

# BEATRICE MAO

FOR KAMPALA

A City For Everyone



# LORD MAYOR

2026-2031

- **MEDICARE FOR ALL (M4A)**
- **THE GREEN INITIATIVE (TGI)**
- **URBAN AGRICULTURE & TOURISM**
- **LAND USE AND MARKETS**

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Kampala is my home. But Kampala is more than a home. Kampala is Uganda made simple. Above all, Kampala is the heartbeat of our country.

Kampala gave me opportunities. I attended good schools, launched business initiatives, and gave back to the community through charitable projects, creating jobs for small enterprises led by women and youth. But that is my story. My story is not everyone's story.

Many families struggle to make ends meet. They live a life of deprivation. Accessing basic necessities like decent meals, shelter, healthcare, and clean water is a daily struggle. But that can change. We can make a difference in the lives of Kampalans to whom life is a nightmare. As a businesswoman and community leader, I'm committed to making that difference. That is why I'm stepping forward to serve you as the next Lord Mayor of Kampala. But I cannot do it alone. I need your support.





I am Beatrice Mao, a 50-year-old Ugandan entrepreneur, IT specialist, and Executive Farmer. I am the founder of TILOA and BEAMAO ENTREPRENEURSHIP FUND. I have been an active fundraiser for St. John's Hospice, supporting terminally ill children and the elderly. As a wife, mother, and businesswoman, I have lived in Kampala and the UK, promoting my community, country, and continent.

## WHY AM I RUNNING FOR LORD MAYOR OF KAMPALA CITY?

Women like me, without political backgrounds, are often told they're not supposed to run for office. However, after years of the same kind of leadership, it's time for change. Kampala needs a leader who understands the challenges faced by its residents, particularly the underprivileged. I'm running to ensure that every Kampalan has access to opportunities, services, and support. As Kampalans go to the polls, there's only one lingering question: Do you

want more of the same or do you want a Better Kampala? In other words do you want a city where career politicians play blame games and weaponize your problems in order to stay in office or do you want a Kampala where the Lord Mayor leads the search for solutions? I pledge to take responsibility for finding solutions rather than making endless excuses. I challenge Kampalans to replace 15 years of excuses with 5 years of Responsibility!





Kampala is the heart of Uganda's economy, producing over 30% of the country's GDP. As Lord Mayor, I promise to:

- Build a well-governed city with the powers and resources it needs to meet its challenges
- Create a living and dynamic city that can accommodate a fast-growing and young population.
- Foster a working and productive city that attracts world-class investments and open doors of opportunity for all citizens to share in its prosperity.
- Develop a sociable city that sustains a rich and inclusive common life.



## MY VISION:

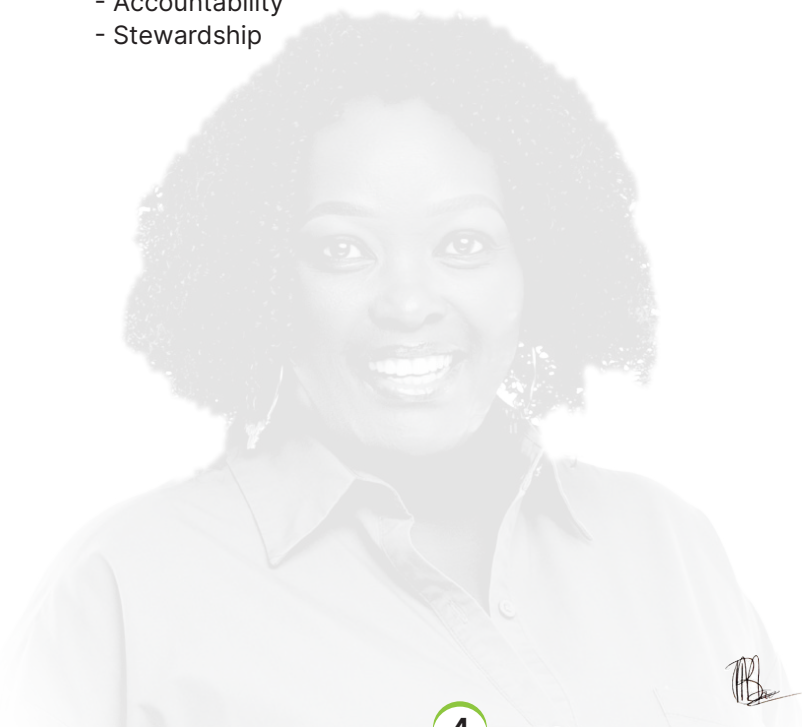
Kampala to be a city with an emerging urban vibrancy guided by a sense of community (Your City, Your Say).

## MY MISSION:

To provide high-quality and professional citywide leadership that addresses community needs while enhancing the quality of life.

## MY CORE VALUES:

- Citizen-focused service
- Integrity
- Innovation
- Accountability
- Stewardship



## **MY TEN-POINT ACTION PROGRAM:**

1. Connectivity and Infrastructure: Improve road construction, public transport, and connectivity.
2. Better and More Housing: Construct affordable housing, resettle slum dwellers, and improve housing standards. Ensure that all construction projects adhere to approved plans and regulations.
3. Land Use and Markets: Optimize land use, abolish property taxes, and levy taxes on idle city land. Promote orderly development and minimize haphazard building. Make it mandatory for developers to reserve a percentage of their property for green spaces depending on zones.
4. The City of 2040: A shared responsibility for governance, promoting digitization, e-governance and harmonious working relationships.
5. Creation of Third Spaces: Develop innovative third space hubs, greenbelts, and open public spaces.
6. Youth Employment: Skill the youth, create jobs, support cottage industries, and promote youth entrepreneurship. Implement Universal Basic Income (UBI) to provide a safety net for vulnerable populations.
7. Education, Health, and Environment: Revamp public education, implement Medicare for All (M4A) to ensure universal healthcare coverage, and promote environmental sustainability through The Green Initiative (TGI). Implement measures to reduce noise pollution and promote a peaceful living environment.
8. Supporting Growth and Graduation of the Informal Economy: Institutionalize the informal economy, overhaul regulatory frameworks, and provide micro-credit and training.
9. Urban Agriculture and Tourism: Promote urban agriculture and tourism development.
10. WASH Program: Increase funding for WASH, adopt affordable technologies, and improve solid waste management.

## 1. CONNECTIVITY AND INFRASTRUCTURE:



In recent years, the increase in traffic volume on the account of rapid rise in population and economic growth has resulted into huge traffic congestion on major roads and junctions within and around Kampala City. At peak hours (every morning from 6:30am to 10:00am and in the evening from 4:30pm to 9:00pm) all roads leading to and from Kampala City are clogged with traffic jam. Motor vehicles, motorcycles (boda-bodas), taxis and pedestrians are jostling for mobility space. Recent estimates show that a staggering 24,000 person-hours are lost every day just by people sitting in traffic jam. This is partly due to the poor infrastructure in Kampala. This has raised the cost of doing business in the city. It is also negatively impacting on the well-being of Kampala residents, and hence on the attractiveness of the city to quality migrants.

We are going to step up road construction around and across the city, by putting emphasis on paving several access roads built off the main roads to encourage



development of manufacturing clusters. The KCCA has undertaken feasibility studies for a light rail system, cable cars, fly-overs, development of pedestrian, bike and bus lanes, and a bus rapid transit system as potential solutions to congestion and poor connectivity.

We are also going to promote cycling and walking by creating cycle and pedestrian lanes that are safe for the residents of Kampala to enjoy their city. We are committed to making Kampala a fairer and more tolerant city, open and accessible to all.

The challenge is either outright failure to implement or slow implementation of these projects due to lack of forward-looking and development-oriented leadership which I bring. Some leaders fail to implement because they suffer from the "impossibility syndrome" - thinking these projects and technologies are impossible to implement in a city like Kampala. Together, we are going to build the Kampala we want.





## 2. BETTER AND MORE HOUSING:



Kampala has a big challenge with housing which is making it difficult for the city to create the badly needed density to enhance connectivity and affordability. Although the city has expanded, it is sprawling without creating density because Kampalans live in single story (and largely informal) housing. We shall start the journey of changing residential structures to multi-story flats to improve housing standards and optimize land use. We are going to right away embark on constructing housing for low and middle income earners.

A major construction program to resettle all slum dwellers will be implemented, I am also going to invest in construction of houses for teachers and health workers, Construction of Nakawa-Naguru Housing Estate (through PPP) and also organize off take arrangements with NSSF, Housing Finance Bank, National Housing and Construction Company and Private Retirement Benefit Schemes. I will launch an ambitious slum redevelopment plan and a Slum Dwellers Housing Scheme to change the face of Kampala's low-income areas. The construction programs will create more than 100,000 well-paying jobs for Kampala residents each year.

### 3. LAND USE AND MARKETS:



Conventionally, property rights, in particular land rights (the right to own, use, sell, or bequeath land) are the foundation for development. Evidence shows that secure land rights are an important vehicle for giving people confidence to invest in constructing long-lived structures. Everywhere we see well-planned housing and commercial buildings in Kampala, the owners of those structures possess a title for their property. On the other hand, everywhere we see slums and poorly planned settlements, they were built on land where the owners of the structure do not possess titles.

We are going to explore the issues relating to land in Kampala and devise win-win models for tenants and land lords. We shall boldly pose and answer the question: Who Owns Kampala? We shall also abolish property taxes and tax on land transactions, and instead levy the tax on the annual ownership of idle city land. We shall not renew leases on properties that are unfit for occupation and where the title holders have no capacity to invest in redevelopment to the required standards. Taxing property discourages investment in construction, and taxing transactions discourages changes of land use, both of which would be distorting the value of property. In contrast, an annual tax on land ownership will encourage owners of underutilized land to either develop it or sell it to those who would use it more productively.

## 4. THE CITY OF 2040:



Kampala urgently needs an effective city service delivery system with strong institutional and legal arrangements and governance. To achieve this, my leadership will begin with a thorough review of the policies used to run Kampala. Some are systematically defective and reflect governance failure. Much of the crisis in Kampala has been caused by “bargains’ struck between sections of the political elite and various interest groups living and working in the city. These bargains have perpetuated an environment hostile to effective planning and management of the city, including financing, tax policy, and other policies and decisions made by the authority.

My leadership will work to depoliticize the KCCA civil service, and instead nurture strong institutions to professionally solve the historical and emerging problems of Kampala. We are going to promote acceleration of e-governance to enhance interaction between KCCA, the residents of the city, and the private sector. The key to all these will be putting in place a harmonious working relationship between the Ministry of Kampala and Metropolitan Affairs (MKMA), KCCA and my Council, The bureaucracy in Kampala is sickening, KCCA must become user friendly through the elimination of unnecessary red tape.



## 5. CREATION OF THIRD SPACES:



A 'Third Space' is the space between home and work - a place where people can profitably hang around before or after work. The people of Kampala spend far too much time getting to and from work. This has widely been attributed to traffic congestion that has increased commuting time and cost caused by the rising number of vehicles and poor and narrow roads. Yet Kampala is not a high-density city - the likes of Lagos or Mumbai - to cause much worry about traffic. The main cause of congestion on roads, particularly at peak hours, is the fact that nearly all people that travel to and from Kampala, travel as a herd-at the same time.

Kampala lacks unrestricted greenbelts (the few that existed were cordoned off or grabbed and turned into commercial parks). There is limited free Wi-Fi and charging points that enable the third space concept. People can hardly find anywhere to hang out in Kampala without paying. This is one area my leadership will start with in the first 100 days. Our target is to turn Kampala in an "anywhere working city" by creating innovative third space hubs around the central business district. This will be followed up, in the medium term, with improved connectivity (wider roads, bus lanes, Flyovers or light railways) as shown in point number one above.

## 6. YOUTH EMPLOYMENT:



Studies estimate that there is only one job for every 500 qualified applicants in Uganda. Most of the youth seek employment in and around Kampala since this is where economic opportunities are concentrated. Kampala hosts, actually headquarters, almost all the large employers and firms in the creative sector and the bureaucratic support infrastructure. These include: the major telecommunications companies and internet service providers, banks and other financial institutions, government agencies, regulatory bodies, the professional associations, media houses including TV, radio, print and multimedia.

But the challenge is not just to create jobs; we urgently need to create high-quality, productive, decent jobs that will foster new economic opportunities for the rapidly expanding young population, boost growth, reduce poverty and increase social cohesion.

My leadership will take care of both sociology and economics to institute reforms. A number of efforts that have been implemented by KCCA and government, in response to the numerous challenges, have created more unintended problems.



The rising youth unemployment has led policy makers at KCCA and central government to respond through targeted programs such as boda-boda schemes, youth livelihood funds, youth ventures capital fund, women funds among others. Frustratingly, the problem has not lessened; in some cases, it has worsened.

I am going to work with central government planners and executives to put in place and implement an integrated and holistic approach to create jobs for the youth and women. My best bet is in building and supporting cottage industries in peri-urban Kampala, Micro and Small and Medium Enterprise (MSME) workspaces, and innovation and skilling, youth entrepreneurship development, apprenticeship, certification, and accreditation. These will go a long way in creating productive jobs for the thousands of young people who join the labour market every year.

We are also going to make plans for vendors' markets more participatory. I will stop the building of markets that are not commensurate with the culture of Kampala, simply because we saw them in New York or London. We shall involve the vendors and other stakeholders in the planning and designing of vibrant markets that meet the culture of Kampalans.



## 7. EDUCATION, HEALTH, AND ENVIRONMENT:



Good education and health are at the heart of ensuring every Kampala resident has the opportunity to live longer and healthy lives. The quality of public education in our city has deteriorated. I am going to do whatever it takes to revamp public education to ensure the children of low-income residents of Kampala can attain good quality education. Education is the most reliable opportunity equalizer but only when it is a good quality education. I will especially put emphasis on ensuring that the over 27 vocational and technical schools in Greater Kampala are well facilitated to skill our youth. Special attention will be paid to IT innovation hubs.

As far as healthcare is concerned, I am going to introduce free healthcare for all children under five years. This is because this age group suffers death more than any group. According to UN maternal health disparities, 81 babies die every day in Uganda before reaching their first month. This must be stopped.



Expectant mothers will also be given free antenatal care and post-natal care for the first three months after giving birth. This will help them to address increasing stunting rates in the city due to unaffordable care. Everyone else will be entitled to emergency care. I will work closely with NGOs operating within the city to intensify public awareness and accessibility of health protection products and services, such as insecticide-treated mosquito nets and anti-malarial drugs given to you directly.

My leadership will desirously interest itself in creating a green and livable city by focusing on comprehensive solid waste management, as well as conservation of our magnificent Lake Victoria and Kabaka's Lake, Wetlands and other waterways.





## 8. SUPPORTING GROWTH AND GRADUATION OF THE INFORMAL ECONOMY:



Street vending is the heart of the informal economy in Kampala, operating in a visible but contested domain and it accounts for over 90% of new jobs in Kampala. The informal economy, particularly street vending has blossomed because the costs of abiding by existing laws in the pursuit of legitimate economic objectives exceed the benefits. The planning for the informal economy has remained adhoc since there is no accurate statistics of the informal economy.

Historically, street vendors have been considered a city nuisance. This is because most of them locate themselves at strategic points with heavy human traffic - main roads and streets, near shopping centres or at corners where they can be seen by pedestrians and motorists. Allocation of vending sites by KCCA outside the CBD has been rejected by vendors, arguing that they are not accessible to customers.

We need to recognize that the informal economy supplies low cost goods and services for low income citizens - cheap food, cell phones and accessories, clothes among others. It also acts as a catchment reservoir for jobseekers, those forced out of their rural agriculture. It acts as a training ground for the labour force before joining the formal sector. It is a safe haven for the poor widows, single mothers, orphans, and the uneducated.



Despite these contributions to the national economy and household wellbeing, harassment of street vendors in form of generalized raids has persisted. The current leadership is more interested in curbing street vending than helping it grow in a more sustainable way. It uses outdated and primitive restrictive policies, by-laws and regulations originally written by colonialists to curtail the growth of indigenous enterprises. Street vendors are hardly consulted in the development of the by-laws and planning vending sites in respective urban areas.

My conviction is that street vending or generally the informal economy is here to stay. My leadership will, therefore, intervene and correct policy biases that have favoured the formal parts of the economy to the detriment of the informal economy. I will implement the following measures to support growth and graduation of informal economy in the GKMA:

- a) I am going to begin by institutionalizing the informal economy by integrating it into the KCCA budget, investment policy, tax policy, as well as the KCCA master plan.
- b) We are going to overhaul regulatory and legal framework to make it pragmatic and enforceable. From rigid law-enforcers to facilitators of street vendors. We shall ensure low licensing cost to encourage all businesses to register.
- c) Provision of micro-credit through flexible credit schemes to vendors, basic training in book-keeping as well as Business Development Services (BDS).
- d) Public provision of infrastructure in the form of market stalls, water, electricity etc. to vendors. All plans for vendors' markets will be participatory, new street designs will cater for mobile vendors/hawkers.
- e) Establishment of workstations: shoe shining kiosks in strategic locations in the city, purchase of specialized equipment, training for artisan production centers in each City Division to support home-based textiles.
- f) Purchase and installation of Internet equipment and training, lease of premises to establish community BPO centers that support start-ups in all divisions of Kampala.





## 9. URBAN AGRICULTURE AND TOURISM:



I pledge to promote urban agriculture that is part of Uganda's inclusive and green growth strategy, and to promote employment generation and increase competitiveness in the Greater Kampala. I am going to implement production of high value crops, construction of greenhouses for vegetables such as tomatoes, pepper, carrots, and mushrooms. I will do this through leasing 500 acres from Kawanda, Namulonge, and Kabanyolo to support the initiatives. I will promote the establishment of Community Gardens where residents in particular neighborhoods can develop communally owned kitchen gardens.

I will also support the establishment of Agricultural Free Zones (AFZ) to promote agricultural production for export. This will enhance Uganda's Competitiveness in the regional markets through commercialization of agriculture.

I am going to invest in urban tourism development by supporting tour guide training and certification to create a pool of city tour guides. We shall also train in-service hospitality personnel for quality service delivery; train souvenir and handcraft artisans for the urban organized groups (youth and women) to produce, exhibit and sell souvenirs which are unique to Kampala City in particular and Uganda in general.

A handwritten signature in black ink, appearing to read 'Beatrice Mao'.



I will develop marine tourism and partner with leaders in the GKMA to improve docking facilities at identified locations to promote, upgrade and redevelop such piers like Ggaba, Lido, Lutembe, Nabinonya, and Island beaches.

We shall also establish a GKMA-wide tourism information centre and hotspot sites (completing monuments, entry into the sites), redevelop abattoirs for beef in Industrial Area, for pork (in Nakulabye, Ntinda etc.), Goat (Gayaza road etc.) and Fish (Ggaba etc.) and turn them into into modern cuisine parks.



## 10. WASH PROGRAM:



Water, sanitation and hygiene (WASH) are essential for life and health, and are fundamental human rights for every child and adult. There is inadequate prioritization and funding of the WASH activities in Uganda yet investment in WASH is good value for money. Water and sanitation play a critical role to the economic prosperity of a country. Unequal access to safe drinking water, for example, makes thousands of children sick and puts them at risk of death. Diarrhea alone, one of three major childhood killers in Uganda, kills 33 children every day. In most cases, children get the disease by drinking unsafe water or coming into contact with contaminated hands that have not been washed with soap (UNICEF, 2016). We may not have the resources to treat all those who fall sick in our city but we can prevent disease through an aggressive community-based WASH program. Prevention is better than cure.

Good sanitation matters for many reasons, but particularly for human dignity, public health, and environmental protection, especially water. It helps to stop diseases such as cholera, typhoid, stunting, lowered immunity to malaria, and other infections. Availability of hand washing facilities at or near the toilet is conventionally used as a proxy measure of hygiene.





Hand washing with water and soap after toilet use protects against communicable diseases. Yet latest data from UBOS shows that 84% of homes in Uganda (77% in urban areas such as Kampala) do not have hand washing facilities.

Data also reveals that Kampala's City sewerage network covers less than 10% of the city. Most areas rely on onsite sanitation, such as pit latrines or septic tanks. Fecal sludge management (FSM) remains a major problem, especially in the informal settlements, threatening the environment and water quality.

Additionally, out of the 2,200 tons of solid waste generated daily in Kampala, KCCA manages to dispose off only 40% to 50%, and the remainder is likely to be transported into drainage channels and wetlands, or piling up on streets. This pollutes the city's water sources and exacerbates flooding due to blocked drainage channels.

All these are mainly on account of inadequate prioritization and funding of the WASH sector. Most of the initiatives in the WASH sector are not linked to clear financing mechanisms. Another problem is the inappropriate and expensive technologies which are not affordable by most informal businesses and urban population.

I am going to do the following:

- a) I will increase funding for WASH and give the sector a separate budget line to address the issue of low allocation of funds for WASH, particularly sanitation and hygiene.
- b) I will support the adoption of WASH technologies that can be used by the poor such as eco-toilets, wall-lined pit latrines and on-site sanitation facilities. I will also invest in community mobilization programs with sustained follow-ups to stimulate demand for improved sanitation in the city.
- c) I will ensure that a balance of resources between capital investment to increase availability of WASH facilities and operational and maintenance of the already established WASH facilities is achieved.
- d) I will institute and operate new solid waste management systems that will permanently rid Kampala of its perennial garbage problems. I will support innovators and investors in solid waste management technologies.



My manifesto outlines a concrete and comprehensive plan to build a Kampala that is well-governed, livable, dynamic, and full of opportunities for all. As Lord Mayor, I'll work tirelessly to create a better future for every Kampalan.

## **APPRECIATION**

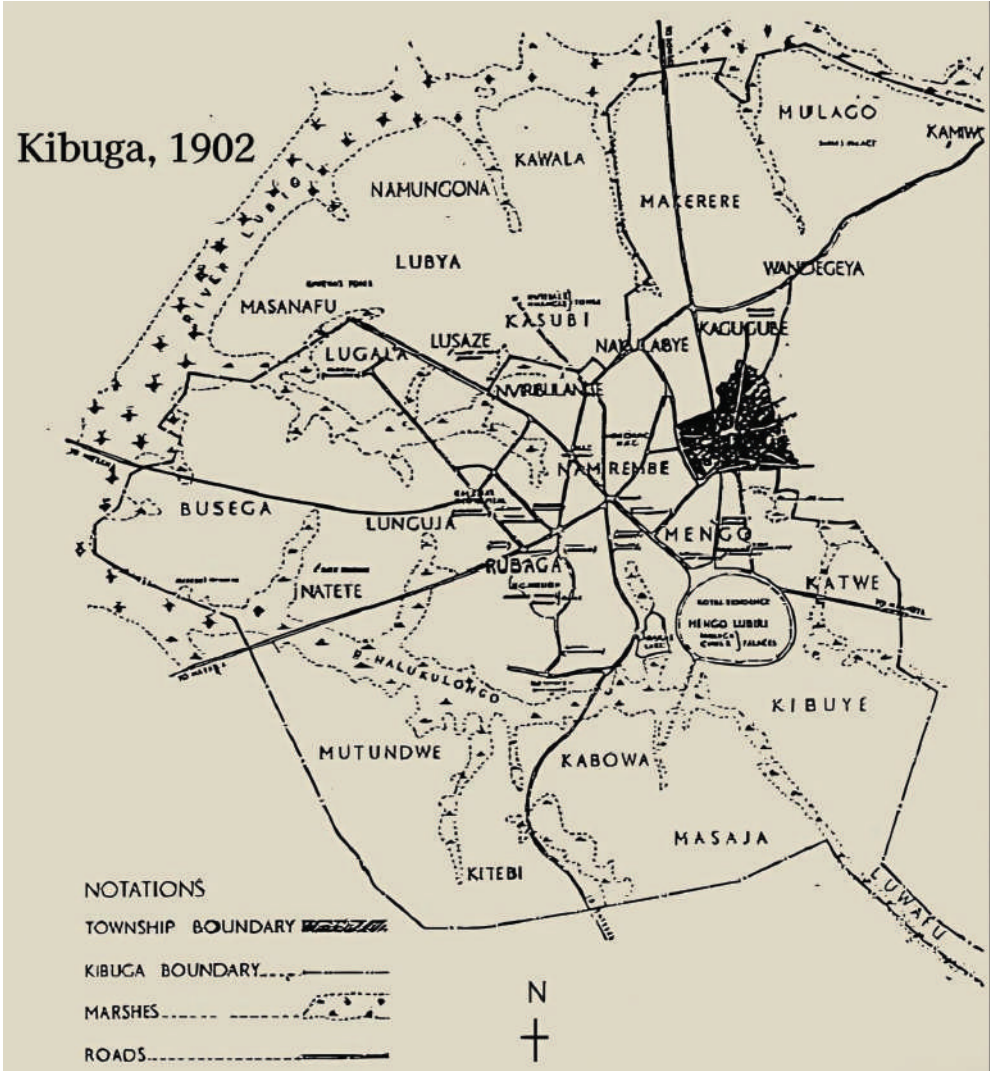
Thank you for considering my manifesto. Together, let's build the Kampala we deserve!

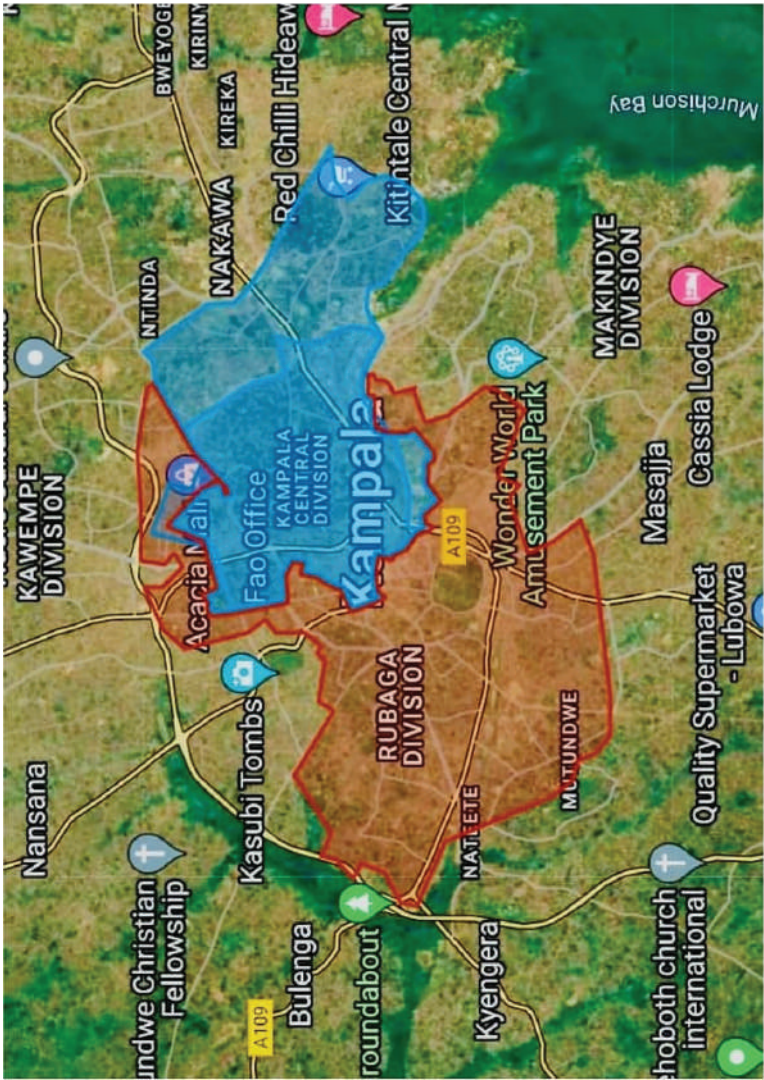


Beatrice Mao









■ The Kibuga (original City).  
■ Kampala (the colonial/white & Indian City).

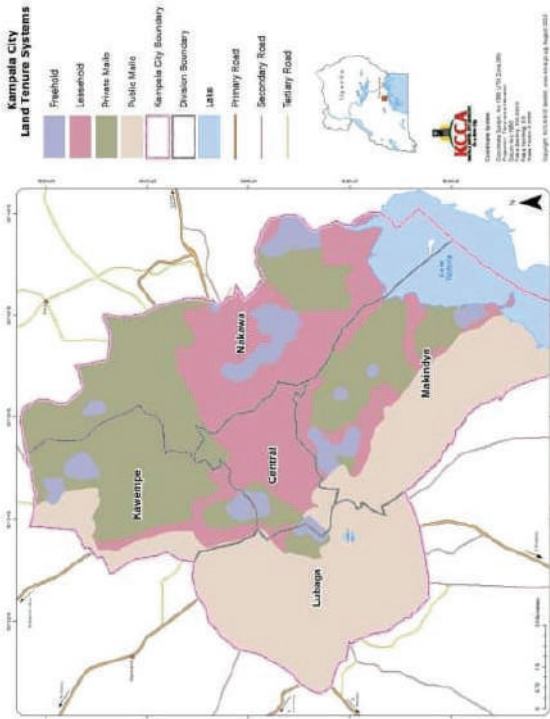


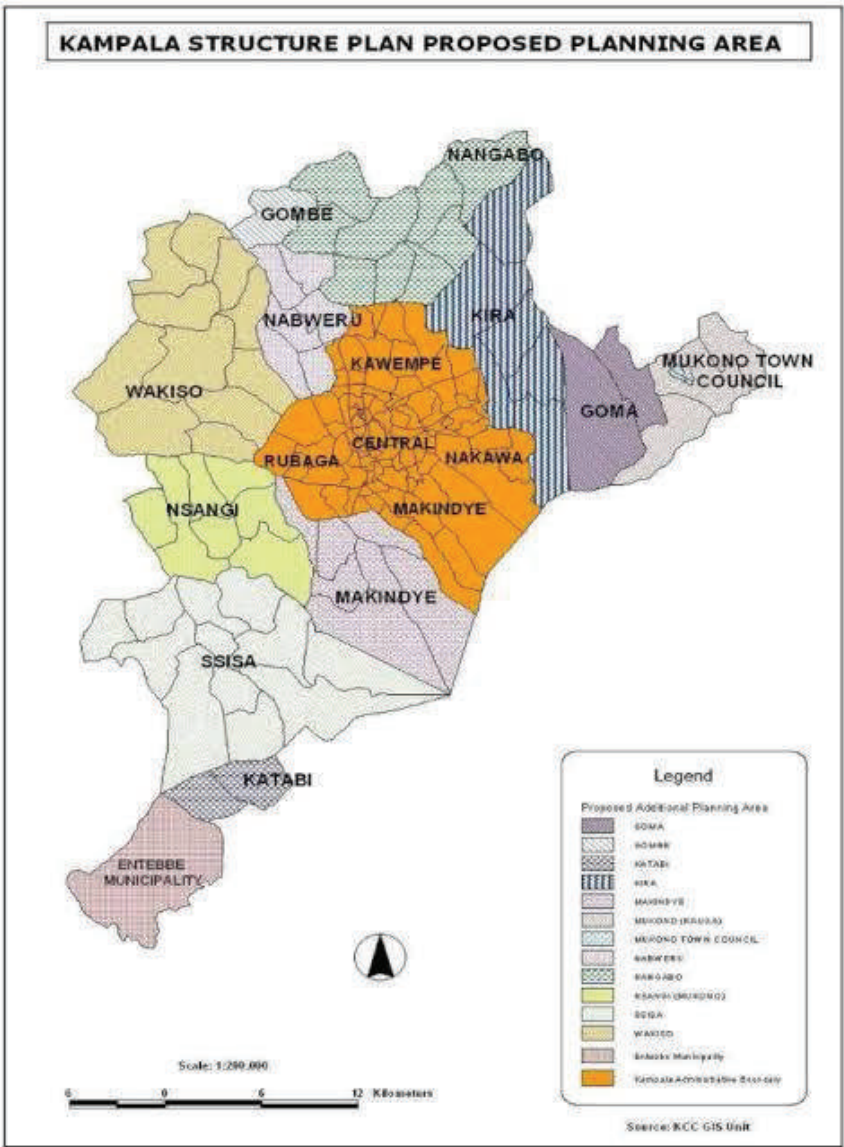
KAMPALA LAND TENURE

Conflicts over land are the most common form of litigation in Kampala City and Uganda, impeding social and economic development

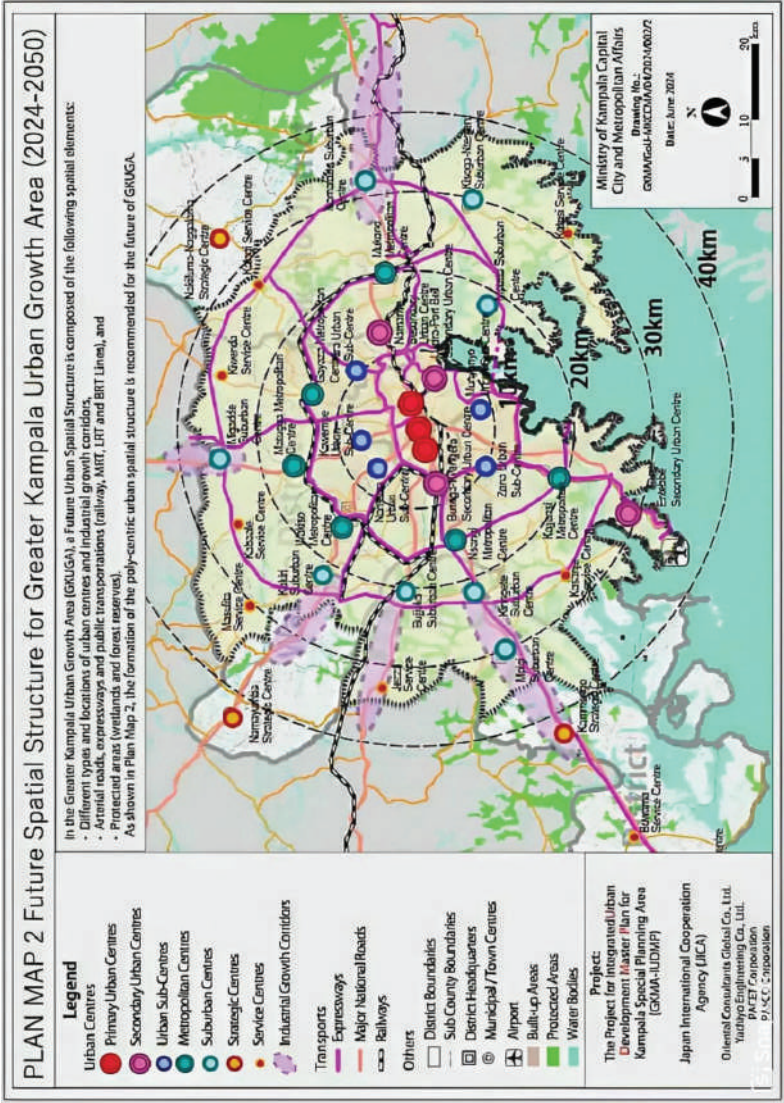
Dual or multiple legal land tenure systems present both policymakers and residents with major challenges

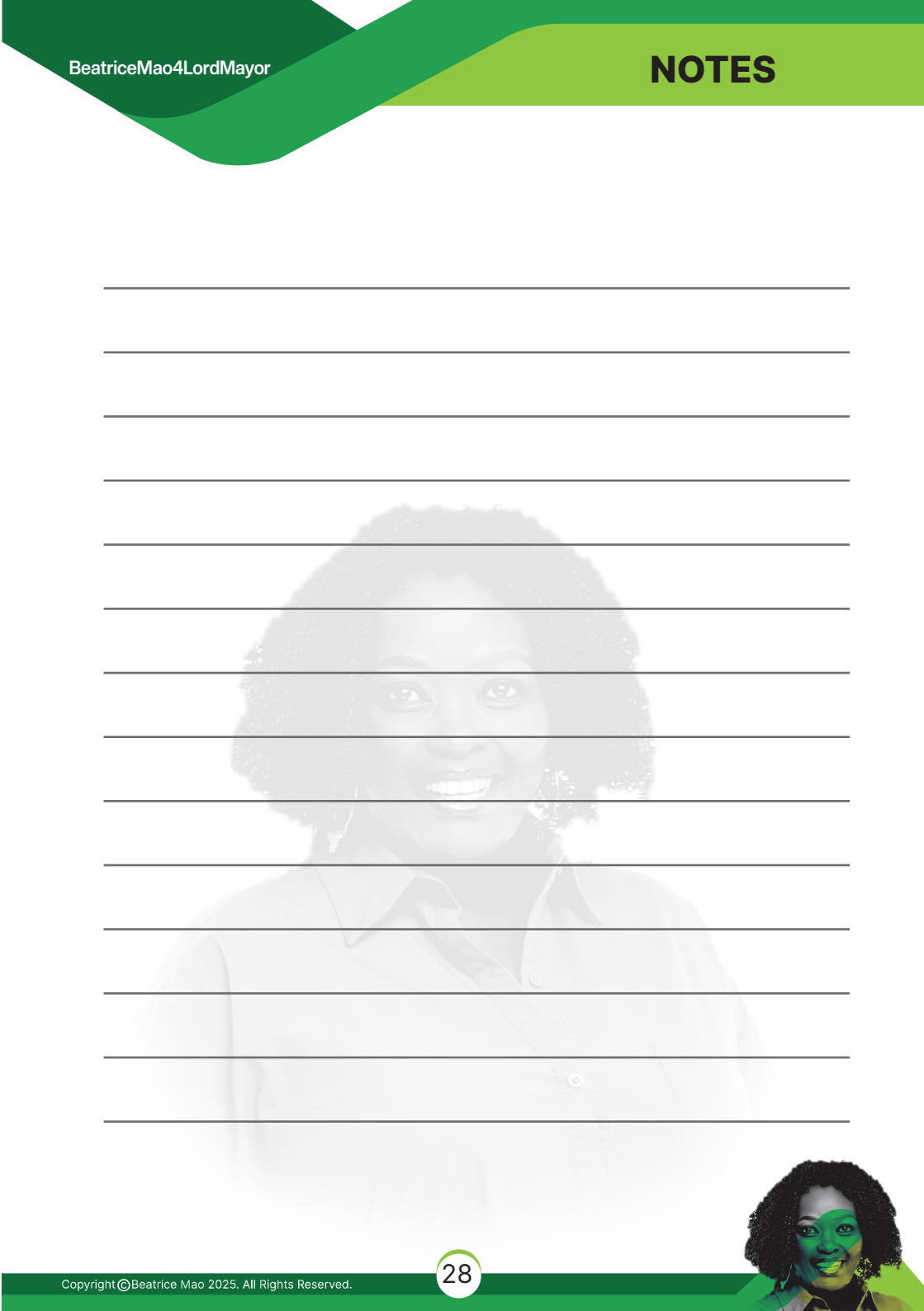
- Freehold
- Leasehold
- Public Mailo
- Lake Victoria
- Private Mailo









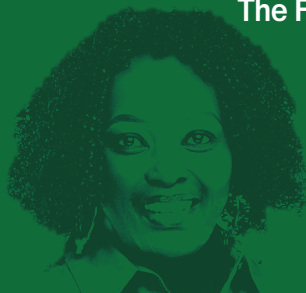


A black and white portrait of a woman with dark, curly hair, smiling warmly at the camera. She is wearing a light-colored, button-down collared shirt. The background is a plain, light color.





The past was Female, the Future doesn't object.  
The First Lady Mayor Kampala Capital City  
2026-2031



BeatriceMao4Kampala



Bea Mao



@RealBeaMao



BeaMao4Mayor



RealBeatriceMao

Tel: +256 700 206 306

Email: BeatriceMao4LordMayor@gmail.com

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