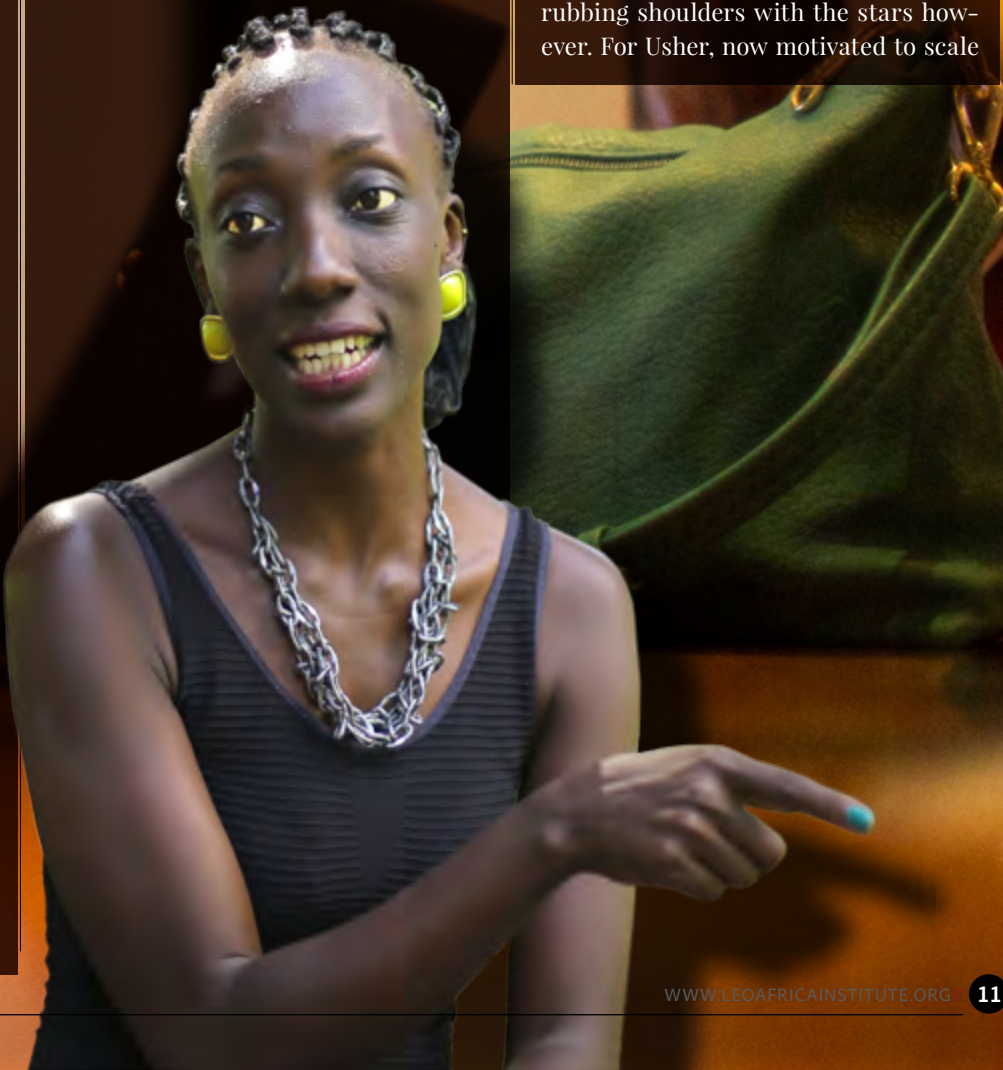
With her eyes now set on a career in Journalism, she instead enrolled for a Bachelor’s degree in Mass Communication at Uganda Christian University (UCU). Like the Economics before it though, Mass Communication too would not contain Usher’s restlessness for long. She opted out barely a year into the program, arguing that it was “too general” for her. “I wanted something more specialized, say Sports Journalism or Football Journalism, which I was now focused on pursuing,” she explains.

With academic demands out of the way, or at least shelved, and her journalistic career picking up, an opportunity knocked: The International Sports Press Association (ISPA) and

Federation for International Sports in Universities (FISU) were looking for two upcoming sports journalists to mentor from different continents, and Usher would be selected from Africa alongside a Senegalese, to go to the World University Games in China.

“This was a huge event, involving representatives from almost all sports Federations in the world, and you had to do your best in the assignments to be noticed,” she narrates. At the end of the programme, she earned a recommendation from the ISPA to cover the 2012 London Olympics. “This was overwhelming for me,” she admits. “When I started out at Power FM, I never dreamed of covering the Olympics. Yet here I was, coming up close with iconic stars such as LeBron James and Kobe Bryant among others. As a sports reporter but more importantly as a basketball fan, this was the ultimate dream.”

The Olympics were not just about rubbing shoulders with the stars however. For Usher, now motivated to scale



even bigger heights, they were also a lesson in work habits. “I met journalists who had covered over 20 Olympics. They would file their stories instantly at a conference, breaking the stories even when you were at the press conference together,” she says. As a lesson, she says, “I learnt that urgency in the news industry is critical, and that if I was to survive as long as those guys had, I had to make it part of my professional ethics.”

Yet despite meeting many female sports journalists in London, she remained for long the sole female sports reporter in the New Vision newsroom. Pioneering in the male-dominated world, she admits was not easy. “It did not matter that I had played most of these games. At the end of the day, I was a female, reporting on a male-dominated industry, and it would take time for people to respect my opinions I had to be on top of my game, research, and work doubly hard.”

With time, Usher chose to specialize in reporting on African football. Even here, in a country where European football retains the most appeal, her choice was no less daring. It was as much a decision about choosing an identity as it was about giving voice to her nationalistic sentiments:

“

I WANTED TO FIND A NICHE AS A REPORTER, BUT I WAS ALSO FOR A LONG TIME CONVINCED THAT AFRICAN FOOTBALL WAS UNDERREPORTED, AND THAT'S WHY IT REMAINED LESS POPULAR COMPARED TO EUROPEAN LEAGUES, EVEN IN ITS OWN BACKYARD. I, THEREFORE, WANTED TO GIVE IT A VOICE.”

- USHER KOMUGISHA

As Usher's career grew, so did her career 'suits'. She started by corresponding for international sports websites whose only knowledge of her was her stories online, and soon, sports giant Super Sport came calling. Now, she writes and produces content for their website Supersport.com, corresponds for the UK-based The Guardian Daily, and the Federation of International Basketball Association (FIBA). How she juggles all, she shares; “It is difficult, but for now, I am lucky that I work for companies that appreciate the overlapping nature of sports. For example, when I go to cover say afro-basketball qualifiers in Egypt for FIBA, I stay for a while longer after the tournament doing personal research on African football. So, it requires personal sacrifices as well as building trust with your employers,” she says.

With now over six years of experience covering African sport, Usher has become an authority on the subject, covering every major sporting event. She believes that Africa, and Uganda in particular, can do better as regards sports development.

“

HERE [UGANDA], SPORTS IS STILL PERCEIVED AS LEISURE YET IT HAS NOW BECOME AN INDUSTRY EMPLOYING THOUSANDS OF PEOPLE, AND GOVERNMENT NEEDS TO INVEST IN IT LIKE IT INVESTS IN OTHER SECTORS.”

- USHER KOMUGISHA

She invokes the example of South Africa. “Because of their vast investment in sports infrastructure, big money companies such as Toyota are now investing in their football league, which means that the Players will earn more. Here [Uganda], a footballer still

earns less than \$100. Can you imagine that!” she exclaims, with a tinge of anger.

Usher, nonetheless, acknowledges that investment in sports goes beyond paying decent salaries and building decent infrastructure. “Last year, for example, Rwanda hired two football analysts from Opta (a U.K. data site) and Bournemouth to prepare the team for CHAN. They watched Gabon's (one of the teams in the same group with Rwanda) last five games, and noticed that there was a player on the left flank who tried to trip whoever ran at him. So, when the two teams finally played, the Rwandan winger kept running at the Gabonese defender until the latter tripped him and got sent off, enabling Rwanda to win 2 – 1 to qualify for the quarterfinals!”

“Had we done the same for the team in AFCON, for example, may be things would have been different,” she argues. “These are the little details that often make all the difference.”

It is evident that this is more than a job for Usher. As she reminisces on the numerous sporting events she has witnessed and covered – from Usain Bolt's sensational sprint at the 2012 London Olympics, to the intricate corridors of Africa's nascent football leagues, there is an almost burning motivation that spurs her on. “I really want to tell people's stories. There are many people who struggle, put in their all to succeed in sports against extraordinary odds, especially here in Africa where Sports is still underdeveloped. Their stories inspire me to keep telling that story,” she says.

Indeed, almost all Uganda's sporting peaks – from John Akibua's Gold at the 1972 Munich Olympics, Leo Rwabwogo's boxing heroics to the latter day Kipsiro and Kiprotich triumphs have largely been the products of immense personal sacrifice and discipline.



“ I REALLY WANT TO TELL PEOPLE’S STORIES. THERE ARE MANY PEOPLE WHO STRUGGLE, PUT IN THEIR ALL TO SUCCEED IN SPORTS AGAINST EXTRAORDINARY ODDS, ESPECIALLY HERE IN AFRICA WHERE SPORTS IS STILL UNDERDEVELOPED. THEIR STORIES INSPIRE ME TO KEEP TELLING THAT STORY ”

- USHER KOMUGISHA

Usher argues that Uganda is capable of producing more such champions, but the country needs to start taking sports seriously. “For instance, after Gabon, have the football authorities here sat down to plan on how we can not only qualify but also fare better in Cameroon in 2019? It is this kind of long term planning that defines champions,” she insists.

True to form, Usher is thinking long term. For the next five years, she’s set herself a target to tell stories and also mentor and inspire more female story tellers like herself. “Some are already in the field working and I occasionally meet them to share

experiences. Hopefully, I can inspire one or two of them to live their passion, just like I’ve tried to live mine,” she says.

After all, she too has not been without mentoring. She speaks fondly of Kenya’s Evelyn Watta, a CNN Africa Sports Journalist of the year (2014) and co-founder of sports site ‘Sports News Arena’ now serving as the Vice President of the International Sports Press Association based in Madrid. “She inspires me,” she says. Locally, Mark Ssali and Joseph Kabuleta still hold a special place in her heart, even though they have now moved on from sports commentary.

The sun is by now setting over our interview and Usher already has her sights firmly set on a tight schedule ahead. She would be off to Russia for the FIFA Confederation Cup in June, and the UEFA Women’s European championship in July, then onto the IAAF World Athletics Championships in London in August. About the secret to her immense energy, she says, “You must do what you love and enjoy. People sometimes ask me if I ever get leave, but I tell them, my work is also my leisure. Like when I’m in a stadium, I’m enjoying the game as much as I’m working.” ■

# THE FIVE INDUSTRIES SET TO TRANSFORM UGANDA'S ECONOMY

By James Ronald Awany

Achieving stable and consistent annual economic growth is ideally every government's goal. According to World Bank statistics, Uganda's Gross Domestic Product (GDP) growth averaged 7.3 percent between 2000 and 2010.

However, between 2011 and 2014, there was a slump with average growth of 4.3 percent recorded. This was due to instabilities such as the high interest rates, sky-rocketing inflation and depreciation of the Uganda Shilling which stood in the way of foreign direct investment, savings and investments.

In 2015, growth improved to 5.3 percent. The figure dropped to 4.8 percent despite projections of 5.1 percent in 2016. The economy was greatly hurt by the depreciation of the Shilling and a drop in investments as a result of the uncertainties of the February 2016 general elections. Uganda's rapidly growing population (estimated at over 40 million) vis-à-vis the low private sector consumption does not favour growth either.

Forecasts for 2017 stand at 5.8 percent though growth has declined by 0.2 percent in the first quarter of 2016/17.

Based on the above, in as much as the Ugandan economy is growing, this growth is at a much slower pace than in the past.

The country's GDP is estimated at \$25bn (Shs 89 trillion) and its biggest contributors are agriculture, the service sector (telecommunications and transport) and industry (mining, manufacturing and construction).

To cater for Uganda's growing youthful population, the country will have to look at investment in sectors that are critical to providing employment and grow wealth for the country. Massive investment in infrastructure and ICTs is already happening. These two industries, plus the oil and gas/petroleum, tourism, and manufacturing will shape the economy in the future.



## OIL AND GAS/ PETROLEUM

Uganda's oil and gas sector has transitioned from the exploration and appraisal phase to the development phase in preparation for sustainable production of the petroleum resources that have been discovered in the country. According to the Directorate of Petroleum, 21 oil and gas fields have so far been found in the Albertine Graben.

Petroleum resources in these areas are estimated at over 6.5 billion barrels of oil in place with 1.5 billion recoverable barrels. There is also 350 cubic feet of gas.

By the time production starts, the Uganda National Oil Company (UNOC), which is in charge of the country's commercial interests, expects revenue earnings in the range of Shs 5 trillion (US\$ 1.5 billion) annually.



Cumulative foreign direct investment in petroleum exploration alone so far is estimated at over US\$ 3 billion and this figure is expected to grow in the coming years.

China National Offshore Oil Corporation Uganda Limited (CNOOC (U) Ltd), Total E&P Uganda B.V and Tullow Uganda Operations Pty Limited are the three main players involved in the oil exploration and production.

The government is currently developing plans for a refinery and construction of a pipeline in preparation for production. This is set to attract a host of more investors.

The development of a 60,000 barrels of oil per day (bpd) refinery is underway at Greenfield in Kabaale, Hoima district to secure the East African regional market. The project includes a 201 km refined products pipeline from the refinery to Buloba near Kampala. However the refinery

will be done in two phases of 30,000 bpd. The first is set to be completed in 2020. Furthermore, in a bid to export crude oil, the planning and development of a 1,400 km (800-mile) pipeline through Tanzania to the south of Lake Victoria through to the port of Tanga is underway.

### STRONG POINTS

With strong players such as CNOOC (U) Ltd, Total E&P Uganda B.V and Tullow Uganda Operations Pty Limited, the sector is bound to attract more investors.

This sector, if well-handled will be a blessing to Uganda's economy as it comes with thousands of jobs, massive infrastructural development in the form of schools, roads, business centres, hospitals and enhanced energy supply. Generally the establishment of a metropolitan area in the Albertine region.

If handled well, the success story of the petroleum industry will come with increased local revenue, which means less dependence on foreign aid.

### CHALLENGES

As is the case with many resource-rich African countries, wind-falls from oil can trigger corruption and instability from unfulfilled expectations among the population, often referred to as the oil curse.

The failure to implement the policy framework governing the sector is also likely to lead to the amplifying of these ills.

The environmental risk associated with petroleum is critical. If not well handled, oil spills will be costly to human life and the environment.

2



## TOURISM

Tourism is one of Uganda's biggest exports. The country boasts a diverse culture, landscape, flora, and fauna. Uganda received more than 1.5 million tourists in 2016 and the tourism industry is increasingly becoming instrumental in socio-economic development of the country. The sector is a major contributor to employment, revenue generation, and foreign exchange earnings.

Tourism adds approximately US\$2.5 billion to Uganda's GDP and approximately US\$1.5 billion in foreign exchange earnings annually. This translates to 9% of national output and 26% of export earnings.

Proper planning and commitment of resources in the sector will yield fruitful economic benefits.

In 2016, the Uganda Tourism board hired three foreign Public Relations firms to market the country's tourism industry in North America (Preferred Hospitality Group (PHG) Consulting), United Kingdom and Ireland (Kamageo) and German speaking Europe (KPRN). The role of these firms is to advertise the country in those respective countries with a bid to increase the tourist numbers trickling into the country, which is expected to increase revenue and create employment for the local population.

The improvement of quality of service to both local and international tourists should be key.

The industry boasts of 61 classified hotels all over the country; five of which have received five star rating. However, the government and private sector need to dwell on the construction of more infrastructure that conform to international standards.

### MAIN PLAYERS

Uganda Tourism Association, Uganda Hotel Owners Association, Association of Uganda Tour Operators, the Association of Travel Agencies, Uganda Tour Guides Association, Uganda Wild life Authority, Uganda Wildlife Education Centre, Civil Aviation Authority

### CHALLENGES

Oil and gas exploration production in the Murchison Falls and Queen Elizabeth national parks, if not done in a highly-responsible manner, will not only endanger species but also threaten tourism activities in the park.

The low involvement of Ugandans in tourism also poses a challenge to the industry. There are more foreigners than locals visiting the tourist sites in the country. The government needs to create awareness towards the benefits of locals embracing the sector. Subsidizing the cost/charges on the locals can be one way of getting them involved.

3



## INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

The ICT industry has quickly morphed into a big player in the growth of

Uganda's economy. The industry plays a great role in the development of the financial services sector, telecommunications, public financial management and scientific research and innovation and e-Government. According to Uganda Bureau of Statistics (UBOS), ICT raised an estimated Shs500 billion in tax revenue collection in 2016 and contributed an estimated average of 2.3 percent in GDP between 2015 and 2016.

The industry is driven by the expansion of mobile telephony and mobile broadband services. With an estimated 24 million telephone subscribers and 14 million internet users, the government has embarked on the establishment of ICT Parks at Namanve Industrial Park, Mukono and Entebbe.

The Parks will encompass an Ultra-Modern Information Industry Integrated Area, National Electronic Strength Strategy, National Electronic Information Industry, Business Process Outsourcing, Internet Data Center, Incubation and Innovation Center. The facility is expected to create self-employed and self-innovation platforms for young people and entrepreneurs once it is operationalized. An estimated 20,000 Ugandans will access employment opportunities under the project.

The government in the 2017/18 budget announced the Science Innovations Fund as part of a strategy to build the country's scientific and technological capacity to facilitate its development efforts on a sustainable basis. It is a UGX 25 billion five-year project meant to support local innovators.

Apart from providing employment, which means better per capita income, these parks will be a lucrative attraction for investors hence increasing foreign investment earnings.

Increased ICT infrastructural development will come with better internet user penetration. The government



is advocating for lower costs of internet use. This will aid ICT innovations and stimulate investment growth of e-services such as mobile money, e-wallet, pay way and their attendant functions.



## INFRASTRUCTURE

Infrastructure continues to play an instrumental role in Uganda's economic growth. A well-developed transport infrastructure system contributes immensely to increased productivity by facilitating efficient connectivity and easing the movement of goods and the provision of services. This means more revenue collection and more development/projects.

The government of Uganda has through public-private partnerships earmarked over US\$ 600m for the expansion of the Entebbe International Airport and development of six up-country airports in Kasese, Gulu, Kisoro, Kabale, Kidepo and Arua into regional airports to boost tourism, and oil production and distribution.

The construction of Hydropower Projects in Bujagali, Isimba, Karuma and Ayago, expected to increase the country's electricity generation capacity to more than 1600 Megawatts is underway.

The government is also set to invest \$2.3bn (Shs8.2 trillion) in the Standard Gauge Railway project running from Malaba to Kampala (273km).

This modern railway system will help cut transportation costs and ease trade. The cost of a 32-tonne container to the Kenyan port of Mombasa will

cost KSh165,000 (US\$6m) by rail in one day compared to KSh350,000 (Shs12m) by road in 21 days.

With improved infrastructure, Uganda can take full advantage of the benefits of regional integration with other East African Community partner states. Uganda's expected electricity surplus will be exported to neighboring countries. Better roads, bridges, railways, and new pipelines will facilitate the movement of citizens across countries and the transportation of goods to sea ports.

## CHALLENGES

Timely delivery of infrastructural projects has been a major problem. For example, the 21km dual carriage Kampala Northern bypass has taken over a decade to complete. Such delays and shoddy work by contractors are known to bring up the cost of the projects and reduce on their contribution to economic growth.

Corruption is also a major challenge in the sector since it attracts a lion's share of the government's budget. Administrations of the Uganda National Roads Authority (UNRA) have in the past been implicated in corruption scandals.



## MANUFACTURING

Whereas agriculture may be the biggest contributor to Uganda's GDP, manufacturing would be a force to reckon with if prioritized. Uganda's industrial sector is mostly agro-based, which accounts for 40 percent of manufacturing.

A 2014 study by the African Development Bank found that Uganda's manufacturing sector was more competitive than that of other East African countries, the only problem being low priority and low public investment to facilitate the sector.

Given the abundance of raw agricultural products, venturing into agro-processing would increase Uganda's capacity to earn foreign exchange, reduce foreign commodity dependence and create job opportunities for Ugandans.

Kiira Motors Corporation (KMC), launched itself as Uganda's first automotive original equipment manufacturer. The company is currently in pursuit of investors to raise US\$350 million for the construction of a new vehicle assembly plant at the Jinja Industrial and Business Park in Eastern Uganda.

## CHALLENGES

The biggest bottlenecks to this aspect are inadequate physical infrastructure (transport, energy, and communication infrastructure), and lack of local technical skills.

In order for the government to transform the economy and accelerate growth, there is need for investment in strategic areas that will attract local revenue, create jobs, increase foreign investment, and reduce dependence. ■



# Kagame's African Union Mission

The journey ahead  
for the man tasked  
with reforming an  
organization many call a  
“paper tiger”

By John Blanshe Musinguzi

*Credit: Getty images*

Rwandan President Paul Kagame has cultivated a reputation as a tough and uncompromising leader. Not known to walk away from a fight, he has won international respect for transforming a country, Rwanda, with very little natural resources, and one of the poorest in the world, into one of the beacons of progress in Africa. **Can he reproduce the same success at AU?**

Rwanda under Kagame, has been among the fastest growing economies in the world since 2000, a feat many would have dismissed as “impossible” two decades ago. The country was recovering from the smoldering ashes of a genocide, its smoke raising over the land of a thousand hills, which left a million of its people dead.

Kagame now sets his eyes on an even greater task; reforming the African Union, a continental body that brings together 54 states.

The heads of member states agree that the African Union Commission is ripe for reforms. During the July 2016 African Union Summit in Kigali, they tasked Kagame to come up with key reform proposals to complete AU’s institutional restructuring.

The summit endorsed a new financing model initiated by former African Development Bank (AfDB) chief, Donald Kaberuka. He (Kaberuka) proposed that to secure financing for the AU, a 0.2% levy on imports to African countries be instituted. This model is meant to enable AU member states fully fund the functioning of the AU Commission and to cover 75% of programmes that are currently financed by donations from largely the Western world.

Dr. Kaberuka also proposed that each region contribute US\$65 million from the import levy for the Peace Fund. If all goes according to plan, this financing model will secure AU financing to fulfill the obligation of covering 25% of peacekeeping operations in Africa.

## FOCUS

From the onset, President Kagame, an enthusiastic champion of self-reliance, implored his peers to mobilise their own resources to scale down the Union’s dependence on donor money.

The reform proposal he presented during the African Union summit in Addis Ababa in late January emphasises the need to focus on key priorities.



**AFRICAN UNION SHOULD FOCUS ON A FEWER NUMBER OF PRIORITY AREAS WHICH ARE BY NATURE CONTINENTAL IN SCOPE, SUCH AS POLITICAL AFFAIRS, PEACE AND SECURITY, ECONOMIC INTEGRATION (INCLUDING THE CONTINENTAL FREE TRADE AREA), AND AFRICA’S GLOBAL REPRESENTATION AND VOICE - KAGAME**



“There should be a clear division of labour between the African Union, Regional Economic Communities, Regional Mechanisms (such as IGAD), Member States, and other continental institutions, in line with the principle of subsidiarity.”

Birthered in 2002 to replace the first continental block, the Organisation of African Union (OAU), the African Union (AU) has passed over 1500 recommendations but implementation remains a nightmare.

With clarity of focus, Kagame argued that an understandable rationale would emerge to guide the process of re-aligning the African Union’s dozens of distinct structures and institutions in terms of efficiency and ability to deliver. He said an audit

of bureaucratic bottlenecks and inefficiencies that impede service delivery should be conducted, and recommendations acted upon without delay.

More critical is the proposal that the commission’s senior leadership team should also be lean and performance-oriented.

Kagame proposed that the Commission’s structures should be evaluated, to ensure that they have the right size and capabilities to deliver on the agreed priority areas and that certain organs and institutions at the secretariat require special attention. For instance, he pointed out New Partnership for Africa’s Development (NEPAD), which has been incorporated into the Commission as a technical body but has not been fully integrated.

“NEPAD should be fully integrated into the Commission, possibly as the African Union’s development agency, aligned with the agreed priority areas, and underpinned by an enhanced results-monitoring framework,” he said. The Rwandan leader also proposed the Union’s Peace and Security Council should also be strengthened to ensure perfection of its working methods as well as role in conflict prevention and crisis management.

Kagame underscored fast-tracking full implementation of the Kigali funding resolution, arguing that it will underpin the union’s independence and dignity and the ability to set Africa’s own agenda. When countries start paying, Kagame argued, they will automatically become more concerned about getting good value for money.

“Our programmes are 97 per cent funded by external donors and as of December 2016, less than half of member states had paid their assessment in full. We all have to contribute our fair share to ensure that the African Union stays focused on our interests and priorities,” he argued.

“

THE CURRENT SCALE OF CONTRIBUTIONS SHOULD BE REVISED BASED ON THE PRINCIPLES OF ABILITY TO PAY, SOLIDARITY, AND EQUITABLE BURDEN-SHARING, TO AVOID RISK CONCENTRATION.”

- KAGAME

But many diplomats and researchers have argued that reforming the African Union though inevitable is an insurmountable task. In response to Kagame's reform proposals, Institute for Security Studies (ISS) researcher, Mr Yann Bedzigui, penned an article arguing that though proposed reforms are urgent, there are no guarantees that they would be implemented. “There is a risk of heads of state trying to fast-track a complicated process and using a top-down approach that could undermine the process from the start.”

He refers to the 2007 AU assembly in Accra, Ghana, that appointed a panel chaired by Professor Adebayo Adedeji, former executive secretary of United Nations Economic Commission for Africa (UNECA), to audit the various organs of the AU and propose recommendations. The panel then made 172 recommendations to improve the effectiveness of the African Union Commission but none of them has been fully implemented.

“It is important to note that reform cannot be fast-tracked,” says Mr Bedzigui. According to him, reforming

a public organization – and more importantly, an international one – takes time. “Such a process should be done over a longer period and involve various stakeholders. Time should be given to assess the far-reaching implications of the proposals.”

As African Union reform discussion gained momentum, Ambassador Vijay Makhan, a former Assistant Secretary General of the OAU, Commissioner of the African Union and Foreign Secretary of Mauritius, argued at its birth in 2002, that the vision of the African Union was defined as that of an Africa driven by its own citizens, a dynamic force in the global arena.

He said the excitement and elation triggered by the birth of the AU have evaporated and the organization, much like its predecessor, has been turned, “regrettably, into an institution falling within the exclusive ambit of the official establishment.”

Ambassador Makhan disagrees with Mr Bedzigui's assertion that African Union reform shouldn't be fast-tracked. He observed, “Without doubt, the transformation process needs to be accelerated most urgently, and this will not happen by chance...if the African Union we seek is to become a reality, it must be a union of the people of Africa and not just a union of African states and governments.”

## IMPLEMENTATION

Kagame is already thinking about implementation. At the end of February, he convened a meeting of the reform team in Kigali chiefly to come up with an implementation plan.

This was followed by another consultative meeting at the beginning of May in Kigali, in which the Chairperson of the AU Commission Moussa Faki Mahamat and President

Paul Kagame met with members of the Permanent Representative Council (PRC) and the Executive Council of the African Union to discuss the progress on implementation of the AU reforms ahead of the 29th African Union summit.

But the primary question to ponder is whether the reforms will be implemented. As Kagame stated in February, “...serious problems were repeatedly identified, solutions were found, decisions were made to apply the solutions, and very little happened.”

He is cognizant of the fact that the AU should come up with a fundamentally different implementation approach.

“

TO COMPLETE THE INSTITUTIONAL REFORM OF THE AFRICAN UNION, THE CRISIS OF IMPLEMENTATION MUST FIRST BE ADDRESSED.

”

For a man who pulled his own country out of the rubble 23 years ago, the jury is still out on whether he can produce the same results with the reform process at the African Union. ■

# //// INSIDE UGANDA'S PROGRESSIVE REFUGEES POLICY

According to the minister for Relief, Disaster Preparedness and Refugees, Hilary Onek, government is reviewing the progressive refugee policy, which he also says is not sustainable.

By John Blanshe Musinguzi

In August 2016, I had an opportunity to visit Nyamanzi Refugees' Transit Centre and Pagrinya refugee settlements in Adjumani District. At the time, the United Nations High Commissioner for Refugees, Filippo Grandi, was in Uganda assessing the plight of refugees and making a clarion call for the international community to fulfill their pledges when the refugee crisis hit Africa.

Nyamanzi Refugees Transit Centre was overcrowded. It sits on two hectares and is supposed to shelter less than 2,000 people but was hosting 7,000 refugees when I visited. At Nyamanzi, the UNHCR entourage was welcomed by cheerful refugees with dancing, dressed in patched clothes and walking bare foot. Children lined up in hundreds singing "welcome our dear visitors". The centre was visibly a refugees' domicile.

Pagrinya Refugee Settlement on the other hand seemed like a typical Ugandan village. Refugees had been given land and had started gardening, while about 10 or 20 had opened shops and bars. The area could only be distinguished from others in Adjumani villages by the makeshift homes that were laid out in the settlement.

The Pagrinya settlement is a small-scale showcase of Uganda's progressive approach to managing the refugee situation. Embodied in the 2006 Refugees Act and 2010 Refugees Regulations, Uganda's refugee policy has many impressive features, among them opening Uganda's doors to all asylum seekers irrespective of their nationality or ethnic affiliation, granting refugees relative freedom of movement and the right to seek employment, and availing a piece of land to each refugee family exclusively for agricultural use.

## A UNIQUE POLICY

In Uganda, the World Bank says, refugees located in rural settlements, whether on community-owned or gazetted land, are able to access basic services, receive physical protection, and cultivate land provided to them for self-sustenance.

"Refugees with some income or ability to fend for themselves are self-settled in urban centers. A commendable level of peaceful co-existence is evident between refugees and host communities in all the settlements. Inter-marriages are reported in many settlements, contributing to improved relationships," states a 2016 World Bank working paper, which gave an assessment of the evolving refugee policy and practices in Uganda.

On the employment front, the bank says, more than 78 percent of refugees in rural settlements are engaged in agricultural activities compared with 5 percent in urban areas. "The refugee labour force participation rate is an average 38 percent compared with Uganda's 74 percent. A variety of non-farm activities supplement agriculture, including trade, which is facilitated by the freedom of movement and the right to work per the Ugandan Refugees Act," World Bank reported.

The assessment further revealed that business enterprises such as bars, hair dressing, milling, transportation, money transfers, and retail are run by refugees. In terms of employability and economic integration of refugees, almost 43 percent are actively engaged in the labour market of their host communities, 12 percent in the formal sector and 31 percent self-employed.

## LIFE OF A UGANDAN REFUGEE

John Mayom, 34, has been staying in Uganda since 2014 as a refugee and is currently pursuing a Master's degree in Development Economics at Makerere University. He says Uganda is generous to refugees. "I have benefited a lot from Uganda. Even here at Makerere, I am



South Sudan children refugees welcomes UN chief commissioner at Nyumanzi refugees transit centre early this year.  
Photo By Musinguzi Blanshe

not treated like a refugee or a foreigner but like a Ugandan because I pay the same tuition as the Ugandan students pay,” Mayom says. “South Sudan refugees living in Uganda are far better and secure than those who decided to stay behind in South Sudan’s refugee camps.” Mayom says he will think about returning home after completing his postgraduate degree in June 2018 “depending on the security situation.”

Somali refugee Ali Abukar Ahmed, a father of two and a businessman, has been in Uganda since 2009. He operates a mini supermarket in upper Kisenyi, an area that has turned into a sort of Somali town. Almost 100 percent of the businesses in the area are Somali-owned, as well as the language, dress code, and culture.

“I think there is no other country that would allow us (refugees) to move freely and do business like Uganda,” says Ahmed. “It took less than a week to secure a permit to start this shop in 2010. If I hadn’t, I would have eaten through all the money I came with and where would I be?”

*“I think there is no other country that would allow us (refugees) to move freely and do business like Uganda,” says Ahmed. “It took less than a week to secure a permit to start this shop in 2010.”*

## THE BACKGROUND

According to the Minister for Relief, Disaster preparedness and Refugees, Hilary Onek, Uganda’s refugee policy dates back to the Second World War, when Polish refugees who arrived between 1942 and 1944 were settled in Masindi and Mukono districts. The East African newspaper in an article, How East Africa became home for Polish exiles explains that refugee camps in Uganda were built at Koja, on the shores of Lake Victoria and Nyabyeya, Budongo Forest Reserve in Masindi that housed about 3,635 Poles. The second camp was established at Koja in Mukono District and at its peak, Koja accommodated about 3,000 Polish refugees.

“Since then, we have been receiving many refugees,” says Onek. “During the 1950s and 1960s, many Rwandans and Sudan refugees entered Uganda.”

Onek says during 1950s and 1960s, government British colonialists thought the best way of sustaining refugees was giving them land. “Government land doesn’t belong to refugees, they are given to settle on it and once their countries become peaceful, government reclaims its land and do with it as it pleases. That policy has continued to date,” explains the Minister.

## THE NUMBERS

Uganda hosts over 1.2 million refugees largely from South Sudan (more than 75 percent), a country devastated by civil war, although refugees have been coming in from the Democratic Republic of Congo, Somalia, Rwanda, Eritrea and Burundi. As prospects of a peaceful South Sudan continue to wane, its population continues to flee from their country. According to the United Nation High Commission for Refugees, a total of 12,221 South Sudanese refugees arrived in Uganda between 8 and 14 May, 2017, making a daily cross-border average of 1,746 refugees.

The agency reported that 916,784 South Sudan refugees were in Uganda by May 15, 2017, compared to 366,000 South Sudanese refugees hosted in Ethiopia, 108,000 South Sudan refugees in Kenya and 74,000 refugees in Democratic Republic of Congo.

UNHCR and Uganda government have revised South Sudan refugees projected arrival figure to 400,000 for 2017 and year projection 1,025,000 refugees, Ethiopia projects to receive 405,000 refugees by end of 2017, Kenya 120,000 and Democratic Republic of Congo 105,000 South Sudan refugees.

## THE SITUATION ELSEWHERE

Uganda's refugee policy has been touted globally as "progressive" because of its capacity building aspect. The policy is incomparable to its neighbours'. In 2010, for instance, Ethiopia introduced a new approach exclusively for Eritrean refugees by allowing them to live outside camps. Under the 'out-of-camp' scheme, Eritreans who can sustain themselves financially or have relatives or friends who commit to supporting them can leave the camps. But refugees from other countries aren't allowed to get out of camps, although the country is promising a fresh refugees policy.

UNCHR is assisting the Ethiopian government to develop structures meant to create a legal environment conducive to the implementation of the set of pledges the Ethiopian government made at the Leaders' Summit in New York in September 2016.

In Kenya, terrorist attacks have prompted government to introduce changes to its refugee policy. One notable change was the introduction of an encampment policy requiring all asylum seekers and refugees in urban areas to relocate to designated camps.



Jubilant refugees dancing as they awaited arrival of UN chief commissioner Phillip Grandi for refugees at Nyumanzi Refugees Settlement Camp in Adjumani district early this year. Photo By Musinguzi Blanshe.

## IS UGANDA'S POLICY SUSTAINABLE?

Humanitarian agencies caring for refugees have been overstretched due to limited financial resources available. Jean-Luc Anglade, Médecins Sans Frontières (MSF) head of mission in Uganda explains the situation; "Despite the large-scale humanitarian mobilization, the emergency response is still far from being sufficient. Many people have been left with insufficient water, food, and shelter."

He says many newly arrived refugees have no choice but to sleep under trees. delays in food distributions and a lack of potable water have even prompted some refugees to return to South Sudan.

The scale of the refugee influx has pushed Uganda's progressive refugee policies. "We are now currently trying to review this method of managing refugees whether viable or not and what we know land is not elastic but our population is increasing and demand for land is going up," Onek says. He says government will review policy to see if it's going to be sustainable or if they are going to proceed with it, for what category and how many refugees can be sustained.

"As far as I am concerned, the current method of settling refugees on land is not sustainable but we are reviewing it and we shall find a solution," says the minister.

Onek admits to government having run out of land in northern Uganda but says generous communities are offering their land to refugees, on condition that when they return home owners get back their land. About 250 square miles of land are being occupied by refugees in West Nile.

The government of Uganda and the United Nations in June hosted a Solidarity Summit on Refugees in Kampala to raise global awareness about the plight of refugees and raise funds to support them and their host communities. At the time, Hon. Onek said they expected donors to commit 2bn US dollars (Shs 7.2trn) per year for refugees support.

Maintaining refugees is costly to the Ugandan government. "The heavy trucks carrying food to the camps damage our roads, we spend on them medically and have to educate their children," explains Onek.

Government has developed a four-year programme that will cost USD 8bn, about Shs 28.8 trillion. Part of the USD 2bn Uganda is seeking per year will be used to restore services such as schools, hospitals and roads. Hon. Onek says 60% of the money will be used for infrastructure development while 40% will be used to provide basic necessities for refugees. ■

# KEMIYONDO COUTINHO: HOW SHE FOUND KEMI-STRY WITH THE ARTS

The curator of *A ka Dope* on life as an “Art-prenuer”

By Kwezi Tabaro

It is a chilly April Friday evening when I make it to the rooftop at Sky Lounge, a hangout popular with revelers in Kampala. Its view slightly obstructed by the imposing Acacia Mall in Kisementi, the rooftop is host to the season finale of *“A ka Dope,”* a contemporary arts show that has Kampala’s young and urban crowd in a frenzy lately. The turn up is good because there are barely any seats, crates made from recycled pallets with colored cushions to match, left. There are several attendees who have chosen to stand at the back, and one has to crane their necks to catch a glimpse of what is happening on the stage. A rough estimate would put the number in attendance at about 300.

The atmosphere is a genial one too - “dope-ness,” to borrow an expression familiar with most in attendance here.

“I wanted to target people who ‘go out,’ which in Uganda I felt [going out] was limited to the bar or the club,” Kemiyoondo tells me a week later when we meet for this interview. We meet at her favourite hangout *Kardamom and Koffee*, which also sometimes doubles as her workstation, in the Kololo suburb of Kampala.

Born to Ugandan parents, but raised in Swaziland and later on attending college in the U.S., where she pursued degrees in Theatre and Communication, Kemiyoondo Coutinho, or “Kemi” as she is popularly known to the Ugandan online community, is the curator of *“A ka Dope”*.

“I think I was always the artistic kind,” she observes after I query her interest in the arts. While she seems to have always nursed artistic ambitions (she starred in her first play at 9 years of age), it is while at college that Kemi’s artistry really came of age.

In 2007 she wrote and starred in her first one-woman show *“Jabulile!”* which depicted gender equity issues among Swazi women. *“Jabulile!”* was followed in 2012 by *“Kawuna,”* a play about three women whose lives had been affected by HIV/AIDS.

With her two plays winning her recognition and a number of accolades in Uganda, Canada, the United States, and South Africa, Kemi was now in search of a new challenge.

## STARTING A KA DOPE

Kemi attributes the idea behind *A ka Dope* to a chance meeting with Ugandan artist Mo Roots at a wedding in Kampala in 2014. “My first



impression was that she had been flown in for the wedding..." She wasn't. "I was struck that there was an underground artistic community that nobody knew about," Kemi remembers.

Mo Roots, however, seems to remember the encounter better, "I didn't actually see or know her at the time, I was just singing at the reception for the wedding," she says. "We later met at Gatto Matto where I was an invited guest for the Tuesday night live show, and we sparked a conversation after that," Mo Roots recounts.

Soon after the conversation Kemi had to leave the country for a performance in Greece, but an idea had stuck in her mind: *A ka Dope* was going to be her first project in Uganda as a small way to give back to these kinds of artistes.

**"I DON'T KNOW WHY, BECAUSE I AM NOT EVEN A MUSICIAN, BUT I JUST KNEW THIS WAS GOING TO BE MY FIRST PROJECT"**

In October 2016, with no money at all, she approached sponsors for the first show managing to secure a venue for free. Kemi then asked the artistes, including Mo Roots, to perform for free too.

"What I was providing them with was a platform – a rehearsal, band and venue. This may seem very little, but if you are an artiste, these three things are key," she explains.

Luckily, enough people turned up. She used some of the gate collections to prepare for the next *A ka Dope* show.

Mo Roots recalls something about the first show, "There was no background [band cover] – but I was drawn to the vision that Kemi had shared with me. The idea that there is so much untapped talent in Uganda." Here was a platform where such talent would be showcased or, in Mo Root's words, "A show where it was just about the music and the art".

Afrie, an afro-fusion artiste and one of the few who have graced the *A ka Dope* stage longest, agrees. "What sets *A ka Dope* apart is that it supports alternative artistes in an industry like ours that is still very young and conservative," she says.

Since that first show in October 2016, interest in *A ka Dope* has grown tremendously. The show had to move to a bigger venue after

two shows, and to an even bigger one at the Sky Lounge rooftop after the fourth show. Kemi attributes this growth to the show's uniqueness.

**"EVERY SHOW IS VERY DIFFERENT, IT IS ALWAYS A DIFFERENT EXPERIENCE FROM ONE A KA DOPE TO THE NEXT" – KEMIYONDO COUTINHO, A KA DOPE CURATOR**

After performing at a recent show, Mo Roots would remark, "I loved the idea of being considered an underground talent and the opportunity to have a set that was totally my own. I was a short 20 minutes but so damn powerful."

## THE FUTURE

Kemi remains guarded about the future prospects for *A ka Dope*. "We'll see...I just have to get through to the next *A ka Dope* for now," she says, characteristic of her guardedness. She is however optimistic the show will continue to attract more attendees and artistes, and hopefully gain traction beyond Kampala. "I plan to one day host the show in Fort Portal," she says of her home town in Western Uganda. In future, she also hopes to export *A ka Dope* to Kigali. It is dream shared by another of *A ka Dope*'s regular acts, Afrie. "I see *A ka Dope* turning into a major international platform and festival in the next few years," she says.

In the meantime, she is onto other projects. She has upcoming film screening and a music video she is directing. "I love katogo and that shows in my work...", she admits.

**"I SEE A KA DOPE TURNING INTO A MAJOR INTERNATIONAL PLATFORM AND FESTIVAL IN THE NEXT FEW YEARS" – AFRIE, A KA DOPE ARTISTE AND PERFORMER**

"I think [the arts] is a calling...because I actually don't make enough money from it," she quips, when I ask about the financial prospects of her artistic endeavours. It is a calling that has come with many titles for Kemi – artist, performer, dancer, and music show curator; a true embodiment of her art-prenuerial spirit! ■

## BIO

**BORN:**  
Kampala, Uganda

**OCCUPATION:**  
Art-prenuer

**RECOGNITION:**  
Recipient of the 2011 Young Achievers Award, Kennedy Center American College Theater Festival Award and The Dorothy Berkson Award for her play *'Kawuna'*, 2017 Young and Emerging Leaders Project Fellow

## VOX POP

### WHAT DREW YOU TO A KA DOPE?

"It was the buzz really. It is human to sometimes respond to what the people around you are saying. If something is awesome, then you can go and check it out. I believe if *A ka Dope* is to keep growing it will have use the buzz that the people who attend it generate. People will need to win clusters of their friends over."

**Songa Stone**, Journalist

"The very first time I attended *A ka Dope* was after invitation by a friend who was performing. The sound wasn't good at the start but I liked the fact that it got so many artistes in one place so you can have a fair share of all of them in one evening. I enjoyed the next one at the Writivism festival"

**Alex Twinkwesiga**, Arts enthusiast and founder, Turn the Page Africa

"I like *A ka Dope*'s live performances, the art in them, the poetry and those musical instruments! The outsiders might [laugh out loud] at us attending the event and probably think we are just being boujie or something but magical stuff happens at the shows.

Viewing *A ka Dope* performances on the internet is like walking past an art gallery on a rainy night and wiping the fog from the glass to get a peek. You think you can see the art but there is a barrier obscuring your vision."

**Catherine Katabaazi**, Lawyer

"I think *A ka Dope* fills the void of a much needed talent showcase platform. The artists are some of the best performers Uganda has but one would probably never hear of them if it weren't for *A ka Dope*. It is a great concept that is very well executed. Sounds great, looks great. It has grown and managed to capture the attention of an important crowd – the millennials."

**Alan Manzi**, Film Maker

# INTRODUCING 'LITTLE RED CURIOUS' AND THE ART OF CUSTOM-MADE SUITS IN UGANDA

BY NICHOLAS OPOLOT

More often than not, outward appearances tell of one's character. A man in a well-tailored suit exudes pride, a sense of self-worth and sophistication.

In Uganda, the locally made suits are everywhere, especially in Kiyembe in the Kampala city centre. St. Balikuddembe, formerly Owino, market also provides a host of suppliers for both made-to-fit suits and imported second hand designer suits at affordable prices.

Most high end suits are either imported or can be found in shops at quite high prices. But there is a game changer in town; Little Red Curious of Exousia, who offer custom-made suits for as low as Shs 200,000.

The man behind the Little Red Curious brand is Martin Bakeine, a talented young tailor who co-founded Exousia House of Fashion based in Kampala.

When we sit down for an interview with Martin at a takeaway joint in Kampala's suburb of Ntinda, I realize Martin's style is relaxed and casual. He is friendly and down to earth and with disarming charm.



Fashionista: **Martin Bakeine**, the founder of Little Red Curious. *Photo by Soul Akiba*

## MEET MARTIN BAKEINE

Martin Bakeine, 22, was born in the beautiful hills of Kabale, south west Uganda. The fifth of nine children in his family, Martin went to Buganda Road Primary school and later joined Bugema Adventist Secondary school for his O and A'Levels.

He is now a third year finalist of International Business at Makerere University Business School (MUBS).

The young tailor is one of Uganda's youth creating gainful employment amidst soaring numbers of youth unemployment.

This entrepreneurship trait seems to run in the family line. Bakeine says his father, James Bakeine, in 1993 set up Nile Safaris, one of the first tour and travel companies in the country.

So why custom made-to-measure suits? "My co-partners Nivan, Eugenia and I, chose to exploit the gap from the mainstream industry which doesn't give consumers much choice." Exousia's portfolio is not limited to custom made suits. They also venture into children's, ladies' and men's wear. "Exousia also offers styling services," adds Martin.

To distinguish his role, Martin defines a designer as one who comes up with new couture concepts whereas a stylist merely re-invents the whole imaginative ideal fashion look.



Maurice Kirya and Ne-yo.



Apostle Bemba



Icons: Some of the prominent Ugandans Bakeine has dressed include singer Maurice Kirya (right, in pink shirt) and Apostle Bemba (left, in pink jacket). Internet photos

# TIT BITS

## SOURCE OF INSPIRATION

"I love my job because it gives me purpose, supplies my needs and allows me to provide a service. I look up to Lamic Kirabo of Third Local and Rwanda-based House of Tayo label, founded by Matthew Rugamba".

## ACHIEVEMENTS

"Engaging my entrepreneurial skills to self-employment as a youth has been a key milestone for me and the co-founders I work with. As a team, we have managed to style key personalities such as musician Maurice Kirya; I also showcased at my first runway in April at the MUBS Annual Awards and Incentives portfolio 2017. I was honoured to showcase alongside fashion icon Sylvia Owori," says Martin. He also tells me that they are the official stylist for VUQA TV's Cipher comprising Ugandan artists Keko, Ruyonga, Navio, St. Nelly Sade, Big Trill, among others.

## CHALLENGES

"Market penetration is still a challenge despite the free East African market protocol that was passed. People still have stereotypes towards the quality of locally-made suits because they only know what they know and don't know much about what we are doing.

"The biggest challenge is the access to information about my service by clients. Social media marketing has, however, helped us get through to the youth. I have faith that at the end of this year, our brand will have grown and become well established.

"I anticipate that this business should be sustainable. I want to penetrate the EAC regional markets so we can create a bigger, better and bolder brand.

"Government initiatives that could support the textile industry include setting up special trade zones and favourable tax treatment for exports to boost fashion entrepreneurship."



Maurice Kirya and Lupita Nyong'o

## TEXTILE INDUSTRY PROSPECTS

The Swedish Trade and Invest Council 2014 Report indicated how East African countries can source for attractive opportunities in the textile and garments industry.

If adopted, these could spur the collective GDP growth which had been estimated by the World Bank to be USD 218 billion (2014). This follows recent developments in policy and trade agreements that have made textiles and apparel the most interesting trade segment especially in Ethiopia, Kenya and Tanzania.

Fashion entrepreneurs such as Martin Bakeine embody the growing manufacturing sector in East Africa which presents unique investment opportunities as observed in the AFDB EARC report of 2014.

Government intervention and changing macro-economic trends are making textile sourcing in East Africa appealing. Proximity sourcing is becoming an important consideration for both European and US textile and apparel companies. Africa is considerably closer to Europe and US than the Asian countries.

The US African Growth and Opportunity Act (AGOA), provides 39 African countries with duty-free access to the US markets. Textiles and apparel have been the primary source of job and income creation through AGOA exports, which is why this could solve youth unemployment. ■

FASHION ENTREPRENEURS SUCH AS MARTIN BAKEINE EMBODY THE **GROWING MANUFACTURING SECTOR IN EAST AFRICA WHICH PRESENTS UNIQUE INVESTMENT OPPORTUNITIES** AS OBSERVED IN THE AFDB EARC REPORT OF 2014.

*Martin Bakeine*

# Understanding Africa's Technological Revolution

Donnas Ojok explores Africa's leap onto the technological revolution train, and why despite its promise, we should not be oblivious to how it can divide society.

The 21st century has come with it a revolution. Not political revolutions akin to the ones sparked by Napoleon Bonaparte in France or John Okello in Zanzibar. In many ways, this revolution differs from previous industrial revolutions that occurred in Western Europe and Central America. This one is not only underpinned by unbridled innovations and creativity, but it is also creating more impact in the global south. Africa, a continent that has always lagged behind in the technological development, is fiercely rising up to the occasion. This revolution is undeterred by geographical boundaries and its speed is unprecedented.

Before the advent of the new millennia, change was slow, localized and less fascinating. The transition from foraging to farming made possible by the domestication of animals about 10,000 years ago felt like man's pursuit for greater productivity was an endless wild goose chase. Monumental progress ushered in by the first industrial revolution that spanned from 1760 to around 1840 was not wide spread as it mostly benefited England and Western Europe. Even the second industrial revolution from the late 19th Century to early 20th Century left several parts of the world unserved. As such, economic gains that resulted from steam engine invention, rail road construction and electricity generation among others were skewed in favor of the Western hemisphere.

In the 1960s and 70s when the wave of political independence was blowing across Africa, the third industrial revolution epitomized by mainframe and personal computing was being shaped in the West. Again, the continent was left behind.

But in the 1990s, orange flashlights of digitization started blinking across Africa's horizon. There was now a stark realization by the global community that exclusive advances in technology, politics and economics meant the undoing of great milestones that had been achieved. African digital and technological footprint started being felt and by the commencement of the 21st Century, many parts of Africa had started emerging out of their blackholes of technological aloofness.

Today, the best demonstration of this technological advance is perhaps the mobile money revolution. Almost instantaneously, we can now conduct businesses and impact millions of lives with a simple handheld device. Even most revolutionary in money transfers is the ease with which money is being sent from one part of the world to the next through platforms such as World Remit and Western Union.





Today, the best demonstration of this technological advance is perhaps the **mobile money revolution**. Almost instantaneously, we can now conduct businesses and impact millions of lives with a simple handheld device. ”



Another exhibition of today's technological disruption is the rise of on-demand economy or what many of us might refer to as the sharing economy. It is one of the fastest growing industries in the world. This growth is well encapsulated by Media Strategist, Tom Goodwin when he wrote in 2015: "Uber, the world's largest taxi company owns no vehicles. Facebook, the world's most popular media owners creates no content. Alibaba, the world most valuable retailer, has no inventory. And Airbnb, the world's largest accommodation provider owns no real estate". And let me also add that, Hello Food, Uganda's biggest food supplier owns no restaurant. I am a proud beneficiary of Airbnb's hotel business disruption. A spare room in my rented house now contributes almost half of my monthly rent fare. The benefits that come with the cultural blend in my home are immeasurable. It almost feels like we are living in small world in my house.

## EMPOWERMENT

What is most important about technological advancement is how it empowers. How it enables government-citizen engagement; how it promotes access to basic goods and services even to people at the bottom of the pyramid; how it comes to the rescue of those trapped in complex and humanitarian emergencies; how businesses can harness its emancipatory potential, for instance, through

customer engagement and stakeholder collaborations; how it builds and strengthens social relationships and communities.

But also, most importantly, how it can build a fairer, equal and an egalitarian global village. Not one that is skewed in favor of just a few rich and the struggling middle class to the detriment of the majority poor urban slum dwellers and farmers in the rural areas. This is essentially the greatest area of contestation in the technological advancement discourse. In fact, it is the central argument of Professor Juma Calestous' book, *Innovation at its Enemies* which 'draws from 600 years of technological controversies ranging from attacks on coffee in Medieval Middle East and Europe to today's debates on the potential impact of AI, drones, 3-D printing, and gene editing. The book argues that society tends to reject new technologies when they substitute for, rather than augment, our humanity'.

If we become oblivious to how technology divides societies, we shall all be guilty of perpetuating the grandest inequality project ever invented on the face of the planet. Addressing this requires being cognizant of our privileges and using that privilege to advance the cause for social and economic justice. ■

Donnas is the programmes officer at the Konrad Adenauer Stiftung – Uganda and South Sudan Country Office

# Investment in Youth Key to Innovation in Africa

Awel Uwihanganye on why it is important for African thought leaders to consider the impact of innovations on the future of employment on the continent.

In an increasingly mobile global economy, it is important that African thought leaders consider the subject of innovations in the context of the millions of jobs that can be created and the larger impact on human life.

So what does the age of disruptive innovations mean for opportunity and wellbeing for Africans? The factors that inhibit Africa's emergence as the next hub for disruptive innovations are the same factors that position Africa as most ideal for the innovations to happen, which are population and demographics.

Of the world's 7.3 billion people, 1.2 billion are Africans, representing the second largest in population after China. By 2050 the population will have grown to 2.2 billion people. Of these, two thirds are considered youth under the age of 25 years.

With this snapshot in mind how then do we see Africa emerge to lead in the age of innovation? Africa must primarily acknowledge population and demography as its competitive advantage. The median age in North America is 37 to 40 years, while in Europe it is 37 years and projected to be 52 years in 2050. On the contrary, Africa's median age is 19 years.

To compete, Africa must consider unleashing its human power on the world by investing in skills, creating conducive environments for innovation, and most importantly, shaping the software for this innovation - our mindsets. What Africa requires is an empowered youth population that is clear on its self identity, self worth, and with an inspired commitment to create and change.

This is the power that can potentially put Africa at the centre of the global innovations space.

Additionally, Africa has the fastest growing rates of both mobile telephony and data penetration, with a projected 700 million users of smart phones by 2050. Mobile technology and data usage have been central to the disruptive innovations wave across the world.

## THE WESTERN ECONOMY, CAPITALISM, AND THE AGE OF INNOVATION

Innovation from a western experience is leading to more automated systems, replacing human effort in production and delivery of services. The drive for innovative solutions for Africa cannot afford to adopt this approach, for a region with 50% of global poverty. Africa must find a balance in its adoption of technological innovation where the benefits of efficient and fast communications are balanced against building efficient economies that utilise labour.

One can argue that the age of disruptive innovations is another way for capitalism to keep a stranglehold on world economies, and keep maximum profits flowing in the pockets of the already rich. The phrase 'disruptive innovations' is reflective of similar catch phrases often shaped by capitalist drivers of economic thought to direct consumer trends and economic outlook. Using the power of media, such phrases translate into a narrative that the rest of us conform to, and even when the narratives are shaped for audiences in western economies, the rest of the world catches on, Africa included.

“

To compete, Africa must consider unleashing this human power on the world by investing in skills, creating conducive environments for innovation, and most importantly shaping the software for this innovation - our mindsets.”

Disruption, like many other trending fads such as the “Africa rising” narrative, are products from the Silicon Valley mind labs, made more popular with the entrepreneurship start-up culture inherent in the capitalist Silicon Valley mind labs model.

Thanks to their efforts, innovation in the tech-world has radically changed the way most people access services and are increasingly putting traditional businesses out of the game. Modern business thinking demands an adaptation to technology. Businesses either innovate or die.

## HOW DO WE GET AFRICA MOVING?

Enter Africa: the much-taunted next frontier for economic growth and opportunity (phrase reminiscent of colonialists arriving on Africa’s shores ready to conquer). Moving through many innovations and accelerator hubs, you meet some of Africa’s bright minds, working on a wide range of ideas that can offer solutions for easier and effective delivery for social services, facilitate a dynamic local economy, and truly disrupt different economic sectors and the world economy.

For the millions of innovative ideas being advanced by the young generation in Africa to reach scale, and impact societies where they live, and the world around them, several factors must fall in place.

Mindset towards African innovation solutions must offer solutions to the most pressing problems or needs of the people in critical areas such as health, education, finance or even recreation. Efforts at such innovations must also be invested in, and be facilitated to reach scale. Investing in innovations that are not inclusive, that exclusively cater for the elite and well to do, will only heighten the income divides with negative consequences.

To begin with, we must think-tank how to innovate differently. We can’t do it the American way or how it has been done in the western economies and win. We simply don’t have the same software (mindset) with a vision of society and agenda like they do.

To put it simply, Africa has to invest in young people. They are the greatest resource the continent has. Shaping their mindset and validating their ideas and thought processes of their own place in an increasingly globalised world is what we must do. ■

Awel Uwhanganye is the Founder of the Léo Africa Institute





**Smart Conversations:** A participant at the 2017 LeO Africa Economic Forum takes a picture of one of the panels using his smart phone from the audience.

# 2017 LEO AFRICA ECONOMIC FORUM

A cross section of participants at the Forum in Kampala Serena Hotel's Katonga Hall.





## LÉO AFRICA INSTITUTE 2017 ACTIVITIES



**1 The panels:** Opening panel at the 2017 Léo Africa Economic Forum: L-R; session moderator, Fiona Mbabazi of Rwanda Broadcasting Agency, Japheth Kawanguzi, Founder of the *Innovation Village*, Hon. Frank Tumwebate, Minister for ICT, Lucy Mbabazi, the Léo Africa Institute Board Chairperson, and Lucrezia Biteete of Laboremus Uganda.

**2 The panels:** NBS TV CEO Kin Kariisa stresses a point during the afternoon panel discussion on how to condition the private sector to invest in ideas and venture incubation. The panel also included Michael Wilkerson of *Tugende* (immediate right), Stanbic Bank CEO Patrick Mweheire (extreme right), National Agricultural Research Organisation (NARO) Director General Dr. Ambrose Agona and Irene Ikomu of the Aga Khan Development Network (not in the picture). The panel was moderated by Caroline Mbabazi (on Kin's left), Managing Partner at Dictum.

**3 Exhibitions:** L-R; ICT Minister Frank Tumwebate listens to an exhibitor from the National Agricultural Research Organisation (NARO). Another team of exhibitors prepare to showcase their projects as he toured the exhibitions section at the 2017 Economic Forum.

**5 A Young People's Forum:** Left; Some of our Young & Emerging Leaders' Project (YELP) Fellows who attended the 2017 Economic Forum speak to Japheth Kawanguzi at the end of his panel discussion on how to translate ideas into bankable projects, while a young man asks a question to one of the panels on the right.

**7 Earlier:** Left; ICT Minister Frank Tumwebate officially opens the 2017 Economic Forum. On the right, Awel Uwhanganye, founder of the Léo Africa Institute signs a partnership with NBS TV as the official broadcast partners for the 2017 Economic Forum in earlier on in February.





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## YOUNG AND EMERGING LEADERS PROJECT (YELP)



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**9** Left: The 2017 class of YELP Fellows pose for a group photo with Cathy Adengo, Corporate Communications and CSR Manager at Stanbic Bank Uganda, at the end of a session at the second seminar in July. Stanbic Bank Uganda is one of the partners who supported the fellowship programme in 2017, as seen in the picture on the Right.

**13** Left: A group of Fellows reflect on some of the sessions at the second seminar, while on the Right, two Fellows, Donald Byamugisha and Conrad Mugisha, share a hearty laugh during one of the sessions at the first seminar.

**11** Right: YELP Fellows arrive for the first seminar at Kasenge Forest Resort. On the Left, Fellows participate in one of the classes.

**15** Selfie Time: YELP Fellows and some of the facilitators take a selfie with Vision Group CEO Robert Kabushenga who had just spoken to the class during the first seminar.

**16** Teach for Uganda's Arinaitwe Kassaga takes the class through a session on fundraising at the second seminar.



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# /// UGANDA'S RETURN TO AFCON AFTER 38 YEARS

Uganda's first AFCON appearance after a 38-year absence served up many lessons, not just for the footballers but also the coaches, sports administrators, the government and even the fans

By James Ronald Awany

Uganda's first appearance at AFCON in nearly forty years is now a distant memory. To some people, it's like Uganda did not even take part in the tournament, never mind that CNN honored mid fielder Farouk Miya with the goal of the tournament award.

Uganda's first AFCON appearance after a 38-year absence served up many lessons, not just for the footballers but also the coaches, sports administrators, the government and even the fans.

The euphoria was quickly washed away as soon as Ugandan players stepped on the turf. Some observers pointed out that the stage fright Cranes players faced was just a sideshow to the inadequacy of their preparation.

When Uganda beat Comoros 1-0 at home to finally qualify for the 2017 African Cup of Nations (AFCON) in Gabon after 38 years, the country went into celebratory mode for nearly three

months. The many near misses and heartbreaks were quickly forgotten. This feat was a respite for a country just reeling from its most contentious election.

But the real challenge would still lie ahead: the daunting task of competing in the continent's biggest showpiece and getting away with a result. Coach Milutin Micho Sredojevic knew that a win would bring a semblance of victory to the millions of Ugandans back home.

The only East African nation competing in the 2017 AFCON, Uganda was matched against continental giants Mali, Egypt and Ghana in what would turn out to be the "group of death". And as expected, the Cranes failed to measure up, losing twice in a row to seal their exit. The Cranes' disappointing turn out in Gabon draws critical lessons we need to take away for a country beaming with talent but bogged down by authority.

## CONSISTENT CONTINENTAL PARTICIPATION

The Moses Magogo-led Federation of Uganda Football Association (FUFA) administration laid out qualifying for the AFCON 2019 as a main objective in their strategic plan.

As realistic as this objective may be, playing in the knockout rounds or even winning the competition should be the ultimate target. But this can only be achieved by qualifying for and playing in every AFCON tournament. The AFCON 2017 quarter finalists (Egypt, Cameroon, Burkina Faso, Morocco, Tunisia, DR Congo, Ghana and Senegal) have all maintained a significantly consistent level of participation in back to back AFCON tournaments; a reason they have, arguably, managed to progress to higher levels of the competition and/or gone ahead to win it.

Playing at the big stage more frequently will familiarize the Cranes with bigger teams and boost their confidence and playing style.

## REVISE GOVERNMENT SUPPORT AND FUNDING

Uganda is one of the few countries in Africa where issues of national sporting teams are independently funded by their respective federations. Countries such as Nigeria, Senegal, Egypt, and Zambia have their governments fully funding their national teams' campaigns.

Many times, Cranes' previous continental and world cup qualification campaigns were jeopardized by poor funding and support. Under the 1964 National Council of Sports Act, FUFA is mandated to fund the activities of the national team. The government has always only provided courtesy last minute support, where the president is pictured handing over the money, a move some enthusiasts deem as 'political'.

In September 2016, Members of Parliament passed a motion for the government to take charge of fully funding the national team activities.



“ SADLY, THERE IS NO GUARANTEE THAT THESE LESSONS WILL BE TAKEN TO HEART BY THE DECISION MAKERS IN TIME TO IMPROVE THE STATE OF THE GAME AND SPORTS ON THE WHOLE. ”

“We need a new law that will take care of the millennial changes in the sports sector. In Kenya, it’s the command of the law for government to take full responsibility of funding national teams,” Hon. Hamson Obua told Parliament.

After the successful qualification campaign for AFCON 2017, FUFA owed the coach Shs235m - more than five months’ salary arrears, reimbursements and bonuses.

“Uganda is the only country in Africa that has qualified with only rare occasional government support,” a frustrated Micho told the press four days after guiding the Cranes to the AFCON.

“We must address the challenges that the team faces, which may not allow us to qualify again. Uganda is the only country with a manager who is not only poorly paid but even the little pay is not forthcoming. It is only promised to him,” Allan Ssewanyana, a sports pundit and now Member of Parliament for Makindye in Kampala, said while addressing Parliament.

In preparation for Gabon, FUFA submitted a budget of Shs7.5 billion, which was cut down to Shs4.4 billion by the Ministry of Education and Sports and the National Council of Sports. This money still came later than it was expected.

Additionally, each of the 449 MPs and ex-officios contributed Shs500, 000 (in total Shs224 million) to the Uganda Cranes, as a ‘token of

appreciation’ and to support their campaign in Gabon. Government provided FUFA with just over a billion shillings in the AFCON 2015 qualification campaign alone.

It is obvious that the poor and late funding passed a ray of frustration on the team’s preparations in the build up to the tournament. Sorting out this mess will require the amendment of the existing law so that government can be charged with the timely and full funding of national teams across all sporting activities.

## DEVELOP STRUCTURES

Uganda and the DRC had the fourth highest number of domestic-based players (five) at this year’s AFCON. This number was only bettered by Tunisia, Egypt and Zimbabwe’s 15, 12 and seven respectively. This points to the growing strength and potential of the national league to produce competitive and prolific players. There is more public involvement in the development of the local football. These leagues provide a platform for young talent to develop, and creates exposure for them to be identified for more professional roles.

The professionalization of the Azam Uganda Premier League was the best thing to happen to Ugandan football ever. The requirements of improved infrastructure, legitimate player certification and better marketing have all but grown local football.

Uganda’s top clubs - KCCA FC and Vipers FC - have taken the lead in developing modern football infrastructure, through upgrading the Philip Omondi and the St Mary’s Kitende stadiums, respectively.

FUFA is considering a bid to host the 2025 AFCON, but this will only be possible with suitable facilities in place. Hosting the tournament comes with significant infrastructural development. The construction of world class stadiums and training facilities would come as a boost to local clubs.

Every Municipality in Uganda has government owned sports grounds that have not been developed since the 1970s. If government is to develop these facilities through Public Private Partnerships, then there will surely be better avenues for the development of local football.

Qualifying for AFCON 2017 came after close to four decades of hard work, the agony of near misses and persistent numerous attempts. The continent surely missed Ugandan football but whether the country shall stay at the top or take another break from the top is dependent on the government’s and FUFA’s will to make the necessary changes to the management and development of the sport. ■



# We Shall Be Ancestors One Day

## Introducing the book Beyond the Fourth Heritage

By Emmanuel S. Kirunda

It has been said that whatever was not written, did not exist. That's why history is the story of things written down, not necessarily the story of things as they happened in the past. It is this fundamental realization, among others, that prompted me to write my book *Beyond the Fourth Heritage*. It is the third and last instalment in my trilogy that started with *The Fourth Heritage*. While the first book was about African identity - how we spend a lot of mental energy on whether our tribe, religion or race is the most important element of our humanity - the third book is about how we know what we know via the authority of written texts.

Looking back 100 or 1000 years ago, one may think that our African ancestors never existed. Of course, it is a silly proposition, for they physically existed. However, right or wrong, for

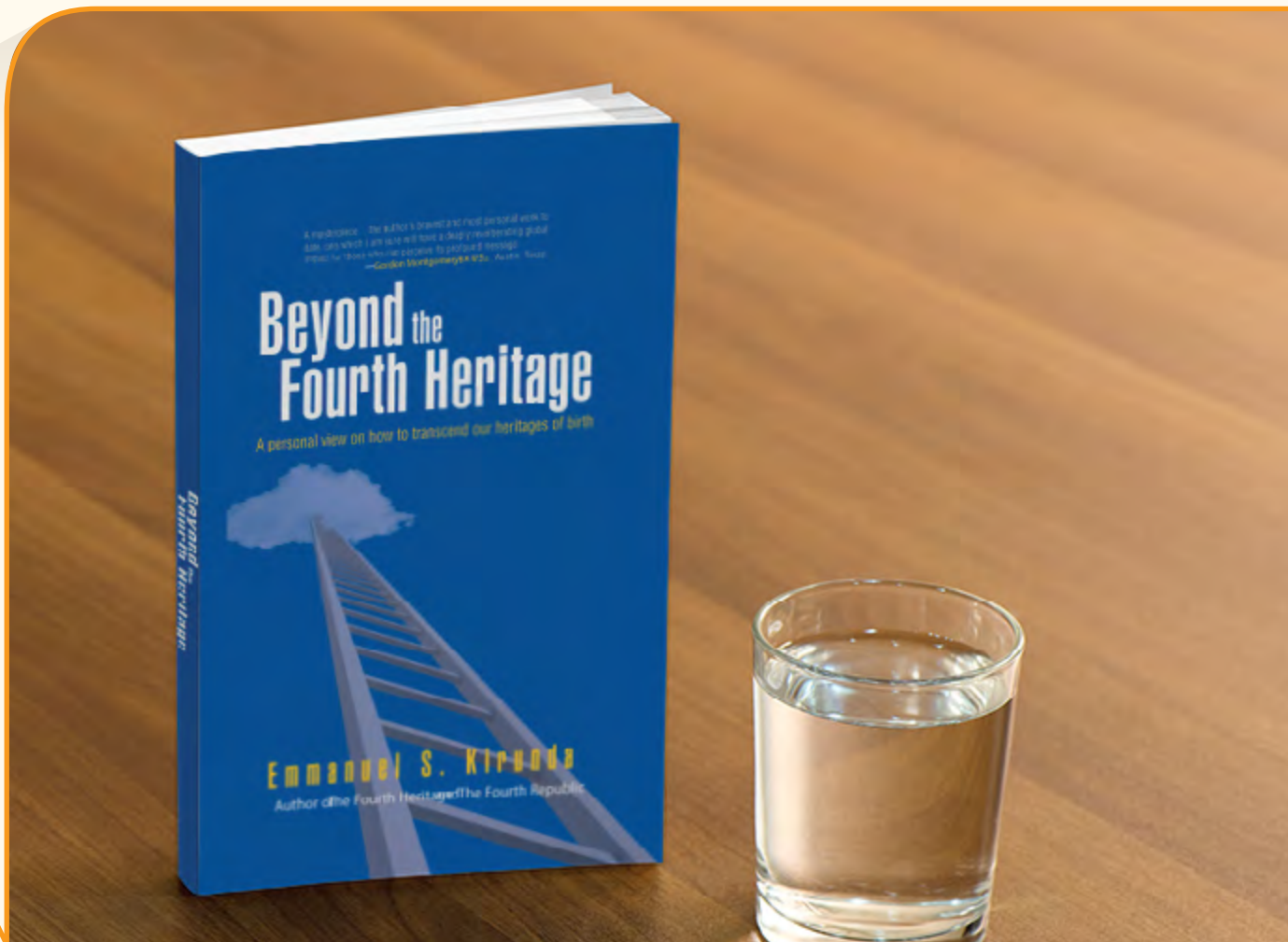
the sole reason that our ancestors did not write books, Africans are born as intellectual orphans because we are prone to blindly consume written accounts by non-African ancestors and surrender to them emotional, intellectual and spiritual authorization. On the flip side, I don't know of any instance where Europeans, Americans or Arabs do the same for texts written by African ancestors.

I came to realise that the transition from our ancestral oral tradition to a written tradition is the crucial step that has gravely failed educated Africans, who have in turn failed the ordinary African.

I was born, like many Africans, in a family with illiterate parents who used oral authorization to mould my mental foundations. My formal

education was the catalyst that transitioned me into a written tradition. Unfortunately, because the books we study are 100% based on what non-Africans wrote down, the more we go through formal education, the more Westernized we become, and conversely the less traditional we are left. Whichever way you put it, whatever we get from reading History or Mathematics or religious studies is an exercise in forfeiting the authority of our ancestors in favour of the authority of non-African ancestors. So, at the end of our formal education, what really remains of an authentic African sense of world view?

In fact, should we be surprised that an overwhelming majority of us, whether educated or not, whether seasoned academicians or first time graduates, internalise an inferiority complex towards non-Africans?



## ENTER BEYOND THE FOURTH HERITAGE

The book proposes the radical idea that all the education we get should find a way into the lives of the average African. It is written for that person who looks at the African condition and just as he/she is about to conclude that we Africans are destined to be dominated forever by people and ideas from outside, the thesis illuminates the poverty of that worldview. The book channels an intellectual road map that starts with simple incessant questioning by a bare-footed boy growing up in rural Iganga, and ends with a new world view woven through 12 hypotheses that unapologetically transcend the lack of written authority by our ancestors.

Africans are free to make new original definitions that can bring authentic Afro-centric ways of internalising what we read. By finding

new ways to expand the human story through new interpretations, the whole humanity is better off. These new propositions are anchored in the irrefutable fact that the African is the original human being, and his consciousness that runs longer and deeper than any other, has a duty to confidently add to the written human story. The world needs to read about what Africa has to say. If not for any other reason, then for the sole reason that global culture shouldn't be defined only by Levi jeans, McDonald's doughnuts and Hollywood movies. African written propositions should be in the mix.

The book employs a down-to-earth non-academic approach that any curious African scratching his head about "why Africa is dominated in so many ways" will find as intellectual companion. Beyond the Fourth Heritage makes the courageous proposition that what we do or

define NOW is more important than what our ancestors failed to do. Since we shall be ancestors one day, what we do NOW will have more importance, for future Africans, than anything that outsiders wrote down for the consumption of Africans.

In this book, I aim to change the status quo from a situation where most of our educated people leave their intellectual creations and PhDs in Western institutions, to a new paradigm where we Africans channel our world-class knowledge to the consumption of the ordinary African. On that judgement day, 100 or 1000 years from now, shall we be judged as the ancestors that continued the eternal error of African ancestors, or the ones who left behind original written propositions? ■

*The book is available at Amazon and in select bookstores in Uganda.*

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