

Appendix Three

The NRA's Code of Conduct

A. Dealing with the public

1. Never abuse, insult, shout at or beat any member of the public.
2. Never take anything in the form of money or property from any member of the public, not even somebody's sweet bananas or sugar-cane on the grounds that it is mere sugar-cane, without paying for the same.
3. Pay promptly for anything you take and in cash.
4. Never kill any member of the public or any captured prisoners, as the guns should only be reserved for armed enemies or opponents.
5. Return anything you borrow from the public.
6. Offer help to the members of the public who may be in the territory of your unit.
7. Offer medical treatment to the members of the public who may be in the territory of your unit.
8. Never develop illegitimate relationship with any woman because there are no women as such waiting for passing soldiers yet many women are wives, or daughters of somebody somewhere. Any illegitimate relationship is bound to harm our good relations with the public.
9. There should be no consumption of alcohol until the end of the war. Drunken soldiers are bound to misuse the guns which are given to them for the defence of the people.

B. Relationship among the soldiers

1. The lower echelons of the army must obey the higher ones and the higher echelons must respect the lower echelons.
2. In decision making we should use a method of democratic centralism where there is democratic participation as well as central control.
3. Every officer, cadre or militant must strive to master military science in order to gain more capability so that we are in a position to defend the people more efficiently.
4. The following tendencies can be injurious to the cohesion of the army and are prohibited:
 - (i) Quest for cheap popularity: on the part of officers or cadres by tolerating wrongs in order to be popular with soldiers.

- (ii) Liberalism: which entails weak leadership and tolerating of wrongs or mistakes. In case of liberalism the person in authority knows what is right and what is wrong but due to weak leadership, he does not stand firmly on the side of right.
 - (iii) Intrigue and Double Talk: this can cause artificial confusion even when there is no objective basis for confusion.
5. The following methods should be used in correcting mistakes within the army:
 - (i) Open criticism of mistakes instead of subterranean grumbling which is favoured by reactionaries.
 - (ii) The holding of regular meetings at which all complaints are heard and settled.
 - (iii) A distinction should always be made between errors due to indiscipline, corruption or subversion and treatment of each should be different.
 6. All commanders should ensure that all soldiers, depending on particular circumstances, should at any one particular time either be fighting, studying military science or undertaking self-improvement in academic work, taking part in recreational activities or resting. There should not be idleness whatsoever which breeds mischief.
 7. Political education should be mandatory every day so that the cadres and militants can understand the reasons for the war as well as the dynamics of the world we live in. 'Conscious discipline is better than mechanical discipline.'
 8. Formation of cliques in the army is not allowed, at the same time the principle of compartmentation should be strictly adhered to and understood. We should adhere to the principle of 'the need to know' and avoid the mistake of soliciting information for its own sake. The strategy of the NRA and the regular tactics should be known to all officers, cadres and combatants. But operational matters should be known to those who need to know.
 9.
 - (i) There shall be a High Command consisting of the Commander-in-Chief, who shall be the Chairman, and eight other members to be appointed by the Commander-in-Chief.
 - (ii) All members of the High Command shall be members of the Army Council.
 - (iii) The High Command shall perform such functions
 - a) as may be conferred upon it by any law in force in Uganda; or
 - b) as the President may direct.

10. (i) There shall be a General Court-Martial which shall be the supreme trial organ under this Code.
 (ii) The General Court-Martial shall consist of
- a) a Chairman;
 - b) two senior officers;
 - c) two junior officers;
 - d) one Political Commissar; and
 - e) one non-commissioned officer.
- All of whom shall be appointed by the High Command for a period of three months.
- (iii) All members of a General Court-Martial shall be eligible for reappointment.
 - (iv) There shall be a Secretary to the General Court-Martial who shall be appointed by the Chairman of the High Command.
 - (v) The Secretary shall record all the proceedings of the General Court-Martial.
 - (vi) An Intelligence Officer or a Security Officer shall be the prosecutor in any proceedings of the General Court-Martial.
 - (vii) The High Command shall appoint such number of reserve members as it may decide, to sit in the General Court-Martial as observers, one of whom shall sit on the Court-Martial whenever there is any member who is absent.
 - (viii) The High Command shall appoint at least two Judge-Advocates from among such members of the National Resistance Army who are Advocates of the High Court.
 - (ix) A Judge-Advocate shall advise the General Court-Martial on the law and procedure.
 - (x) The quorum for any proceeding of a General Court-Martial shall be
 - a) When considering a capital offence, seven members; and
 - b) in any other case, five members.
 - (xi) Save as otherwise provided, the General Court-Martial shall regulate its own procedure.
 - (xii) The venue for the sitting of a General Court-Martial shall not be fixed to any one place.
11. (i) There shall be a Unit Disciplinary Committee for each Army Unit which shall consist of
- a) The Second in Command who shall be the Chairman;
 - b) The Administration Officer of the Unit;
 - c) The Political Commissar of the Unit;

- d) The Regimental Sergeant-Major or Company Sergeant-Major of the Unit;
 - e) Two junior officers;
 - f) One private.
- (ii) The Unit Disciplinary Committee shall have powers to try all combatants below the rank of Provisional Junior Officer II for all offences except the following:
- a) murder;
 - b) manslaughter;
 - c) robbery;
 - d) rape;
 - e) treason;
 - f) terrorism;
 - g) disobedience of lawful orders resulting in loss of life.
- (iii) A Unit Disciplinary Committee may refer any case which in its opinion is of a particularly complex nature to the General Court-Martial.

12. Punishments

- (i) All punishments shall be carried out in public so that reasons are given for meting out the said punishments, in order to ensure fairness and avoid providing grounds for culprits to campaign that they are punished because of personal conflicts with leaders.
- (ii) A convicted person shall be liable to the following punishments:
 - a) fatigue;
 - b) corporal punishment;
 - c) suspension;
 - d) demotion;
 - e) dismissal;
 - f) imprisonment;
 - g) death.

Before the hearing of any case:

- a) the Chairman of the High Command may suspend any of the members of the High Command;
- b) the Army Commander may suspend any Commanding Officer of a Unit;
- c) the Commanding Officers of the Units may suspend any officer or non-commissioned officer in their units.

13. Offences

Category A

The following offences shall attract the death sentence:

- (i) Murder of a *Mwananchi* or any other person.
- (ii) Treason, that is to say, being an enemy agent, being an infiltrator, consciously giving information to the enemy, giving information to other organisations without the knowledge and consent of the leadership of the Movement, misprision of treason, or subversion. For avoidance of doubt, subversion shall include persistent and incorrigible act, practice or conduct intended to disrupt, destroy, divert or otherwise work to the detriment of the Nation.
- (iii) Disobedience of lawful orders resulting into loss of life.
- (iv) Rape.

Death sentence shall not be carried out unless and until the sanction and approval of the Chairman of the High Command has been obtained.

Category B

The punishments for the following offences shall be the punishments given in paragraph 12 (ii) (a) to (f) depending on the circumstances of each case:

- a) insubordination;
- b) disobedience of lawful administrative orders;
- c) intimidation with or without arms;
- d) consumption of *enguli*, *waragi* and any other spirit;
- e) smoking *bhang* or any other similar drugs;
- f) going out of the camp without permission;
- g) corruption;
- h) embezzlement;
- i) theft of property;
- j) failure to report known and prescribed misbehaviour of a fellow officer or fighter to authorities;
- k) quest for cheap popularity;
- l) abusing, insulting, or mistreating of *Mwananchi* or any other person;

- m) without permission, disclosing information, secrets or any other matter to persons who are not supposed or entitled to have the same;
- n) disclosing information, secrets or any other matter which is likely to cause confusion or hatred or misunderstanding among leaders or between leaders and the militants;
- o) propagating tribalism or formation of factions within NRA;
- p) failure to report or hand over gifts from any person or organisation;
- q) reckless destruction of military or Government vehicles or other property.