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23rd May, 2024

All Heads of Delegations

All Accounting Officers

All Chief Executive Officers of State-Owned Enterprises and Public Corporations

All Development Partners

All Heads of NGOS and CSOs

All Private Sector Leaders

THE NDPIV PLANNING CALL CIRCULAR (PCC) ON THE PREPARATION OF PROGRAMME IMPLEMENTATION ACTION PLANS (PIAPs), MINISTRY, DEPARTMENT AND AGENCY (MDA) PLANS, REGIONAL DEVELOPMENT PLANS AND LOCAL GOVERNMENT DEVELOPMENT PLANS

The National Planning Authority issues a Planning Call Circular (PCC) at the start of a new National Development Plan (NDP), so as to guide public entities, private entities, Development Partners, NGOs and CSOs on how to plan during that planning period.

This is therefore to issue the NDPIV Planning Call Circular to all development stakeholders to guide them on development planning issues during this period. It should be noted the current NDPIII comes to an end next FY2024/2025. Therefore, and in line with the Comprehensive National Development (CNDPF), the country should have a new National Development Plan by August 2024 to guide the country's National Budget process for FY2025/2026 and the decentralized Development/Strategic Plans respectively.

It is for this reason that NPA embarked on preparations to guide the formulation of the NDPIV process, details of which are contained in the PCC issued in accordance with Section 8 (1) and (2) (b) of the National Planning Authority (Development Plans) Regulation, 2018.

The specific objectives of the PCC are to:

- i) Update you on the NDPIV process, roadmap and key delivery dates;
- ii) Share the approved NDPIV Strategic Direction to all development stakeholders;
- iii) Provide guidance and timelines for the preparation of the Programmes Plans, PIAPs, MDA Plans and Local Government Plans;
- iv) Provide Indicative Planning Figures (IPFs) to all Programmes;
- v) Inform stakeholders, including the development partners, CSOs and NGOs of the need to align their country assistance strategies and or Programmes and Projects to the NDPIV; and
- vi) Guide the process of aligning to the global regional and national context including the SDG Agenda 2030; Africa Agenda 2063, EAC Vision 2050 and Uganda Vision 2040, and integration of key cross-cutting issues into the planning frameworks.

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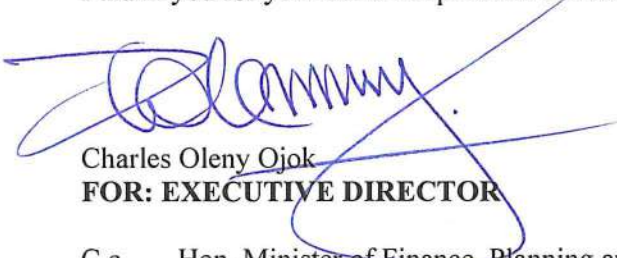
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Planning for Development

The detailed NDPIV Planning Call Circular and the respective Guidelines are as attached in the annexes and as well uploaded on the NPA Website (<http://www.npa.go.ug/wp-content/uploads/2024/05/NDPIV-Planning-Call-Circular.pdf>).

I thank you for your usual cooperation towards development.



Charles Oleny Ojok

FOR: EXECUTIVE DIRECTOR

C.c. Hon. Minister of Finance, Planning and Economic Development (Planning)
C.c. PS/ST, Ministry of Finance, Planning and Economic Development



PLANNING CALL CIRCULAR FOR THE FOURTH NATIONAL DEVELOPMENT PLAN 2025/26-2029/30



May 2024



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List of Abbreviations

CNDPF:	Comprehensive National Development Planning Framework
DRMS:	Domestic Revenue Mobilization Strategy
EAC:	East African Community
GDP:	Gross Domestic Product
H.E:	His Excellence
HLGs:	Higher and Lower Local Governments
HRBA:	Human Rights Based Approach
HRDP:	Human Resource Development Plan
ICT:	Information, Communication and Technology
KCCA:	Kampala City Council Authority
LGs:	Local Governments
LGDPs:	Local Government Development Plans
LLGs:	Lower Local Governments
M&E:	Monitoring & Evaluation
MDA:	Ministries, Departments, and Agencies
MLHUD:	Ministry of Lands, Housing and Urban Development
MSMEs:	Medium Small and Micro Enterprises
NDPI:	National Development Plan One
NDPII:	National Development Plan Two
NDPIII:	National Development Plan Three
NDPs:	National Development Plans
NHRDP:	National Human Resource Development Plan
NPA:	National Planning Authority
NPDP:	National Physical Development Plan
PCC:	Planning Call Circular
PDPs:	Physical Development Plans
PIAPs:	Programme Implementation Action Plans
PIP:	Public Investment Plan
PPP:	Public-Private Partnerships
PWDs:	People with Disabilities
PWGs:	Programme Working Groups
SDGs:	Sustainable Development Goals



1.1. Background

1. Uganda's planning processes are based on the Comprehensive National Development Planning Framework (CNDPF) adopted by Cabinet in 2007, to guide the short, medium, and long-term development planning. Accordingly, a 30-year Vision (the Uganda Vision 2040) was developed and is being implemented through a series of six 5-year National Development Plans (NDPs) that entail 5-year development strategies and priorities (including Programmes and projects), for each subsequent planning period.
2. To-date, three 5-Year NDPs have been developed and implemented. These are: NDPI (2010/11-2014/15), focused on attaining growth, employment and socio-economic transformation for prosperity; NDPII (2015/16-2019/20), focused on strengthening Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth; and NDPIII (2020/2021-2024/2025) which focuses on achieving sustainable industrialization for inclusive growth, employment and wealth creation.
3. The National Planning Authority (NPA) has commenced the process of developing the 4th National Development Plan (NDPIV; 2025/26 – 2029/30). The NDPIV will be produced concurrently with the 5-Year Human Resource Development Plan (HRDP) to guide the human resource planning across all agencies in the public and private sector in accordance with the NPA (Development Plans) Regulations, 2018 and the National Human Resource Development Planning (NHRDP) Framework.
4. This Plan (NDPIV) is the fourth of six National Development Plans (NDPs) to implement the Uganda Vision 2040; the first Plan in the implementation of Government's Strategy of growing the economy 10-fold in a transformative, inclusive and sustainable way; and the last Plan in the development of Global Agenda 2030 on Sustainable Development Goals (SDGs). It will therefore be pivotal in the achievement of both these domestic and international frameworks.
5. The final NDPIV will be a composite and integrated product comprising of the first phase of implementing Government's Strategy to grow at a double-digit rate; Programme Plans; Ministries, Departments, and Agencies (MDA) Strategic Plans; Local Government Development Plans (LGDPs); international agenda that include Sustainable Development Goals (SDGs), Africa Agenda 2063 and the EAC Vision 2050. All agencies are required to provide development priorities for incorporation into the NDPIV.
6. This Planning Call Circular (PCC) kick starts the planning process for the period 2025/26 – 2029/30 among MDAs and Local Governments (LGs), Private Sector, Development Partners and Civil Society. Section 16, 18 and 20 of the National Planning Authority (Development Plans) Regulations (2018) requires every Programme, MDA, and LG to develop a 5-year Development/Strategic Plan for submission and approval by NPA.

7. The first draft of the NDPIV is expected to be in place by June, 2024 to guide the Budget Strategy for FY2025/26, the respective years up to FY2029/30 and the Country Cooperation & Assistance Strategies for Development Partners. Programmes are expected to submit their final Programme Implementation Action Plans by end of 25th June, 2024, for submission alongside with the final Plan.

1.2. Objectives of Planning Call Circular (PCC)

8. The objectives of the Planning Call Circular are to:
 - i) Communicate and update on the progress of the NDPIV process and roadmap;
 - ii) Share the approved NDPIV Strategic Direction to all relevant stakeholders;
 - iii) Provide guidance and timelines for the preparation of the Programmes Plans, PIAPs, MDA Plans and Local Government Plans;
 - iv) Provide Indicative Planned results and expenditure limits to all Programmes;
 - v) Inform stakeholders, including the development partners, CSOs and NGOs of the need to align their country assistance strategies and or Programmes and Projects to the NDPIV; and
 - vi) Guide the process of aligning to the global regional and national context including the SDG Agenda 2030; Africa Agenda 2063, EAC Vision 2050 and Uganda Vision 2040, and integration of key cross-cutting issues into the planning frameworks.

1.3. Key Planning Process Activities

9. The planning process commenced in March 2023 with the development of the NDPIV strategic direction. The NDPI and NDPII end-of-term evaluation as well as the NDPIII Mid-term review have provided input to NDPIV strategic direction. The NDPIV strategic direction is a result of consultations with H.E. the President, Cabinet, Permanent Secretaries, Programme Working Groups, Development Partners, and representatives of Civil society Organizations, The NDPIV Strategic Direction was approved on Tuesday March 26, 2024 setting in motion subsequent activities including; circulation of the Planning Call Circular, planning guidelines and the drafting of the Plan.
10. The process of drafting the Plans will follow a mix of top-down and bottom-up approaches respectively to ensure policy and strategic guidance at the national level and the integration of development priorities at MDAs and LGs into the overall national development Programmes to ensure consistency with national policies.
11. The main activities to inform the plan will include formulation and costing of: Programme Plans including PIAPs, MDA and LGDP plans, National Human Resource Development Plan (NHRDP), Public Investment Plan (PIP), the implementation strategy, and the monitoring & evaluation (M&E) framework.



12. Consultations will be held according to a stakeholder engagement plan developed by NPA. General consultations (state and non-state actors) will be conducted to generate and incorporate stakeholder concerns into the plan. Programmes, MDAs and LGs will hold consultative meetings to develop their respective Plans.
13. In that regard, (i) Programme Working Groups (PWGs) are expected to convene their respective meetings, comprising all stakeholders that contribute to the Programme; (ii) PWGs are expected *to submit Programme write ups and costed PIAPs by 26th July 2024* to enable the integration of the Programme sections of the NDPIV; (iii) MDAs and LGs are expected to *submit their final plans to NPA by end of March 2025* so that they are launched together with the *NDPIV in May 2025*. The detailed NDPIV planning process roadmap is attached in **Annex 1**.

1.4. Strategic Direction of the Fourth NDP (NDPIV; 2025 /26-2029/30)

14. The NDPIV Strategic Direction is underpinned by the need to fast-track progress on the achievement of Uganda Vision 2040. This therefore requires implementing strategies and interventions to grow the economy at 10-fold in the remaining period of Uganda Vision 2040.
15. The NDPIV strategic direction provides the overarching framework on which the Plan will be developed. It includes the overall goal, theme, strategic objectives and measures to attain the aspirations of the plan. It is the basis on which priority interventions, national Programmes and projects will be elaborated.
16. **The Goal, Theme and Objectives of the NDPIV are as articulated in Box 1:**

Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.

Theme: Sustainable industrialization for inclusive growth, employment, and wealth creation.

Objectives:

1. To sustainably increase production, productivity and value addition in agriculture, industry, minerals, oil & gas, tourism, ICT and financial services;
2. To enhance human capital development along the entire life cycle;
3. To support the private sector to drive growth and create jobs;
4. To build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT; and
5. To strengthen good governance, security, and the role of the State in development.



17. To achieve these objectives, the Plan prioritizes the following:

- i) Value addition in Agriculture (including fisheries and commercial forestry), Tourism and Minerals, Oil & Gas (including-the Petrochemical industry - EACOP, Refinery, Kampala Storage Terminal, and Kabalega Industrial Park);
- ii) The knowledge economy including STI interventions, like vaccine development and Motor Vehicle industry, Digitization of Government, among others;
- iii) Investment in high-speed rail and meter gauge railways so as to open up markets;
- iv) Maintenance of existing infrastructure;
- v) Reducing the cost of credit, especially through Uganda Development Bank (UDB) and Uganda Development Corporation (UDC);
- vi) Continuation of interventions focusing on production and productivity, using Parish Development Model (PDM) and EMYOOGA as vehicles;
- vii) Revenue generating activities;
- viii) Improving implementation of the already existing interventions;
- ix) Interventions prioritising the Creative Industry;
- x) Investing in the Greater Kampala Metropolitan Area (GKMA). This will enable GKMA to be positioned as Uganda's major logistical hub, a catalyst and springboard for increasing productivity in all aspects of the economy including FDI, tourism, efficient public services and highly improved quality of life; and
- xi) African Cup of Nations (AFCON) will be leveraged to increase market for domestic products, make strategic investments (tourism, health, infrastructure, MICE) and market Uganda to the world.

18. The Plan will focus on value addition and industrialization in the key opportunities areas, of Agriculture, Tourism and Minerals (ATMs), with a view of achieving double digit growth rates and driving sustainable growth. Value addition also provides unmatched potential for sustained accelerated growth by adding value to abundant resources in Agriculture, Industry, Minerals, ICT, Oil/Gas, Tourism and youthful labour force. On the other hand, industrialization promotes national forward and backward linkages that stimulate production and productivity growth, which ultimately results in gainful employment, increased household incomes, wealth creation and improved quality of life.

1.5. NDPIV Strategies

19. In order to fast track realization of the desired results, the following strategies operationalize the objectives and anchor the Programmes of the plan. The strategic

measures combined lead to successful realization of NDPIV goal and objectives. For each objective of the Plan, the key strategies include:

- i) **Objective 1:** To sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT and financial services:

To achieve this objective, the following key strategies are proposed:

- a. Increase Production and Productivity in agriculture, minerals, oil & gas, tourism, ICT and financial services; and
- b. Increase Value Addition in agriculture, minerals, oil & gas, tourism, ICT and financial services.

- ii) **Objective 2:** To enhance human capital development along the entire life cycle:

To achieve this objective, the following key strategies are proposed:

- a. Improve access, equity, and quality of education at all levels;
- b. Improve Access, equity and quality of healthcare at all levels;
- c. Rehabilitate, equip and construct health infrastructure at all levels;
- d. Enhance access to water, sanitation, and hygiene;
- e. Promote community mobilization and mindset change;
- f. Expand Social Protection Safety nets;
- g. Institutionalize manpower planning and promote industry-driven skilling and training;
- h. Promote empowerment and livelihood programmes for youth, women, children, elder persons, and People with Disabilities (PWDs);
- i. Promote decent employment opportunities;
- j. Leverage the culture and creative economy for employment and domestic resource mobilization;
- k. Promote Games and Sports; and
- l. Promote better nutrition for all.

- iii) **Objective 3:** To support private sector capacity to drive growth and create jobs.

To achieve this objective, the following key strategies are proposed:

- a. Reduce the cost of doing business;
- b. Promote local content particularly for MSMEs;
- c. Increase Market Access and Competitiveness;
- d. Strengthen Public-Private Partnerships; and
- e. Inculcate the entrepreneurship mindset and educate the population to invest in productive sectors like agriculture.



- iv) **Objective 4:** To build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT.

To achieve this objective, the following key strategies are proposed:

- a. Prioritize Infrastructure Maintenance;
 - b. Develop Inter-modal and Seamless Transport Infrastructure;
 - c. Increase Access to Clean, Reliable and Affordable Energy;
 - d. Increase Access to Reliable and Affordable ICT Services; and
 - e. Leverage Urbanization for Socio-economic Transformation.
- v) **Objective 5:** To strengthen good governance, security and the role of the state in development.

To achieve this objective, the following key strategies are proposed:

- a. Strengthen the rule of law;
 - b. Consolidate and sustain peace and security;
 - c. Increase Government (both central and local government) investment and participation in strategic Areas;
 - d. Improve capacity and accountability for implementation of public programmes;
 - e. Leverage capacity of the Non-State Actors to implement the National Plan;
 - f. Increase civic participation in the development process, decision making, democratic governance, and socio-economic development; and
 - g. Improve international relations and diplomacy.
 - h. Sustain a suitable fiscal, monetary and regulatory environment
20. The detailed Strategic Direction is attached in Annex 2.

1.6. Proposed Development Results and Targets

21. It should be noted that the NDPIV is the first plan in the second half of the implementation of Uganda Vision 2040, the first Plan during the implementation of Government's Strategy to grow Uganda's economy ten-fold and also the last Plan during the implementation of the Global Agenda 2030 for the Sustainable Development Goals (SDGs). **The NDPIV Results framework and associated indicators & targets will therefore be the only benchmark/yardstick for measuring progress on all these Development Frameworks.**
22. The successful implementation of the NDPIV will contribute to the achievement of expected goal level outcomes indicated in Table 1. The detailed high-level results at the objective level are further outlined in another table in Annex 3.



Table 1: Proposed Key Performance Indicators for the NDPIV

Goal	Impact	Indicators	Baseline FY2022/23	Targets FY2029/30	Target Vision 2040
Goal: Achieve higher household incomes and employment for sustainable socio-economic transformation.	Higher Household incomes	Nominal GDP (Ushs Billions)	184,895	522,498	
		Nominal GDP (USD Millions)	49,273	158,387	
		Real GDP growth rate	5.2	10.6	8.22
		Income per capita (USD)	1,051	2,008	9,500
		Exchange rate	3,752	3,299	
		Population below the poverty line	20.3	15.51	5
		Gini Coefficient	0.43	0.37	0.32
		Average monthly nominal household income (UGX)	200,000	578,635	2,737,566
	Employment	Share of working population (%)	78.8	87.2	94
		Labor force participation rate (%)	57	68.6	80
		Share of national labor force employed less subsistence (%)	52	64.1	71
		Employment population ratio	43	59.8	95
		Labor productivity (GDP per worker, USD) -Agriculture	945	1,737	6,790
		Labor productivity (GDP per worker, USD) -Industry	7,542	13,866	24,820
		Labor productivity (GDP per worker, USD) -Services	3,150	5,791	25,513

1.7. The NDPIV Macroeconomic Strategy

23. The macroeconomic strategy is underpinned by the objectives of growing the economy by double-digit, maintaining macroeconomic stability, employment creation, and the need to raise resources to address the critical infrastructure deficit and social expenditures. The strategy highlights the key development outcomes expected under the NDPIV, the interventions and resources required to achieve these outcomes as well as the monetary and fiscal strategies to achieve these outcomes. The strategy also provides motivation for the sources of growth and the expected socio-economic outcomes which are anchored on the Vision 2040 aspirations and amplified by the desired doubling of the country's GDP in the medium term.
24. To this end, the strategy aims to optimize the impact of public investment on growth by implementing policies that enhance efficiency in public investment, bolster domestic revenue mobilization efforts, and maintain price stability.
25. Drawing from preliminary baseline forecasts, the strategy anticipates robust economic activity with a desired average growth of 8-10 percent annually which is sufficient to multiply the current GDP by a magnitude of ten-fold over the remaining Vision 2040 period. This growth trajectory is underpinned by focus on specific key areas including: (i)

increasing productivity of all sectors, (ii) pursuing value addition especially for the agro-processing and mineral products, (iii) creating an environment where industrialization can grow—especially light manufacturing, and; (iv) improving social services delivery, as detailed in para 17 above.

26. The NDPIV will prioritize projects as well as undertake proper sequencing during implementation with the objective of expediting implementation and completion of projects within the planned period. The NDPIV therefore assumes that all the planned interventions will be implemented during the period 2025/26-2029/30 in order for the economy to realize the envisaged double-digit growth.
27. The fiscal strategy of the NDPIV is underpinned by the need to drive growth, maintain macroeconomic stability, employment creation, raise resources and competitively position Uganda to fully benefit from regional, continental and global markets. This will require addressing the key binding constraints to economic growth and factors that can reduce the costs of doing business in Uganda. All these are important in maintaining infrastructural gains while also addressing the critical infrastructure deficit and consolidating human capital development.

1.8. Financing of the Plan

28. The NDP will be financed by leveraging both public and private financing. Public financing includes Government of Uganda Budget finance as well as external financing. External financing also includes donor financing (loans and grants) which is both on-budget and off-budget. Some interventions and projects will be financed by leveraging Public Private Partnerships (PPPs).
29. The Revenue Strategy will aim at improving compliance and efficiency in tax revenue collections by implementing the Domestic Revenue Mobilization Strategy (DRMS). This will result in total revenues and grants increasing from 15.3 percent in 2023/24 to 18.6 percent of GDP in 2029/2030, which implies an additional 3.3 percent gain in revenues. **All revenue planning, collection and administration agencies should prioritise and implement the following actions in their Programme Implementation Action Plans (PIAPs), Strategic Plans and/or Development Plans, that is:**
 - i) Streamline tax incentives, which have been estimated to be about 1 percent of GDP,
 - ii) Propose and implement interventions that broaden the tax base without causing distortions; and
 - iii) Increase corporate income tax collections, whose effective tax rates remain low compared to other East African countries.
30. Programmes should ensure that planning and budgeting processes fully declare and capture off-budget financing for harmonized implementation. In that regard, when identifying projects to be implemented during the Plan, Programmes should clearly identify the source

of financing. In particular, programmes should identify which projects are to be financed using public financing and which ones to be financed using private financing and/or Public Private Partnerships.

31. Projects that are to be fully implemented by the private sector should identify funding approach as private. Those that are to be implemented in partnership between Government and the Private Sector should be identified as PPPs and those that will be implemented fully by Government should be specified as Public. When making this distinction, reference should also be made to the Public Investment Guidelines issued by the Ministry of Finance Planning and Economic Development.
32. Further, it has been noted, over-time, that several MDAs and Local Governments, use off-budget especially from NGOs and CSOs to fund and implement non-planned activities. This creates distortions and duplications in several cases. In that regard, Local Governments and MDAs should ensure that their plans fully capture, harmonize and integrate plans for NGOs and CSOs within their jurisdictions.
33. Institutions should also consider projects that need to be rolled over from NDPIII. This includes all projects that were in the NDPIII but were not implemented, but are justified to be carried over to the NDPIV, in line with the priorities suggested in the NDPIV Strategic Direction. The other criteria that will be followed for selection and adoption of these includes projects that are:
 - i) Multi-year commitments;
 - ii) have high multiplier effect on several aspects of the economy;
 - iii) are project ideas of the Uganda Vision 2040;
 - iv) require significant amount of investment and financing to be delivered, and
 - v) have progressed in the appraisal process and finished at least two stages of the Development Committee.

1.9. The NDPIV Strategic Approach

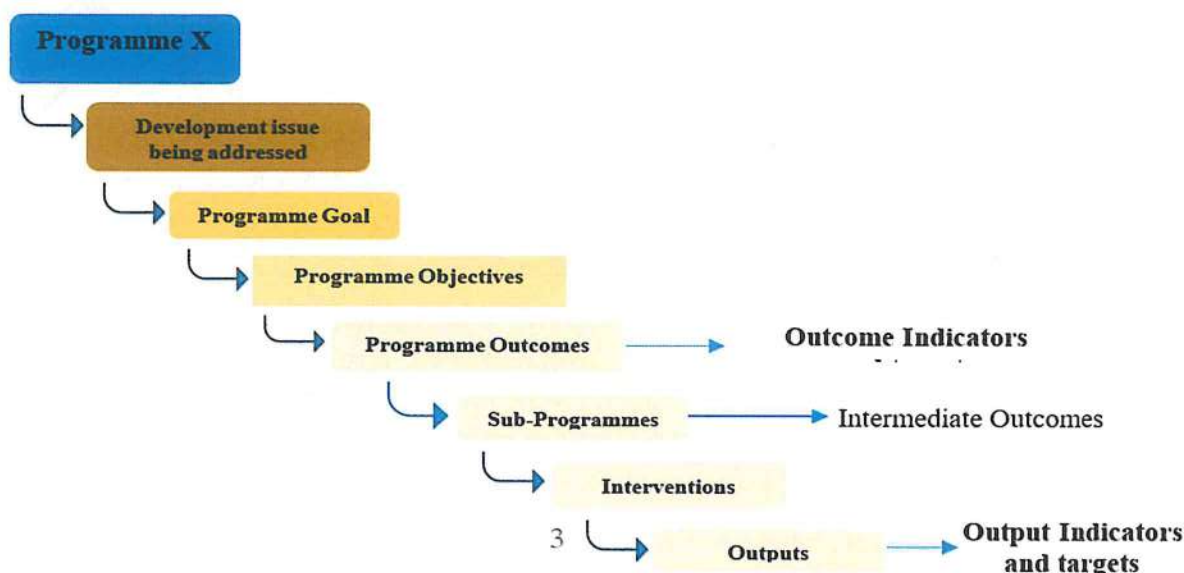
34. The NDPIV development approach is summarized in eight-fold, that is:
 - i) Consolidation of development gains. Consolidation relates to sustaining the ongoing development interventions while also strengthening, improving, fast-tracking and deepening their implementation;
 - ii) Value addition and development of the knowledge economy;
 - iii) High impact of the available scarce resources, with an implication that investments are made with a focus on a few things, but which have a high impact and complete them first.
 - iv) Improved allocative efficiency and innovative financing mechanisms.
 - v) Reduce leakages to improve efficiency and acceleration of public service delivery;
 - vi) Coordinated implementation;

- vii) Improved follow-up, monitoring and evaluation;
- viii) Improved performance management in the public service; and
- ix) Deepened private sector involvement in development, cognizant of the local content considerations.

1.10. NDPIV Programmes

1.10.1. General Guidance on the Development of NDPIV Programme Implementation Action Plans (PIAPs)

35. Programmes shall convene with all, their constituent stakeholders, *including Local Governments*, to discuss their respective Programme Implementation Action Plans, following the programme articulation logic. The programme articulation logic is organized in such a way that it specifies the development issue that a particular programme addresses; highlights that goal to address that challenge; and develops the programme objectives, outcomes, and sub-programmes. Thereafter, it specifies the interventions to be implemented, and the attendant outputs and inputs required to achieve those outputs. The flow of this programme logic is as illustrated here below.



36. As the respective Programmes design their PIAPs and attendant interventions and actions, priority should be given to those interventions in the productive sectors that provide a big thrust for development, as approved by Cabinet. These include interventions related to: increasing production in the selected priority crops and minerals; value addition; knowledge economy; tourism, culture & creative arts; reduction in cost of capital interventions; Parish Development Model & EMYOOGA; investment in the railways; and revenue generating interventions.

37. Based on these, the priority programmes that will get first call on additional or extra resources will be the production-related programmes focusing on Agriculture, Tourism and Minerals; and Value addition related programmes, especially those focusing on private sector development, Manufacturing and STI). **In line with the priority focus, these Programmes shall be required to develop a criteria of arriving at a few priority areas/interventions (like priority crops and priority minerals) but with maximum impact in both production and value -addition, that will have a first call on additional resources.**
38. The parish is the lowest basic planning and administrative unit. Therefore, all Parish Development Model (PDM) pillars must be well catered for in their respective Programmes. Administrative statistical units should ensure that they respond to this change and they provide data at the parish level. Parish statistics should be provided for respective parish's contribution to GDP, in all aspects.
39. Under NDP III, the share of the budget allocated for parish-based public interventions has risen to more than 30% of the appropriated discretionary annual budget (Shs.12 trillion). The related parish-based interventions span across the seven pillars of the PDM. This affirms Government's commitment to its policy of strengthening the parish as the basic unit for planning and budgeting. Accordingly, under NDPIV, Government will strengthen the use of the parish as the basic unit of planning and budgeting by mainstreaming Programme-Based Planning and Budgeting (PPB) at the Parish level. Every Parish Chief is required to use the Parish Based Management Information System (PDMIS) to prepare an Annual Report on the State of the Parish Economy and Asset Register (SPEAR). The respective Chief Administrative Officer (CAO) will be required to validate and publish the SPEAR report in both print and digital format.
40. The SPEAR Report will complement measures to strengthen programme-based budgeting at Programme Working Group (PWG) level and at the level of the PDM Pillar Working Group (PWG). It will also serve as the frontline mechanism for measuring and monitoring economic activity and socioeconomic transformation in a parish, as well as for accounting for the stock and status of public assets in a parish.
41. The respective Programmes and their constituent members should highlight the respective service and service delivery standards for that programme. These standards will be the basis to show the adequacy of service delivery set out by each Programme and the constituent MDAs and LGs. Interventions must then be set -out in the PIAPs to achieve these specified service and service delivery standards.
42. As general guidance, Programmes, MDAs and LGs should develop their respective risk analysis and mitigation Plans that specify the possible risks that may affect the delivery of their development interventions and how they intend to mitigate or solve these risks. The details of this risk analysis are entailed in the respective PIAP, MDA and LG Planning Guidelines.



43. Programmes are expected to submit their draft Programme Implementation Action Plans, aligned to the NDPIV goal, theme, objectives, strategies and interventions by **19th June, 2024** (following the guiding template provided in the Annex). These will be validated and reviewed by **17th July, 2024** and changes incorporated before they are re-submitted by **26th July, 2024**. Programmes will still have a window to continue improving their PIAPs, under the close guidance of NPA and MoFPED, up to the point when the final Plan will be presented for approval. These final PIAPs shall be submitted with the final NDPIV for approval (see detailed roadmap in Annex 1). The detailed Guidelines on the process of preparing PIAPs and MDA Strategic Plans are attached (Annex 9).
44. Programmes that have specific interventions in regions that have fully developed Regional Plans should align their interventions to these respective Regional Plans, so as to ensure coherence, consistency and synergies within the local and regional peculiarities.

1.10.2. Development of M&E Frameworks for NDPIV Programme Plans & PIAPs

45. The respective programmes will design their respective Monitoring and Evaluation (M&E) frameworks which shall specify the logical frame, indicators, targets, and timelines in which they will be achieved. They should go on further to detail the data sources from where data will be obtained and the responsible MDA or Local Government charged with the collection of that data. The detailed articulation for the M&E Framework is as attached in *Annex 6*. NPA will validate the adequacy of these M&E Frameworks for the different Programme Implementation Action Plans.
46. The PIAP targets and indicators should be based on valid statistics and administrative data. All entities and the respective planning units are therefore required to build, capacitate and finance their respective administrative data and statistical systems, so as to collect and supply these statistics and data for planning.

1.10.3. Guidelines and Indicative Planning Figures for NDPIV Programme Costing

47. Indicative Planning Figures (IPFs) have been issued to guide programmes in the preparation of Programme Plans, Programme Implementation Action Plans (PIAPs), Strategic Plans, and Local Government Development Plans. The issued IPFs incorporate the Baseline Expenditure to cater for ongoing government commitments and Additional Resources to finance new priorities. Baseline Expenditure includes: wages, non-wage recurrent fixed costs and commitments on ongoing projects (multi-year commitments) across government.
48. The overall cost of financing the planned programme interventions for the NDPIV over the 5-year period is estimated at around Shs. 413,206 billion. The annual projections grow steadily starting from Shs. 67,797 billion in 2025/26 and increasing to Shs. 99,649 billion by 2029/30, with a Total Wage bill of Shs. 53,089 billion (12.8% of the total resource), Non-Wage Recurrent Commitments Shs. 88,068 (21.3% of the total resource), and Development spending of Shs. 73,307 (17.7% of the total resource) as shown in table 2.

Table 2: Overall Cost of the Plan by Function 2025/26 - 2029/30 (Shs. Billion)

Category	Total	2025/26	2026/27	2027/28	2029/30	2029/30
Wage	53,089	8,353	9,486	10,700	11,754	12,795
Non-Wage Recurrent	101,790	16,437	17,922	20,223	22,400	24,807
Development	105,325	16,038	17,541	20,090	23,627	28,029
Interest, Debt Payments & Domestic Refinancing	146,129	26,446	27,768	29,156	30,614	32,145
Arrears	4,900	200	800	1,100	1,400	1,400
Appropriation in Aid/Local Revenue	1,974	323	356	391	430	473
Total	413,206	67,797	73,873	81,660	90,227	99,649

49. The cost of financing the plan has further been broken down by programme and by function which constitute the NDPIV Indicative Planning Figures (IPFs). As such programmes must ensure that the baseline expenditure (ongoing commitments) get first call on resources before considering allocating resources for new priorities using the provided IPFs as provided in Table 3 below. This is meant to allow for continuity of pre-existing government financial commitments that are likely to spill over to the NDPIV period. The baseline expenditure by programme has been detailed according to function as shown in table 4 below.

50. More importantly, after catering for the baseline expenditure, to realize the desired ten-fold growth as guided by the Plan's priorities, additional or surplus resources must be allocated based on the criteria below:

- a) All interventions implementing 10-fold growth strategy (ATMS).
- b) Prioritise programmes with:
 - i) New NDPIV growth interventions such as those focused on:
 1. Value Addition in ATM (Agriculture, Tourism and Minerals);
 2. Knowledge Economy (Industry 4.1+, Pathogen Economy, E-Mobility and innovation);
 3. Wealth creation funds (PDM and EMYOOGA);
 4. Railway Infrastructure;
 5. Maintenance of existing infrastructure;
 6. Reduce Cost of credit; and
 7. Revenue Generation.
 - ii) Emerging opportunities such as AFCON, GKMA Urban Development, and the Petrochemical industry etc.
 - iii) Maintain administrative expenditure within same levels with small provisions for changes in prices.

- c) Government will implement fiscal consolidation. As such, debt payments will follow the same/stable trend during NDPIV.

51. Therefore, costing for NDPIV programmes will undergo the following steps:

1. **Pay wages.** Programmes are comprised of votes which are expected to pay wages to their staff to execute their mandates. Programme Working Groups (PWGs) should ensure that the wage requirements for MDAs inclusive of Subventions and LGs, under their respective Programmes are met.
2. **Allocate funding to non-wage recurrent fixed costs (MDA administrative related expenditure).** Fixed financial commitments on operational expenses within and across government entities, excluding direct employee wages. Among these include:
 - a) Statutory employee benefits (gratuity, social security contributions, pension, medical insurance etc.);
 - b) Local Government Transfers;
 - c) Transfers to Subventions;
 - d) Utility expenses (Electricity, ICT, Water, Telecommunications);
 - e) Medical, Veterinary, Laboratory and Agricultural Supplies;
 - f) Property management expenses (Rent, Guard and Security Services);
 - g) Contributions to international organizations; and
 - h) Maintenance costs (Buildings, Transport equipment, and other Machinery).
3. **Multi-Year Commitments.** Multi-Year Commitments (MYCS) are ongoing projects that are being implemented across government. After wages and the non-wage fixed recurrent costs, further incorporate all existing government financial commitments on projects, catering for not only counterpart funding but also external financing.
4. **The summation for Items under 1, 2, and 3 provide the minimum operating budget for MDAs.** After ensuring that these are met for each MDA, then any additional resource to an MDA must be guided by the priorities the entities are intending to implement in line with the NDPIV Strategic Direction.
5. **Allocation of additional resources.** Additional resources under the NDPIV should be allocated in line with the priorities provided under Para 42 as encompassed in the NDPIV strategic direction.



Table 3: NDPIV Indicative Planning Figures by Programme 2025/26 - 2029/30 (Shs. Billion)

Programme	Total	2025/26	2026/27	2027/28	2028/29	2029/30
Agro-Industrialisation	15,972	2,448	2,688	3,079	3,567	4,190
Mineral Development	3,560	156	344	716	1,008	1,336
Sustainable Development of Petroleum Resou	9,008	1,281	1,447	1,737	2,070	2,472
Manufacturing	2,247	258	332	449	551	657
Tourism Development	4,643	464	620	893	1,176	1,489
Climate Change, Natural Resource, Environme	3,372	480	523	642	784	944
Private Sector Development	13,013	2,039	2,392	2,642	2,815	3,126
Sustainable Energy Development	9,349	1,368	1,506	1,752	2,140	2,583
Integrated Transport Infrastructure and Servi	40,112	6,279	6,763	7,548	8,965	10,557
Sustainable Urbanisation and Housing	1,806	200	235	353	456	563
Digital Transformation	2,302	245	310	436	574	737
Human Capital Development	64,234	10,480	11,372	12,615	14,025	15,741
Innovation, Technology Development and Tra	4,279	408	511	803	1,090	1,467
Public Sector Transformation	2,120	294	345	431	467	583
Community Mobilisation and Mindset Change	233	30	32	37	69	65
Governance and Security	54,734	9,509	10,235	11,110	11,698	12,183
Regional Balanced Development	8,366	1,169	1,365	1,610	1,949	2,273
Development Plan Implementation	11,573	2,066	2,177	2,298	2,435	2,597
Administration of Justice	2,998	534	564	599	629	672
Legislation, Oversight & Representation	6,283	1,122	1,187	1,266	1,314	1,394
Sub-Total	260,203	40,828	44,950	51,013	57,782	65,631
Interest, Debt Payments & Domestic Refinanc	146,129	26,446	27,768	29,156	30,614	32,145
Domestic Arrears	4,900	200	800	1,100	1,400	1,400
Appropriation in Aid/Local Revenue	1,974	323	356	391	430	473
Grand Total	413,206	67,797	73,873	81,660	90,227	99,649

Table 4: NDPIV Baseline Expenditure by Function 2025/26 - 2029/30 (Shs. Billion)

Programme	2025/26				2026/27				2027/28				2028/29				2029/30			
	Wage	NWR	Devt	Total	Wage	NWR	Devt	Total	Wage	NWR	Devt	Total	Wage	NWR	Devt	Total	Wage	NWR	Devt	Total
Agro-industrialisation	259	833	1,227	2,370	285	875	1,219	2,379	314	919	1,147	2,380	345	965	1,189	2,499	380	1,013	1,266	2,659
Mineral Development	6	22	14	43	7	23	14	44	7	24	14	45	8	26	14	48	9	27	15	51
Sustainable Development of Petroleum	36	419	722	1,177	39	440	717	1,197	43	462	700	1,205	47	486	700	1,233	52	510	745	1,308
Manufacturing	2	202	11	215	3	212	11	225	3	222	10	235	3	233	10	247	3	245	11	260
Tourism Development	9	319	41	369	10	335	41	386	11	352	39	401	12	369	40	421	13	388	43	443
Climate Change, Natural Resource, E	54	114	253	421	59	120	251	430	65	126	256	448	72	133	245	449	79	139	261	479
Private Sector Development	59	1,608	282	1,949	65	1,689	280	2,033	71	1,773	263	2,108	78	1,862	273	2,213	86	1,955	291	2,332
Sustainable Energy Development	11	74	1,204	1,290	12	78	1,196	1,286	13	82	1,126	1,221	15	86	1,167	1,268	16	90	1,243	1,349
Integrated Transport Infrastructure &	100	986	4,962	6,048	110	1,036	4,928	6,073	121	1,087	4,638	5,847	133	1,142	4,807	6,082	147	1,199	5,121	6,466
Sustainable Urbanisation and Housin	11	44	38	93	12	46	38	96	13	49	36	97	14	51	37	102	16	54	39	109
Digital Transformation	19	110	76	206	21	116	76	212	23	122	71	216	25	128	74	227	27	134	79	240
Human Capital Development	4,077	3,036	3,153	10,266	4,484	3,188	3,131	10,803	4,933	3,348	2,947	11,227	5,426	3,515	3,054	11,995	5,969	3,691	3,754	12,913
Innovation, Technology Development	17	248	24	290	19	261	24	304	21	274	23	317	23	312	23	334	25	302	25	352
Public Sector Transformation	111	149	14	274	122	156	14	292	134	164	13	312	148	172	14	334	163	181	14	358
Community Mobilisation and Mindse	5	21	3	28	5	22	3	30	6	23	3	31	10	24	3	37	11	25	3	39
Governance and Security	2,495	4,653	2,201	9,349	3,043	4,886	2,186	10,115	3,613	5,130	2,058	10,800	3,954	5,386	2,133	11,473	4,215	5,656	2,272	12,143
Regional Balanced Development	484	380	269	1,133	533	399	267	1,199	586	419	251	1,256	644	440	261	1,345	709	462	278	1,448
Development Plan Implementation	341	1,464	250	2,055	375	1,537	248	2,161	413	1,614	233	2,260	454	1,695	242	2,391	499	1,780	258	2,537
Administration of Justice	128	337	65	530	141	354	64	559	155	371	60	587	171	390	63	623	188	410	67	664
Legislation, Oversight & Representat	129	917	64	1,110	142	963	64	1,168	156	1,011	60	1,227	171	1,061	62	1,295	189	1,114	66	1,369
Sub-Total	8,353	15,938	14,873	39,164	9,486	16,735	14,770	40,992	10,700	17,572	13,903	42,175	11,754	18,450	14,410	44,615	12,795	19,373	15,350	47,518
Interest, Debt Payments & Domestic Refinancing				26,446				27,768				29,156				30,614				32,145
Domestic Arrears				200				800				1,000				1,400				1,400
Appropriation in Aid/Local Revenue				323				356				391				430				473
Grand Total	8,353	15,938	14,873	66,133	9,486	16,735	14,770	69,915	10,700	17,572	13,903	72,823	11,754	18,450	14,410	77,059	12,795	19,373	15,350	81,536
Projected Resource Envelope				67,797				73,873				81,660				90,227				99,649
Discretionary Resources				1,664				3,958				8,838				13,167				18,113

Table 5: NDPIV Medium-Term Expenditure Framework by Function 2025/26 - 2029/30 (Shs. Billion)

Programme	2025/26				2026/27				2027/28				2028/29				2029/30			
	Wage	NWR	Devt	Total	Wage	NWR	Devt	Total	Wage	NWR	Devt	Total	Wage	NWR	Devt	Total	Wage	NWR	Devt	Total
Agro-industrialisation	259	872	1,317	2,448	285	968	1,435	2,688	314	1,128	1,636	3,079	345	1,285	1,937	3,567	380	1,472	2,338	4,190
Mineral Development	6	56	94	156	7	113	224	344	7	225	483	716	8	314	687	1,008	9	412	915	1,336
Sustainable Development of Petroleum	36	450	795	1,281	39	516	893	1,447	43	629	1,065	1,737	47	737	1,286	2,070	52	859	1,561	2,472
Manufacturing	2	215	41	258	3	244	86	332	3	286	160	449	3	324	223	551	3	364	289	657
Tourism Development	9	347	108	464	10	405	205	620	11	499	383	893	12	596	568	1,176	13	701	775	1,489
Climate Change, Natural Resource, E	54	132	294	480	59	148	316	523	65	190	386	642	72	233	479	784	79	279	586	944
Private Sector Development	59	1,635	345	2,039	65	1,796	531	2,392	71	1,933	637	2,642	78	2,042	695	2,815	86	2,193	847	3,126
Sustainable Energy Development	11	98	1,259	1,368	12	144	1,350	1,506	13	241	1,497	1,752	15	348	1,778	2,140	16	460	2,107	2,583
Integrated Transport Infrastructure &	100	1,056	5,124	6,279	110	1,242	5,410	6,763	121	1,598	5,829	7,548	133	2,006	6,825	8,965	147	2,426	7,984	10,557
Sustainable Urbanisation and Housin	11	76	113	200	12	88	135	235	13	125	215	353	14	157	284	456	16	190	358	563
Digital Transformation	19	122	104	245	21	145	144	310	23	188	225	436	25	232	317	574	27	283	426	737
Human Capital Development	4,077	3,101	3,303	10,480	4,484	3,359	3,529	11,372	4,933	3,764	3,918	12,615	5,426	4,124	4,475	14,025	5,969	4,539	5,234	15,741
Innovation, Technology Development	17	284	107	408	19	323	170	511	21	420	363	803	23	514	553	1,090	25	637	806	1,467
Public Sector Transformation	111	155	28	294	122	172	51	345	134	200	96	431	148	212	107	467	163	248	172	583
Community Mobilisation and Mindse	5	21	4	30	5	22	5	32	6	24	7	37	10	34	26	69	11	33	21	65
Governance and Security	2,495	4,701	2,313	9,509	3,043	4,922	2,270	10,235	3,613	5,223	2,275	11,110	3,954	5,454	2,290	11,698	4,215	5,668	2,300	12,183
Regional Balanced Development	484	391	294	1,169	533	449	383	1,365	586	419	252	1,257	644	471	261	1,345	709	462	278	1,448
Development Plan Implementation	341	1,467	257	2,065	375	1,542	259	2,177	413	1,626	260	2,298	454	1,708	273	2,435	499	1,798	300	2,597
Administration of Justice	128	338	67	534	141	355	68	564	155	375	68	599	171	392	66	629	188	412	72	672
Legislation, Oversight & Representat	129	920	73	1,122	142	968	77	1,187	156	1,023	88	1,266	171	1,067	75	1,314	189	1,122	84	1,394
Sub-Total	8,353	16,437	16,038	40,828	9,486	17,922	17,541	44,950	10,700	20,223	20,090	52,013	11,754	22,400	23,627	57,782	12,795	24,807	28,029	65,631
Interest, Debt Payments & Domestic				26,446				27,768				29,156				30,614				32,145
Domestic Arrears				200				800				1,000				1,400				1,400
Appropriation in Aid/Local Revenue				323				356				391				430				473
Grand Total	8,353	16,437	16,038	67,797	9,486	17,922	17,541	73,873	10,700	20,223	20,090	81,660	11,754	22,400	23,627	90,227	12,795	24,807	28,029	99,649

1.10.4. Development of HRDPs for Programmes, MDAs and Local Governments

52. The Programme Working Groups are expected to prioritize interventions for Human Resource Development in the respective Programme Implementation Action Plans. They shall also develop their requisite human resource needs to for the implementation of their Plans. The adequacy of these will be validated by NPA. The detailed Guidelines on development of the HRDPs are attached in Annex 7.
53. Relatedly, Programmes must also undertake pro-employment planning and budgeting by mainstream employment in all their interventions. **Programmes should articulate the number of jobs that the different development interventions will lead to.**

1.11. Decentralized Development Plans

1.11.1. Development of Programme Plans and MDA Strategic Plans

54. As already guided earlier, Programmes are expected to submit their first draft Programme Implementation Action Plans, aligned to the NDPIV goal, theme, objectives, strategies and interventions by 19th June, 2024 (*following the guiding template provided in Annex 5*). These PIAPs should highlight their respective outcomes, objectives, strategies, activities, costs, targets and responsible implementing agencies.
55. Thereafter, these PIAPs shall be reviewed and validated Programmes by *17th July, 2024* before they are re-submitted by *26th July, 2024*; in line with the statutory deadlines. These final PIAPs shall be refined and submitted with the final NDPIV for approval by September, 2024. The detailed Guidelines on the process of preparing PIAPs and MDA Strategic Plans are attached (Annex 9).
56. The development process of the PIAPs should consider integration of the seven PDM Pillars namely: (i) production, processing, and marketing, (ii) infrastructure and economic services, (iii) financial inclusion, (iv) social services, (v) mindset change community mobilization and cross cutting issues; (vi) parish-based management information system, (vii) governance, and administration. The articulation of these is as attached in Annex 9.
57. MDAs are expected to submit 5-year strategic plans that are aligned to the NDPIV goal, theme, objectives, strategies and interventions. Draft plans are to be submitted to NPA by *31st January, 2025* for review and certification. The final MDA plans should be submitted to NPA by *31st March, 2025*. The MDA plans should specify the objectives, strategy and interventions for achieving the desired MDA results. The MDAs will also identify the corresponding NDPIV programmes and sub-programmes aligned to their strategic plans. NPA will work closely with the MDAs and LGs in preparation of the plans. The MDA Strategic Plan will include a chapter on Human Resource Development Planning, in line with the MDA Planning Guidelines. MDAs will assess respective human resource needs and therein highlight medium term interventions towards realizing the required human resources. The detailed Guidelines on the process of preparing PIAPs and MDA Strategic Plans are attached (Annex 9).
58. The process for the formulation of the decentralized plan is outlined in the NPA (development plans) regulations (2018) [<https://www.npa.go.ug/planning-regulations/>].

1.11.2. Development of Local Government Development Plans (LGDPs)

59. The Local Government (LG) Development Plans will provide analytical information and strategies on key areas of development. These will be developed by both Higher and Lower Local Governments (HLGs and LLGs). HLGs and LLGs comprise 135 districts, 10 Cities, 31 Municipal Councils and Kampala City Council Authority (KCCA). This clustering will help to capture unique development issues from the different categories of the LGs. For example, LGs may be categorized as urban and rural, new and old, hard to reach, among others.
60. Local Governments will submit to NPA plans that are aligned to the NDPIV goal, theme, objectives, strategies and interventions. LG plans should also be aligned to the corresponding NDPIV Programmes and MDA plans. Draft plans are to be submitted to NPA by 10th January, 2025 for review and certification. The final LGs plans should be submitted to NPA by 31st March, 2025. The LG plans should specify the objectives, strategy and interventions for achieving the desired LG results. The LGs will also identify the corresponding NDPIV programmes and sub-programmes aligned to their strategic plans. NPA will work closely with the LGs in preparation of the plans. LGs will assess respective human resource needs and therein highlight medium term interventions towards realizing the required human resources within their LGD Plans. The detailed Guidelines on the process of preparing Local Government Development Plans (LGDP) are attached (Annex 10).
61. The LGs will develop their Local Government Development Plans (LGDPs) which will include a Chapter on Human Resource Development Planning in line with the Local Government Development Planning Guidelines. The purpose of the chapter on Local Government Human Resource Development Planning is to maximize the quantity and quality of employment opportunities for Ugandans by identifying existing, potential and inter-sectorial human resource needs.
62. The development process of LG Development Plans should consider integration of the seven PDM Pillars namely: (i) production, processing, and marketing, (ii) infrastructure and economic services, (iii) financial inclusion, (iv) social services, (v) mindset change community mobilization and cross cutting issues; (vi) parish-based management information system, (vii) governance, and administration (Annex 9).
63. Development Partners, NGOs and CSOs must align their off-budget support to the respective Local Governments and Cities that they support to the Plan.

1.11.3. Urban Growth and Productivity

64. Urban Uganda hosts 30 percent of the country's population and accounts for more than 80 percent of formal jobs; 90 of manufacturing firms and around 75 percent of GDP. Accordingly, planning and budgeting for urban areas requires a greater level of detail and collaboration with the private sector. To this end, planners of urban authorities are required to undertake the following during the NDPIV:
 - a. Profile the baseline status of government's strategic value chains in the urban area (ATMS) and provide growth projection of the same including their depth, diversity



and the level of supportive public investment by parish/ward; infrastructure development and maintenance regime; and tourism offering and regulated hospitality capacity of the urban authority (number and standard of hotel rooms).

- b. Electronically compile and annually publish a Local Enterprise Register for regulated enterprises (large, medium, small and micro) by industry category using the International Standard Industrial Classification available from UBOS.
- c. Ascertain and annually report on the stock, condition and annual growth rate of regulated residential and commercial properties (units); transport service providers and business professionals.

1.11.4. Guidelines on Identification of Projects

- 65. NPA will develop the NDPIV Projects Investment Plan (PIP), attendant to the NDPIV. The NDPIV PIP will be informed by the Programme Plans (PIAPs) as it is a requirement for every Programme to include projects that have passed at least the pre-feasibility stage in their Programme Plans (PIAPs). This will encourage fast tracking the production of bankable projects rather than having mere project ideas. NPA through the Project Development and Investment Planning Department will provide guidance to programmes to facilitate project preparation and inclusion.
- 66. Projects under the NDPIV Projects Investment Plan (PIP) will support the implementation of the NDPIV Programmes. Programmes and respective MDAs should fast-track undertaking feasibility studies for priority projects to be implemented during the NDPIV period. NDPIV project areas will be prioritized from the high-level high-impact flagship investment areas. These include investments in: Value Addition; Greater Kampala Metropolitan Area (GKMA), the Petrochemicals Value Chain; Railways, Knowledge economy, Digitization and African Cup of Nations (AFCON). Exceptions will only be created for strategic projects. Ongoing projects with existing financial commitments that are likely to spillover from the NDPIII will get first call on resources under the NDPIV to ensure seamless continuity.
- 67. Project designers should develop integrated projects, along the entire value-chain and along the entire life-span. For example, Infrastructure development projects should have maintenance components embedded within them, while Energy generation projects should also have components of Distribution and Transmission.

1.12. Alignment of NDPIV Programmes, MDA Strategic Plans and Local Government Development Plans to The National Physical Development Plan (NPDP) 2021-2040

- 68. Section 3 of the Physical Planning Act 2010 as amended declared the entire country a planning area. In fulfilment of Sections 18 (1) (a) and 19 (1), of the Physical Planning Act 2010 as amended, the Ministry of Lands, Housing and Urban Development (MLHUD) led the process of development of the first National Physical Development Plan (NPDP) for Uganda. Further, Section 18 (2) of the Physical Planning Act 2010 provides that the NPDP shall be developed as a national spatial framework to which all other physical development plans shall conform. Consequently, Cabinet under Minute 407 (CT 2022) on 6th November 2023 approved the

NPDP and was gazetted on 13th November 2023. The NPDP provides a framework for integration of physical and spatial planning with social and economic aspects of development.

69. In pursuit of integrated development planning and effective development plans implementation, under the NDPIV and other subsequent National Development Plans (NDPs), all Programmes, Government Ministries, Departments, Agencies (MDAs) Strategic Plans, Regional Plans and Local Governments Development Plans and other lower-level spatial plans and activities with spatial dimension shall conform to the NPDP and/or to the other lower-level physical development plans (PDPs) depending on the hierarchy of planning and the development interventions (projects) in question. This will also be one of the key criteria for project selection and implementation, however, where possible, when the project (s) is (are) very critical, amendments in the NPDP requirements shall sought to be made. The Ministry of Lands, Housing and Urban Development (MLHUD) and the National Planning Authority (NPA) shall provide detailed guidelines and technical support to Programme Working Groups (PWGs), MDAs and Local Governments on aligning the NDPIV Programmes, MDA Strategic Plans and Local Government Development Plans to the NPDP and/or other lower-level physical development plans (PDPs).

1.13. Cross-Cutting Issues

70. The Government of Uganda is committed to addressing cross-cutting issues. These include: nutrition; human rights; environment and climate change; HIV/AIDs; gender and equity; disability and anti-corruption. The existing cross-cutting issues guidelines will be implemented alongside the MDA and LG planning guidelines.
71. Additionally, Uganda Vision 2040 requires Government to ensure that the Human Rights Based Approach (HRBA) to development is integrated in policies, legislation, plans and programmes. Accordingly, the HRB Approach to Planning will be integrated in NDPIV, the Programme Implementation Action Plans, MDA Strategic Plans and Local Government Development Plans.
72. The Human Rights Based Approach (HRBA) is an approach that is utilized to integrate all cross-cutting issues that are based on human rights standards such as gender, climate change, social protection, children through promoting and protecting human rights. Five principles commonly referred to as PANEL guide the application of the HRBA in planning. PANEL stands for Participation, Accountability, Non-Discrimination, Empowerment and Legal Standards. All Planners in MDAs and Local Governments should integrate PANEL in their Plans and PIAPs as illustrated in the Annex 11.

1.14. Next Steps and Roadmap

73. The legal provision defines that the National Development Plan, approved by Parliament, should be in place by September of this year, so as to guide the Budget of the subsequent year (FY 2025/26), up to FY 2029/30. Based on this background and legal requirement, all Planning entities must follow the stipulated dates so as to have the Development Plan by then. A summary of key documents and respective dates of delivery are as attached in table 6 below:

Table 6: Roadmap for Production of NDPIV

Deliverable	Deadline Date of Delivery
1. Planning Call Circular	24/5/2024
2. Planning Conference	29/5/2024
3. Regional Planning Conferences	5/6/2024
4. Draft Programme Implementation Action Plans	19/6/2024
5. Validation of PIAPs	17/7/2024
6. Final Programme Implementation Action Plans	26/7/2024
7. First Draft NDPIV	31/7/2024
8. Nation-wide Consultations and Validation on the First Draft NDPIV	5/8/2024 – 16/8/2024
9. Second Draft NDPIV	23/8/2024
10. Third Draft NDPIV	31/8/2024
11. NDPIV Approval by Cabinet	31/8/2024
12. NDPIV Approval by Parliament	1/9/2024
13. Final NDPIV	14/11/2024
14. Submission of First Drafts of MDA Plans and LGDPs	31/1/2025
15. Submission of final Drafts of MDA Plans and LGDPs	31/3/2025
16. Final and Approved NDPIV, MDA Plans and LGDPs	30/4/2025
17. Launch and Dissemination of the NDPIV	31/5/2025



GLOSSARY

Comprehensive National Development Planning Framework (CNDPF): The Comprehensive National Development Planning Framework (CNDPF) is a process that translates a country or community's goals and needs into reality. It is a participatory, interdisciplinary process that considers the development needs of its regions, sectors, institutions, and populations. The CNDPF is articulated through the 30-year Uganda Vision 2040, three 10-year National Development Plans and six 5-year National Development Plans. The Government of Uganda adopted the CNDPF in 2007.

Cross-Cutting Issues: Cross-cutting issues are those that affect multiple dimensions of a program, such as gender, environment, human rights, or governance. They must be considered within other categories to be appropriately addressed.

Human Rights Based Approach: A Human Rights-Based Approach (HRBA) is a framework that promotes and protects human rights.

Local Government Development Plan (LGDP): The LGDP translates the NDPIV goal, objectives and interventions to Local Government level goals, objectives and outputs, through their MDA Strategic Plan. It will be linked to the PIAP and is the basis for preparing an annual budget.

MDA Strategic Plan: The MDA Plan translates the NDPIV goal, objectives and interventions to MDA level goals, objectives and outputs, through their MDA Strategic Plan. It will be linked to the PIAP and is the basis for preparing an annual budget.

Programme Based Approach: The programme approach enables formulation of national priority development objectives and to realize these objectives through corresponding national programmes formulated and implemented in a coherent, coordinated and participatory manner to ensure sustainability.

Programmes: A programme refers to a group of related interventions that are intended to achieve common outcomes within a specified timeframe.

Programme Implementation Action Plan (PIAP): A PIAP provides details of the activities and resources required to deliver the programme targets.



Programme Working Groups (PWG): PWGs are technical working fora, within the overall NDP programme approach, in which Government (all MDAs under the Programme) and other stakeholders are supposed to discuss and agree on:

- i) Inter and intra agency planning;
- ii) Priority interventions and Resource allocation;
- iii) Delivery of services; and,
- iv) Joint monitoring & evaluation of multi-agency activities.

Projects: A project is a series of tasks that need to be completed in order to reach a specific outcome. These represent a set of activities that primarily involve capital purchases and can be financed by the Government of Uganda and/or Development Partners.

Sub-programmes: These refer to a group of related interventions/ outputs contributing to Programme Outcomes at MDA level.

Ten-fold growth strategy: This is a strategy which aims at accelerating the Ugandan economy 10 times from the current state of 50 billion to 500 billion by 2040.

Vision 2040: The National Vision is “A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years”.



ANNEXES

Annex 1: Roadmap for Production of NDPIV

Annex 2: Strategic Direction

Annex 3: Key Expected NDPIV Results at Objective Level

Annex 4: NDPIV Programmes

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Annex 6: Guiding templates to the development of M&E Frameworks

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Annex 10: MDA Strategic Plans Guidelines

Annex 11: Local Government Development Plan Guidelines

Annex 12: Human Rights Based Approach Principles

A handwritten signature in blue ink, appearing to be 'Jody', is centered on the page.

Annex 1: Roadmap for Production of NDPIV

Deliverable	Deadline Date of Delivery
18. Planning Call Circular	24/5/2024
19. Planning Conference	29/5/2024
20. Regional Planning Conferences	5/6/2024
21. Draft Programme Implementation Action Plans	19/6/2024
22. Validation of PIAPs	17/7/2024
23. Final Programme Implementation Action Plans	26/7/2024
24. First Draft NDPIV	31/7/2024
25. Nation-wide Consultations and Validation on the First Draft NDPIV	5/8/2024 – 16/8/2024
26. Second Draft NDPIV	23/8/2024
27. Third Draft NDPIV	31/8/2024
28. NDPIV Approval by Cabinet	31/8/2024
29. NDPIV Approval by Parliament	1/9/2024
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34. Launch and Dissemination of the NDPIV	31/5/2025

THE NDPIV STRATEGIC DIRECTION

(2025/26–2029/30)

By
National Planning Authority
April, 2024

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1.0.INTRODUCTION

1. **This is the fourth of six National Development Plans (NDPs) to implement the Uganda Vision 2040 that cabinet approved in 2007 for transforming the Ugandan society from a peasant to a modern and prosperous country.** It was envisioned that by 2040, the economy would expand to a GDP of USD 581 billion, with a per capita of USD 9,500; and 90% of Ugandans fully integrated in the money economy. This implies a more than 10-fold increase in the current GDP of USD 50 billion in the remaining 15 years. However, as per the current performance of the first three plans, the country is lagging behind the desired socio-economic transformation targets (*Refer to Annex 2.1, 2.2 & 2.3*). Therefore, to accelerate the socio-economic transformation agenda, it requires something to fundamentally change in the remaining vision period. This necessitates among others; innovative and transformative policy actions, better prioritization, and closure of implementation gaps to yield double-digit growth and achieve the desired socio-economic transformation targets before 2040.
2. **This is also the last Plan to deliver the Global Agenda 2030 of the Sustainable Development Goals (SDGs).** While moderate performance has been made on some SDG indicators like: Good Health and Wellbeing (SDG 3); Industry, Innovation, and Infrastructure (SDG 9); Inclusive and Equitable Quality Education and Promotion of life-long learning opportunities for all (SDG 4); Access to basic Education (and life on land (SDG 15), Uganda is still lagging behind on majority of the indicators. Specifically, more needs to be done in areas of zero hunger (SDG 2), climate action (SDG 13), access to clean water and sanitation (SDG 6), eradicating poverty (SDG 1), fostering sustainable cities and communities (SDG 11), and decent work and economic growth (SDG 8). This further necessitates the need for faster growth.
3. **Accordingly, the NDPIV is developed to respond to unique circumstances, exploit available opportunities to fast track the realization of the desired socio-economic transformation aspirations towards the achievement of the qualitative leap.** Towards this, the proposed NDPIV strategic direction is informed by; H.E. the President's strategic guidance, Uganda's socio-economic and political history, Uganda Vision 2040, lessons

learnt from the previous NDP implementation, research and evidence, stakeholder engagements, Agenda 2030, Africa Agenda 2063, EAC Vision 2050, 10-fold growth strategy, and other regional and international commitments. Therefore, this strategic direction encapsulates: the consolidation of development gains; accelerated and collaborative implementation to close the implementation gaps from the previous plans; stronger follow up, management, and accountability for results; and leverages all existing opportunities, particularly defines transformative approaches to drive faster growth for socio-economic transformation.

2.0. LESSONS LEARNT FROM PREVIOUS DEVELOPMENT PLANNING PHASES IN UGANDA

4. **Uganda has adopted different approaches to development planning and economic development.** Development planning in Uganda pre-dates the pre-independence era and could be grouped in six major phases: The Pre-Independence Phase (1936-1960); The Immediate Post-Independence Phase (1961 -1976); Distortions Period and Slow Road to Economic Reform Phase (1977-86); The Fundamental Economic Reforms Phase/Recovery Phase (1986-1996); The Poverty Eradication Action Plan (PEAP) Phase (1997-2009), and; The Growth and Socio-Economic Transformation Phase (2010 - to date).

2.1.The pre-independence and immediate post-independence planning phases (1936 and 1986)

5. **During the pre-independence and immediate post-independence phases, Uganda developed six (6) development plans which largely focused on increasing distribution of resources and participation of Ugandans in the economy.** Among the issues that these plans focused on addressing included; low agricultural productivity; unskilled and semi-skilled labor; low wages; and regional inequalities. The Plans focused mainly on: primary production rather than tertiary industries; establishment of processing plants and development of cooperatives for agricultural marketing; accelerating economic growth; State Building; raising efficiency in the productive sectors; diversification the economy; a fair distribution of national resources; and creation of incentives for both domestic and foreign investors.

6. **However, the key development issues during these phases remained unaddressed due to distraction of wars, low human capital development causing shortage of skilled workers, and several economic distortions.** Therefore, going forward; peace, security, and macroeconomic stability became priorities for the next planning phases.

2.2.Economic Reform Phase (1986 – To date)

7. **The Economic Reform phase is divided into three major phases:** (i) fundamental Economic Reforms Phase (1986-1996); (ii) the Poverty Eradication Action Plan (PEAP) and Decentralization Phase (1997-2009), and; (iii) the Growth and Socio- Economic Transformation Phase (2010 – to date). The main focus of these sub phases was; addressing the fundamental bottlenecks of the economy and attaining sustainable peace, macroeconomic stability and socio-economic transformation.
8. **Overall, the country had high growth rates, notwithstanding the several constraints and challenges it faced, especially at the start of this phase.** Uganda registered impressive macro-economic performance, highlighted by high levels of growth due to strong gains in peace, security, macro-economic stability, and favourable private sector policies. Nonetheless, marginal development gains from peace, security and macro-economic stability were exhausted by 2010 and new sources of growth were required for the country to achieve both the Vision 2040 and SDG goals and targets. In particular, new bases of growth like improvement in productivity and competitiveness; consolidation of development gains; strengthened collaboration and coordination, strengthened follow-up; and improvement in Government efficiency and Value for money needed to be undertaken. Going forward, these should become priorities in the next planning periods.

2.2.1. The Fundamental Economic Reforms Phase (1986-1996)

9. **During the 1986-1996 period, focus was on economic recovery and growth as well as increasing effectiveness and efficiency in public expenditure and service delivery.** Targeted reforms and programmes were implemented to revive the collapsed economy through: the reconstruction and rehabilitation program; the liberalization of the foreign exchange market; the currency reform; the liberalization of commodity marketing;

privatization of state-owned enterprises; restructuring of Government; and introduction and operationalization of the Decentralization Policy in 1993. As a result, Gross Domestic Product (GDP) increased from UGX 43 billion to UGX 6.1 trillion and the per-capita income from USD 258 in 1986 to USD 282 in 1996.

2.2.2. *The Poverty Eradication Action Plan (PEAP)¹ Phase (1997-2009)*

10. **The Government focused on poverty eradication and expanded provision of public services to improve people's living standards, nonetheless, the economy remained less competitive.** The performance of the economy improved: (i) there was remarkable turnaround in economic performance and the economy grew at an average rate of 7.7 percent over the 1997-2007 period but declined by 1.4% between FY 2008/09 and 2009/10, (ii) during the period FY2001/02 to FY 2009/10, the private sector was strong, (iii) revenue from non-coffee exports increased by more than sixfold between 1997/98 and 2008/09, rising from \$189.6 million to \$1,199.6million, (iv) the share of industrial products in total exports increased from 43.8% in 2007/08 to 54.9% in 2008/09 and (iv) the proportion of the population living below the absolute poverty line declined from 56.4% in 1992/93 to 31.1% in 2005/06 and to 24.5% in 2009/10. Nonetheless, the economy was still less competitive due to key binding constraints including low human capital development and under developed infrastructure in form of energy, transport, STI and ICT. As a result, some of the development challenges in the previous plans remained, for example; low agricultural productivity, low value addition in all opportunities, unemployment persisted, and low export performance among others. Therefore, the next planning phase prioritized increasing competitiveness of the economy by addressing the binding constraints.

2.2.3. *The Growth and Socio-Economic Transformation Phase (2010 - to date)*

11. **This phase prioritized increasing competitiveness of the economy by strengthening fundamentals and harnessing opportunities to transform the economy from a peasant to a modern and prosperous country.** The Comprehensive National Development Planning Framework (CNDPF) approved by cabinet in 2007 provided the new framework for medium

¹ The PEAP played a major role to fight poverty and provided a starting phase for putting in place the CNDPF

to long term development planning in Uganda. This entails the implementation of six 5-year national development plans (NDP) to realize long term aspirations. So far, three NDPs have been implemented. The first three plans prioritized investment in infrastructure and human capital to address the binding constraints to lay a foundation for exploitation of growth opportunities.

12. **The NDPI was the first plan in the implementation of the Uganda Vision 2040 and its focus was on Growth, Employment and Socio-economic transformation for Prosperity.**

The plan was designed basing on the Egg concept that aimed at harnessing inter-sectoral linkages, functional relationships and synergies among economic sectors which had received insufficient attention in the past. The concept identified primary growth sectors (sectors and sub-sectors that directly produce goods and services), complimentary sectors (sectors and subsectors that provide institutional and infrastructural support to primary growth and other sectors), Social service sectors (sectors and sub-sectors that provide services required to maintain a healthy and quality population, and human resources for effective engagement in rewarding economic activities), and Enabling sectors (sectors and sub-sectors that provide a conducive environment and framework for efficient performance of all sectors of the economy). While the Egg concept was relevant, it did not achieve its intended objectives because it captured almost everything with minimum prioritization, and investments were spread too thin to create the desired impact particularly in the development opportunities. Further, silos continued to exist within and between sectors which also affected coordinated implementation of the plan.

13. **The NDPII was the second plan in the implementation of the Uganda Vision 2040 and its focus was mainly to propel Uganda into a middle-income status economy by 2020.**

The plan coincided with the start of the implementation of the SDGs and built on the lessons learnt during the implementation of NDPI. In particular, the plan sought to prioritize better by focusing on only three opportunities of: agriculture; tourism; and minerals, oil and gas, and two fundamentals of; infrastructure and human capital development. During this plan, the foundation for socioeconomic transformation was laid with significant investment in infrastructure and improvement in human capital development. However, due to implementation challenges, only about 50% of the plan was implemented and key results

were not realized particularly in achieving middle income status, attaining inclusive growth, and improving household incomes. Also, several implementation reforms were proposed but not implemented. Some of these include; performance contracts for political leaders, a moratorium on creation of new administrative units, elimination of implementation from Office of the Prime Minister and consolidation of off-budget support under the budget, among others. This substantially affected efficiency in delivery of planned results.

14. **The NDPIII is the third plan in the implementation of the Uganda Vision 2040 and its focus is on sustainable Industrialization for inclusive growth, employment and sustainable wealth creation to increase household incomes and the quality of life of Ugandans.** The plan builds on the foundation laid in NDPI and II particularly in addressing the binding constraints in infrastructure and human capital development to industrialize and increase household incomes. To bring households at the center of the development process, the plan introduced the Parish Development Model (PDM) as a delivery mechanism. Further, the plan introduced programme approach to increase focus on common results, strengthen alignment between planning and budgeting, address the silo approach that existed in the previous plans, and improve efficiency in the delivery of results. Implementation of the plan has been affected by: external shocks; constrained fiscal space; implementation gaps especially for public investments, and; weak follow up, performance management, and accountability for results. Also, like in the previous plans, several implementation reforms that were proposed have not yet been implemented.
15. **Overall, during the Growth and Socio-Economic Transformation Phase (2010 - to date) - (NDPI, NDPII and NDPIII planning periods), growth performance stagnated around 5 to 6 percent below double-digit thresholds required to attain the Uganda Vision 2040 and SDG targets.** This is generally because unlike in the previous planning period, where peace, security, macro-economic stability and favourable private sector policies were enough to generate high growth rates, additional growth from these sources had been exhausted and new sources of growth were required. In particular, additional sources of growth like productivity and competitiveness have not been fully leveraged and hence need to take center stage for future planning periods.

16. The key lessons learnt from the implementation of the previous plans include:

- i) Peace, security, and macroeconomic stability continue to be prerequisites for effective implementation of the plans.
- ii) Macro level interventions need to be accompanied by planned micro level household-based planning and interventions with deliberate mobilization of the households to engage in market-oriented production and achieve a full monetized economy.
- iii) Good Plans in themselves without collaborative implementation, sustained follow up, and accountability for results do not guarantee the realization of the desired change.
- iv) Prioritization and sequencing of development interventions is key for generating impact from the constrained resource envelope.
- v) Political will and commitment are critical for implementation of the key development reforms.
- vi) Building domestic resilience is critical for insulating the economy from shocks. For example, the economy remained resilient throughout the COVID-19 shocks largely due to existence of food security and vulnerabilities were noted in areas where the economy largely depended on imports.
- vii) Availability of financing alone without readiness for implementation is not sufficient in the delivery of development plans.
- viii) The Programme Approach remains the most feasible way to solving implementation silos and attaining collaborative implementation and follow-up of results.
- ix) Notably, the country's development challenges across the different development planning phases have remained the same.

17. These lessons have therefore informed the formulation of the strategic direction for the NDPIV articulated in Section Three.

2.3. Key achievements over the growth and socio-economic transformation period

18. The detailed performance is presented in Annex 3. Specifically, some of the key achievements realized during this phase are highlighted below:

- i) Peace, security and macro-economic stability have been attained. These should be sustained;

- ii) The economy has more than doubled from Shs. 64,760 billion in FY 2010/11 to Shs. 184,895 billion in FY2022/23. GDP per capita has increased from USD 894 in FY2010/11 to USD 1,093 in FY2022/23. This should be grown 10-fold to achieve the Vision aspirations;
- iii) Domestic revenue collections have increased from Shs. 6,402 billion in FY 2010/11 to Shs. 25,209 billion during the FY 2022/23. This is below the 16 -18 percent threshold potential;
- iv) The total paved road network has increased from 3,112.0 km in FY2010/11 to 6,229 km (30% of a total of 21,020 km) in FY 2022/23. This stock of road network needs to be maintained;
- v) Installed electricity generation capacity increased from 595 MW in 2010 to 1,346.6 MW in FY 2021/22. This should be reliably and affordably transmitted to support value addition and industrialization;
- vi) Access to electricity increased from an estimated 13.89 percent (on grid) in 2013/14 to 28 percent (on grid) and 29 percent (off-grid) in FY 2020/21;
- vii) In-patient malaria deaths reduced from 36 per 100,000 in 2010/11 to 4.9 per 100,000 in FY 2021/22;
- viii) The fertility rate reduced from 6.2 children per woman FY 2010/11 to 5.2 children per woman in the FY 2022/23;
- ix) Life expectancy has improved from 50.4 in the FY 2010/11 to 67.7 years in the FY 2022/23 and so have several health indicators;
- x) Poverty has decreased from 24.5 percent in FY 2010/11 to 20.3 percent in FY 2019/20 and the substance economy from 69 percent in FY2010/11 to 39 percent in the FY 2022/23. There is need to get more people into the money economy;
- xi) Maternal mortality ratio per 100,000 live births decreased from 435 in FY 2010/11 to 336 in the FY 2021/22;
- xii) Primary and secondary school enrolments have increased from 9,596,822 in 2010 to 12,758,909 in 2020. There is need to address the high dropout rates and the skills gap;
- xiii) Access to tertiary education increased from 204,984 in 2010 to 359,642 in 2020;
- xiv) There has been a reduction in the substance economy from 42 percent to 39 percent in the FY 2022/23;

- xv) Forest cover increased from 10.7 percent of the total land area in the FY 2010/11 to 13.3 percent of the total land area in the FY 2019/20. There is need to invest in forestry value addition to sustain commercial forestry and conserve the environment;
- xvi) The percentage of the population subscribed to the internet rose from 1.8 percent in 2010 to 53 percent in 2022; and
- xvii) The National Backbone infrastructure has increased from 1,380 kms in 2010/11 to 4,300 kms in 2022/23. There is need to reduce the cost of internet and increase last mile connectivity.

2.4. Outstanding Development Challenges/Bottlenecks

19. The following are the key outstanding challenges to economic growth and transformation in Uganda;

i) Inadequate production, productivity and value addition in key growth areas

20. **There is low production across all sectors of the economy evidenced by low-capacity utilization.** Although 80 percent of Uganda's land is arable, only 35 percent is being cultivated. This is due to; varied and complicated land tenure system, low utilization of mechanization, high dependence on rain fed agriculture, pest and disease infestations, and limited access to affordable financing. Many industries and production units are operating below 50 percent of their installed capacity majorly due to low aggregate demand, high cost of production (driven by high cost of capital, electricity, regulatory compliance, logistics) which reduces their level of competitiveness. Also, lack of appropriate technology affects full exploitation of key opportunities in agriculture, minerals, and other natural resources. The low production in agriculture and industry also negatively affects the level of activity in the services sector.
21. **Factor productivity is low across all sectors.** Total factor productivity indices are less than one, just in like a number of other Sub-Saharan African Countries. Output per worker in agriculture was estimated at USD 945 against the target of USD 2,527. Generally, there is limited application of science, technology, and innovation. Agricultural yield is low due to limited use of fertilizer, low quality seeds and planting materials, lack of irrigation infrastructure, and limited knowledge of modern production practices due to limited

extension services. Industrial productivity is limited due to outdated technologies, inadequate knowledge on application of modern production techniques, absence of shared infrastructure for production (industrial parks, incubation centers etc.), and inadequately skilled and unethical labour force. There is low productivity in the service sector largely due to limited skills, large informality, low entrepreneurial acumen, and low competitiveness especially transport services, and the low application of ICT.

22. **The economy is still largely dominated by low-value primary products as value addition is low.** Uganda still produces and exports low-value primary commodities. In particular, the share of manufactured exports in total exports is only 13.5 percent due to low competitiveness of industrialization, limited access to value adding technologies, and low incentives for value addition. The low value-added exports imply that only a small fraction of the potential income and jobs are consistently hemorrhaged to already developed export destinations.

ii) Limited application of science, technology and innovation (STI) along the different value chains

23. **Investment in and application of Science, Technology, Engineering and Innovation (STEI) is too low to generate the required momentum for value addition, industrialization and transformation.** Uganda's spending on research and development is too low (0.14% of GDP in FY 2021/22) compared to Sub-Saharan average of 0.4%, Kenya at 1.1% of GDP (USD788 million) in the same period. Overall, Uganda is ranked 114 out of 131 states in terms of capacity for and success in innovation by the Global Innovation Index (GII), 2020. This ranking has been on a steady decline since 2016 when it was ranked 99th out of 128 states and 102nd out 131 states in 2019. In East Africa, Uganda has the lowest ranking, with Kenya, Tanzania, and Rwanda leading, respectively. This has been partly attributed to low inputs to research and innovation (ranked 103rd), weak institutions (ranked 89th), weak innovation infrastructure (ranked 102nd), weak human capital and research capacity (ranked 130th), and low business sophistication (ranked 115th). The above poor performance has significantly affected its knowledge and technology outputs (ranked 113th), and creative outputs (ranked 125th). Nonetheless, Uganda ranks better (63rd) in regard to market sophistication. Also, there has been lack of a coherent approach for integrating

science across the different sectors of the economy with science being domiciled in a single entity. Further, there has been low technology transfer.

iii) Limited exploitation of the available markets

24. **There is lack of capacity to sustain available regional and international markets with the required volumes and quality of products on a consistent basis.** Uganda has overtime failed to exploit the largest potential at the continental level (ACFTA) in sugar products, palm oil, meat, pharmaceuticals, milk and fish. Uganda currently only taps into 61 percent of its African market leaving an untapped potential of 39 percent. In addition, Uganda's utilization of some negotiated preferential markets is still limited both in volumes and quality. Uganda's trade under AGOA diminished with exports reducing from USD 3.3 million in 2010 to USD 1.15 million in 2014. Some of the outstanding bottlenecks to exploitation of the available markets include; low production of and value addition to the required products, the failure to meet standards, trade facilitation constraints, non-tariff barriers (NTBs), technical barriers to trade (TBTs) among others.

iv) Low domestic revenue generation

25. **Uganda's current domestic revenue collection is relatively low compared to other EAC countries.** Uganda's tax revenues averaged 13.3 percent of GDP in the past two years of NDPIII Implementation which is below the Government's medium-term target of 16 percent. This is also below the COMESA average of 15.9 percent, and also below other EAC countries, with Kenya at 18 percent, Rwanda at 16 percent, and Tanzania at 14.5 percent. This is largely due to a narrow tax base driven by a large informal sector, weaknesses in tax administration, tax exemptions, and low returns from public investment. This puts pressure on deficit financing which has worsened Uganda's debt position. As a result, Uganda's fiscal space is too low to finance the required development agenda.

v) Weak, uncompetitive and largely informal private sector

26. **Uganda's private sector is largely dominated by informal small and medium enterprises (SMEs), majority of whom collapse within the first year or remain small-scale and informal over their life time.** Uganda has over 1.1 million MSMEs that account for 60% of businesses, 80% of the country's GDP, and 90% of the private sector. These

SMEs are uncompetitive due to: lack of access to and high cost of financing; limited access to appropriate technology; uncompetitive business environment evidenced by high cost of electricity, logistics, and regulatory compliance; low business acumen; limited access to markets; and a weak framework for business incubation. In addition, with government being a key consumer of SME services, the failure to pay domestic arrears on time has contributed to the collapse of some enterprises.

27. **Further, inefficiencies within the judiciary in clearing commercial cases has worsened the business environment.** Currently, over UGX 7 trillion is locked up in commercial cases largely due to a long turnaround time (longer than 2 years) for disposing off commercial cases which has led to accumulation case backlog.

vi) High cost of capital

28. **Interest rates on loans continue to be high and have consequently made doing business in Uganda difficult for the private sector.** Interest rates in Uganda have averaged 22 percent in the last 5 years compared to EAC average of 16 percent. This is largely due to high cost of operations by commercial banks that use outdated technology and approaches, the high risk for many borrowers, the profit motive of the privately-owned financial institutions, government domestic borrowing that crowds out private sector credit, under capitalization of public banks, uncleared commercial cases (as discussed in para 26 above) and the low level of savings. Also, Uganda's financial market is largely dominated by short-term capital that cannot finance long term investments due to under developed development finance institutions.

vii) Weak institutions and high cost of public sector management, coordination and administration

29. **Public Sector Management and administration in Uganda is characterized by weak policy, legal and regulatory frameworks; weak institutional structures and systems; bloated public administration; weak civil society and civic participation; inadequate data and information; and inadequate standards and weak quality infrastructure.** This is exacerbated by a weak decentralisation system, slow implementation characterised by lengthy and cumbersome procurement cycles, poor enforcement of standards and

regulations, and ineffective monitoring and evaluation. Weak institutions have exacerbated corruption which remains one of Uganda's major challenges, increases the cost of doing business and negatively affects service delivery. According to the Transparency International's CPI 2020 Report, Uganda currently ranks 140 out of 180 countries surveyed, with a score of 27 out of 100. A lower score indicates higher perceived levels of corruption.

30. **The government and public service structure is still rigid to implement the programme approach to planning, budgeting, and implementation.** The Programme approach envisages a flexible structure that can easily respond to changes in priorities and strategy. However, the current structure is too rigid and bureaucratic to successfully implement the plans and budgets. This is so because there has never been attempts to adapt the government and public service systems inherited from the colonial government.

viii) Weak marketing and management of Uganda's Image to the World

31. **There are gaps in communicating and signaling about the positive developments and opportunities that Uganda has to offer to the world.** Uncontrolled negative reporting about isolated cases of violence or pockets of disease outbreaks has ramifications to Uganda's image as a favorable tourism and investment destination. Uganda has not leveraged GKMA as the face of the country due to inadequate investments in modern airports, urban roads and ICT. The metropolitan area suffers from high congestion, long travel times, pollution of all kinds, and petty crimes all of which affect the marketability of the country. Irresponsible reporting by the media provides the wrong signals that paint a negative picture about Uganda to the world.

ix) Underdeveloped human capital

32. **Uganda's human capital remains underdeveloped.** The future potential of labour measured by the human capital index is low (0.4). This implies that children born in Uganda today are likely to be 40 percent as productive when they grow up as they should have been if they had enjoyed complete education and full health. Children who start schooling at the age of 4 only complete 6.8 years of school by their 18th birthday compared to the Sub-Saharan average of 8.3 years. Further, Uganda's labour is inadequately skilled and is perceived to have a poor work culture. In addition, the Uganda's secondary school curriculum is perceived

to be too wide while the vocational education curriculum is deemed not dynamic i.e., it does not respond fast enough to the needs of the labor market. The higher education curriculum does not sufficiently incorporate practical work-based training as a form of preparation for the world of work and as a result employer spend significant amounts of work time and resources re-orienting, re-tooling and training new entrants into the job market.

x) Fiscal indiscipline in the form of poor prioritization and sequencing of public investment interventions, supplementary budgets, and accumulation of domestic arrears

33. **Failure to prioritize, sequence and manage public investments.** There has been excessive appetite to frontload spending on several public goods to meet immediate political and service delivery pressures. The result of which has been excessive borrowing that limits fiscal space for future well planned interventions. Also, there is increase in off-budget financing that diverts attention from implementation of priority Government Programmes. Further, public investment management is appalling characterized by poorly prepared projects, cost and time overruns, weak maintenance among others.
34. **There has been slow and/no implementation of core projects across all plans.** As of FY2022/23, out of the 69 core projects, only 7 (10 percent) are on schedule while implementation of 25 (36 percent) is behind schedule (See Annex 1). The poor implementation of core projects is due to; poor project planning and preparation which affects their readiness for implementation, low or no budget releases, budgets cuts, and lengthy and complex procurement processes. At the same time, there are complications in the acquisition of land for the core projects which causes further delays in the losses to the country.
35. **In addition, frequent supplementary budgets continue to undermine planning and budgeting processes.** Supplementary budgets are provided for under the PFM Act with a limit of 3 percent to the total approved budget but the ceiling is always violated. Supplementary requests increased from 177 in the FY 2017/18 to 1,011 in the FY 2019/20 and subsequently to 1,322 during the first half of the FY 2021/22. Total supplementary expenditure by Government increased from UGX 1,682.81bn in the FY 2017/18 to UGX

4,270.48bn in the FY 2021/22. Most (75 percent) of supplementary expenditures were predictable and could have been budgeted for. Supplementary budgets are largely administrative in nature and divert resources from productive sectors which distorts the spirit of targeted planning and budgeting.

36. **Domestic arrears have remained high due to fiscal indiscipline, poor financial management, and weak system controls.** Whereas there has been a reduction in the stock of domestic arrears from UGX 4.65 trillion in FY2020/21 to UGX 2.7 trillion, this is still high as it ties up private sector resources to drive growth. Domestic arrears are a risk to fiscal sustainability since they disguise the actual size of the fiscal deficit, reduce the impact of fiscal policy and pose a reputational risk that could affect the country's credit risk ratings.

xi) Rising public debt

37. **Rising public debt that raises debt servicing requirements hence limiting fiscal space for future development spending.** The debt ratios increased from 41 percent of GDP in FY 2019/20 to 48.4 percent of GDP in FY 2021/22 (MoFPED, 2022); which was above the NDPIII target of 45.7 percent. Of this 29.6 percent was externally sourced while 18.8 percent was domestically sourced. Relatedly, the ratio of debt servicing to revenue increased from 4.4 percent in FY 2014/15 to 27.7 percent in FY 2021/22 (MoFPED. 2023). This limits the available fiscal space to finance development since a lot of revenue is instead spent on debt servicing.

xii) Inadequate infrastructure amid weak maintenance culture

38. **Government has significantly invested in transport infrastructure, however, its largely biased to road transport and its interoperability is inadequate i.e., it does not seamlessly connect to one another in an efficient manner.** Development of transport infrastructure has been done in segments, without an overarching vision to increase interconnectedness between the road, rail, air and water transport systems and hence access to areas with potential for tourism, minerals, oil or agriculture among others. Relatedly, there is poor maintenance of the infrastructure.

39. **Government has designated sites for industrial parks in different parts of the country to promote value addition and exports, however; even though only eight of these are functional, none has been developed yet to the required standards of a functional industrial park to meet the intended purpose.** This is due to: uncoordinated planning prior to implementation and limited implementation capacities. Further, there is inadequate appropriate financing for most parks, access to infrastructure (roads and ICT) and difficulty in attracting quality investors.

xiii) Unsustainable use of natural resources and climate change vulnerability

40. **The unsustainable use of natural resources, including deforestation and land-use changes, has led to a reduction in forest cover, resulting in less absorption of carbon dioxide (CO₂) and increased release of greenhouse gases (GHGs), and incidence of floods and drought.** Forests, acting as carbon sinks, play a vital role in mitigating climate change by sequestering CO₂. Similarly, wetlands, which act as natural carbon sinks, are facing modification and loss of functionality due to human activities. This disrupts their ability to absorb and sequester greenhouse gases, contributing to the accumulation of GHGs in the atmosphere. Preserving and restoring both forests and wetlands are crucial for mitigating climate change and preserving biodiversity and ecosystem services.

xiv) Weak follow-up on development results and limited collaboration among development actors

41. **Overall, there is still weak follow-up on development results and implementation of National Development Plans.** Coordination of the implementation of the NDPs has been a complex challenge. There have been inherent challenges in undertaking timely monitoring and evaluation. Follow-up Reports are usually prepared at the end of the implementation when inefficiencies have already occurred and do not inform corrective action. The Technical Implementation Coordination Committee (TICC) (includes all Permanent Secretaries) under OPM is too large to be effective. Relatedly, the institutional framework reforms expected to improve the political ownership and leadership as well as the technical capacity to ensure seamless implementation of the NDPs were not fully executed. Further, the Office of the Prime Minister (OPM) is so stretched to undertake its monitoring role due to over engagement in implementation. Also, there is weak collaboration among

development actors. This limits the coordination and achievement of anticipated development results. The silo approach towards service delivery has persisted thereby limiting the intended purpose of the programme approach to national development planning.

xv) Regional imbalance

42. **Regional imbalances have remained despite the various affirmative programmes and projects implemented by Government.** The regional disparities are due to high income poverty levels; limited and underdeveloped regional value chains; inadequate economic and social infrastructure and services; and weak public sector management in some local governments.

3.0.THE NDPIV (FY2025/26 – 2029/30) STRATEGIC DIRECTION

43. Based on the above diagnosis; guidance by H.E. the President, including prioritization of commercialization of agriculture, industry, STI, ICT, services and wealth creation; Presidential Directives; the four principles of the NRM Government; the 10-point Program; the 10-fold growth strategy; the achievements registered during the implementation of the previous national development plans, and commitment to international agendas, the focus of NDPIV is ***“Sustainable industrialization for inclusive growth, employment, and wealth creation”***.
44. **The NDPIV Theme is premised on the desire to exploit the primary growth anchors of Uganda’s economy to catapult it towards ten-fold growth and development.** Particularly, this choice is as explained below:
- i) **Value addition and industry are the most appropriate driver of double-digit growth and the qualitative leap that should be ushered in during the NDPIV.** Additionally, it is vital that work in the prioritized industrial value chains is underpinned by a supportive STI Ecosystem. This includes requisite STI Infrastructure; STI Specialized Human Capital; Policy & Regulation; and Investment. In particular, sustainable industrialization is critical for late comer developers. It is critical to structural transformation that enhances productivity in the pursuit of accelerated rates of inclusive economic growth, employment and wealth creation. Industry can be the

anchor to development of other sectors such as urbanization, infrastructure, social services in education and health for social, agriculture, science and technology etc. Beyond the direct benefits that value addition and industry provide, they create fruitful linkages and opportunities for all the other aspects of the economy. For example, industry requires input bases and markets like agriculture and minerals to thrive. It also requires educated, skilled and healthy people, who act as productive labour and market. Further industry, can't survive in a dilapidated environment, and therefore requires built and well-maintained infrastructure and services, and ICT among others, to thrive. Industry also needs other sectors like tourism that help it generate revenue, ultimately leading to increased aggregate demand, ultimately leading to increased profits. For countries like Uganda, value addition and industrialization are key solutions to address demographic pressures. Uganda will need to solve the unemployment problem and address constraints to inclusive growth, if it is to remain on course for realization of Vision 2040 and accelerate the attainment of the 10-fold growth strategy. Accelerated sustainable value addition and industrialization will be focus on: agriculture, mineral development, ICT, tourism, STI, and key services (such as financial, education, health, transport, and energy).

- ii) **Agriculture in particular, is the dominant source of livelihood for the majority of Ugandans.** Indeed, value addition and Agro-industrialization are the foundation of industry which is critical in sustainable wealth creation, generating jobs, doubling GDP, and expanding manufactured exports. The backward and forward linkages between agriculture and industry are essential in sustainably transforming the agro-value chains required in ensuring sufficient supply of inputs/raw materials for domestic industries to drive the import substitution-industrialization and mass exports. In addition, agriculture guarantees food and nutrition security of the citizens.
- iii) **Mineral development is central in facilitating resource-based industrialization.** In addition to their intrinsic and practical value as part of manufactured products, minerals also have a significant value to an economy from a financial, economic and an employment standpoint. Globally, the demand for minerals is increasing. Investing in mineral development will lower the cost of production, increase return on investment and boost the supply of locally manufactured products like cement, iron and steel, and

fertilizers. NDPIV will focus on accelerated exploitation of and value addition to oil and gas to provide vital resources needed to fund the backlog of investments in other parts of the economy.

- iv) **ICT is a business and job creator, accelerator, amplifier, and augments socio-economic transformation.** It has a huge potential to improve national productivity by making Government and business enterprises more efficient, effective and globally competitive. ICT as an industry has the potential to produce low volume-high value goods to boost the country's exports and foreign exchange earning in addition to employment and wealth creation. It also provides an opportunity to improve national productivity by making Government and business enterprises more efficient, effective and globally competitive. There is potential to improve availability of digital content and e-products, automation of Government processes and inter-agency connectivity, innovation, bridging the gap between industry and the academia, and commercialization of research and development. This industry is expected to greatly contribute to the national GDP and create employment opportunities.
- v) **Tourism is a vehicle to generate revenue and employment with high return on investment which are needed to drive the desired industrialisation.** Tourism has wide multiplier effects by developing not only primary industries but also secondary industries to support tourism e.g., agriculture, manufacturing, transport and services. Tourism is important for increasing forex earnings, creating jobs and alleviating poverty. It contributes towards inclusive growth and development of a country by: bringing numerous economic value and benefits; and, helping in building the country's brand value, image and identity. It is important for poverty reduction by providing employment and diversified livelihood opportunities. This in turn provides additional income or contributes to a reduction in vulnerability of the poor by increasing the range of economic opportunities available to individuals and households.
- vi) **Finance** is a business, job creator, and a vehicle for sustainable financing of public and private investments, especially for industrialization.

- vii) **Integration of Science Technology and Innovation (STI):** All the above will be leveraged through deepening the integration of STI and the knowledge economy. It's important to note that nations need Science, Technology and Innovation (STI) to solve their problems of poverty and underdevelopment through increasing value for sale and the way we live and do business. STI is a key driver of economic growth and a prime source of competition in the global marketplace with at least 50 percent of growth attributable to it. A correlation of STI and economic growth can be observed with countries such as South Korea, Israel, Singapore, Germany and Switzerland. Uganda which is richly endowed can more achieve transformation in a shorter timeline with a well implemented National Science, Technology and Innovation System.
45. **In particular, the NDPIV Strategic Direction has been tailored to address the above needs, while taking advantage of the lessons learnt and recommendations.** Particularly, this NDP IV Strategic Direction is anchored by the desire for: (i) consolidation of development gains of past NDPs; (ii) accelerated implementation to close the implementation gaps in the previous development plans; stronger follow up, management (particularly improved performance management of the Public Service), and accountability for results; (iii) innovative financing and planning financing for the Plan; (iv) deepened private sector involvement in development, cognizant of the local content considerations while leveraging all existing opportunities; (v) Building on investments in security, reducing cost of electricity, Standard Gauge Railway, and wealth creation; (vi) Prioritizing high impact projects/Programmes (Digitization; STI, GKMA, AFCON, Railway, Value addition & Industry, Petrochemicals); and (vii) Leveraging STI and ICT to drive growth in the public sector, industry, and services. The final aim is to deliver the Uganda National Vision of moving the country from a peasant society to a modern and prosperous country by 2040.

3.1. NDPIV Goal, Theme, and Objectives

46. **Based on the above, the proposed NDPIV Strategic Direction is as illustrated below.**

Goal: *Achieve higher household incomes and employment for sustainable socio-economic transformation.*

Theme: *Sustainable industrialization for inclusive growth, employment, and wealth creation.*

Strategic Objectives

The following are the strategic objectives of the NDPIV;

- i) Sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT and financial services,
- ii) Enhance human capital development along the entire life cycle,
- iii) Support the private sector to drive growth and create jobs,
- iv) Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT, and,
- v) Strengthen good governance, security, and the role of the state in development.

47. To achieve these objectives, the Plan will prioritize the following:

- i) Value addition in Agriculture (including fisheries and commercial forestry), Tourism and Minerals, Oil & Gas (including-the Petrochemical industry - EACOP, Refinery, Kampala Storage Terminal, and Kabalega Industrial Park);
- ii) The knowledge economy including STI interventions, like vaccine development and Motor Vehicle industry, Digitization of Government, among others;
- iii) Investment in high-speed rail and meter gauge railways so as to open up markets;
- iv) Maintenance of existing infrastructure;
- v) Reducing the cost of credit, especially through Uganda Development Bank (UDB) and Uganda Development Corporation (UDC);
- vi) Continuation of interventions focusing on production and productivity, using Parish Development Model (PDM) and EMYOOGA as vehicles;
- vii) Revenue generating activities;
- viii) Improving implementation of the already existing interventions;
- ix) Interventions prioritising the Creative Industry;
- x) Investing in the Greater Kampala Metropolitan Area (GKMA). This will enable GKMA to be positioned as Uganda's major logistical hub, a catalyst and springboard

for increasing productivity in all aspects of the economy including FDI, tourism, efficient public services and highly improved quality of life; and

- xi) African Cup of Nations (AFCON) will be leveraged to increase market for domestic products, make strategic investments (tourism, health, infrastructure, MICE) and market Uganda to the world.

3.2.Alignment of NDPIV Objectives and Strategies

48. Based on the five strategic objectives as highlighted above, a number of key strategies have been developed to achieve the overall NDPIV goal of achieving higher household incomes and employment for sustainable socio-economic transformation. Table 1 shows the alignment of proposed strategies of the NDPIV with the strategic objectives.

Table 1: Summary of NDPIV Objectives and Strategies

S/N	Objectives	Proposed Strategies
1.	Sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT and financial services.	1.1 Increase Production and Productivity in agriculture, minerals, oil & gas, tourism, ICT and financial services. 1.2 Increase Value Addition in agriculture, minerals, oil & gas, tourism, ICT and financial services
2.	Enhance human capital development along the entire life cycle.	2.1 Improve access, equity, and quality of education at all levels, 2.2 Improve Access, Equity and Quality of Healthcare at all Levels 2.3 Rehabilitate, Equip and Construct Health Infrastructure at all levels 2.4 Enhance access to water, sanitation, and hygiene. 2.5 Promote Community Mobilization and Mindset change 2.6 Expand Social Protection Safety nets 2.7 Institutionalize Manpower Planning and Promote Industry-driven Skilling and Training 2.8 Promote empowerment and livelihood programmes for youth, women, children, elder persons, and People with Disabilities (PWDs).; 2.9 Promote decent employment opportunities 2.10 Leverage the culture and creative economy for employment and domestic resource mobilization; 2.11 Promote Games and Sports; 2.12 Promote better nutrition for all
3.	Support the private sector to drive growth and create jobs.	3.1 Reduce the Cost of doing Business 3.2 Promote Local Content particularly for MSMEs 3.3 Increase Market Access and Competitiveness 3.4 Strengthen Public-Private Partnerships

S/N	Objectives	Proposed Strategies
		3.5 Inculcate the entrepreneurship mindset and educate the population to invest in productive sectors like agriculture
4.	Build and maintain strategic Sustainable infrastructure in transport, housing, energy, water, industry and ICT	4.1 Prioritize Infrastructure Maintenance 4.2 Develop Inter-modal and Seamless Transport Infrastructure 4.3 Increase Access to Clean, Reliable and Affordable Energy 4.4 Increase Access to Reliable and Affordable ICT Services 4.5 Leverage Urbanization for Socio-economic Transformation
5.	Strengthen good governance, security, and the role of the state in development	5.1 Strengthen the Rule of law 5.2 Consolidate and Sustain Peace and Security 5.3 Increase Government (both central and local government) Investment and Participation in Strategic Areas 5.4 Improve Capacity and Accountability for Implementation of Public Programmes 5.5 Leverage Capacity of the Non-State Actors to Implement the National Plan 5.6 Increase civic participation in the development process, decision making, democratic governance, and socio-economic development 5.7 Improve international relations and diplomacy. 5.8 Sustain a suitable Fiscal, Monetary and Regulatory Environment

3.3.Detailed Strategies to Achieve NDPIV Targets

49. **The details of the proposed NDPIV strategies summarized in Table 2 are elaborated.**
This includes the key actions which will be implemented to achieve the NDPIV strategic objectives and the overall goal of achieving higher household incomes and employment for sustainable socio-economic transformation.

3.3.1.Objective 1: Sustainably increase production, productivity and value addition in agriculture, industry, tourism, minerals, and oil & gas

Objective one of NDPIV will be achieved through the two main strategies and their attendant sub-strategies and interventions/actions:

3.3.1.1. *Strategy 1.1: Increase Production and Productivity in agriculture, industry, minerals, oil & gas, tourism, ICT and financial services*

50. This strategy is mainly aimed towards increasing production and productivity along the development opportunities of NDPIV as identified in Vision 2040, that is: agriculture,

minerals, oil & gas, tourism, ICT and financial services. The respective sub-strategies under this strategy are as highlighted below.

3.3.1.1.1. Sub-Strategy 1.1.1: Increase Agricultural Production and Productivity

51. Agriculture is key to GDP (directly contributing 24% and indirectly supporting other sectors) and a dominant source of livelihood and employment (61%) in Uganda.

Accelerating agro-industrialization is key to increasing household incomes and ensuring food and nutrition security. Increasing agricultural production and productivity will be the basis of creating jobs along the value chain and ultimately increase export earnings from processed agricultural products. It will focus on consistent production of standard quality agricultural products. Consistently producing the same standard of fresh products is more complex than adding value through machines. It requires an entire industry and science to consistently deliver to the market. As such, there is scope for structural transformation around industrialization of freshness.

52. The NDPIV proposes the following key actions to increase agricultural production and productivity:

- i) Enhance appropriate research, technology generation and uptake;
- ii) Undertake soil profiling and mapping;
- iii) Strengthen the agricultural extension system;
- iv) Produce, multiply, and improve access to quality seeds, planting materials and inputs;
- v) Increase access to agricultural mechanization;
- vi) Increase access to and use of small-scale irrigation for agricultural production;
- vii) Fast-track development of multipurpose and bulk water for increased commercial agricultural production;
- viii) Increase the use and application of fertilizers;
- ix) Increase access to agriculture finance, insurance and contract farming;
- x) Invest in appropriate post-harvest handling, storage and agro-processing facilities and technologies
- xi) Strengthen farmer organizations and cooperatives ecosystems;
- xii) Strengthen the institutional and financing mechanisms of the fisheries sub-sector;

- xiii) Restoration and restocking of degraded fish habitats;
- xiv) Increase access to and affordability of veterinary drugs and eliminate counterfeits;
- xv) Invest in the production of livestock and aquaculture feeds;
- xvi) Strengthen pest, vector and disease management;
- xvii) Improve market access through certification, adherence to standards, traceability, establishment of export quarantine facilities and certification laboratories;
- xviii) Promote organic farming for responsible and sustainable use of energy, natural resources and increased access to premium markets for agricultural products;
- xix) Improve food security for all;
- xx) Provide training to farmers on modern agricultural techniques, financial literacy and business management and
- xxi) . Strengthen coordination of public institutions in design and implementation of policies, monitoring and evaluation capacity

3.3.1.1.2. Sub- Strategy 1.1.2: Increase Tourism Production and Productivity

53. **Under the NDPIV, tourism will be leveraged as means of increasing foreign exchange, job creation and markets that create multiplier effects to all sectors of the economy.** This strategy will focus on improving, developing and diversifying the tourism products. Subsequently, this will increase tourism arrivals, revenues, and employment opportunities. By attracting more tourists to consume local products such as coffee at premium prices, tourism will promote Uganda's exports among tourists and increase foreign exchange earnings.
54. The key actions for increasing tourism production and productivity during the NDPIV include the following:
- i) Prioritize investments in the country's priority tourism products in a sustainable way (Mt. Rwenzori, Mountain Gorillas, Source of the Nile, MICE and Culture);
 - ii) Develop and improve tourism infrastructure (hotels, airstrips, roads, internet connectivity, water transport & ports, and electricity);
 - iii) Address skills and capacity gaps in the tourism and hospitality industry;
 - iv) Promote and invest in Uganda's image and tourism brand;

- v) Develop and diversify tourism products;
- vi) Sustain security and safety of tourists and tourist attractions; and
- vii) Promote conservation of Uganda's wildlife and culture;

3.3.1.1.3. Sub- Strategy 1.1.3: Increase Mineral Production and Productivity

55. **Mineral exploitation is critical for the industrialization process.** This strategy will entail increasing mineral production and productivity of mineral resources for job rich industrialization. The justification for mineral-based industrialization is derived from the need to diversify the energy sources and technology which will serve high-technology intensive companies and automotive manufacturers. Investing in mineral development will lower the cost of production, increase return on investment and boost the supply of locally manufactured products like cement, iron and steel, and fertilizers. In addition to their intrinsic, practical value as part of a manufactured product, minerals will have a significant general value to an economy from both a financial, economic and an employment perspective. Furthermore, the strategy will emphasize the implementation of the Mining Act (2022) to overcome some of the challenges in this sub-sector which include development delays and income leakages instigated by speculators.
56. The following are the proposed key actions for harnessing mineral exploration, exploitation, production and productivity:
- i) Invest in exploration, quantification and geological mapping of priority mineral resources (including iron ore, copper, phosphates among others);
 - ii) Monitor mining operations;
 - iii) Set up, capitalize and operationalize the National Mining Company;
 - iv) Implement the Mining Act (2022);
 - v) License artisanal miners and scale-up biometric registration system; and
 - vi) Fast-track the construction of water for industry facilities.

3.3.1.1.4. Sub - Strategy 1.1.4: Increase Production and Productivity in Oil & Gas Industry

57. **The strategy seeks to increase production and productivity in the oil and gas industry so as to spur economic development in a timely and sustainable manner.** The oil and gas

industry has the potential to transform Uganda's economy. The industry is also central to sustainable development, as oil and gas are key pillars of the energy system and, as such, are drivers of economic and social development. Oil and gas have the potential to provide revenues to support productivity enhancement and competitiveness in other areas of the economy. The downstream economic activities include oil refineries, petrochemical plants, petroleum products distributors, and natural gas distribution companies and retail outlets. Oil and gas are critical to national development because of its potential generate additional incomes, open up opportunities for investment, open up external markets for petroleum and related products, create additional jobs, improve terms of trade and reduce dependency on foreign funding. Sustainable exploitation of petroleum resources is critical to maximize returns for current and future generations. However, if not exploited in a sustainable manner, petroleum can exacerbate the challenges that all development agendas seek to address, mainly climate change and environmental degradation, population displacement, economic and social inequality, armed conflicts, gender-based violence, tax evasion and corruption, increased risk of certain health problems, and the violation of human rights.

58. The following are the proposed key actions for development of the oil and gas sub-sector:

- i) Fast-track the construction of the oil refinery and refined products pipeline;
- ii) Fast track the construction of the East African Crude Oil Pipeline;
- iii) Capitalize the Uganda National Oil Company to fully participate in crude oil production; and
- iv) Fast-track the construction of water for production and multipurpose water development facilities.

3.3.1.1.5. Sub - Strategy 1.1.5: Promote Sustainable Use of Natural Resources

59. **The strategy is aimed towards the promotion of sustainable use and management of natural resources.** Given that climate change poses significant risks to ecosystems, biodiversity, and natural resources, sustainable use will help in conserving and preserving these resources for future generations. In addition, sustainable use will ensure the long-term availability of essential resources such as clean water, fertile land, and a stable climate, which are fundamental for economic stability and growth. Investing in sustainable technologies and

green initiatives will foster innovation and create job opportunities in sectors such as renewable energy, conservation, and environmentally friendly practices.

60. The following key actions will be undertaken to achieve the above strategy in NDPIV:

- i) Protect and increase the forest and wetland cover;
- ii) Upscale commercial forestry and exploit opportunities along its entire value chain so as to leverage on its economic benefits and to increase resilience to climatic changes;
- iii) Strengthen sustainable land, water and soil management;
- iv) Promote the circular economy, including waste recycling;
- v) Strengthen regulation and enforcement against environmental pollution and degradation;
- vi) Improve meteorological services and early warning signalling to mitigate risks;
- vii) Build national capacity to leverage green financing for climate change responsive development;
- viii) Promote bio-diversity conservation;
- ix) Undertake natural resource valuation and accounting to establish existing stocks and future demands; and
- x) Implement ecosystem and catchment management practices.

3.3.1.1.6. Sub - Strategy 1.1.6: Increase Production and Productivity of ICT Products and Services

61. **ICT is critical in development, especially because it is a development opportunity while also acting as an accelerator, amplifier, and augments of change.** Beyond being an economic opportunity itself to be harnessed, it has a huge potential to improve national productivity by making Government and business enterprises more efficient, effective and globally competitive. It is therefore a crucial driver of social and economic development. However, the ICT landscape is itself changing and government must take deliberate steps to keep this pace by increasing production and productivity of ICT products and services.

62. The following key actions will be undertaken to achieve the above strategy in NDPIV:

- i) Introduce and expand electronic government services;

- ii) Implement smart city projects that leverage ICT;
- iii) Create a conducive environment for ICT innovation and start-ups;
- iv) Integrate STI and ICT across all programmes;
- v) Promote digital literacy training for citizens, Government entities and Businesses;
- vi) Promote awareness of Government e-systems; and
- vii) Establish and market Uganda as an information technology enabled services business process outsourcing (ITES BPO) destination hub.

3.3.1.1.7. Sub - Strategy 1.1.7 Develop and Increase the Range of Financial Products and Services

63. **Finance and Financing are crucial ingredients in the development process.** Finance and financial development improve capital allocation, by shifting resources from traditional (non-growth sectors) to modern (high growth sectors), and provide avenues for local communities and the developed world to support and catalyze both public and private investments. Beyond just being a development enabler, there are quite a number of opportunities that can be created along the finance products and services. It is therefore important to deliberately develop and increase the range of financial products and services during this planning cycle, beyond just looking at financing the Plan.
64. The following key actions will be undertaken to achieve the above strategy in NDPIV:
- i) Promote development, transfer, and application of new financial products and services;
 - ii) Promote and adopt digital payment systems;
 - iii) Implement financial literacy programs;
 - iv) Develop and implement credit information systems to facilitate responsible lending and borrowing, promoting financial stability;
 - v) Utilize digital financial services for the efficient delivery of social protection programs, subsidies, and conditional cash transfers;
 - vi) Promote the integration of environmental, social, and governance (ESG) criteria in financial services to support sustainable development goals;
 - vii) Collaborate with international organizations and financial institutions to access funding, expertise, and support for financial inclusion and development initiatives; and

- viii) Implement strong consumer protection measures, including regulations, dispute resolution mechanisms, and awareness campaigns to ensure the fair and responsible provision of financial services.

3.3.1.2. *Strategy 1.2 Increase Value Addition in Agriculture, Tourism, Minerals, and Oil & Gas*

65. **This strategy is mainly aimed towards increasing value addition in the country's development opportunities, that is: agriculture, tourism, minerals, and oil & gas.** Value addition is concerned with the process of transforming a product or service from its original state to a more valuable state. Value addition will be deliberately pursued so as to leverage upon the products the services obtained from the earlier strategy on increasing production and productivity across these development opportunities. The respective sub-strategies under this strategy are as highlighted below.

3.3.1.2.1. *Sub - Strategy 1.2.1 Increase Value addition in Agriculture*

66. **Value-addition in agriculture is important for development.** It entails adding value on agricultural products and services, in a multiplicity of ways, which include, but are not limited to: sorting, grading, packaging, processing, packaging, branding, certification, preservation, nutrient enrichment, and quality and standardisation. Value addition helps to improve benefits and gains from the agricultural produce, directly improving household incomes and quality of life of citizens.
67. The following key actions will be undertaken to achieve the above strategy in NDPIV:
- i) Increase agro-processing along key agricultural value chains;
 - ii) Improve market access through certification, adherence to standards, traceability;
 - iii) Establish export quarantine facilities and certification laboratories;
 - iv) Invest in appropriate post-harvest handling, storage and technology facilitates;
 - v) Increase financing for appropriate research for value addition; and
 - vi) Develop livestock & agricultural export processing zones and free zones.

3.3.1.2.2. Sub-Strategy 1.2.2. Increase value addition in tourism

68. This entails adding value on the already existent tourism products and services while also developing other supportive amenities that will promote tourism. This will be achieved through:

- i) Market and promote Uganda's tourist attractions;
- ii) Position Uganda as a Meetings, Incentives, Conferences and Events (MICE) destination;
- iii) Develop, implement and enforce standards for tourism products and services for improved service delivery and sustainability;
- iv) Develop and enforce supporting tourism-related laws and Regulations;
- v) Harness STI and ICT for increased tourism productivity;
- vi) Increase the stock and quality of infrastructure in the GKMA and secondary cities to improve tourist experiences; and
- vii) Promote the development of Tourism and Recreational Zones.

3.3.1.2.3. Sub - Strategy 1.2.3. Increase Value Addition in the Mineral Industry

69. This entails adding value on the mineral products. The key actions that will be undertaken to achieve this strategy in NDPIV include:

- i) Incentivize the private sector to invest in mineral beneficiation for priority minerals;
- ii) Support the operationalization of the national laboratory infrastructure to support export trade in value-added products;
- iii) Harness Science, Technology and Innovation for increased mineral exploration, exploitation and value addition; and
- iv) Implement an export-based incentive scheme for investors in the mineral beneficiation industry.
- v) Undertake quantification of the priority minerals as a basis of attracting investment in the mineral subsector.
- vi)

3.3.1.2.4. Sub - Strategy 1.2.4 Increase Value addition in Oil & Gas Industry

70. **This entails undertaking interventions and actions that help to add value on the oil and gas products.** The key actions that will be undertaken to achieve this strategy in NDPIV include:

- i) Complete the Kabalega Industrial Park as the flagship zone for the Petrochemical Industry; and
- ii) Fast track the construction of the fertilizer production complex to use some of the raw materials from the refinery.

3.3.2.Objective 2: Enhance Human Capital Development along the entire life cycle

Objective two of NDPIV is envisaged to be achieved through the following strategies and key actions:

3.3.2.1. Strategy 2.1: Improve Access, Equity, and Quality of Education at all Levels

71. **Education is the most reliable opportunity for equality in society.** A well skilled, educated population not only drives transformation but enables decent employment and increased life expectancy. In addition, quality education is a catalyst for innovation and progress as it fosters research and technological advancements which spill over to other key sectors of the economy. Additionally, society as a whole.

72. The strategy under NDPIV aims to improve access to adequate quality education services through the following key actions:

- i) Increasing access to integrated ECD services;
- ii) Construct primary and secondary schools in under-served parishes and sub-counties;
- iii) Rehabilitate schools to consolidate educational access gains across the four levels;
- iv) Integrate ICT into educational systems to improve access to quality education, enhance learning outcomes, and prepare students for the digital economy;
- v) Finance, empower and enforce appropriate quality assurance mechanisms across the four education levels (educational institutions management, educational management information systems; implementation of the new curricula, Amendment of UOTIA, 2001);

- vi) Regulate, streamline and enforce requisite Policies, Legislations, Laws, Regulations, Guidelines, standards and Schemes of Service critical for the development of education, across the four levels;
- vii) Increase and review the financing modalities of education across all levels and also exploit innovative financing mechanisms in education (capitation grants, SFG, Scholarships; Endowment Funds, PPPs);
- viii) Develop education and teaching standards;
- ix) Improve and increase training human resource across the four levels of education;
- x) Rehabilitate, expand, equip, recruit and improve staff levels across the four levels of education;
- xi) Establish and rehabilitate critical sports infrastructure (Hoima stadium, Mandela stadium, High Altitude Training in Teryet, Lugogo indoor, etc.); and
- xii) Transform Makerere University into research led University.

3.3.2.2. *Strategy 2.2: Improve Access, Equity and Quality of Healthcare at all Levels*

73. **The strategy under NDPIV aims to improve access to adequate quality health services.** Better access to healthcare services and improved infrastructure directly leads to improved health outcomes, reducing morbidity and mortality rates, and enhancing overall quality of life for the population. In addition, better access to health care enables the health sector to implement preventive care and early intervention, thus reducing the prevalence of diseases and the need for costly, advanced treatments.
74. The following are key actions to be undertaken under this strategy:
- i) Promote and implement integrated high impact interventions for the prevention, control and elimination of Communicable and Non-Communicable Diseases;
 - ii) Increase provision of high-quality sexual and reproductive health and rights services;
 - iii) Strengthen health planning, management and support services (functionality of HCIV, productivity of health workers, financing of health investments like blood banks, oxygen plants, incinerators);

- iv) Leverage ICT to enhance healthcare accessibility, especially in remote areas, and improve overall healthcare outcomes (including aspects of Telemedicine; E-HMIS, and performance tracking of personnel);
- v) Establish, operationalize the contributory national health insurance to increase access to health services;
- vi) Expand the access to specialized health care services (like the Uganda Cancer Institute and Regional Centres; Construction of the Uganda Heart Institute and Regional Centers, National Trauma Center and other specialized hospitals for provision of quaternary services);
- vii) Strengthen the National Ambulance System and Emergency Care and Referral System;
- viii) Establish strong primary and community health services through development of a mixed community health worker and skilled health workforce; and implementation of the Community Health Strategy, hinged on the Parish Development Model Approach;
- ix) Educate communities about balanced diets, food preparation, and the importance of nutrition, especially for children, pregnant women and elderly;
- x) Review and/Develop Standards and Guidelines for health to ensure quality and responsiveness of health services to the needs and expectations of the population; and
- xi) Institutionalize the Regional Supervisory mechanism to ensure regular support supervision.

3.3.2.3. *Strategy 2.3: Rehabilitate, Equip and Construct Health Infrastructure at all levels*

75. Under this strategy, the following will be undertaken:

- i) Rehabilitate dilapidated hospitals and construct new ones, especially in the GKMA;
- ii) Equip hospitals with modern equipment and sustainably maintain them;
- iii) Construct and equip regional blood banks;
- iv) Construct Health Center IVs (HCIVs) in constituencies without functionalization of Health Centre IVs;
- v) Construct Health Center IIIs in Sub-counties without, based on catchment population and access; and
- vi) Strengthen the quality assurance of medicines (through strengthening NDA);

3.3.2.4. *Strategy 2.4: Enhance access to water, sanitation, and hygiene*

76. **Access to clean water and sanitation is a fundamental right.** Water, sanitation and hygiene are key to wellbeing and are drivers of health outcomes. This contributes to numerous other goals including those relating to nutrition, education, poverty and economic growth, urban services, gender equality, resilience and climate change.
77. Under this strategy the following actions will be pursued:
- i) Increase access to safe water supply in the lagging communities;
 - ii) Increase access to safely managed sanitation;
 - iii) Improve access to hygiene in the lagging communities;
 - iv) Improve maintenance and functionality of WASH infrastructure;
 - v) Improve WASH in institutions;
 - vi) Increase access to water and sewerage services to industrial parks; and
 - vii) Enhance WASH data management for improved decision making.

3.3.2.5. *Strategy 2.5: Promote Community Mobilization and Mindset Change*

78. Community mobilization and mindset change are critical in enhancing human capital. This will be achieved through the following:
- i) Recruit, build capacity, and functionalize the Community Development Office;
 - ii) Leverage education, health, cultural, creative arts, family, and religious institutions for mindset change along the entire life cycle for development;
 - iii) Promote progressive values and attitudes to support socio-economic transformation;
 - iv) Develop and implement the Culture and Creative Industry;
 - v) Develop and implement a National Civic Education and community learning; and
 - vi) Develop and promote the National Service Program.

3.3.2.6. *Strategy 2.6: Expand Social Protection Safety nets*

79. **Policy-makers have recognized social protection as a core strategy for tackling poverty and vulnerability while strengthening communities against risks and shocks for**

inclusive social development and equitable economic growth. These vulnerabilities are caused by inequalities due to income shocks, disasters, deprivation, lack of social insurance, and lack of mitigation in livelihood risks and shocks such as retirement, loss of employment, work related disability, and ill health.

80. To expand social protection safety nets, the following key actions will be undertaken in NDPIV:

- i) Develop a functional Single Social Registry Management Information Systems to manage standardized information on beneficiaries;
- ii) Provide targeted social care and support services to vulnerable children, persons with disabilities, older persons, and gender-based violence victims/survivors;
- iii) Liberalize provision of social security services, including pension schemes; and
- iv) Expanding Social protection coverage along the life cycle.

3.3.2.7. *Strategy 2.7: Institutionalize Manpower Planning and Promote Industry driven Skilling and Training*

81. **This strategy is aimed at promoting industry-driven skilling and training, and reducing skill mismatches in order to promote labor market efficiency in Uganda.** Manpower planning will entail identifying the current and future skills requirements of industries and the labor market. It will also ensure that the workforce's skills align with the needs of the economy during the NDPIV implementation. Given that a skilled and adaptable workforce is a crucial driver of economic growth, industry-driven skilling and training programs will equip individuals with the skills necessary to contribute to various sectors of the economy, leading to increased productivity, competitiveness, and overall economic development.

82. To institutionalize manpower planning and promote industry driven skilling and training, the following key actions will be undertaken in NDPIV:

- i) Develop and implement comprehensive national and institutional human resource development plans;
- ii) Develop and implement a framework for talent identification and development;
- iii) Implement a National Central Admissions System for higher education;

- iv) Link higher education admissions and financing to the critical skill needs of the country and external labour markets;
- v) Develop and functionalize a Labor Market Information Management System;
- vi) Re-orient the country's excess labor force to acquire skills in occupational fields in high demand;
- vii) Scale up the model of training, equipping and enterprising TVET trainees (similar to the Presidential Zonal Skilling hubs);
- viii) Implement targeted informal skilling programs;
- ix) Implement demand driven TVET curricula; and
- x) Enhance apprenticeship and mentorship.

3.3.2.8. *Strategy 2.8: Promote empowerment and livelihood programmes for youth, women, children, elder persons, and People with Disabilities (PWDs).*

83. Gender and equity are key to ensuring inclusiveness in empowerment of all vulnerable persons to participate in decision making, leadership and economic development. This strategy seeks to create and promote targeted programmes for youth and women empowerment, persons with disabilities, marginalized communities, and the elderly. This is to ensure that these groups are provided with the necessary tools, opportunities, and support systems to participate meaningfully in decision-making processes, leadership roles, and contribute significantly to economic and societal development. The strategy will be achieved through the following key actions:

- i) Increase access to affordable financing to women, youth, children, elder persons, and People with Disabilities (PWDs);
- ii) Increase equitable access to social protection programs to vulnerable persons;
- iii) Design and implement livelihood and economic empowerment programmes based on local opportunities;
- iv) Enhance and implement social inclusive policies and programmes in all productive sectors; and
- v) Mainstream and implement gender, equity, disability, and other inclusion aspects in all policy, legal, and institutional mechanisms, programmes, and projects.

3.3.2.9. *Strategy 2.9: Promote decent employment opportunities*

84. The strategy will be achieved under the following key actions:

- i) Fast track the implementation of the National Employment Strategy;
- ii) Strengthen compliance and enforcement of labour standards;
- iii) Strengthen compliance and enforcement of Occupational Safety and Health (OSH); and
- iv) Strengthen compliance and enforcement of labour externalization.

3.3.2.10. *Strategy 2.10: Leverage the culture and creative economy for employment and domestic resource mobilization*

85. **Culture and the creative economy are big contributors to employment and domestic resource mobilization.** The aim of this strategy is to harness the potential of the culture and creative economy in creating more jobs for Ugandans and contribute more to domestic revenues for national development. The culture and creative arts industry in Uganda have significant potential for job creation and economic growth. The creative industry entails a wide range of activities, including visual arts, performing arts, literature, music, film, fashion, design and crafts. The creative arts industry offers a diverse range of job opportunities including but not limited to: artists, musicians, writers, designers, actors, filmmakers, fashion designers and photographers. In terms of domestic resource mobilization, Uganda's rich cultural heritage can attract tourists interested in experiencing traditional music, dance, crafts, and other cultural expressions. This can lead to job creation in community tourism, including tour guides, event organizers, and hospitality services. The creative arts industry in Uganda, however, faces several policy, legal, financial and regulatory challenges that impact its growth and development. There is limited access to funding and financial support for creative projects which constrain the growth and innovation within the industry.

86. The following are the key actions that will be undertaken to develop the culture and creative economy during the NDPIV:

- i) Fast-track the revision and enforcement of the Copyright Law;
- ii) Build the capacity of practitioners in the culture and creative economy;

- iii) Develop enabling infrastructure for the creative economy in Uganda;
- iv) Provide common user facilities to the culture and creative economy;
- v) Increase access to finance tailored to the culture and creative industry;
- vi) Improve talent identification and skills development for the culture and creative industry; and
- vii) Streamline leadership and institutional structures in the culture and creative industry.

3.3.2.11. *Strategy 2.11: Promote Games and Sports*

87. **The aim of this strategy is to harness the potential of games and sports sub-sector to stimulate economic growth, create jobs, and generate revenue during the NDPIV implementation.** The sports industry, including professional leagues, tournaments, and related businesses, can be a significant contributor to a country's economy. Hosting major sporting events and promoting tourism related to sports can stimulate economic growth, create jobs, and generate revenue. Harnessing the potential of the games and sports sub-sector for job creation and domestic revenues under the NDP IV will require a comprehensive and coordinated approach that includes investment in sports infrastructure, youth development programs, coaching and training, and promotion of sports at all levels of Uganda's society.
88. The strategy to promote games and sports during NDPIV include:
- i) Build and upgrade sports facilities and infrastructure;
 - ii) Support the various respective sports Federations, and games;
 - iii) Promote sports Academies and talent nurturing centers; and
 - iv) Support Physical Education at all levels.

3.3.2.12. *Strategy 2.12: Promote better nutrition for all*

89. **Improving food security and nutrition in Uganda is a multifaceted challenge that requires a combination of interventions at various levels.** The existing food and nutrition security problems and constraints are related to low food production and post-harvest systems, livelihood and employment generation opportunities, purchasing power of households and intra-family distribution of food, responses to, and management of natural

disasters, civil strifes and atrocities. The lack of harmonization and synchronization of these policies and their accompanying strategies and programs and imbalances in resource allocation and manpower capacities have impacted negatively on the overall nutrition and health status and well-being of the food insecure segments of the population.

90. Interventions to address this issue include:

- i) Nutritional Education: Educate communities about balanced diets, food preparation, and the importance of nutrition, especially for children and pregnant women;
- ii) Social Safety Nets: Establish social safety nets like food assistance programs for vulnerable populations; and
- iii) Work with international organizations and NGOs to leverage resources, knowledge, and expertise.

3.3.3.Objective 3: Support the Private Sector to Drive Growth and Create Jobs

Objective three of NDPIV will be addressed through the following strategies and key actions:

3.3.3.1.Strategy 3.1: Reduce the Cost of Doing Business

91. **The high cost of doing business in Uganda is attributed to:** high lending rates, the high energy tariffs, bureaucratic business registration processes, inadequate skilled labour force, limited knowledge of business formalization procedures, and high transport related costs among others.

92. The following key actions are proposed:

- i) Reduce the cost of energy;
- ii) Increase access and affordability of financial services particularly for MSMEs;
- iii) Strengthen and fully operationalize all the pillars of PDM;
- iv) Roll out business development services (BDS) to support small and micro industrialists and business establishments;
- v) Reduce the cost of ICT services and increase automation of end-to-end Government business processes;

- vi) Capitalize and strengthen UDB, UDC and other public banks to provide low interest loans;
- vii) Support the formation and organization of producers, farmers, local suppliers into appropriate cooperatives to improve their productivity, offtake, value addition and reduce the cost to manufacturers;
- viii) Support the Uganda National Bureau of Standards (UNBS) to provide proactive and decentralized services to the private sector;
- ix) Invest in programmes that handhold the private sector players to deliver standard goods and services;
- x) Promote digitalization and e-commerce to improve efficiency; and
- xi) Establishment of a National Payment Switch.

3.3.3.2.Strategy 3.2: Promote Local Content particularly for MSMEs

93. **Increased use of local content is key in enhancing value addition in Uganda’s products and exports, increase competence of the national workforce as well as create jobs.** Over the course of NDPIV, Government will scale up interventions to increase use of locally procured goods and services through use of preference schemes and investment in supplier development programmes. Government will also partner with the private sector to undertake workforce development programmes to promote employment of local workforce. Increased use of local content will enhance value addition in Uganda’s products and exports, increase competency of the national workforce as well as create jobs.
94. The following key actions are suggested to promote local content:
- i) Support local producers particularly MSMEs to attain certification, testing and calibration of services;
 - ii) Fast track the enactment of the Local Content Act; and
 - iii) Build and strengthen capacity of local contractors and companies.

3.3.3.3.Strategy 3.3: Increase Market Access and Competitiveness

95. **Increase to market access and competitiveness of Ugandan products will improve terms of trade, create more jobs and increase household incomes as well as drive the industrialization process.** Uganda's efforts to improve market access and competitiveness

for its exports need to align with regional integration efforts within the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA). Integrating into regional markets will create larger markets for Uganda's exports and reduce trade barriers. Promoting the competitiveness of Uganda's exports will significantly contribute to economic growth by generating foreign exchange earnings, reducing trade deficits, and diversifying the economy. Improving the competitiveness of Ugandan exports will result in higher-quality products, more efficient production processes, and lower costs. Access to new and diverse markets will provide insurance against economic shocks. If one market experiences a downturn, Uganda can still rely on other markets, thus reducing its vulnerability to external economic fluctuations.

96. The following key actions will be implemented during the NDPIV:

- i) Leverage economic and commercial diplomacy to negotiate targeted markets for the country's exports especially in the Middle East;
- ii) Establish export guarantee schemes;
- iii) Establishment of logistical centres and services such as storage and distribution to support value addition in key external markets;
- iv) Strengthen regulation of and nurture the transport and logistics industry;
- v) Establishment of modern packaging and branding industries and services to support marketing of exports;
- vi) Strengthen financial inclusion modalities such as PDM and their linkages to production;
- vii) Promote certification particularly for MSMEs for market access;
- viii) Undertake strategic investments to de-risk trade in volatile markets like South Sudan, DRC; and
- ix) Support the development of free zones and special economic zones.

3.3.3.4.Strategy 3.4: Strengthen Public-Private Partnerships

97. **Public-private partnerships attract additional funds to the public sector to help it to address the challenges that come with Government's narrow fiscal space and risk management and distribution.** In addition, strengthening public-private partnerships brings

innovation, modern technologies, and expertise to public projects; leads to knowledge and skill transfer; Builds capacity; ensures the long-term sustainability of projects; stimulates economic growth; and create job opportunities. The essential purpose of the strategy is to strengthen public-private partnerships in line with the Public Private Partnerships Act, 2015.

98. During the NDPIV planning and implementation periods, the following key actions will be undertaken to strengthen the public-private partnerships:
- i) Enhance capacity of the public and private sector in negotiating, designing, structuring, contracting and closure of PPPs; and
 - ii) Target quick wins for proof of concept for PPPs for example halls of residence in public universities.

3.3.3.5.Strategy 3.5: Inculcate the entrepreneurship mindset and educate the population to invest in productive sectors like agriculture

99. **This strategy aims at encouraging an entrepreneurial mindset and educating the population to invest in productive sectors like agriculture.** This diversifies the economy, promotes growth, creates jobs, ensures food security, and contributes to overall economic and social development. The strategy enhances a country's self-reliance and resilience while paving the way for sustainable and inclusive economic progress. To inculcate entrepreneurship, the following actions will be undertaken:
- i) Integrate entrepreneurship education into school curriculum;
 - ii) Provide financial literacy training to help entrepreneurs manage their finances effectively;
 - iii) Foster partnerships between universities, research institutions, and private enterprises to encourage innovation;
 - iv) Establish mentorship programs where experienced entrepreneurs mentor and guide aspiring ones;
 - v) Organize networking events, conferences, and seminars to facilitate connections between entrepreneurs, investors, and industry experts;
 - vi) Establish and support business incubators and accelerators that provide entrepreneurs with resources, mentoring, and workspace;

- vii) Create incentives for businesses to invest in innovative technologies and processes;
- viii) Protect intellectual property rights to encourage innovation and creativity;
- ix) Implement policies that allow small businesses to participate in government procurement contracts;
- x) Promote social entrepreneurship by supporting businesses that address social and environmental challenges;
- xi) Continuously assess the effectiveness of entrepreneurship development programs; and
- xii) Implement targeted initiatives to empower these groups to become entrepreneurs.

3.3.4.Objective 4: Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT.

3.3.4.1.Strategy 4.1: Prioritize Infrastructure Maintenance

100. **Infrastructure efficiency and its lifetime is limited among others by the lack of a maintenance culture.** This strategy will focus on prioritizing regular scheduled maintenance of transport infrastructure to increase lifetime through, for instance, building the capacity of the local construction industry and establishment of local hire pools. The youth will be encouraged to form hire pools and will be given special consideration in the award of contracts. In addition, climate proofing the already existing transport infrastructure through, for instance, raising bridges and improving drainage systems will be carried out. Adequate provision will be made for operation and maintenance expenditure. Furthermore, audits of operation and maintenance activities will be strengthened to ensure value for money.

101. The following will be the key actions to effect infrastructure maintenance:

- i) Prioritize maintenance and rehabilitation of transport infrastructure (roads & bridges, railways, ferries, airports, etc.);
- ii) Enforce loading limits;
- iii) Adopt cost efficient technologies for infrastructure maintenance;
- iv) Scale up transport infrastructure and services information management systems;
- v) Develop local construction equipment hire pools;
- vi) Enhance the implementation of transport safety measures;
- vii) Prioritize low-cost seal for upgrade of low volume roads; and

- viii) Operationalize the second-generation Road Fund.

3.3.4.2.Strategy 4.2: Develop intermodal and seamless transport infrastructure

102. **The rationale of the strategy is to implement key actions in the transport network to further enhance seamless interoperability.** This will entail implementing a few but strategic interventions in the transport network to further enhance interoperability with the aim of harnessing the exploitation of opportunities, increasing exports and opening up export opportunities in new markets. Therefore, investments in the transport sector will contribute towards lowering the cost and increasing the efficiency of the country's connections to regional and global markets as well as increasing inter-connectivity within the country.
103. The NDPIV will focus on the following key areas:
- i) Implement an integrated multi-modal transport hub (railway-SGR & MGR, water, air, road);
 - ii) Implement an inclusive mass rapid transport system (light railway transport, mass bus transport, cable cars, etc.);
 - iii) Provide non-motorized transport infrastructure within urban areas;
 - iv) Strengthen local construction capacity (industries, construction companies, human resources, access to finance, etc.);
 - v) Implement cost efficient technologies for provision of transport infrastructure and services;
 - vi) Roll out the Express Highway System to leverage private financing for infrastructure, efficiency for maintenance and improvement in travel time;
 - vii) Promote research & development and innovations including design manuals, standards and specifications; and
 - viii) Acquire transport infrastructure/utility corridors.

3.3.4.3.Strategy 4.3: Increase Access to Clean, Reliable and Affordable Energy

104. **Access to affordable, reliable and stable power is critical to the industrialization process and decent domestic use.** As a key input to all other sectors of the economy, affordable and reliable energy directly and indirectly influences growth, job creation, productivity, and competitiveness. Although Uganda has a relatively advanced energy sector, low access to

electricity, reliability of supply and high electricity prices continue to constrain productivity. One the key challenges for Uganda's energy sector is to stimulate productive use of electricity to take advantage of a surplus of generation. This is due to the fact that the expansion of the transmission network remains insufficient to evacuate the generation capacity from existing and newly developed power plants, with significant challenges in connecting some rural areas to the grid.

105. The key actions to be pursued during the NDPIV period include:

- i) Lower the cost of electricity for domestic, commercial and industrial usage;
- ii) Increase investment in transmission and distribution infrastructure & systems;
- iii) Increase generation capacity to at least 3500MW;
- iv) Increase investment in clean energy and efficient technologies; and
- v) Increase access to the national grid to 80 percent of the population.

3.3.4.4.Strategy 4.4: Increase access to reliable and affordable ICT services

106. **There is need to prioritize investments in ICT services in order to increase coverage and usage.** Critical issues related to ICT include: high cost, slow & unreliable internet, unreliable electricity, high costs of communication services/devices and the digital divide between urban and rural. During NDPIV the following key actions will be pursued:

- i) Increase last mile connectivity;
- ii) Implement an appropriate fiscal regime for increased access and usage of ICT equipment and services;
- iii) Promote ICT infrastructure sharing between public and private telecom operators;
- iv) Implement the National Postcode and Addressing System;
- v) Increase automation of end-to-end Government business processes;
- vi) Increase the size of the Innovation Fund to take care of emerging technologies;
- vii) Capitalize and promote Uganda Telecom Company Ltd (UTCL);
- viii) Extend digital terrestrial television and radio broadcasting network;
- ix) Enhance National Common core infrastructure (Data centre);
- x) Invest in the development and maintenance of robust ICT infrastructure, including high-speed internet, telecommunications, and reliable power sources; and

- xi) Fast track the natural gas construction project from Tanzania to Uganda.
- xii)

3.3.4.5.Strategy 4.5: Leverage urbanization for socio-economic transformation

107. Uganda has one of the fastest urbanization rates on the African Continent, 5.4 percent.

Planned inclusive green cities create economic opportunities for all, including the urban poor. Urban areas are critical because they contribute 70 percent of the GDP, host 24 percent of population and provide relatively better social services. The NDPIV will focus on the key actions:

- i) Deliberately invest in GKMA as Uganda's gateway to the world;
- ii) Implement the National Physical Development Plan by developing the attendant lower level physical and detailed plans;
- iii) Capitalize National Housing Construction Company and turn it into a National Corporation;
- iv) Fast-track the formation of the Uganda Mortgage Re-financing Company;
- v) Increase capitalization of Housing Finance Bank;
- vi) Incentivize the private sector to invest in low-cost housing and other social amenities;
- vii) Develop the Cities' Law and operationalize the newly created 10 cities;
- viii) Sustainably invest in solid waste management infrastructure and systems;
- ix) Develop and implement detailed satellite plans; and
- x) Strengthen transport regulation and improve transport demand management measures.

3.3.5.Objective 5: Strengthen good governance, security and the role of the State in development

Objective five will focus on strengthening good governance, security and the role of the State in development through the following strategies and key actions.

3.3.5.1.Strategy 5.1 Strengthen the Rule of Law

108. This strategy ensures that laws are fairly applied and enforced, and that justice is accessible to all citizens. The rule of law is crucial for national development because it provides a stable and predictable environment for economic growth, investment, and social progress. It ensures that citizens have equal rights and opportunities, and that their rights are

protected. It also fosters trust in the government and institutions, which are essential for a functioning democracy.

109. To promote the rule of law under the NDPIV, the following interventions will be implemented;

- i) Promote the rule of law and due process;
- ii) Strengthen legal and regulatory mechanisms tailored to enforcing court/judicial decisions;
- iii) Promote the justice law and order, justice service delivery system;
- iv) Enhance equitable access to Justice for socio-economic development; and
- v) Enhance quality assurance in the administration of Justice.

3.3.5.2. Strategy 5.2: Consolidate and Sustain Peace and Security

110. **The strategy aims to enhance peace, security, and stability in the region.** Uganda has and continues to be an active participant in regional peace and conflict missions to promote peace and security as well as regional cooperation. Uganda continues to be the preferred refugee host country on the African continent. To consolidate peace and security, the following key actions will focus for the NDPIV:

- i) Maintain modern and formidable armed forces, for security and emergencies;
- ii) Enhance regional and continental security cooperation;
- iii) Strengthen the capacity of the armed forces to contribute to national development; and
- iv) Build a vibrant and productive military veterans society.

3.3.5.3. Strategy 5.3: Increase Government (both central and local government) Investment and Participation in Strategic Areas

111. **The Government plays a vital role in national development since it provides an enabling environment for the private sector to flourish, appropriate legal & regulatory frameworks, ensures safety of person & property and promotes good neighbourhood relationships.** Strategic areas, like defense and critical infrastructure, require government investment to ensure the security and sovereignty of the nation. These investments are essential to safeguard against external threats and emergencies. While government

investment and participation in strategic areas can yield numerous benefits, it's essential that these activities are carried out with transparency, accountability, and a focus on the public interest. Effective governance, sound fiscal management, and regular evaluation of the impact of these investments will be critical to their success and the well-being of the nation during the implementation of the NDPIV.

112. During the NDPIV Government (both central and local government) will:

- i) Increase the capacity of Government (both central and local government) to prepare investments for key strategic areas;
- ii) Enhance local economic development;
- iii) Invest in strategic enterprises (agro-industry, minerals, tourism, etc.);
- iv) Partner with Non-state actors for investment and effective service delivery;
- v) Re-engineer the public service to improve access to and delivery of quality services; and
- vi) Improve resource mobilization.

3.3.5.4.Strategy 5.4: Improve Capacity and Accountability for Implementation of Public Programmes

113. **There is need to build and improve the capacity and accountability of the public sector to deliver adequate quality public services during the NDPIV period.** The strategy involves instituting measures to strengthen public sector management and administration by ensuring that the public officials are fully responsible and accountable for all the resources under their control. The key actions under this strategy include:

114. The strategy will focus on the following key actions:

- i) Strengthen transparency, accountability and anti-corruption systems;
- ii) Enhance budget credibility by linking the budgets to the plans;
- iii) Strengthen coordination within and between programmes;
- iv) Operationalize the Project Preparation Facility and implement the Public Investment Management System (PIMS) Reforms to improve readiness for implementation of public projects;

- v) Build capacity in development planning, budgeting and project formulation; and
- vi) Build capacity for loan negotiation and structuring to avoid unnecessary delays at implementation of projects.

3.3.5.5.Strategy 5.5: Leverage Capacity of the Non-State Actors to Implement the National Plan

115. **The strategy aims to leverage the capacity of non-state actors to implement the national plan.** Non-state actors are key players in national development and are a source of both financial (off-budget financing) and non-financial resources.

116. The key actions during the NDPIV period will include the following:

- i) Strengthen the operational mechanism of the National Partnership Forum;
- ii) Strengthen the partnership with the Non-State actors in the planning, budgeting, implementation, monitoring and evaluation processes;
- iii) Build capacity of the NGO Bureau to promote alignment of NGO financing to national priorities;
- iv) Consolidate partnerships with non-state actors for effective service delivery; and
- v) Strengthen implementation of the Comprehensive Refugee Response Framework.

3.3.5.6.Strategy 5.6: Increase civic participation in the development process, decision making, democratic governance, and socio-economic development.

117. **This strategy aims to empower families, communities, and citizens to embrace national values and actively participate in sustainable development.** Overall, this strategy seeks to create an environment where citizens are actively engaged, informed, and empowered to participate in the decision-making processes that shape their lives and the development of their communities. It forms the foundation for an inclusive, democratic, and participatory approach to national development.

118. Encouraging civic participation and engagement is crucial for a vibrant and healthy democracy through:

- i) Integrate civic education into school curricula to teach students about their rights, the political process, and the importance of civic engagement;
- ii) Public Awareness Campaigns;
- iii) Organize regular public meetings (Barazas) where citizens can voice concerns, ask questions, and engage with elected officials;
- iv) Conduct workshops and seminars in schools and colleges to educate young people about civic responsibilities and how to get involved;
- v) Develop mobile apps for citizens to report issues, provide feedback, and participate in surveys and polls;
- vi) Collaborate with non-governmental organizations that focus on civic engagement to amplify outreach efforts;
- vii) Engage local businesses and community organizations to sponsor civic events, awareness campaigns; and
- viii) Establish awards or recognition programs for outstanding civic contributions to motivate individuals and organizations.

3.3.5.7.Strategy 5.7: Improve international relations and diplomacy

119. This strategy aims at improving international relations and diplomacy.

The specific actions to achieve this strategy include;

- i) Promote Uganda's peace, security and development interests abroad;
- ii) Provide diplomatic, protocol and consular services;
- iii) Build capacity for negotiations for foreign missions; and
- iv) Promote economic and commercial diplomacy.

3.3.5.8.Strategy 5.8: Sustain a Suitable Fiscal, Monetary and Regulatory Environment

120. This strategy focuses on creating an economic environment that is conducive to sustainable economic growth, job creation, and overall prosperity. It aims to strike a balance between ensuring economic stability through fiscal and monetary policies and fostering a dynamic, competitive, and innovative economy through a supportive regulatory environment. Sustaining a suitable fiscal, monetary, and regulatory environment is essential for fostering economic growth, ensuring stability, attracting investment, and promoting the overall welfare

and competitiveness of a country. In addition, it helps safeguard against economic downturns and financial crises by promoting responsible economic management and governance.

121. In order to ensure sustainable fiscal, monetary and regulatory environment, the following key actions will be implemented:

- i) Enhance domestic revenue mobilization through sustainable tax administration and expansion of the tax base;
- ii) Maintain macro-economic stability;
- iii) Increase access to non-traditional finance such as green finance, Islamic finance among others;
- iv) Build capacity of all players to access non-traditional finance such as green finance, Islamic finance among others;
- v) Enhance public project preparation and implementation for improved absorption and better development outcomes;
- vi) Reduce domestic borrowing to minimize crowding-out private sector investment;
- vii) Eliminate accumulation of domestic arrears;
- viii) Enhance better coordination between fiscal and monetary authorities;
- ix) Deliberately focus monetary policy towards growth and job creation; and
- x) Strengthen the anti-money laundering mechanisms.

3.4. Proposed Development Targets in Key Areas

122. The successful implementation of NDPIV will contribute to the achievement of estimated outcomes indicated in **Table 2**.

Table 2: Proposed Key Performance Indicators for the NDPIV

Goal	Impact	Indicators	Baseline FY2022/23	Targets FY2029/30
Goal: <i>Achieve higher household incomes and employment for sustainable socio-economic transformation.</i>	Higher Household incomes	Real GDP growth rate	5.2	10.6
		Income per capita (USD)	1,051	2,008
		Population below the poverty line	20.3	15.51
		Gini Coefficient	0.43	0.37
		Average monthly nominal household income (UGX)	200,000	578,635
	Employment	Share of working population (%)	78.8	87.2
		Labor force participation rate (%)	57	68.6

		Share of national labor force employed less subsistence (%)	52	64.1
		Employment population ratio	43	59.8
		Labor productivity (GDP per worker, USD)-Agriculture	945	1,737
		Labor productivity (GDP per worker, USD)-Industry	7,542	13,866
		Labor productivity (GDP per worker, USD)-Services	3,150	5,791

Table 3: NDPIV Objective level – Key Performance Indicators

NDPIV Objective	KRA	Outcomes	Indicators		Baseline FY2022/23	Targets FY2029/30
1. Sustainably increase production, productivity and value addition in agriculture, industry, tourism, minerals, oil & gas, ICT and financial services		Increased production volumes and earnings by firms and households in agriculture, tourism, minerals, and oil & gas, ICT and financial services	Contribution to GDP	Agriculture	24	24.77
				Tourism	2.17	3.4
				ICT	1.54	2.20
				Service		47.40
				Mining	1.89	2.40
				Industry		28.40
				Oil & Gas	TBD	
				Financial Services	2.75	3.46
2. Enhance human capital development along the entire life cycle	Education	Improved learning outcomes and acquired skills relevant to the job market	Merchandise export to GDP ratio		11.4	18.7
			2.1 Literacy rates		53.4	
			2.2 Numeracy rates		51.2	
			2.3 Survival rates	Primary	34.2	
				Secondary	75	
			2.5 Quality adjusted learning Years of Schooling (QALYS		4.5	
			2.7 Employers satisfied with the TVET training (%)		40	
			2.8 Sports development index		TBD	
	Health	Improved quality of life	2.9 Maternal Mortality Ratio/ 100,000		336	
			2.10 Infant Mortality Rate/ 1000		43	
			2.11 U5 Mortality Ratio/ 1000		64	
			2.12 Neo-natal mortality rate (per 1000)		27	
			2.13 Total Fertility Rate	Total	5.4	
				Urban		
				Rural		
			2.14 Population growth rate		3	
			2.15 Life expectancy at birth in year		63.3	
			2.16 Human Development Index		0.54	
	Social Development	Improved access to services for social care, protection, safety and equity	2.17 Access to safe water supply	Rural	67	
				Urban	72.8	
			2.18 Sanitation coverage		79.5	
			2.19 Hygiene (Hand washing)		36	

NDPIV Objective	KRA	Outcomes	Indicators	Baseline FY2022/23	Targets FY2029/30
			2.20 Proportion of population accessing social insurance (%)	5	
			2.21 Universal Health insurance coverage	2	
			2.22 Percent of population receiving direct income support	0.5	
			2.23 Proportion of eligible population with access to social care services	2.1	
			2.24 Gender Inequality	0.72	
			proportion of the population that is food secure	78.3	
3. Support the private sector to drive growth and create jobs	Growth	Conducive environment for private sector investment is created, firms are competitive and meet national, regional and international standards	3.5 Manufactured Exports as a percentage of total exports	TBD	TBD
			3.11 Exports as a percentage of GDP	12.1	18.7
			3.10 Growth in Private sector credit	2.5	10.0
			3.4 Tax GDP ratio	12.9	15.7
			3.7 Savings as a percentage of GDP	20.54	25.0
			competitiveness index	48.94	
			3.9 Gross capital formation as a percentage of GDP	22.4	
			Percentage of the informal sector		
	Employment	Youth, women and other categories of the labour force are empowered, innovate, develop enterprises and create decent jobs	3.12 Youth unemployment	13	
			3.14 No of Annual Jobs created	39,511	
4. Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT; and	Roads	Improved transport services, connectivity and cost effectiveness usability	4.3 Proportion of paved national roads in fair to good condition	95.7	98
			4.4 Proportion of paved national roads in fair to good condition	73	90
			4.4 Percentage of District roads in fair to good conditions	69	83
			4.5 Travel time within GKMA (min/km)	4.1	3.5
	Air		4.6 Volume of international air passenger traffic	1,709,084	2,509,084
			4.7 Volume of domestic air passenger traffic	22,511	43,217
			4.8 Freight Cargo traffic in tonnes (air) - Exported	38,453	78,506
			4.9 Freight Cargo traffic in tonnes (air) -Imported	17,148	28,286
			4.10 Freight Cargo on Lake Victoria (tonnes)	96,922	170,045
	Water		4.11 Passenger traffic by water %		
			Railway	4.12 Freight cargo by rail %	10

NDPIV Objective	KRA	Outcomes	Indicators		Baseline FY2022/23	Targets FY2029/30
			4.13 Travel time on railway network (in hours) -Mombasa-Kampala		20	15
			4.14 Travel time on railway network (in hours) - Mwanza- Dar-Kampala		12	10
	Energy	Increased access to clean, reliable, affordable and climate smart energies	4.4 Electricity consumption per capita			
			4.5 proportion of the population Households with access to electricity		56	
			4.6 Cost of electricity	Residential	23	
				Industrial large	9.8	
				Industrial -Extra Large	8	
				Commercial	17	
			4.7 Energy generation capacity (MW)		1254	
	Water for production	Increased land under irrigation	4.8 Cumulative WfP Storage capacity (million m³)		47.88	
	ICT	Increased penetration and usage of ICT services	4.9 Unit cost of internet (USD)		2.67	
			4.10 Internet penetration rate		24.6	
5. Strengthen good governance, security and the role of the state in development.		Increased Peace, Stability, accountability and civic participation	5.4 Global Peace index (scale 1 to 5)		2.3	
			Crime rate (per 100,000)		502	
			5.8 Corruption Perception Index (100 being the best)		26	
			5.3 Democratic index		4.94	
		Increased government effectiveness, access to public goods & services, and good image	Government Effectiveness index		0.57	
			3.8 Foreign Direct Investment (percent of GDP)		2.8	3.7
			5.2 Level of public satisfaction with service delivery			

The detailed outcomes and outputs as per the NDPIV Objectives are as articulated in the **Annex 4**.

3.5.NDPIV Delivery Approaches and Principles

123. The following delivery approaches will be adopted during the NDPIV planning and implementation periods:

- Improving impact of NDP development key actions;
- Deepening the programmatic approach adopted in NDPIII;
- A Science, Technology and Innovations approach for value chains will be enhanced;
- Promoting value addition analysis along selected key value chains;

- v) Mainstreaming job creation in all development key actions;
- vi) Regional Planning;
- vii) A business model for key actions and Government delivery will be enhanced;
- viii) Deepening the quasi-market approach;
- ix) Risk-based planning and implementation;
- x) Amplifying the Parish Development model to deliver the NDPIV; and
- xi) Improvement in factor productivity.

124. The NDPIV development approaches are summarized in nine-fold, that is:

- (i) Consolidation of development gains. Consolidation relates to sustaining the ongoing development interventions while also strengthening, improving, fast-tracking and deepening their implementation;
- (ii) Prioritization of value addition interventions
- (iii) Development of the knowledge economy and STI
- (iv) Improved allocative efficiency and innovative financing mechanisms.
- (v) Reduce leakages to improve efficiency and acceleration of public service delivery;
- (vi) Coordinated implementation;
- (vii) Improved follow-up, monitoring and evaluation;
- (viii) Improved performance management in the public service; and
- (ix) Deepened private sector involvement in development, cognizant of the local content considerations.

125. Particularly, Science, Technology and Innovations (STI) and knowledge will be integrated in all development interventions across the Plan. Critically, Industrial development requires supporting both skills and infrastructure that can be used to uphold the industrial operations in terms of providing the necessary hands-on skills sets, centres for manufacture and repair of broken industrial parts and continuous upgrading of skills and machinery. These skills and infrastructure enable the country to produce its own machinery that can be used to drive the industrialization agenda, on top of producing human reason with the right industrial skills. Additionally, such centres become points of developing innovations into the necessary technology that can create new industries and support existing ones. Without these, the country remains a net importer of all its capital goods, thus keeping

its forex expenditure high and also depending on other economies to drive its industrial agenda. The NDPIV will focus on a number of key actions, including:

- i) Establishing technology development, engineering and innovation centres;
- ii) Implementing the STI journey from idea to market and innovation highway concept in order to enable innovations translate into commercial products
- iii) Supporting the legacy and path-finder projects like motor vehicle manufacturing, to become commercial entities in the region and beyond;
- iv) Investing in strategic areas like space science, pathogen economy, Industry 4.0+ and nano technology, among others, which make the country competitive in the current 4th Industrial Revolution trend;
- v) Implement the National Science Technology and Innovation System that brings all stakeholders together to strengthen the achievement of results in STI;
- vi) Including STI interventions across all development Programmes.
- vii) Leveraging STI and knowledge to drive productivity, growth and development; and
- viii) Creating an enabling environment for STI and knowledge to thrive.

3.6. Proposed Key Implementation Reforms under NDPIV

The following key implementation reforms under NDPIV are proposed:

3.6.1. Reforms to Improve the Functioning of the Programme Approach under NDPIV

126. **The programme approach will continue to be the *modus operandi* for development planning and implementation under the NDPIV.** The program approach was adopted to address the challenges identified in the previous NDPs including: gaps in alignment, coordination & harmonization of planning, budgeting, implementation, monitoring & evaluation and inadequate prioritization & sequencing of key actions as well as low accountability and transparency. The Mid-Term Review (MTR) indicated that above issues have persisted in addition to external shocks and have partly led to the weak performance of the NDPIII. Despite the challenges above, some positive results have been recorded from the program approach including;

- ix) Improvements in the alignment of planning, budgeting, and implementation to the

- NDPIII objectives, outcomes, and impacts;
- x) Enhanced the focus on results, outcomes, and impacts rather than inputs and activities;
- xi) Fostering synergies and complementarities among different key actions within and across programmes; and
- xii) Strengthening partnerships and coordination among different stakeholders at different levels.

127. The following reforms will be implemented to improve the functioning of the program approach in the NDPIV:

- i) **Decentralizing the formulation of the Programme Implementation Action Plans (PIAPS) to programmes.** To improve ownership, the formulation of the PIAPS will be decentralized to the Program Working Groups with continued supervision of the National Planning Authority. Programme working groups will be involved in all processes of the planning cycle including, planning, budgeting, implementation and M & E. Relatedly, local governments will also be involved in all stages of development planning cycle including formulating the program plans and the PIAPs;
- ii) **Continuous capacity building of Program Working Groups:** To achieve the functioning of the Program Working Groups, capacity will be built or developed or enhanced for Programme Working Group staff. Further, Guidelines will be revised and disseminated to deal with emerging challenges in the implementation of Programmes;
- iii) **Ensuring uniformity in costing goods and services based on the National Standard Indicators (NSI).** During NDPIV costing, NPA will adequately guide programme working groups on cost drivers to ensure uniformity of costs of goods and services;
- iv) **Improving the NDP Results Framework (NDP-RRF):** For effective Monitoring and Evaluation of the NDPIV, the NDP-RRF will be based on the National Standards Indicator Framework. NPA will ensure that all indicators included as part of the NDPIV M&E framework are measurable and have reliable data to capture them;

- v) **Implementing a Change Management Strategy for the Programme Approach:** A change management strategy will be developed as part of NDPIV planning and implementation; and
- vi) **Re-defining Cross-cutting issues within the NDPIV:** Given that cross-cutting issues are many, they will be re-defined, clustered and clarified for better integration into the NDPIV.

3.6.2. Proposed Reforms for Improving the Implementation of NDPIV High Impact Growth Enhancing Projects

128. **Findings from the mid-term review indicated that implementation of the core growth enhancing projects has been slow thereby affecting the achievements of NDPIII mid-term growth targets.** The 69 planned core or flagship projects were too many to be implemented within the 5-year NDPIII period. Coupled with limited prioritization and slow implementation within the core projects, the inclusion of projects that were not ready for implementation as core projects to either attract budget resources towards programmes or for purposes of political correctness further contributed to the poor performance of projects that had been identified as core projects. Relatedly, bottlenecks like land ownership conflicts & land tenure issues, incompetence among some of the implementers of the core projects and financing gaps played a complementary role towards the poor implementation of the core projects.
129. **Under NDPIV, emerging priorities will be obtained from taking stock of what has been achieved under NDP I, NDPII and NDPIII, and looking forward to determine what key priorities are feasible in the prevailing resource-constrained environment.** Key flagship programs and investments with the potential to propel the economy back to double digit growth, coupled with generation of new jobs and incomes for the majority of Ugandans will be prioritized under an increasingly resource constrained environment in the short to the medium term.
130. **The following strategies will be implemented to improve the effectiveness and impact of core or flagship growth-enhancing projects under the NDPIV:**

- i) **As part of the NDPIV, prioritization will be undertaken to select few high impact-growth enhancing projects** whose benefits in terms of enhancing household incomes, wealth creation and job creation for Ugandans out-weigh the costs in terms of invested public funds;
- ii) **Improving the quality and readiness of projects included in the Public Investment Plan by implementing the Public Investment Management System (PIMS) reforms**, improving governance of projects selection and re-forcing competitive processes to contractors and minimizing costs appendant to the lengthy and cumbersome procurement processes;
- iii) **High impact projects for the NDPIV under the different programmes will be required to have reached a satisfactory and verifiable level of readiness for implementation** rather than including projects at the idea stage; and
- iv) **The detailed criteria for selection of NDPIV core projects will consider projects that;**
 - a) directly contribute to the delivery of key results of the Plan,
 - b) have high multiplier effect on several aspects of the economy,
 - c) require concerted effort of a wide array of stakeholders outside the lead implementing agency/programme for execution and hence place high demands on the need for concerted efforts,
 - d) have large geographical coverage and create regional balance of interventions and results,
 - e) are project ideas of the Uganda Vision 2040,
 - f) require significant amount of investment and financing to be delivered, and
 - g) have progressed in the appraisal process and finished at least two stages of the Development Committee.

3.6.3. Collaborative Implementation, Monitoring and Evaluation

131. The NDPIII MTR revealed the persistence of the silo approach despite the adoption of the programme approach, resulting in dis-jointed planning, budgeting and implementation. This negatively affected the achievement of a number of development results due to failures to benefit from synergies that were envisaged to be brought in by the Programme approach. The Strategy is aimed to improve and galvanise collaborative monitoring and evaluation for better performance and results. During NDPIV, the following key actions will be undertaken to ensure collaborative implementation, monitoring and evaluation:

- i) Ensure collaborative implementation of critical projects and operationalization of industrial parks, with other critical players like Trade, Energy, Water, Works & Transport, UIA, NITA-U, ISO, Finance, MoGLSD, NPA, MoIA, and LGs;
- ii) Implement collaborative monitoring and evaluation under the leadership of the OPM to leverage strengths of other critical institutions. Some of these include NPA, MoFPED, ISO, MoPS, MoIA, and MoGLSD; and
- iii) Build capacity for collaborative implementation, monitoring and evaluation.

3.6.4. Implement Public Service Reforms and Strengthen Performance Management in the Public Service

132. The performance, efficiency and productivity of the public service has a bearing to the access to and quality of services provided by MDAs and LGs. During NDPIV, the public service will be strengthened to provide adequate and quality services through the following actions:

- i) Develop and implement the National Service Program for the Public Service;
- ii) Implement the Public Service Reform Model;
- iii) Strengthen performance measurement through implementing the Balanced Score-Card performance measurement framework across the public sector.
- iv) Undertake the Pay reform; and
- v) Build capacity for performance measurement.

3.6.5. Financing and Domestic Resource Mobilization

133. The following actions will be implemented to improve financing under the NDPIV:

- i) Align national budgets to the NDPIV;
- ii) Re-purposing budgets and re-aligning the national budget to new and emerging priorities in the short to medium term. This will entail aligning the short and medium budgets to the emerging priorities for the NDPIV;
- iii) Balance increased domestic revenue mobilization with equity in taxation in order to supporting private sector growth and consequently widen the tax base;
- iv) Implement an effective governance framework for the exploration and development of the mineral sector to ensure transparency within mining activities and ensure accountability for revenues to government from royalties and taxes from the mining sector;
- v) Prioritize borrowing for only critical areas and implement the Public Debt Management Framework;
- vi) Implement a proactive framework for managing and monitoring tax exemptions;
- vii) Strengthen capacity to access innovative and alternative financing instruments including but not limited to infrastructural bond, green bonds, bilateral and multilateral agreements, Islamic financing, diaspora financing and climate financing through nature for debt swaps, resilient sustainable financing from the IMF and other Global financing arrangements. In regard to green and climate financing;
 - a) Create an enabling framework for operationalization of innovative climate finance instruments such as carbon finance, parametric disaster/climate risk insurance, debt for nature/climate swaps and green bonds among others,
 - b) Institute fiscal and policy incentives that unlock domestic and international private sector climate finance,
 - c) Undertake targeted and continuous capacity building in preparing bankable project proposals aligned to major global climate finance windows, and
 - d) Fast track the finalization of climate change budget tagging to ensure climate change responsive budgeting and reporting.
- viii) Strengthen capacity for Public Private Partnerships (PPPs);
- ix) Strengthen the capacity of public institutions to collect NTR; and

- x) Leverage on stakeholder contributions such as corporate social responsibility, nongovernmental, civic society and charity organizations, crowdfunding, and philanthropic contributions.

3.6.6. Strategic Actions to Expand the Revenue Sources

134. **Expanding the revenue sources will require strengthening traditional and innovative financing sources.** NDPIV proposes policy actions required to double financing efforts which include:

- i) **Tax revenue growth**
 - a) Generating additional resources derived from the expanded tax base due to the doubling of the GDP. In addition, the untapped revenue potential from the underperforming segments of commercial agriculture & agribusinesses, mining & mineral enterprises, creative arts, and informal sector enterprises will lead to generation of more revenue,
 - b) Rationalizing tax expenditure regimes to minimize revenue losses by reforming the incentives regime from the current ‘anticipated-outcomes from the investment regime’ which is subject to abuse in some cases to ‘the realized-outcomes-based incentives regime,
 - c) Rolling out digital technologies to facilitate cashless transactions and improving accuracy in the filed tax returns and compliance,
 - d) Building tax administration capacity of URA in minerals, oil, and gas. In addition, capacity building around tax policy and administration of e-commerce can generate more tax revenue, and
 - e) Expanding tax audits in strategic industries such as mining, oil and gas, telecommunications, and professional service providers to increase compliance.
- ii) **Borrowing.** This will continue to be used as a financing source but with caution and it should adhere to the Public Debt Management Framework thresholds to ensure fiscal sustainability. For domestic borrowing, longer-dated securities will be prioritized to

minimize domestic debt refinancing risk and the crowding out of the private sector. External borrowing will on the other hand largely target concessional terms while discouraging commercial borrowing terms.

iii) **Foreign Direct Investment (FDI)**

- a) FDI inflows will be tapped to boost investments in the minerals, oil and gas industry. Revenues will arise out of the commercialization of minerals and mines, increased formalization of the mining activities, as well as building the capacity of the National Mining Company, and
- b) Leveraging on the e-mobility transition to attract green financing in form of FDI.

iv) **Climate Finance.** To unlock public and private climate finance from domestic and international sources, there is need to;

- a) Create an enabling framework for operationalization of innovative climate finance instruments such as carbon finance, parametric disaster/climate risk insurance, debt for nature swaps and green bonds,
 - b) Institute fiscal and policy incentives that unlock domestic and international private sector climate finance,
 - c) Undertake targeted and continuous capacity building in preparing bankable project proposals aligned to major global climate finance windows, and
 - d) Fast track the finalization of climate change budget tagging to ensure climate change responsive budgeting and reporting.
- v) Strengthen Public-Private Partnerships;
- vi) Remittances. Undertaking a feasibility study on the viability of a diaspora bond is critical in tagging remittances to national investment priorities;
- vii) Capital Markets. Market capitalization to boost resource mobilization will be attained by;
- a) Providing for the legal regime that requires all tier-1 financial institutions to list as a precondition of dealing in treasury securities,

- b) Providing for the legal regime that requires all commercially run public enterprises to undergo successful public listing,
- c) Carrying out pension reforms by allowing private pension schemes, and transforming the public service pension scheme into a contributory scheme can increase the stream of patient capital for public investment, and
- d) Incentivize collective investment schemes to grow household savings.

4.0.Conclusion

135. **H.E. the President’s Vision for Uganda has consistently been on industrialization for value addition, job creation and wealth creation.** The Theme, Goal and Objectives presented in this strategic direction are consistent with this vision and provide an effective and realistic framework for the utilization of the country’s natural, human, and financial resources over the next five years. During the process of developing this plan, care will be taken to strike a balance between top down and bottom-up planning to ensure ownership and buy-in from a broad range of stakeholders.

Annex 2.1: Progress of the NDPIII Theme

Theme	KEY RESULT AREA	CATEGORY	INDICATOR	Baseline 17/18	Actual 120/21	Actual 121/22	Target 20/21	Target 21/22	Rating
Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation	Sustainable Industrialisation	Sectoral contribution to GDP	Sectoral contribution to GDP (Agriculture)	22.9	23.8	24.07	21.22	20.88	Achieved
			Sectoral contribution to GDP (Industry)	26.5	27.1	26.8	27.55	27.81	Not Achieved
			Sectoral contribution to GDP (Services)	43.4	41.5	41.8	44.18	45.07	Not Achieved
	Inclusive Growth	Reducing poverty and inequality	Population below the poverty line (%)	21.4	20.3	20.3	25.4	21.4	Achieved
			Income Inequality (Gini coefficient)	0.42	0.41	0.43	0.49	0.43	Achieved
			Gender Inequality Index (GII)	0.52	0.71	0.72	0.52	0.52	Not Achieved
	Employment	Total labor force	Share of working population (%)	79	78.8	78.8	80.6	82.2	Not Achieved
			Share of national labor force employed less subsistence (%)	47.5	52	52	48.5	49.4	Achieved
	Sustainable Wealth Creation		Population growth rate (%)	3	3.1	3	3	3	Achieved
			Total Fertility Rate	5.4	5.4	5.4	5	4.9	Not Achieved
		Sustainable use of natural resources and the environment	Forest cover (% of total land area)	12.4	8.1	8.1	12.5	12.8	Not Achieved
			Wetland cover (%)	8.9	3	3	9.08	9.2	Not Achieved

NDPIII MTR Performance at Goal Level

KRA	Development Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Household income	Income per Capita (USD)	864	936	1,042	936	991	Achieved
	Real GDP growth rate	6.2	3.3	4.6	4.51	5.99	Not Achieved
	Population below the poverty line (%)	21.4	20.3	20.3	25.4	21.4	Achieved
	Population below international poverty line (\$1.9 per day)	41.7	41.8	41.8	49.47	30.71	Not Achieved
	Income Inequality (Gini coefficient)	0.42	0.41	0.43	0.49	0.43	Achieved
	Gender Inequality Index (GII)	0.52	0.71	0.72	0.52	0.52	Not Achieved
	Share of working population (%)	79	78.8	78.8	80.6	82.2	Not Achieved
	Share of national labor force employed less subsistence (%)	47.5	52	52	48.5	49.4	Achieved
Quality of Life	Human Development Index Score	0.52	0.54	0.54	0.56	0.58	Not Achieved
	Population growth rate (%)	3	3.1	3	3	3	Achieved

	Homicide rate per 100,000 people	11	10	11	10.54	10.08	Not Achieved
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NDPIII MTR Performance at Objective level

Objectives	Key Development Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
Objective One Enhancing Value Addition in Key Growth Opportunities	Average monthly nominal household Income (UGX)	416,000	200000	200000	401667	482297	Not Achieved
	Sectoral contribution to GDP (Agriculture)	22.9	23.8	24.07311	21.22	20.88	Achieved
	Sectoral contribution to GDP (Industry)	26.5	27.1	26.8	27.55	27.81	Not Achieved
	Sectoral contribution to GDP (Services)	43.4	41.5	41.8	44.18	45.07	Not Achieved
	Manufactured exports as a % of total exports	12.3	13.5	13.5	13.53	14.88	Not Achieved
	High technology exports (% of manufactured exports)	3.54	2.1	2.1	3.89	4.28	Not Achieved
	Share of intermediate goods (inputs) in total imports (%)	18.6	18.6	18.6	22.14	22.97	Not Achieved
	Foreign exchange earnings from Tourism (USD billion)	1.45	1.2	1.32	1.584	1.631	Not Achieved
	Share of Tourism to GDP (%)	7.3	2.9	3.2	7.8	7.9	Not Achieved
	Contribution of ICT to GDP	2	9	9.8	2.67	2.89	Achieved
	Percentage of titled land	21	23	23	24	29	Not Achieved
Objective Two Support the private sector to drive growth and create jobs	Saving as a % of GDP	16	19	19.2	16.4	16.8	Achieved
	Foreign Direct Investment (% of GDP)	2.96	2.1	2.3	3.1	3.2	Not Achieved
	Gross Capital Formation as % of GDP	24.2	25.2	22.4	26.4	26.8	Not Achieved
	Private Sector Credit (%)	11.2	7.1	8.5	8.4	12.9	Not Achieved
	Private Sector Credit (% of GDP)	11.7	14.4	15.2	10.9	10.5	Achieved
	Exports as % of GDP (Merchandise)	12.7	11.4	12.1	14.3	14.8	Not Achieved
	Exports as % of GDP (Goods & Services)	26.24	14.4	16.7	28.7	29.5	Not Achieved
	Youth unemployment rate (%)	13.3	13	13	12.2	11.6	Not Achieved
	Net annual no. of Jobs created	424,125	32,007	39,511	412588	477262	Not Achieved
Objective Three Consolidate and Increase the stock and	Energy generation capacity (mw)	984	1254	1254	1884	1990	Not Achieved
	Households with access to electricity (%)	21	23	23	40	45	Not Achieved

Objectives	Key Development Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
quality of Productive Infrastructure	Cost of Electricity (Residential)	23	23	23	19.4	15.8	Not Achieved
	Cost of Electricity (Industrial - Large)	9.8	9.8	9.8	8	7	Not Achieved
	Cost of Electricity (Industrial -Extra Large)	8	8	8	7	6.5	Not Achieved
	Cost of Electricity (Commercial)	17	17	17	14.6	12.2	Not Achieved
	% of paved roads to total national road network	21.1	33	33	27	30	Achieved
	Travel time within GKMA (min/km)	4.14	4.1	4.1	3.98	3.86	Not Achieved
	Freight transportation costs (per ton per km) from coast to Kampala - USD	0.77	1.88	1.88	0.034	0.702	Not Achieved
	% age of District roads in Fair to good condition	61	69	69	64.8	68.6	Achieved
	Proportion of freight cargo by rail (%)	3.5	3.7	3.7	7.8	11.2	Not Achieved
	Travel Time on Railway network-Mombasa Kampala (Days)	19	15	15	17	15	Achieved
	Travel Time on Railway network-Mwanza -Dar-Kampala (Days)	20	6	6	20	19	Not Achieved
	Volume of international air passenger traffic (Mn)	1.7	0.6	0.6	1.8	1.9	Not Achieved
	Volume of domestic air passenger traffic	22301	3601	3601	28152	30967	Not Achieved
	Freight Cargo Traffic-Exported (tones)	39594	38941	38941	42166	44274	Not Achieved
	Freight Cargo Traffic-Imported (tones)	22499	25039	25039	21204	22264	Achieved
	Freight Traffic on Lake Victoria (tons)	45338	32216.5	32217	42723	46996	Not Achieved
	Proportion of area covered by broad band services	41	45	45	50.8	60.6	Not Achieved
	Internet penetration rate (internet users per 100 people)	25	46	46	30	35	Achieved
	Unit cost of internet (USD)	237	205	205	210.6	177.2	Not Achieved
	Water usage (m3 per capita)	30.27	41.5	41.5	41.82	42.9	Not Achieved
	Cumulative WfP Storage capacity (million m3)	39.32	41.5	41.5	54.3	55.7	Not Achieved
Objective Four	Labor productivity-Agriculture (GDP per worker - USD)	2212	945	945	2527	2656	Not Achieved
Enhance the productivity and social	Labor productivity-Industry (GDP per worker - USD)	7281	7542	7542	8162	8446	Not Achieved

Objectives	Key Development Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
wellbeing of the population	Labor productivity-Services (GDP per worker - USD)	3654	3150	3150	3925	4063	Not Achieved
	Labour Force Participation Rate (LFPR)	52.3	57	57	56	59.9	Not Achieved
	Employment Population Ratio	47.5	43	43	51.3	55.4	Not Achieved
	Life expectancy at birth (years)	63.3	63.3	63.3	64.6	66	Not Achieved
	Infant Mortality Rate/1000	43	43	43	41.2	39.4	Not Achieved
	Maternal Mortality Ratio/100,000	336	336	336	311	286	Not Achieved
	Neonatal Mortality Rate (per 1,000)	27	27	27	24	22	Not Achieved
	Total Fertility Rate	5.4	5.4	5.4	5	4.9	Not Achieved
	U5 Mortality Ratio/1000	64	64	64	42	39	Not Achieved
	Primary to secondary school transition rate	61	61	61	65	68	Not Achieved
	Survival rates-Primary	38	34.2	34.2	40	41	Not Achieved
	Survival rates-Secondary	77	75	75	79	82	Not Achieved
	Ratio of STEI/ STEM graduates to Humanities	0.09	0.082	0.087	0.09	0.13	Not Achieved
	Quality-adjusted years of schooling	4.5	4.5	4.5	4.6	5	Not Achieved
	Proportion of primary schools attaining the BRMS, %	50	52	52	54	58	Not Achieved
	Literacy rate (overall)	73.5	73.5	73.5	74.1	75.3	Not Achieved
	Proportion of the population participating in sports and physical exercises	40.9	40.9	40.9	43	45.1	Not Achieved
	Employers satisfied with the TVET training (%)	40	40	40	44	48.4	Not Achieved
	Electricity consumption per capita (Kwh)	100	108.8	108.8	150	200	Not Achieved
	Forest cover (% of total land area)	12.4	8.1	8.1	12.5	12.8	Not Achieved
	Wetland cover (%)	8.9	3	3	9.08	9.2	Not Achieved
	Safe water coverage-Rural	73	69	69	75.4	77.8	Not Achieved
	Safe water coverage-Urban	74	79.1	79.1	79.2	84.4	Not Achieved

Objectives	Key Development Indicators	Baseline 17/18	Actual 20/21	Actual 21/22	Target 20/21	Target 21/22	Rating
	Sanitation coverage (Improved toilet)	19	42.8	42.8	23	28	Achieved
	Hygiene (Hand washing)	34	40	40	36	38	Achieved
	Proportion of population accessing social insurance, %	5	5	5	7.5	10	Not Achieved
	Health insurance coverage	2	2	2	7.5	10	Not Achieved
	% of the population receiving direct income support	0.5	0.5	0.5	0.7	2.5	Not Achieved
	Proportion of eligible population with access to social care services, %	N/A	2.1	2.1	5	7.5	Not Achieved
	Extent of hunger in the population (%)	40	39	39	36	32	Achieved
	Stunted children U5 (%)	29	29	29	27	25	Not Achieved
Objective Five	Tax Revenue to GDP ratio (%)	12.58	13	11.4	11.96	12.28	Not Achieved
Strengthen good governance, security and the role of the State in development.	Public resources allocated to Local Government (%)	12.25	13.7	13.7	18.4	22.1	Not Achieved
	Cost of electricity for all processing and manufacturing enterprises (USD cents)	8	8	5	7	5	Achieved

Annex 2.2: NDPI Strategic Level Performance

NDP OBJECTIVES	Development Indicators	Specific Indicators	Base Year	Targets	Actual	Targets	Actual	Targets	Actual	Targets	Actual	Targets	Actual	STATUS
			2008/2009	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013	2012/2013	2013/2014	2013/2014	2014/2015	2014/2015	Status
(i) Increasing household incomes and promoting equity	(a) Per Capita Income (US Dollars)		506	614	485	667	487	718	612	775	596	837		No Data
	(b) Proportion of people living below poverty line (%)		28.5	28	24.5	27.4	24.5	26.6	19.8	25.6	19.7	24.5		No Data
(ii) Enhancing the availability and quality of gainful employment	(a) Employment level	Percentage share of total national labour force employed	70.9	71.6	75.4	73.1		75.3	91.5	76.8		78.2		No Data
(iii) Enhancing human capital development	(a) Human Development Index	Life expectancy	50.4	51	53.7	51.3	54.1	51.6	54.5	52	54.4	52.4	63.3	Achieved
		Literacy	73.6	75.2	73.2	76.9	74.6	78.7	76.9	80.4	71	82.2	71	Not Achieved
		HDI (Score)	0.514	0.526	0.446	0.531	0.454	0.541	0.456	0.543		0.572	0.505	Not Achieved
		HDI (Rank)	(157th/183)	(152nd/183)	(119th/183)	(150th/183)	(123rd/183)	(148th/183)	(161th/187)	(146th/183)		(142nd/183)		No Data
(iv) Improving stock and quality of economic infrastructure	(a) Transport Indicators	Proportion of paved roads to the total road network	4.00%		16.3		15.8					5.30%	19	Achieved
		Proportion of freight cargo by rail	3.50%		9		10					17.80%		No Data
	(b) Energy Indicators	Proportion of households accessing power from national grid	11.00%		12		10		14.9			20%	17.2	Achieved
		Power Consumption Per Capita	69.5Kwh		63.9		59.8					674	215	Not Achieved
(v) Increasing access to quality social services	(a) Health indicators	DPT 3 pentavalent vaccine	85		90		79		87		87	87	100.5	Achieved
		Proportion of qualified workers	56.00%		56		58		63		57	85.00%	73	Achieved
		HCS without medicine stock outs	26		61.4		70		53			65	45	Not Achieved
		Deliveries in health facilities %	34		39		40		59			40	52.7	Achieved
		OPD utilization	0.8		1		1.2					1.5		No Data
		Infant mortality rate (per 1000 live births)	76				54				43.9	41		No Data
		Contraceptive prevalence rate	24									50	30	Not Achieved
		Under five mortality rate (per 1000 live births)	137				90		114			60	64	Achieved

NDP OBJECTIVES	Development Indicators	Specific Indicators	Base Year	Targets	Actual	Targets	Actual	Targets	Actual	Targets	Actual	Targets	Actual	STATUS
			2008/2009	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013	2012/2013	2013/2014	2013/2014	2014/2015	2014/2015	Status
	(b) Education Indicators	Maternal mortality ratio (per 100,000 live births)	435				310/438					131	146	Achieved
		Net Enrolment rate primary (%)	93.2	93.3	97.5	95	95.5	95.6	95	96	97	96.4	97	Achieved
		Net Enrolment Rate – Secondary	23.5	25	25	28	23.2	30	35	32	26	35	22	Not Achieved
		Pupil-Teacher Ratio	(53:1)	(49:1)	47	(47:1)	53	(46:1)	43	(44:1)	46	(43:1)	43	Not Achieved
		Pupil-Classroom ratio	(72:1)	(68:1)	58	(66:1)	58	(64:1)	61	(63:1)	58	(61:1)	63	Not Achieved
		Student-Teacher Ratio	(18:1)	(19:1)	19				22		22		22	Achieved
		Student-Classroom ratio	(45:1)		(45:44)									No Data
		BT/VET Enrolment (students)	185,430	215,181		249,705	21,180	289,768	23,498	336,258	24,000	390,208		No Data
	(c) Water and sanitation Indicators	Rural water coverage (%)	66		65.8		64		64		64	77	65	Not Achieved
		Urban water Coverage (%)	60		67		69		71		72	100	73	Not Achieved
		Sanitation Coverage (%)	62		68		69.6		73		71	77	74.6	Not Achieved
(vi) Promoting science, technology, Innovation (STI) and ICT to enhance competitiveness	(a) Proportion of budget dedicated for promoting STI and ICT	Ratio of national budget allocated STI (R&D) and ICT	0.30%									0.60%	0.1	Achieved
		Ratio of S&T to Arts Graduates	(1:5)				(1:5)					(1:3)		No Data
		ICT Sector Share of GDP			14.6		17.2							No Data
		Proportion of schools with Internet												No Data
		Proportion of urban centres with public internet access			36									No Data
	(b) Level of development of the industrial sector	Proportion of manufactured exports to total exports (%)	4.2		4.4		6		6				12	Achieved
		Ratio of manufactured exports to GDP												No Data
(vii) Strengthening good governance, defense and security	(a) Extent of improvement in good governance	Level of representation and participation of marginalized groups in development processes												No Data
		Level of transparency in public institutions												No Data

NDP OBJECTIVES	Development Indicators	Specific Indicators	Base Year	Targets	Actual	Targets	Actual	Targets	Actual	Targets	Actual	Targets	Actual	STATUS
			2008/2009	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013	2012/2013	2013/2014	2013/2014	2014/2015	2014/2015	Status
		Level of implementation of regional and international protocols and standards												No Data
	(b) Level of modernization of defense and security	Level of R&D developed												No Data
		Level of core sector capabilities												No Data
		Level of capacity built for infrastructure development												No Data
(viii) Promoting sustainable population and use of the environment and natural resources	(a) Proportion of ecosystems restored	Number of wetlands gazetted and restored												No Data
		Level of forestation and re-afforestation												No Data
		Forest cover	13%				18		13%		10			No Data
		Wetland cover					10.9		10.9		10.9			No Data
	(b) Level of management of environmental resources	Level of water pollution												No Data
		Level of industrial pollution												No Data

Annex 2.3: NDPII Strategic Level Performance

KEY RESULT AREA	INDICATOR	Baseline	TARGET	TARGET	TARGET	TARGET	TARGET	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	Status
		2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20	
A. Growth	GDP growth rate	5.2	5.5	5.7	6	6.1	6.3	4.8	3.9	6.1	6.5	2.9	Not Achieved
	Per Capita GDP	743	833	888	931	982	1,033	671	773	724	825	910	Not Achieved
	Export proportion of GDP	16.1	9.49	9.91	9.88	9.82	9.95	9.7	11.46	12.93	14.6	10	Achieved
	Ratio of manufactured exports to total exports	6	8.5	11.1	13.8	16.4	19				16.4	16.4	Not Achieved
B. Competitive ness	Ease of doing business ranking	150/189	140/189	130/189	120/189	115/189	111/189	122/189	122/189	127/189		127/189	Not Achieved
	Global Competitive ranking	123/148	129/148	115/148	110/148	100/148	90/148	115/148	113/148	114/148		114/148	Not Achieved
C. Sustainable Wealth Creation	Share of manufacturing to GDP	8	9	9.5	11	12.5	14	8.2	9	8.2	9	9	Not Achieved
	Share of manufacturing jobs to total formal jobs	16.4	18.07	18.5	19	19.5	20				9	7.9	Not Achieved
	Forest Cover (% Land Area)	14	14.8	15.6	16.4	17.2	18	11	8	9	10.9	12.4	Not Achieved
	Pollution Index	61.78	62.5	63.5	64	64.5	65						No Data
	Wetland cover (% of total area)	11	10.9	11.3	11.65	11.8	12	10	10.9	10.9	10.9	10.9	Not Achieved
	Increase in the automation of climate monitoring network	20	22	25	30	35	40				40	40	Achieved
	Population growth rate	3.32	3.03	3	2.9	2.8	2.5	3	3	3.2	3.2	3.2	Not Achieved
	Total fertility rate	6.2	6	5.7	5.3	4.9	4.5	5.8	5.4	5.4	5.4	5.4	Not Achieved
D. Total and Sectoral Labour force	Total employment	9.4	20.8	18.3	21	22	22.5				78.8	78.8	Achieved
	Labour force in agriculture sector	33.8	2.1	2.9	3.5	3.4	3.1	68.4	68.4		68	68	Achieved
	Increase in labour force in industrial sector	21.1	6.5	4	3.5	3.3	6.4	7.4	7.4		25		No Data

KEY RESULT AREA	INDICATOR	Baseline	TARGET	TARGET	TARGET	TARGET	TARGET	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	Status
		2012/13	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20	
	Labor force in service sector	45.1	3.7	3.4	4.3	5.1	4	24.2	24.2		7	25	Achieved
E. Inclusive Growth	Proportion of persons living on less than a dollar per day	19.7	19.5	17.59	16.2	15.14	14.18	19.7	21.4	21.4	21.4	21.4	Achieved
	Income distribution (GINI Coefficient)	44.3	44.6	44.8	44.9	45	45.2	39.5	0.42	0.41	0.41	0.41	Not Achieved
	Child poverty	55	51.4	47.8	44.2	40.6	37						No Data
	Global Gender Gap Index	0.7086	0.7130 (40/136)	0.7200 (35/136)	0.7300 (30/136)	0.7400 (22/136)	0.7500 (20/136)						No Data

Annex 2.4: Core Projects Implementation Progress by Programme

S/No	Programme	Idea/Wish list	Concept	Preparation (Proposal, Profile, Pre-Feasibility, Feasibility)	Awaiting Financing	Behind Schedule in Implementation	On Schedule in Implementation	Total
1	Agro-industrialisation	6		3		3		12
2	Mineral Development				1			1
3	Sustainable Development of Petroleum Resources					3		3
4	Manufacturing						3	3
5	Tourism Development			2		2		4
6	Natural Resources, Environment, Climate Change, Land and Water Management			2		2		4
7	Private Sector Development	2					2	4
8	Energy Development			4		3	1	8
9	Integrated Transport Infrastructure and Services			1		11	1	13
10	Sustainable Urbanisation and Housing		2					2
11	Digital Transformation		1		1			2
12	Human Capital Development	4		4	1	1		10
13	Innovation, Technology Development and Transfer			2				2
14	Community Mobilisation and Mindset Change							
15	Regional Development	1						1
	TOTAL	13	3	18	3	25	7	69

Source: NPA Assessment

ANNEX 3: Key Expected NDPIV Results at Objective Level

Table 3: NDPIV Objective level – Key Performance Indicators

NDPIV Objective	KRA	Outcomes	Indicators		Baseline FY2022/23	Targets FY2029/30
1. Sustainably increase production, productivity and value addition in agriculture, industry, tourism, minerals, oil & gas, ICT and financial services		Increased production volumes and earnings by firms and households in agriculture, tourism, minerals, and oil & gas, ICT and financial services	Contribution to GDP	Agriculture	24	24.77
				Tourism	2.17	3.4
				ICT	1.54	2.20
				Service	42.5	47.40
				Mining	1.89	2.40
				Industry	26.1	28.40
				Oil & Gas	0	TBD
				Financial Services	2.75	3.46
			Merchandise export to GDP ratio		11.4	18.7
2. Enhance human capital development along the entire life cycle	Education	Improved learning outcomes and acquired skills relevant to the job market	2.1 Literacy rates		76	79
			2.2 Numeracy rates		51.2	
			2.3 Survival rates	Primary	34.2	
				Secondary	75	
			2.5 Quality adjusted learning Years of Schooling (QALYS)		4.5	
			2.7 Employers satisfied with the TVET training (%)		40	
			2.8 Sports development index		TBD	
	Health	Improved quality of life	2.9 Maternal Mortality Ratio/ 100,000		336	
			2.10 Infant Mortality Rate/ 1000		43	
			2.11 U5 Mortality Ratio/ 1000		64	
			2.12 Neo-natal mortality rate (per 1000)		27	
			2.13 Total Fertility Rate	Total	5.4	
				Urban		
				Rural		
			2.14 Population growth rate		3	
			2.15 Life expectancy at birth in year		63.3	
			2.16 Human Development Index		0.54	
	Social Development	Improved access to services for	2.17 Access to safe water supply	Rural	67	
				Urban	72.8	
			2.18 Sanitation coverage		79.5	

NDPIV Objective	KRA	Outcomes	Indicators	Baseline FY2022/23	Targets FY2029/30
		social care, protection, safety and equity	2.19 Hygiene (Hand washing)	36	
			2.20 Proportion of population accessing social insurance (%)	5	
			2.21 Universal Health insurance coverage	2	
			2.22 Percent of population receiving direct income support	0.5	
			2.23 Proportion of eligible population with access to social care services	2.1	
			2.24 Gender Inequality	0.72	
			proportion of the population that is food secure	78.3	
3. Support the private sector to drive growth and create jobs	Growth	Conducive environment for private sector investment is created, firms are competitive and meet national, regional and international standards	3.5 Manufactured Exports as a percentage of total exports	TBD	TBD
			3.11 Exports as a percentage of GDP	12.1	18.7
			3.10 Growth in Private sector credit	2.5	10.0
			3.4 Tax GDP ratio	12.9	15.7
			3.7 Savings as a percentage of GDP	20.54	25.0
			competitiveness index	48.94	
			3.9 Gross capital formation as a percentage of GDP	22.4	
			Percentage of the informal sector		
	Employment	Youth, women and other categories of the labour force are empowered, innovate, develop enterprises and create decent jobs	3.12 Youth unemployment	13	
			3.14 No of Annual Jobs created	39,511	
4. Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT; and	Roads	Improved transport services, connectivity and cost effectiveness usability	4.3 Proportion of paved national roads in fair to good condition	95.7	98
			4.4 Proportion of paved national roads in fair to good condition	73	90
			4.4 Percentage of District roads in fair to good conditions	69	83
			4.5 Travel time within GKMA (min/km)	4.1	3.5
	Air		4.6 Volume of international air passenger traffic	1,709,084	2,509,084
			4.7 Volume of domestic air passenger traffic	22,511	43,217
			4.8 Freight Cargo traffic in tonnes (air) - Exported	38,453	78,506
			4.9 Freight Cargo traffic in tonnes (air) -Imported	17,148	28,286
	Water		4.10 Freight Cargo on Lake Victoria (tonnes)	96,922	170,045
			4.11 Passenger traffic by water %		
	Railway		4.12 Freight cargo by rail %	10	60
			4.13 Travel time on railway network (in hours) - Mombasa-Kampala	20	15

NDPIV Objective	KRA	Outcomes	Indicators		Baseline FY2022/23	Targets FY2029/30
			4.14 Travel time on railway network (in hours) - Mwanza- Dar-Kampala		12	10
	Energy	Increased access to clean, reliable, affordable and climate smart energies	4.4 Electricity consumption per capita			
			4.5 proportion of the population Households with access to electricity		56	
			4.6 Cost of electricity	Residential	23	
				Industrial large	9.8	
				Industrial -Extra Large	8	
				Commercial	17	
	4.7 Energy generation capacity (MW)		1254			
	Water for production	Increased land under irrigation	4.8 Cumulative WfP Storage capacity (million m ³)		47.88	
	ICT	Increased penetration and usage of ICT services	4.9 Unit cost of internet (USD)		2.67	
			4.10 Internet penetration rate		24.6	
5. Strengthen good governance, security and the role of the state in development.		Increased Peace, Stability, accountability and civic participation	5.4 Global Peace index (scale 1 to 5)		2.3	
			Crime rate (per 100,000)		502	
			5.8 Corruption Perception Index (100 being the best)		26	
			5.3 Democratic index		4.94	
		Increased government effectiveness, access to public goods & services, and good image	Government Effectiveness index		0.57	
			3.8 Foreign Direct Investment (percent of GDP)		2.8	3.7
			5.2 Level of public satisfaction with service delivery			

ANNEX 4: NDPIV Programmes

No	Proposed NDPIV Programme	NDPIII Programme	NDPIV Sub-Programme
1.	Agro-industrialisation	Agro-Industrialization	Agricultural Production and Productivity Storage, Agro-Processing and Value addition Agricultural Market Access and Competitiveness Agricultural Financing Institutional strengthening and coordination
2.	Sustainable Petroleum and Minerals Development Programme	Sustainable Mineral Development Petroleum Development	Mineral exploration, development and value addition Upstream Midstream Downstream Institutional Coordination
3.	Sustainable Energy Development	Sustainable Energy Development	Transmission and Distribution Generation Renewable Energy Development Energy Efficiency Institutional Coordination
4.	Private Sector Development	Private Sector Development	Industrial and Technological Development Trade Development Enabling Environment Private Sector Institutional and Organizational Capacity Strengthening Private Sector Institutional and Organizational Capacity
5.	Manufacturing Programme	Manufacturing Programme	Enabling Environment Industrial and Technological Development Institutional Coordination Trade Development
6.	Tourism Development	Tourism Development	Marketing and Promotion Infrastructure, Product Development and Conservation Regulation and Skills Development Institutional Coordination
7.	Natural Resource, Environment, Climate Change, Land and Water Resources Management	Natural Resource, Environment, Climate Change, Land and Water Resources Management	Water Resources Management Environment and Natural Resources Management Land Management Institutional Coordination
8.	Integrated Transport Infrastructure and Services	Integrated Transport Infrastructure and Services	Transport Regulation Land Use and Transport Planning Transport Infrastructure and Services Development Transport Asset Management Institutional Coordination

No	Proposed NDPIV Programme	NDPIII Programme	NDPIV Sub-Programme
9.	Sustainable Urbanization and Housing	Sustainable Urbanization and Housing	Physical Planning and Urbanization Housing Development Institutional Coordination
10.	Digital Transformation	Digital Transformation	ICT Infrastructure E-services Research, innovation and ICT skills development Enabling Environment Institutional Coordination
11.	Human Capital Development (including Community Mobilisation and Mindset Change)	Human Capital Development Community Mobilisation and Mindset Change	Education, Sports and Skills Population Health, Safety and Management Gender and Social Protection Labour and Employment Services Civic Education and Mindset Change Community Sensitization and Empowerment Institutional Coordination
12.	Innovation, Technology Development and Transfer	Innovation, Technology Development and Transfer	Research and Development STI Ecosystem Development Industrial Value Chain Development Institutional Coordination
13.	Public Sector Transformation	Public Sector Transformation	Business Process Re-engineering and Information Management Strengthening Accountability Government Structures and Systems Human Resource Management Decentralization and Local Economic Development Institutional Coordination
14.	Governance and Security	Governance and Security	Democratic Processes Access to justice Anti-Corruption and Accountability Policy and Legislation Processes Institutional Coordination Refugees and Migration Management Foreign Relations Institution Coordination
15.	Development Plan Implementation	Development Plan Implementation	Development Planning, Research, Evaluation and Statistics Resource Mobilization and Budgeting Oversight, Implementation, Coordination and Monitoring Accountability Systems and Service Delivery Institutional Coordination
16.	Administration of Justice	Administration of Justice	Civil Justice Criminal Justice Institutional Coordination Legal Education, Training and Research
17.	Legislature, Oversight and Representation	Legislature	Legislation Oversight Representation

No	Proposed NDPIV Programme	NDPIII Programme	NDPIV Sub-Programme
			Institutional Capacity
18.	Regional Development	Regional Development	Capacity Building for Leaders Production and Productivity Infrastructure Development Institutional Coordination

ANNEX 5

GUIDANCE NOTE ON THE STRUCTURE AND DEVELOPMENT OF PIAPs BASED ON THE VALUE CHAIN APPROACH

The Programmes provide the framework for implementation of NDPIV. This guidance note is intended to help MDAs provide critical analysis needed for the formulation of the content for the proposed programmes/projects.

PROGRAMMES

Section 1: Introduction (1 page)

1. Brief statement on the major objective(s) of the programme;
2. Linkage to the NDPIV Goal, Theme and Objectives;
3. Relevant MDAs for implementation of the Programme;
4. Relevant DPs and CSOs for implementation of the Programme.

Section 2: Situation Analysis (3-6 pages depending on the breadth of the programme)

1. Articulation of the major pillars and components of the program;
2. Analysis of previous performance under each of the pillars/components;
3. Comparison with regional and global trends (where appropriate);
4. Identification of the major successes and key constraints in each of the pillars/components;
5. Brief discussion of the budget/expenditure performance of the components/pillars under NDPs I, II & III;
6. Discuss suitability of existing policy framework (strategies and policies) for implementation of components/sector interventions that now fall under this programme.

Section 3: Programme Articulation (3-6 pages)

1. Based on the successes and constraints identified above, synthesize the successes that require replication and key bottlenecks that require intervention;
2. Discuss in fair detail how each of the interventions above will address the identified constraints;
3. Identify desired programme results (Objectives and targets for the five year and/or 10 year period);
4. Identify and discuss the focus areas;
5. Identify strategies that will be used to achieve the programme results above.

Section 4: Program Implementation, Monitoring and evaluation (5-6 pages)

1. Describe a proposed set of development projects (project ideas) to be implemented to realize programme results;

Please note

1. *These project ideas will be cleared by NPA before **further development** by the responsible lead and will undergo pre-feasibility studies before inclusion into NDPIV;*
2. *After completing pre-feasibility studies, programmes and projects selected for implementation will be allocated indicative budgets;*

3. *Each project will be allocated dedicated resources either at vote level or clearly specified within a vote.*
2. Please suggest clear institutional arrangements (*roles and responsibilities of all major stakeholders*) for managing implementation of the program and for ensuring that the implementation of related projects is on track and are adequately funded;
3. Description of linkages with other programmes that could benefit from or which impact implementation of this program;
4. Develop an indicative implementation plan for the Program;
5. Suggest key indicators (5-8 indicators) that will be used to measure program performance, key data sources and frequency of data collection.

PROJECTS

Section 1: Introduction (1 page)

1. Brief statement on the Development problem(s)/key result that the project intends to address;
2. Describe how the project results(s) will contribute to achievement of the relevant NDP IV Programme objective(s);
3. Lead MDA and other relevant MDAs for implementation of the Project;
4. Relevant DPs and CSOs (in terms of financing/monitoring of performance).

Section 2: Situation Analysis along value chain (3-6 pages depending on project breadth)

1. Articulation of the different stages of the value chain for the project;
2. Analysis of previous performance under each step of the value chain;
3. Comparison with regional and global trends/practices (where appropriate);
4. Identification of the major successes and key constraints at each stage of the value chain;
5. Discuss suitability of existing policy framework (strategies and policies) and the likely impact (positive or negative) it will have on the successful implementation of the project.

Section 3: Indicative Project Design

1. Please discuss the indicate scope of the project;
2. Identify and discuss project outputs;
3. Identify indicators and targets;
4. Identify and discuss indicative activities;
5. Key assumptions and risks for successful implementation of the project;
6. Please state the indicative project cost and possible financing arrangements (including PPP arrangements).

Section 4: Implementation, Monitoring and Evaluation

1. Please briefly indicate clear institutional arrangements for implementing the project;
2. Description of linkages with other projects on which successful implementation of the project rests;
3. Develop an indicative implementation plan for the Program;

4. Suggest key indicators (3-5 indicators) that will be used to measure achievement project results.

ANNEX 6: Guiding templates to the Development of M&E Framework

Level 1: NDPIV Results Framework for the Goal and Objective Level Indicators

Category	Key Result Areas (KRA)	Indicators	Baseline FY2021/22	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Vision 2040	Data Source	Responsible MDA/LG
Goal:											
Objective1:											
Objective2:											
Objective3:											
Objective4:											

Level 2: NDPIV Programme Objectives, Outcomes and Targets

Programme X

Objective	Outcome	Indicators	Baseline FY2021/22	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Objective1:										
Objective2:										

Level 3: NDPIV Sub Programmes, Intermediate Outcomes and Targets

Programme X

Objective	Intermediate outcome	Intermediate outcome Indicators	Baseline FY2021/22	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Sub-programme 1:										
Objective 1:										
Sub-programme 1:										
Objective 2:										

Level 4: NDPIV Programme Interventions, Output and Targets

Programme X

Objective	Intervention	Output	Indicators	Baseline FY2021/22	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Objective 1:											
Objective 2:											

Programme Results Chain

Programme X:

Result	Indicator	Baseline FY2021/ 22	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Data Source	Responsible MDA/LG
Objective 1:									
Outcome 1.1:									
Intermediate Outcome 1.1.1									
Intervention 1:									
Output 1.1.1.1:									
Actions (Output 1.1.1.1):									
Prioritized Output 1.1.1.2:									
Prioritized Actions (Output 1.1.1.2)									
Objective 2:									
Repeat as for O/P 1.1.1.1									

PIAP Structure

Programme	Sub-programme	Objective	Intervention_code	Intervention	Sub-intervention	Output	Indicator	Baseline FY2021/22	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Action	Budget FY2025/26	Budget FY2026/27	Budget FY2027/28	Budget FY2028/29	Budget FY2029/30	Total budget	Lead MDA	Other MDAs

Indicator Profiling/Meta Data

KRA	Indicator Name	Definition and Standard Classification	Unit of measure	Compilation Practice	Sources of data	Computation Method	Accessibility and Availability of data	periodicity of production	Disaggregation	Data reporter	17/18	2020/21	Comments and limitations	Sources of Discrepancies between National and Global figures
Outcome:														
Intermediate Outcomes:														
Output:														

ANNEX 7: Guidelines for Human Resource Development Planning

Chapter on Human Resource Needs Articulation with in an MDA/LG Strategic Plan

A. GENERAL GUIDE

1. The strategic and development plans of MDA's and LGs respectively shall have a “***Human Resource Needs Articulation***” Section in line with the National Human Resource Development Planning Framework.
2. The “***Human Resource Articulation***” Section should provide an analysis of the Human Resources needs, HR Planning, development and utilization aspects.
3. The section provides details of the approved, filled and vacant positions within the MDA/LG in line with their mandates.
4. The section should also provide information on the required and critical human resources in a broader perspective or beyond the MDA/LG approved structure but in line with their strategic/development plans so as to contribute to national development agenda more efficiently.
5. The section also provides the planned interventions and actions to address the human resource gaps which should later inform or be integrated into the subsequent sections such as the strategic direction of the MDA/LG strategic/development plans and other sections.
6. The actions and priorities shall be discussed within the PWGs and integrated in the respective Program Implementation Action Plans for implementation.
7. Tables 1, 2 & 3 shall be utilised by the MDAs/LGs in generating the information for human resource planning and development analysis.

B. STRUCTURE OF THE CHAPTER

3.1 Introduction

The sub-section gives a brief overview of the chapter, what it is about and the rationale for human resource development planning at the MDA/LG level and the linkage with the national level human resource development planning.

3.2 Human Resource Situational Analysis

The sub-section should provide a comprehensive overview of the current state of the human resources landscape within the MDA/LG. This is intended to enabling them to generate more effective and targeted HR interventions and actions to contribute towards the realisation of the national development agenda. Under this sub-section, the following should be addressed.

3.2.1 Human Resource Demand Analysis of the MDA/LG

This gives the current employment status within the MDA/LG, and a forecast of the expected vacancies/posts to be filled. This should be guided by the following:

- Provide an overview of the organizational structure of the MDA/LG, including the hierarchy, departments, and units.
- Provide the current workforce demographics, including age distribution, gender representation, and any other possible diversity metrics.
- Provide the staffing levels across different job categories and departments.
- Analysis of workforce trends over the past five years, including recruitment, retention, and attrition rates.
- Provide an assessment of existing skills and competencies within the workforce.
- Provide analysis of anticipated changes in the MDA/LG's size, scope and functions
- Provide an analysis and consideration of potential expansions, mergers, reorganizations, or downsizing initiatives.
- Provide an assessment of how technological advancements and automation may impact job roles and skill requirements within the MDA/LG.
- Table 1 should be utilized to undertake Human Resource Demand analysis and projection for MDAs/LGs to fully deliver on their strategic objectives.

3.2.2 Human Resource Supply side analysis

The Human Resource Supply-side Analysis should focus on evaluating both the internal capacity (MDA/LG) and external capacity (national education and training system) to meet the current and future workforce needs. This should be guided by the following:

- Overview and evaluation of the effectiveness of the current training and development initiatives, including employee training programs, leadership development, and professional certifications.
- Evaluation of the readiness of internal candidates to fill critical roles through promotion or lateral moves.
- Overview and Evaluation of the effectiveness of the national education and training system and programs in developing critical skills and competencies of the workforce.
- Identification of critical skills and competencies needed to execute MDA/LG strategies and actions effectively.
- Review of labor market trends, including availability of skilled talent, wage pressures, and competition for talent.
- Assessment of recruitment challenges and opportunities in attracting top talent to the MDA/LG.
- Analysis of workforce flexibility, including the ability to deploy employees across different roles and departments.
- Evaluation of employee health and well-being initiatives, including health benefits, wellness programs, and work-life balance policies within an MDA/LG.
- Examination of the availability of external talent in the labor market, including relevant skills, qualifications, and experience.
- Table 2 (*as highlighted here below*), should be utilized to undertake Human Resource Supply analysis and projection for MDAs/LGs to fully deliver on their strategic objectives.

3.2.3 Human Resource Gaps Analysis

The Human Resource Gaps Analysis should focus on identifying discrepancies or misalignments between the organization's current workforce capabilities and its strategic objectives. This should be guided by the following:

- Identification of specific skills and competencies that are lacking or insufficient within the workforce to support the MDA/LG's strategic goals.
- Assessment of staffing levels in key job categories or departments compared to the organization's operational needs and strategic priorities.
- Evaluation of succession planning efforts to identify potential gaps in leadership and key talent pipelines, where there may be a shortage of qualified successors for critical roles.
- Examination of demographic imbalances within the workforce, such as age distribution, gender representation and diversity, and their implications for organizational effectiveness and inclusivity.
- Analysis of training and development programs to identify gaps in workforce skills and knowledge that may hinder the MDA/LG ability to achieve their strategic objectives.
- Identification of critical skills gaps and areas requiring improvement and also identification of departments or functions experiencing understaffing or overstaffing.
- Identification of specific skills and competencies that are lacking or underrepresented within the workforce.
- Identification of areas where workloads are unevenly distributed or where there is a mismatch between skills and job requirements.
- Table 2 (as highlighted below) should be utilized to undertake Human Resource Gaps analysis and projection for MDAs/LGs to fully deliver on their strategic objectives.

3.3 Emerging Issues, Strategies and Actions for developing the required Human Resource and the Estimated Cost

- This sub-section should focus on identifying and addressing trends, challenges, and opportunities that may impact human resource development and utilization within the Ministry, Department, and Agency (MDA) as well as LGs.
- It should also outline the specific initiatives and actions to address the identified human resource needs both within (internally) and externally. An attempt should be made to provide the training cost for the identified training needs.

Table 3 (as highlighted below) should be utilized to generate strategies and actions for developing the required HR and the projected cost for MDAs/LGs to fully deliver on their strategic objectives.

3.4 Conclusion

- In the conclusion section, provide a recap the main findings from the situation analysis, human resource demand analysis, supply-side analysis, gaps analysis, and emerging issues.
- Highlight the most significant insights and implications derived from the analysis, including strengths, weaknesses, opportunities, and threats (SWOT) and how these insights impact the MDA/L/G's ability to achieve strategic objectives.

- Emphasize the importance of prioritizing these recommendations based on their alignment with MDA/LG's priorities and resource availability.

Table 1: Human Resource DD-Status and projection for MDAs/LGs to fully deliver on their mandate

Timeframe, FY	Occupation title	No. of Posts Approved in the Structure	No. of Posts filled	No. of Non-filled Posts	Required Education Qualification	Required Skills and competencies	Availability of qualifications and skills in the MDA (Yes/No)	Availability of qualifications and skills outside the MDA (Yes/No)
2020/21								
2021/22								
2022/23								
2023/24								
2024/25								
2025/26								
2026/27								
2027/28								
2028/29								
2029/30								

Table 2: Human Resource SS- Status and projection for the MDAs/LGs inline with their mandates

Timeframe, FY	Occupation title	Is there an approved position in the Structure	No of approved positions	Qualifications required	Skills and competencies required	Status of HR Supply (Scarce, Moderate, Surplus)	Availability of training within the country (Yes/No)	Availability of training outside the country (Yes/No)
2020/21								
2021/22								
2022/23								
2023/24								
2024/25								
2025/26								
2026/27								
2027/28								
2028/29								
2029/30								

Table 3: Strategies and actions for developing the required HR and the projected cost

Strategy	Priority actions	Responsibility center	Other players	Estimated cost

ANNEX 8: Programme Working Group Guidelines



PROGRAMME WORKING GROUP GUIDELINES 2025/26 – 2029/30

APRIL, 2024

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Introduction

1. The National Development Plan III (NDPII), in support of Uganda Vision 2040, was adopted by Cabinet in June 2020. NPDIII is intended to propel the country to middle income status in five years by focusing on five key drivers of growth. These drivers and the related supporting Program Framework rely on an inter-ministerial approach to ensure resources are utilized effectively and efficiently to achieve the goals. The NDPIV further details 18 programmes that will leverage the drivers of growth to achieve outcomes.

Creation of Program Working Groups

2. Eighteen (18) Programme Working Groups (PWG) are proposed. Each of these PWGs correspond to one of the 18 programmes identified as growth areas in the NDPIV. Each PWG is coordinated by the Minister of the designated lead Ministry. The PWG membership and lead agency designation details in **Annex 1**.
3. The PWGs are composed of MDAs and stakeholders which are anticipated to contribute to the success of a specific programme. Without group collaboration and consensus, success will be limited. These groups have been created to replace the previous sectoral approach (Sector Working Groups) and reduce the silo effect that was prevalent among MDAs. For the PWGs to work effectively, it requires the collaboration and cooperation of everyone.

Terms of Reference for PWGs

4. PWGs received their mandate September 2020 (see **Annex 2** for the PWG Terms of Reference). To fulfil the mission and expectations of the PWG, this operations manual should be used to guide the group work. This manual provides guidance on how to conduct operational meetings, use criteria to evaluate MDAs, and monitor indicators to measure progress toward the NDPIV goals. PWGs will implement the NDPIV and achieve its objectives through the Program Implementation Action Plans (PIAPs). These PIAPs have been developed in consultation with the institutions and other stakeholders.

Technical Working Group

5. A cross-cutting Technical Working Group (TWG) to provide guidance on the alignment of the NDPIV Program Approach to the PBB has been established. The TWG provides overall advice on cross-cutting issues that emerge as the transition efforts are undertaken and consensus decisions are needed. The composition of this group includes high ranking officials from following organizations:
 - Ministry of Local Government (MOLG)
 - MoFPED
 - Ministry of Public Service (MOPS)
 - NPA

- Office of the President
- Office of the Prime Minister (OPM)
- Operation Wealth Creation (OWC)
- Uganda Bureau of Statistics (UBOS)

Operating Guidelines for PWGs

6. PWGs are the frontline service points that operationalize programmatic approach. An environment of collaboration and cross pollination should be fostered. Getting things done should be viewed from an inter-ministerial basis aimed at achieving common goals, instead of the past reliance of a single ministry or sector. PWGs should work to the benefit of the common programme/NDPIV goal and not to the benefit of one ministry. **PWG should work with the top management of the different MDAs to deepen and put into practice the concept of working together to achieve common goals.**
7. **PWG should also work with the private sector, development partners and civil society to leverage resources to achieve common goals in a holistic approach.** Establishing a foundation of collaboration and working together to set priorities, identifying programme requirements, and identifying key bottlenecks will determine the success of the country in delivering services to Ugandans.
8. Aligning the national budget to the NDPIV relies heavily on the work of the PWGs. Budget ceilings are set at the programme level instead of sectors. PWGs are required to allocate these resources among Votes that have the greatest opportunity achieving the intended results of the NDPIV. PWGs are expected to review the Votes with a critical eye toward their contribution in achieving the objectives of the programme. The success of Programme Based Budgeting requires dedicated commitment respect, transparency, and collegial communication at all levels throughout the process.
9. **Each PWG lead, shall prepare and disseminate agendas and schedule meetings for the PWG.** The technical heads are responsible for developing and submitting data supported PIAPs that are on time which reflect consensus input and agreement of the PWG membership. PWG members are required to participate fully in the PWG process. MDAs are required to develop Strategic Plans that include indicators that roll up into the PIAP.
10. It is recommended PWGs secretariates provide predefined formats for MDAs to complete and submit whenever possible. Utilizing set formats or templates provides the PWG the opportunity to ensure the same information is gathered among the participating members. It also provides PWGs the ability to compare the impact of similar activities and identify areas of duplication and resource needs.

A. Interim Status Updates

11. To keep the Office of the Prime Minister, MOFPED, and NPA updated on the progress of the PWGs, each PWG will submit a summary report following each meeting held. The summary

report will contain key discussion points raised by the members during the meeting, action items, and the status of work. **The report will be submitted to the MOFPED, NPA, and OPM no later than five (5) days following each meeting. Meetings should be held at least once a quarter.**

Accountability

12. All PWGs, MDAs, and Local Governments are accountable for the success of the NDPIV. At the programme level, the PWG is accountable. Similarly, at the Vote level, the Accounting Officers of Ministries, Departments, Agencies and Local Government are accountable.

PWG Responsibility

13. **The PWGs serve as an oversight body with authority to review, assess, and monitor the progress of the PIAPs and success in achieving the goals of the NDPIV.** Implicitly, this oversight comes with certain privileges that include the monitoring of funds allocated to meet the intended results. As such, the PWG responsibilities include:
 - Convene PWG meetings.
 - Ensure PIAP outcomes are achieved.
 - Review the existing sub-sub-programmes and identify the ones that will contribute to results and reconsider or refine the ones that do not.
 - Assess participating institutions for duplication in services or areas of streamlining.
 - Make resource allocations and refine performance indicators that measure performance under the sub-sub-programme, department, project, and budget output level for each Vote under the programme.
 - Coordinate and collaborate with other PWGs in a team approach to achieve results.
 - Implement and monitor progress throughout the NDPIV period.

Responsibility of the Group Members

14. Each member or contributor is a key factor to achieving results. Additionally, each member should actively participate in the sharing of progress reports with the other members. To do this, each member should do the following:
 - a) Read and internalize:
 - i. Third National Development Plan as signed by the His Excellency the President
 - ii. Guidelines for Transitioning to Programme Planning and Budgeting Approach, released by the Ministry of Finance, Planning, and Economic Development (MoFPED) as part of the First Budget Call Circular for FY 2021-2022

- b) Understand how the interventions and outcomes will be used to measure progress
- c) Actively participate in the PWG meetings.
- d) Monitor progress of the applicable PIAP by the respective institutions.
- e) Assess for duplication, cost efficiency, and streamlining opportunities.

MDA Responsibility

15. **MDAs are required to attend and actively participate in the meetings of the PWG and to report of progress and the use of funds.** Progress reports will be reviewed by the respective PWG and discussed as a group. Other areas of responsibility include:

- a) Reviewing PWG membership for comprehensiveness in membership. Should an MDA wish to change representation (either be added to or removed from) a PWG, the MDA should submit to NPA in writing the request for change with a justification of why it should be honored.
- b) Reviewing the current engagement of services in relation to the 18 new programmes of the NDPIV.
- c) Determining if the current activities will produce the desired results towards achieving the NDPIV goal, objectives,
- d) Realigning the financial resources and organizational structure to the NDPIV
- e) Creating or adjusting activities that will help to achieve the goals/interventions of the NDPIV and eliminate activities that do not.
- f) Providing costings of the Interventions and the actions to be implemented by the Departments under the Vote giving justification of why the funds are needed and the corresponding intended results.
- g) Reviewing the draft PIAP and discuss adjustments within the PWG. It is the responsibility of the MDA to set realistic and achievable targets.
- h) Monitoring results throughout the NDPIV period and submit required data and reports.

Lead Ministry Responsibility

16. The Minister of the lead ministry serves as the political head and is responsible for policy guidance. Whereas the Permanent Secretary serves as the technical head for the PWG and is responsible for coordinating the implementation of programme interventions at the planning, budgeting, execution, and reporting levels. The lead minister is chair of the PWG comprised of Ministers and the Permanent Secretary will chair the PWG meeting comprised of technical heads from the different institutions.

A. Establishing the Program Working Group Secretariat

17. **Each lead ministry is expected to establish a secretariat within their ministry, supported by the Planning Unit of the Ministry.** This secretariat will provide administrative support to the respective PWG. The Technical Head of the PWG (the Permanent Secretary of the lead Ministry) will guide the discussions on resource allocation and setting the performance indicators. However, each group member and MDA have a responsibility to become familiar with the expectations of the process and its deliverables. **Financial and human capital support for the PWG secretariat should come from the previously established sector secretariats.** Since the sector approach is no longer being used, the resources and allocated to them should be transferred to the new programme secretariat. In cases where no sector secretariat or corresponding resources existed, the lead ministry should allocate existing resources to provide support to the PWG.

B. Engaging Local Governments

18. PWGs should work with Local Governments (LG) to actively engage them. Each LG will have a representative designated by the Technical Working Group. This designee will be knowledgeable of the respective programme, the needs of the LG, and be able to convey its priorities. In addition, these representatives will be empowered to contribute to discussions of the PWG and have decision making authority on behalf of the LG. Program Implementation Action Plans (PIAPs).

A. Correlating the PIAP to Other Plans

19. The PIAP serves as the guiding performance measure document for each NDPIV programme. It contains the measurable results that each programme is supposed to achieve. The document also itemizes actions that need to be taken to achieve the targets and which MDAs expected to achieve them.
20. **Performance measurements contained in any MDA/LG strategic plan should roll up into the PIAP.** The PIAP is the overarching document that will capture performance on a national level. The PIAP in turn provides for the tracking of progress of the NDPIV goals.

LINKING NDPIV PROGRAMMES, OBJECTIVES AND INTERVENTIONS TO PIAPS & MDA PLANS

PIAP	MDA Strategic Plans
PROGRAMME GOAL:	MDA Sub-Sub programme Goals
PROGRAMME OBJECTIVES:	MDA Sub-Programme Objectives
NDP III PROGRAMME OUTCOMES	MDA Sub-SubProgramme Outcomes
PIAP INTERVENTIONS	MDA Sub-SubProgramme Interventions

**LINKING NDPIV PROGRAMMES, OBJECTIVES AND
INTERVENTIONS TO PIAPS
& MDA PLANS**

ACTIVITIES

Activities

Measuring the Progress of the PIAP Implementation

21. The PWGs should meet at the minimum once a quarter to assess the progress based on a review of each participating MDA in the programme. Assessing progress can take many forms. The following sections provide helpful hints to approach the review and assessment.

Review of MDAs Performance

22. The PWGs should coordinate the MDAs to provide submissions by a certain due date and in a common format which include but are not limited to the following:
- A status report of the performance in relation to achieving the PIAP Outputs.
 - Provide costings of the activities to be implemented and aligned to NDPIV PIAP Outputs.
 - Description of the methodology, factors considered, and any assumptions made in deriving the costs.
 - Justification for any increase or decrease from the previous year.
 - Explanation of why the activity is necessary.
 - Past performance of the activity.
 - Explanation of the implications of not funding the activity.
 - Detail of the number of personnel resources needed to carry out the activity.
 - List any sources that can be leveraged, such as from development partners.
23. MDAs should submit materials in a thoughtful manner. Prior to submitting to the PWG, institutions should conduct a thorough review of the current activities and make sure they align to the NDPIV goals and objectives. Institutions should either keep, modify, or eliminate activities based on expected success according to the NDPIV. Remember progress will be measured against the goals and objectives of the NDPIV. Institutions will submit materials to each PWG that they contribute to. Institutions can contribute to more than one PWG.

Determining the Appropriateness of the Current Activity

- Is this activity necessary to meet the goals of the NDPIV?
- How does it meet the goals?
- Are the costs justifiable for the benefit received?

- How many people are being served by performing the activity? Is it worth it?
 - Is there another institution performing the same or similar activity?
 - Can another institution perform the activity at a lower cost?
 - How many staff are involved in performing the activity? Is the number reasonable and justifiable in considering the result achieved? Is it cost beneficial?
 - How can the activity be improved to achieve better results?
 - What will happen if the activity is not funded?
24. Make sure the justification is concise and thorough. Remember that decision makers may not have a lot of time and will have only the submission to evaluate the requests. Keep in mind, if proper justification is not provided, the review will not occur properly. Provide performance data and underlying data sources to make your case.

Resource Allocation

25. The NDPIV states that activities supporting the Programs will have first call on government resources, thus it is imperative that activities align to the NDPIV to support effective resource allocation. **The principle of providing quality services through the most cost-efficient use should underly every decision made.**
26. The ceilings established in the Medium-Term Expenditure Framework (MTEF) are at programme level. The respective PWGs can allocate the resources to the Votes in accordance with the PIAP.

Projects

27. Projects not in the right programmes should be aligned to the correct programmes and must have a designated department within a ministry.
28. Under the current arrangements, projects are approved by Project Preparation Committees (PPCs) of individual MDAs. This approval process will change so that projects are now approved by the respective PWG.
29. In addition, PWGs should jointly work with the Development Committee to clear projects for inclusion in the Public Investment Plan (PIP). PWGs should work with the Development Committee to coordinate timelines and submissions.

Review Criteria

30. Aligning to the 18 programmes and achieving positive results against NDPIV goals should always be at the forefront of making decisions. While PWGs have latitude in determining the allocations for Votes, amounts cannot exceed the budget ceiling set forth in the Budget Call Circular released by MOFPED. **Resource allocation and identifying indicators should be**

done using a team approach. All PWGs contribute to the success of the NDPIV, as such there should be conversation, collaboration, and coordination among PWGs.

A. PIAP Output Accountability

31. It is incumbent on each MDA and member of the PWGs to become familiar with the PIAPs. Specifically, MDAs should be fully aware if they are designated as the lead MDA in achieving the result. To track the progress of the PIAP, each PWG should review progress as it relates to the following sections:

- Ensure each PIAP Output has been claimed by at least one institution.
- Identify what, when, and how the progress on the PIAP outputs will be collected, evaluated, and monitored.
- The progress on the PIPAP Outputs will be evaluated at least once a quarter.
- Develop a meeting schedule and format for contributors to report out.
- PWGs will report the assignment of each PIAP Output and the corresponding contributor(s) to MOFPED and NPA.
- Notify MOFPED and NPA of any unclaimed or unassigned PIAP outputs.

Assess, Evaluate, and Monitor

- Review the budget and organizational structure of each institution contributing to the programme.
- Understand the cost drivers of each institution.
- Assess for inefficiency, duplication, and potential areas of streamlining.
- Examine where the financial resources reside currently.
- Determine if the resources are in the appropriate place to achieve results of the NDPIV.
- Determine if the resources requested will achieve the intended outcomes. If not, consider moving all or partial funding to another Vote where the outcomes can be achieved.
- Reallocate resources to where the results are expected.
- Determine if there are cross-cutting issues that impact another PWG. If so, there should dialogue and collaboration between the impacted PWGs to coordinate the allocations.

Determine Urgency

32. There are times a well-developed plan needs to be amended for an unforeseen circumstance or unplanned event. When these instances occur, the following should be weighed in assessing the need for the change:

- Is the activity an emergency or urgency? Is there an impending emergency (i.e.: response to a natural disaster)? If it is an emergency, it is likely a request should be made to MOFPED for immediate consideration for funding, instead of waiting for the annual budget process.
- Is the activity related to life, health, or safety? Determine the implications of not funding the activity, such as providing funds for the repair of a building that has been determined to be unsafe.

Determine Appropriateness of Costs

33. To reduce wastage and target resources more strategically, the cost of providing a service or activity should be analyzed. To determine if services are provided in a cost-efficient manner, the following should be assessed:

- Review the unit costs. Are they reasonable, or is there a mark-up?
- Are the costs justifiable and will they achieve the intended results?
- Are all the costs included? If not, determine what is missing and how much it will cost.
- Is the activity cost effective and efficient?
- What is the relative cost and benefit compared to other possible approaches?
- Are inflationary costs included (utilities, contracts, rent, etc.)?
- Identify one-time costs. For example, are there costs for purchase of equipment, vehicles, and other costs that are only necessary for one fiscal year
- What are the implications for the activity and funding in the future? Is the activity sustainable in future budgets or will the costs become cost prohibitive in the long run?

Regulatory Requirements

- Is the activity statutorily mandated - is it required by the law or statute to be provided?
- Is the activity required to fulfil a contract obligation?
- Is the activity for a service or item that was only partially funded in previous fiscal years?
- Is the activity a result of a presidential or parliamentary mandate?
- Is the activity being supported by funds other than Government of Uganda sources and the requested funding is required to meet the terms of an agreement.
- Is the activity related to operating costs needed from the completion of a capital project? For example, the completion of a new health centre will require additional medical staff. Is the request for the on-going costs associated with opening the building?

Criteria for Evaluating Programme Indicators

- Does the indicator contribute to the NDPIV programme, strategy, or objective?
- What other institutions, sub-subprogrammes also contribute to the programme measurement? PWGs should collaborate to identify all contributing institutions.
- Is the indicator set on a fiscal year or annual year? The NDPIV measures performance on a fiscal year (July 1 to June 30). Make sure all indicators can be measured within this timeframe.
- Timeliness: Can this be done within the fiscal year, or is it a multiyear commitment?
- What is a realistic measurable impact of the activity and what impact will it have on the programme?
- What is the likelihood of accomplishment/risk: is the proposal realistic given available talent and resources and are there other external factors to consider?
- Impacts on the current budget: will there be ancillary costs, or potential savings associated that will impact either the current or future years budgets? Are these impacts quantifiable and significant?
- Is the cost worth the benefit?
- How many staff does it take to accomplish this goal? Is it a realistic and justifiable amount?
- Can the costs and impacts of the activity be accurately measured and is there a process in place for doing so?

Underlying Factors to Consider When Allocating Resources

34. PWGs should consider the capacity of the institution requesting the funds. Past performance of the institution to absorb the funds, achieve programme targets, and efficiency in providing services should be examined. There should be confidence in the institution to achieve the results, if not the PWG should consider moving funds to where results can be achieved. Remember, it is the responsibility of the PWG to show progress on the performance indicators and move the goals of the NDPIV forward.
35. Use the Financial Performance Data file to review a Vote's budget and expenditure patterns for the last three fiscal years (2017/2017 – 2019/2020). This file provides several views of the budget performance for a specific Vote. Use this file to understand where the money was spent, underspent, where there is wastage, and where there is continuous savings. Use the data in this file to make sound data driven decisions.
36. Determine the Vote's ability to absorb the funds allocated. Review the institution's past performance to make determinations. Base decisions or recommendations on historical data.

Transfer of Resources after the Fiscal Year has Started

37. **Should an MDA or PWG want to transfer funds within the programme, MDA, or between activities, a formal request should be made to MOFPED.** The transfer request must consider the Public Finance Management Act, 2015 (Amended) and the rules governing virements or reallocations and should include a justification of why the transfer is needed and what targets will be impacted. PWGs will need to formally approve the transfer and a formal notification sent to MOFPED for consideration.

Technical Assistance

38. Technical Assistance for PWG will be provided through a collaborative effort between the United Nations Development Programme (UNDP), MOFPED, and NPA. Technical assistants will work each PWG to design and conduct meetings, measure results, and provide capacity building trainings. The assistants will also liaise with MOFPED and NPA to provide updates and receive guidance on areas that need additional assistance. Additionally, MOFPED desk officers and NPA programme officers are available to provide assistance and training as needed.

Need Help?

39. If you need further assistance, please contact your Programme Desk Officer in Ministry of Finance, Planning and Economic Development (MoFPED) or the National Planning Authority (NPA) Programme Officers.

Annex 1: Programme Working Group Membership and Lead Ministry

Number	NDPIV Programme	Members	Lead Ministry
1.	Agro-Industrialization	BOU, CDO, DDA, ERA, FREE ZONES, IRA, LRC, MAAIF, MEMD, MoES, MoFPED, MOGLSD, MoICT&NG, MoLG, MoLHUD, MoWE, MOWT, MTIC, NAADS, NAGRCDB, NARO, NDA, NFA, NITA, NPA, PSFU, PUBLIC UNIVERSITIES, UCC, UCE, UDB, UDC, UEDCL, UEPB, UIA, UMSC, UNBS, UNMA, UNRA, URC, USE, UWRSA, ULC, KCCA (Urban Agriculture – Kyanja)	MAAIF
2.	Sustainable Petroleum and Minerals Development	MEMD, DEVT PARTNERS, DIRECTORATE OF INDUSTRIAL TRAINING, MOES, MOFA, MoFPED, MGLSD, MIA, MOJCA, MOLG, MOPS, STI Secretariat, MTIC, MOWE, NCHE, NEMA, NPA, PSFU, PUBLIC UNIVERSITIES, UDB, UDC, UEPB, UIA, UIRI, UMA, UNBS, UNCST, UNRA, UPF, URA, USSIA, MoES, MAAIF, MODVA, MoWE, MoWT, PUBLIC UNIVERSITIES, NITA, PAU, UCAA, UDB, UNBS, UNOC, UNRA, URA, UWA	MEMD
3.	Tourism Development	CAA, ENTERPRISE UGANDA, ICT, IRA, KCCA, MAAIF, MODVA, MOES, MOFA, MoFPED, MOGLSD, MOH, MOIA, MOLG, MoTWA, MOWE, MoWT, MTIC, NCDC, NCS, NPA, UBC, UCAA, UCDA, UEPB, UG AIRLINES, UIA, UNRA, UPDF, UPF, UTB, UWA, UWEC, UHTTI, UWRTI	MoTWA
4.	Natural Resources, Environment, Climate Change, Land and Water Management Development	CAA, DEVT PARTNERS, KCCA, MAAIF, MEMD, MGLSD, MODVA, MOES, MOFA, MOTWA, MoFPED, MOH, MOIA, MOICT, MOJCA, MOLG, MoLHUD, MOSTI, MOITC, MoWE, MOWT, NEMA, NFA, ACADEMIA, NITA, NPA, PAU, PSFU, PUBLIC UNIVERSITIES, UBOS, UDB, UEDCL, UETCL, UIA, ULC, UNBS, UNCST, UNMA, UNOC, UNRA, UPDF, UPF, URC, URF, UWA	MoWE
5.	Private Sector Development	BOU, CMA, DEVT PARTNERS, ENTERPRISE UGANDA, EPRC FREE ZONES, IRA, MEMD, MOFA, MoFPED, MOGLSD, MOJCA, MOLG, MOSTI, MOTIC, MOWE, MOWT, MSC, NPA, NSSF, PPDPA, PSFU, PUBLIC UNIVERSITIES, UBOS, UDB, UDC, UEPB, UIA, UIRI, UMA, UNBS, UNCST, URBRA, URSB, USE, USSIA	MoFPED
6.	Manufacturing	ENTERPRISE UGANDA, FREE ZONES, MAAIF, MEMD, MOFA, MoFPED, MoGLSD, MOH, MOIA, MOICT, MOJCA, MOLG, MOSTI, MOTIC, MOWE, MOWT, NEMA, NPA, PSFU, PUBLIC UNIVERSITIES, UBOS, UDB, UDC, UEPB, UIA, UIRI, UMA, UNBS, UNRA, UPF, URA	MoTIC
7.	Integrated Transport Infrastructure and Services	AIDS COMM, CAA, MEMD, MoFPED, MOGLSD, MOICT, MOJCA, MOLG, MoLHUD, MoWT, NITA, NPA, PAU, PPDPA, UEDCL, UETCL, UNOC, UNRA, UPF, URA, URC, URF, KCCA	MoWT

Number	NDPIV Programme	Members	Lead Ministry
8.	Sustainable Energy Development	DEVT PARTNERS, ERA, FREE ZONES, MAAIF, MEMD, MOFA, MoFPED, MOGLSD, MOH, MOICT, MOLG, MOLHUD, MOSTI, MoWE, MoWT, NEMA, NPA, PSFU, REA, UECCCL, UEDCL, UEGCL, UETCL, UIA, UMA, UNBS, UNOC, UNRA	MEMD
9.	Digital Transformation	KCCA, MEMD, MOES, MoFPED, MoICT&NG, MOLG, MOPS, MoSTI, MOWE, MOWT, NCDC, NCHE, NEMA, NITAU, NPA, PSFU, PUBLIC UNIVERSITIES, UBC, UCC, UEDCL, UETCL, UICT, UNRA, UTL	MoICT&NG
10.	Sustainable Urbanization and Housing	DEVT PARTNERS, FREE ZONES, KCCA, MAAIF, MEMD, MOES, MoFPED, MOGLSD, MOH, MOLG, MoLHUD, MOTIC, MOWE, MOWT, NEMA, NPA, NPA, NWSC, OPM, PSFU, UIA, UNHCC, UNRA, URA	MoLHUD
11.	Human Capital Development <i>(including Community Mobilisation and Mindset Change)</i>	DEVT PARTNERS, DIT, EOC, MAAIF, MEMD, MoDVA, MoES, MoFA, MoFPED, MoH, MoIA, MoICT&NG, MoJCA, MoLG, MGLSD, MoPS, MoSTI, MoW&T, MWE, MSTI, MTIC, NCDC, NCHE, NCS, NDA, NEMA, NITA, NMS, NPA, NPC, PSFU, PUBLIC UNIVERSITIES, UAC, UBOS, UCI, UHI, UMA, UNMA, UPF, URBRA, URSB, EC, JLOS, JSC, MoDVA, UBC, UHRC, EC, JLOS, JSC, NWC, OP, UHRC, UPF, KCCA	MoES
12.	Innovation, Technology Development and Transfer	DEVT PARTNERS, STI Secretariat, EPRC, MAAIF, MEMD, MOES, MOFA, MoFPED, MOGLSD, MOH, MOIA, MOICT, MOJCA, MOLG, MOLHUD, MOTIC, MOWT, NAGRCD, NARO, NCDC, NCHE, NITA, NPA, PUBLIC UNIVERSITIES, UBOS, UIRI, UMA, UNBS, UNCS&T, URSB, UVRI	MoSTI
13.	Governance and Security	DCIC, DEI, DEVT PARTNERS, EC, IG, ISO, LDC, MEACA, Mission Abroad, MoDVA, MoFPED, MOGLSD, MOH, MOFA, MoIA, MoJCA, MoLG, MOSTI, NIRA, NITA, NPA, OAG, OP, OPM, PDPA, UHRC, ULR, UPF, UPS, URA, URSB	OP
14.	Public Sector Transformation	DEVT PARTNERS, ESC, HSC, IG, JSC, LGFC, MoDVA, MoES, MoFPED, MoGLSD, MoH, MoICT&NG, MoJCA, MoLG, MoPS, NCHE, NIRA, NPA, PSC, PSFU, PUBLIC UNIVERSITIES, UBC, UCC, URA, KCCA	MoPS
15.	Regional Development	DEVT PARTNERS, Selected Local Governments, MAAIF, MEMD, MoFPED, MOGLSD, MOICT, MOLG, MoTIC, MoTWA, MOWE, MoWT, NARO, NEMA, NITA, NPA, REA, UNRA, UTB	MoLG
16.	Development Plan Implementation	LGFC, MoFPED, MoGLSD, MOICT, MoLG, MoLHUD, MoPS, MOSTI, MOWT, NIRA, NITA, NPA, NPC, OAG, PPDA, PUBLIC UNIVERSITIES, UBOS, URA, URSB, KCCA	MoFPED
17.	Administration of Justice Programme	MoJCA, Tax Appeals Tribunal (TAT), MoGLSD (Industrial Court), ODPP, LDC, JSC, UPF, UPS, KCCA	MoJCA
18.	Legislature, Oversight and Representation	Parliamentary Commission; ULRC; MoLG; MoJCA (First Parliamentary Council); OAG; KCCA	Parliament

APPOINTED NATIONAL DEVELOPMENT PLAN IV (2025/26 – 2029/30)
PROGRAMME LEADERS

S/N	Programme	Programme Leader
1.	Agro-Industrialization	Hon. Minister of Agriculture, Animal Industry and Fisheries
2.	Sustainable Petroleum and Minerals Development	Hon. Minister of Energy and Mineral Development
3.	Private Sector Development	Hon. Minister of Finance, Planning and Economic Development
4.	Digital Transformation	Hon. Minister of Information, Communication Technology and National Guidance
5.	Human Capital Development <i>(Including Community Mobilisation and Mindset Change)</i>	Hon. Minister of Education and Sports
6.	Manufacturing	Hon. Minister of Trade, Industry and Cooperatives
7.	Tourism Development	Hon. Minister of Tourism, Wildlife and Antiquities
8.	Natural resources, Environment, Climate Change, Land and Water Management	Hon. Minister of Water and Environment
9.	Sustainable Energy Development	Hon. Minister of Energy and Mineral Development
10.	Integrated Transport and Services	Hon. Minister of Works and Transport
11.	Sustainable Urban Development	Hon. Minister of Lands, Housing & Urban Development
12.	Technology Transfer and Development	Hon. Minister of Science, Technology and Innovation
13.	Regional Development	Hon. Minister of Local Government
14.	Public Sector Transformation	Hon. Minister of Public Service
15.	Governance and Security	Hon. Minister for Presidency
16.	Development Plan Implementation	Hon. Minister of Finance, Planning, and Economic Development
17.	Administration of Justice Programme	Chief Justice
18.	Legislature, Oversight and Representation	Rt. Hon. Speaker of Parliament

OFFICE OF THE PRIME MINISTER

TERMS OF REFERENCE FOR THE NATIONAL DEVELOPMENT PLAN (NDP IV) PROGRAMME LEADERSHIP

April, 2024

1.0 Introduction

As the overall coordinator for implementation of Government Policies across Ministries, Department, Agencies and other Public Institutions the Rt. Hon. Prime Minister will be the overall political programme implementation Coordinator and will be responsible for the following;

- i) Steering Policy and strategic engagements with all Ministers in charge of implementing particular programme interventions for the NDPIV results;
- ii) Hold Ministers accountable for delivery of results; and
- iii) Report to H.E. the President Progress on Programme Implementation

In exercising his functions, the Rt. Honorable Prime Minister at the Programme Level will be supported by a Leadership Committee which will provide policy guidance and hold the technical leadership accountable for implementation of the programme and the Programme Working Committees which will be responsible for coordinating programme interventions at planning, budgeting, implementation and reporting levels.

2.0 Terms of Reference for the Leadership Committee and Programme Working Groups

A. Leadership Committees

For each NDP3 Programme there will be a Leadership Committee comprised of Ministers, Board/Commission Chairpersons, political heads of participating institutions and nominated representatives of the Minister responsible for Finance, United Nations, Civil Society, Development partners and other relevant non-state actors as shall be deemed necessary by the Leadership Committee. The Leadership Committee chaired by the Programme Lead Minister will be responsible for implementation of the Programme.

Each Leadership Committee will;

- i. Through its Political Head (Lead Minister), ensure that the Committee is formally and fully constituted.
- ii. Provide political and policy guidance to the Programme.
- iii. Monitor implementation of programme based policies and support the Programme Working Groups in resolution of impediments that hamper policy implementation.
- iv. Monitor programme implementation based on programme outcome targets.
- v. Advocate and support mobilization of resources for programme implementation.
- vi. Refer un-resolved issues to the Policy Coordination Committee chaired by the Rt. Hon Prime Minister.
- vii. Convene quarterly meetings.
- viii. Submit Bi-Annual Reports to Office of the Prime Minister
- ix. Ensure functionality and compliance of its Programme Working Group.

B. Programme Working Groups

The Programme Working Group is the Technical Steering Body for each Programme and will be chaired by the Programme Lead Ministry Permanent Secretary who will be supported by Technical Working Groups under the Programme. The Programme Working Groups will be composed of the Permanent Secretaries and Accounting Officers for the institutions under the Programme, assigned Programme Coordinators from Office of the Prime Minister and nominated Officers from the Ministry of Finance, Planning and Economic Development, National Planning Authority, Development Partners, Civil Society and other non-state actors.

Each Programme Working Group will:

- i) Through its Technical Leader (Permanent Secretary) ensure that it's Committee is formally and fully constituted.
- ii) Ensure broad stakeholder consultation in discussing key issues and harmonize Government and stakeholder positions.
- iii) Formulate its Programme Implementation Action Plan in line with the National Development Plan and the Manifesto of the ruling government;

- iv) Ensure Joint clearance of projects for inclusion in the Public Investment Plan.
- v) Ensure alignment of its Programme Implementation Action Plan (PIAP) and Budget Framework Paper (PBFP) with the National Development Plan (NDP);
- vi) Coordinate inter-ministerial and agency budget allocations in a consultative way ensuring transparency and accountability, and alignment with Programmed priorities.
- vii) Provide a platform for consultation and dialogue between programme MDAs and external partners (DPs) on strategic and policy matters related to the programme;
- viii) Examine and review programme related policies and plans, reviewing past performance, emerging policy issues and future spending pressures;
- ix) Identify key outputs and programme performance targets both annually and in the medium term;
- x) Undertake monitoring and assessment of programme implementation examining progress based programme outcomes and interventions-
- xi) Monitor performance of key broad strategies under the Programme.
- xii) Resolve Strategic emerging and cross –institutional issues impeding program implementation.
- xiii) Prepare semi-annual and annual programme reviews and reports.
- xiv) Review and approve programme mid-term review report;
- xv) Receive and consider reports of their respective technical working groups.
- xvi) Ensure functionality and compliance of its Technical Working Groups and Secretariat.

Annex 3: Reporting

Anticipated Reporting Schedule (alphabetical order)					
Item	Due	Precedent Report	Dependent Report	Responsibility	Submitted To
Annual Program Progress	Within 30 days after the end of the fiscal year (30/7/2025)	PIAP	Program Review	PWG	OPM and MoFPED
Annual Work Plan	March 15, 2025	PIAP	Program Review	MDA	MoFPED
Government Annual NDPIV Programme Performance Report (GAPPR)	September, 2025	PIAP	ABPR	OPM	H.E. President
Local Government Development Plans	March 15, 2025	None	PIAP	LGs	PWG and NPA
MDA Strategic Plan	March 15, 2025	None	PIAP	MDA	PWG and NPA
MDA Performance Reports	October 30, 2025 (30 days after end of the quarter 1)	PIAP	None	MDA	MoFPED
PWG Periodic Program Reports	Within 30 days after the end of quarter 2 and 4	PIAP	MDA Quarterly Budget Performance Reports	PWGs	MoFPED
Program Implementation Action Plan (PIAP)	August, 2024	MDA Strategic Plans	Annual Program Report, PIAP	PWGs	OPM
Status Reports	5 days following each PWG meeting	N/A	N/A	PWG	OPM, MoFPED, and NPA
Surveys			PIAP	All	PWG/NPA

Annex 4: Key Players

Roles and Responsibility (alphabetical order)				
Group/Individual	Lead	Role	Responsibilities	Reporting Requirements
Lead Ministry	Minister for political leadership and Permanent secretary for technical leadership	<ol style="list-style-type: none"> 1. Coordinating body for the Programme. 2. Convene meeting of stakeholders. 	<ol style="list-style-type: none"> 1. Implement the Programme Objectives 2. Set priorities for implementation 3. Identify the key policy and project requirements 4. Identify key implementation bottlenecks to be resolved, among others. 	<ol style="list-style-type: none"> 1. Quarterly, semi-annual, and annual programme reports on the progress of the results of the programme. 2. Submit to the programme coordinator at OPM, both semi-annual and annual stage.
Ministry of Finance, Planning and Economic Development	Minister of Finance	<ol style="list-style-type: none"> 1. Serves as the policy and financial guiding entity for resource allocation and performance measures. 2. Develop monetary policy that promotes achieving the NDPIV goal. 	<ol style="list-style-type: none"> 1. Monitor PWGs, MDAs, LGs on the progress on the programmes of the NDPIV. 2. Provide technical guidance for project implementation and to PWGs regularly. 3. Be a resource for questions, comments, and concerns. 	<ol style="list-style-type: none"> 1. High Level Annual Budget Development Performance.
Ministries, Departments, and Agencies (MDAs)	Permanent Secretaries, Department Heads, and Agency Heads	<ol style="list-style-type: none"> 1. Implement activities and subprograms that deliver services. 2. Monitor performance. 	<ol style="list-style-type: none"> 1. Provide impactful service delivery 2. Monitor performance and adjust activities as necessary. 	<ol style="list-style-type: none"> 1. MDA Strategic Plans. 2. Quarterly, semi-annual and annual performance reports.
National Planning Authority	Executive Director of the Planning Authority	<ol style="list-style-type: none"> 1. Serve as the guiding entity for the implementation of the NDPIV. 2. Act as the visionary for the country and measure progress of its strategic objectives. 	<ol style="list-style-type: none"> 1. Monitor progress of PWGs, MDAs, LGs on the progress on the programmes of the NDPIV. 2. Provide technical guidance for project implementation and to PWGs regularly. 3. Be a resource for questions, comments, and concerns on the NDP III. 	<ol style="list-style-type: none"> 1. Support integrated web-based Monitoring and Evaluation (M&E) system. 2. High Level NDP III Results Report.
Office of the President	His Excellency the President	<ol style="list-style-type: none"> 1. Serves as the visionary leader of the country. 	<ol style="list-style-type: none"> 1. Convene the Annual, Update, Learning, and 	<ol style="list-style-type: none"> 1. High Level Independent Oversight Results

Roles and Responsibility (alphabetical order)				
Group/Individual	Lead	Role	Responsibilities	Reporting Requirements
			Decision-Making Platform. 2. Secretariat for the Platform meeting.	Synthesized Report. 2. Annual Learning and Decision-Making Forum.
Office of the Prime Minister	Rt. Honourable Prime Minister	1. Leader of Government Business and the overall coordinator	1. Overall coordination of implementation of the NDPIV programmes. 2. House a secretariat to consolidate progress reports from Ministries leading the implementation of individual programmes. 3. Utilize APEX to submit the Government Annual NDPIV Programme Performance Report (GAPPR) to H.E. the President.	1. Government Annual Government NDPIV Programme Performance Report (GAPPR).
Political Head of Programme Working Group	Minister of the Lead Ministry of the PWG	1. Provide political leadership.	1. Provide policy guidance and hold the technical leadership accountable for implementation of the programme.	
Programme Secretariat	Permanent Secretary of the Lead Ministry	1. Technical Head of the PWG. 2. Supported by the Planning Department/Unit.	1. Housed at the Ministry leading the Programme. 2. Secretary of the lead institution. 3. Supported by the Planning. 4. Department/Unit. 5. Day to day running of the Programme and produce periodic programme performance reports.	
Programme Technical Leader of Programme Working Group	Permanent Secretary of the Lead Ministry	1. Provide technical and administrative support. 2. Housed at the Ministry leading the Programme. 3. Supported by the Planning Department/Unit.	1. Coordinate the implementation of Programme interventions at the Planning, Budget, Execution; and Reporting. 2. Day to day running of the Programme.	Periodic Programme Reports

Roles and Responsibility (alphabetical order)

Group/Individual	Lead	Role	Responsibilities	Reporting Requirements
			<ul style="list-style-type: none"> 3. Steer strategic and technical engagements with all Ministers in charge of implementing programmes interventions for the NDP III results. 4. Report to the Prime Minister on progress of Programme Implementation. 	
Programme Working Group	Permanent Secretary of the Lead Ministry	<ul style="list-style-type: none"> 1. Convene meetings. 2. Lead group discussions. 3. Strive to achieve consensus among members. 	<ul style="list-style-type: none"> 1. Review and finalize Program Implementation Action Plans (PIAP). 2. Propose resource allocations for Votes 3. Review the subprogrammes under the MDAs including Local Government subprogrammes contributing to the PWG. 4. Develop program performance indicators. 5. Develop plans on a inter and intra agency level. 6. Monitor the delivery of services. 7. Compile and submit required reports. 8. Meet at least once a quarter. 	<ul style="list-style-type: none"> 1. PIAP 2. Annual Program Progress 3. Program Reviews

Annex 5: Sample Agenda for A PWG Meeting

The following provides items to consider and discuss at the first meeting of the Program Working Group. It is the responsibility of the PWG to set the agenda, as such items below can be edited as needed:

- a. Welcome and introductions
- b. Review and understand the expectations of the Program Working Group
- c. Discuss and understand the deliverable products of the PWG
 - i. Review the PIAP
 - ii. Assignment of each PIAP Output
 - iii. Setting of priorities
 - iv. Reviewing budgets and targets
 - v. Reallocating resources for results
 - vi. Performance reports
 - vii. Summary status reports after each meeting
- d. Review of PIAP progress (PIAP should be reviewed by all members prior to the meeting. Members should come prepared for discussion).
 - i. Discussion of areas that need to be refined
 - ii. Assign responsibility for refinement by area and due dates
- e. Review of indicators
 - i. Discuss indicators that need follow
 - ii. Assign responsibility for follow up
- f. Develop schedule of tasks with timeline
- g. Create calendar of meetings
- h. All other business

PROGRAMME WORKING GROUP GUIDELINES 2025/26 – 2029/30

SECTION ONE: INTRODUCTION

1.1 Background

1. The fourth National Development Plan's (NDPIV) continues with the programme approach to planning, budgeting, implementation and performance reporting as adopted in the NDPIII. The goal is to increase household income and improve the quality of life of Ugandans and is expected to be achieved through a combined effort of the various state and non-state actors. The programme approach supports better performance and greater accountability by applying a clear logic in planning, budgeting and implementation with a focus on the intended results. Programs are thus groups of outputs – that is, they group together a range of different types of interventions which have a common intended outcome.
2. The programme approach to planning aims to: (i) focus implementation of the NDP programmes on delivery of common results; (ii) strengthen alignment of planning and budgeting frameworks to provide a logical framework for anchoring the Program-Based Budgeting System (PBS); (iii) enhance synergies across Ministries, Agencies and Local Governments (MALGs) and other actors to reduce a ‘silo’ approach to implementation; and, (iv) Provide a coordinated framework for implementation, monitoring and reporting for improving delivery of results.
3. To enable implementation of the NDP programmes, NPA developed draft Programme Implementation Action Plans (PIAPs). The PIAPs highlight the detail of the programme implementation activities, costs and targets by the Ministries, Departments and Agencies. Development Partner support and private sector investment are to be implemented in line with the interventions outlined in the PIAPs. The PIAPs are therefore meant to link the NDP and the MDA strategic Plans. They are the basis for development of MDA strategic plans and LG plans.
4. The PIAPs have been compiled by respective PWGs and have been submitted for clearance by NPA. However, there is need to have them standardized to ensure they are aligned to the NDP programmes as well as be informing the Strategic Plans of MDAs and LGs. A team from the Ministry of Finance, NPA, UBOS, OP and OPM will be constituted to guide the review of the PIAPs submitted by the PWGs. It is against this background, that these guidelines have been developed to facilitate Programme Working Groups (PWGs) to complete their respective PIAPs in a standard and uniform manner.

1.2 Objectives of the Guideline

5. The objectives are to:
 - i To provide a standardized format for development of PIAPs by the Programme Working Groups;
 - ii To provide guidance for linking the MDA Strategic Plans to the PIAPs;
 - iii To provide guidance on the coordination and facilitation of PWGs;

1.3 Users of the Guidelines

6. The primary users are the units and individuals responsible for coordinating production of sector development plans. These include:
 - i Programme Working Groups (PWGs)
 - ii Designated PWG Secretariats;
 - iii MDA Policy and Planning units;
 - iv National Planning Authority Programme coordinators;
 - v Development partners in aligning their country assistance strategies to NDP priority programs and projects;
 - vi MFPED – benchmarking the requirements for alignment of plan and budget;
 - vii Office of the Prime Minister for performance coordination of programmes and MDAs

1.4 Structure of the guidelines

7. The guidelines are arranged into two sections as follows:

Section One: Introduction: This Section provides a brief background to the guidelines, the objectives and the intended users.

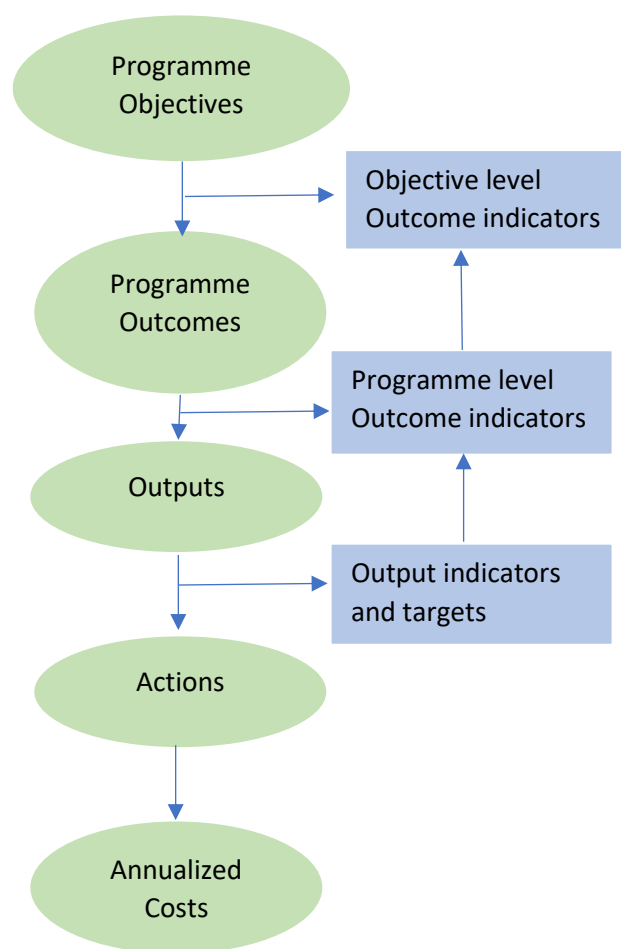
Section Two: Programme Implementation Action Plan Production and Approval Process: The Section provides guidance on the processes that programme working group should go through to develop and approve their respective PIAP. It also provides details on the information requirements for the various sections of the PIAP.

SECTION TWO: PROGRAMME IMPLEMENTATION ACTION PLAN PRODUCTION PROCESS

2.1 Definition of a Programme Implementation Action Plan

8. A PIAP is a results-oriented actor-specific plan for achieving the objectives of a respective NDP programme. It provides details of the activities and resources required to deliver the NDP programme results. The key elements of the PIAP are shown in Figure 1.

Figure 1: Elements of the NDP PIAP Results Chain



Programme Outcomes: Changes brought about by public interventions upon individuals, social structures, or physical environment. (as defined in the NDP)

Outputs: A good or service provided by an MDA. Eg patients' treatments, Functional Intensive Care Units (ICUs), irrigation dams. (as defined in the NDP results framework)

Actions: types or categories of work process undertaken in the production and delivery of outputs. Eg nursing, Establishing ICUs, constructing irrigation dams. (to be defined by the PWGs)

Annualized Costs: Financing requirements to deliver actions per year. (to be refined by the PWGs)

2.2 Principles of Developing Programme Implementation Action Plan

9. The guiding principles for preparation of action plans include:
 - i. **Goal/outcome based** – they aim to achieve a specific goal that has been derived from key development issues that need to be addressed. This goal has already been defined in the NDPIV.
 - ii. **Participatory** – there should be extensive stakeholder engagement to ensure all relevant issues are captured. The drafting of the PIAPs should consider concerns, capacities and

competencies of individual stakeholders who contribute to the achievement of the programme goal.

- iii. **Inclusive** – the planned activities should consider the diverse social groups and special needs disadvantages and vulnerable groups.
- iv. **Within the NDPIV Medium Term Expenditure Framework** – plans should be realistic and activities should be budgeted within the NDPIV resource envelope projections
- v. **Realistic and tangible** – the PIAP should clearly define expected outputs and measure by which progress will be assessed.

2.3 Process and Contents of Programme Implementation Action Plan

- 10. The PIAP formulation process consist of three main stages, namely: (i) Consultations (ii) Plan formulation, and (iii) Plan Approval, submission and dissemination. The stages are interrelated and during execution, it is possible that some of them will be run concurrently rather than in sequence. These stages are described in subsequent sections.

2.3.1 Consultations

- 11. To ensure that all key stakeholders participate in the PIAP development planning processes, consultations will be done at two (2) levels; programme and Local Government levels;

i Programme level consultations

- 12. At the programme level consultations will be of two types, consultations within and across programme.

- a. **Consultations within the programme:** these consultations shall take place among players/actors in a single programme/Programme Working Group (PWG). At the least these actors include MDAs, Development Partners, Private Sector and Civil Society. The engagements shall aim at building consensus on programme actions, indicators and targets, costs and projects.

- b. **Consultations across programme:** The aim is to identify and harness the inter-programme linkages. Through consultations, joint priority sub-programs and projects would be identified, appraised and selected.

The key data and information expected to be obtained from the programme level consultations (inter and intra) include:

- i Emerging programme and cross cutting issues
- ii Data on cross- programmes projects
- iii Coordination modalities for cross – programmes projects
- iv Resource commitments (financial and physical).

ii Local government level

13. The PWGs are expected to obtain input from the LGs on their priorities for integration in the PIAPs. Similarly, PWGs are expected to provide programme policy guidance to LGs including programme priorities, resource envelope and technical backstopping.
14. In obtaining inputs from LG for PIAPs, PWGs are required to carry out consultations with LGs. These consultations should involve key stakeholders involved in LG development planning processes. The PWGs should select local government sectoral actors that are relevant to them. Since the District & Municipal Planning units are responsible for consolidation of Local Government Development Plans, it is highly advised for programme secretariates consult the local government planning units and vice versa during the preparation of PIAPs and LGDPs, respectively.

iii Target Stakeholders

15. In order to ensure harmonization of the diverse views from key stakeholders, consultations will target the following:
 - a. **Policy makers**– this category targets actors who are primarily responsible for executive leadership, oversight, review and approval of key process outputs in the plan development process. At the programme level, they include; The programme Leadership/Steering Committees (Ministers, Permanent Secretaries and Directors), MDA Top Policy Management Committees, Members of Parliament, Board members and Governing Councils in the case of agencies, while at the LG level, they include District Chairpersons, District Council, Resident District Commissioners and Chief Administrative Officers.
 - b. **Technical Officers**- This category targets actors whose primary responsibility is to plan, execute, monitor and evaluate development policies, projects in programmes, Ministries Departments and Agencies as well as Local Governments. At programme level, they include; The Programme Working Groups (PWGs), The PWG Secretariats, The Programme Technical Working Groups (PTWGs), The MDA Policy and Planning Units, The MDA Technical Departments., At the Local Government level, the include members of the District Technical Planning Committees.
 - c. **Special Interest Groups**- This category targets individuals and groups whose plight and interests need to be specially targeted in order to ensure equitable distribution of development benefits. This category has unique needs that may not be voiced through general consultations. They include vulnerable and marginalized groups and individuals such as; Women, Youth, PWDs, Refugees, and Persons living with HIV and AIDS.
 - d. **Policy Ministries and Agencies**- this category targets MDAs that play a central role in guiding planning, Budgeting, Implementation, Monitoring and Evaluation of Government policies and programs. They include; Ministry of Finance, Planning and Economic Development, National Planning Authority, Office of Prime Minister, Uganda Bureau of Statistics and Ministry of Local Government.

- e. **Non- State Actors-** this category targets development actors other than the public sector (Government). They include; Development Partners, Civil Society Organizations, Private Sector, Religious leaders, Cultural leaders and Media.
- f. **Research and Academia-** this category targets individuals and institutions responsible for generation of knowledge and its translation into products and services. They include; Universities and other tertiary institutions, research institutions and freelance researchers.

2.3.2 PIAP Formulation

- 16. The preparation of the PIAP requires a good understanding of the NDP programme including the desired goals, key issues to be addressed, objectives to be pursued, interventions and relevant stakeholders to implement the programme. This information is already assessed and articulated in the NDPIV Strategic Direction. An understanding of the programme will enable the PWG to identify the priority activities, estimate the required costs and identify all relevant implementing parties.
- 17. The contents of the PIAP are summarized in Box 1.

Box 1: Example of Table of Contents

- A. Programme Summary**
- B. Implementation Actions/Activities**
- C. Implementation Reforms**
- D. Financing Strategy/Framework**
- E. Implementation Arrangements**
- F. Monitoring and Evaluation Framework**

Annexes:

- Annex 1: Detailed Action Matrix**
- Annex 2: Project Profiles**
- Annex 3: Programme Results Framework**

- 18. The information required to populate the contents of the PIAP are elaborated in the sections that follow.

A. Programme Summary

- 19. The PWG is required to:
 - i) Provide a brief context of the programme – This highlights the key development challenges to be addressed under the NDP.
 - ii) State the Programme Goal

- iii) State the programme objectives
- iv) State the programme outcomes. PWGs must also show the linkage of the objectives to the desired programme results. Table 1 provides a template to show the linkage.

Table 1: Linkage between Outcomes and Objectives

Objective	Outcome	Indicator
Objective 1:		
Objective 2:		

- v) Provide a mapping of outputs against outcomes. Table 2 provides a template to show the mapping.

Table 2: Programme Outputs mapped against Outcomes

Outcome	Output
Outcome 1:	1.1.
	1.2.
Outcome 2:	2.1
	2.2
Outcome 3:	3.1
	3.2

B. Implementation Activities

20. This section provides a matrix of priority activities to be undertaken to operationalize the NDP interventions and outputs to deliver the programme outcomes. Each activity should be recorded with annualized costs for the period of the plan (5 years). Table 3 provides the template of the logical framework linking the activities to the objectives and interventions of the respective NDP programme. The detailed Action Plan will be an annex to the PIAP

Table 3: Programme Implementation Action Matrix

Objective	Intervention	Output	Indicators	Actions	25/26	26/27	27/28	28/29	29/30	MDA
					Budget	Budget	Budget	Budget	Budget	
1. NDP Programme Objective	1.1 NDP Programme intervention:									
	1.1.1 NDP Programme Sub-interventions	NDP RRF outcome	NDP RRF Indicator	To be determined by PWG	To be determined by MDA					To be determined by PWG

21. *PWGs should note that the objectives, interventions, outputs, indicators and targets have already been defined in the NDP and its corresponding results and reporting framework.*

PWGs should therefore identify corresponding activities, validate output targets, cost estimates and stakeholders relevant to implement specific activities. The following considerations should be taken note during this process:

- a. **Identification of actions/activities** – actions should be defined in terms of; relevance to the intervention, priority, realistically achievable, specific, result oriented and quantitatively measurable, easily monitored, relevant to the jurisdiction and implementation capabilities and realistic time scheduling. Cross-cutting issues such as gender, disability, climate change, environment etc must be considered while identifying actions. The targets and cost estimates of each action should ably show the sequencing of activities.
- b. **Output target validation** – targets for each output have already been identified in the NDP RRF. PWGs are required to validate these targets and ensure that these are S.M.A.R.T. i.e., Specific, Measurable, Attainable, Relevant and Timely
- c. **Budgeting for actions** – the activities should be underpinned by a budget to control operations and results. All the actions need to be carefully budgeted to have an overview of the total cost of the PIAP and to identify the ways of financing it. In order to ensure realistic cost estimates, MDAs will continue to determine their budgets and should work within the ceilings of the NDP Medium Term Expenditure Framework (MTEF). In estimating the costs of an action, MDAs shall identify all the types of inputs required, assess the quantities required for each activity, estimate the cost per unit and calculate the implied total activity costs. Final cost estimates will be considered at the PWG level for further submission to the Ministry of Finance, Planning and Economic Development (MoFPED).
- d. **Identification of responsible actors** - once the activities have been established, it is important to assign responsibility for performing these activities to specific institutions. Understanding their implementation capabilities is extremely important e.g., legislative, technical etc. This will help in making the best alignment between their mandates and interests and the expected results of the programme.

C. PIAP Financing Strategy

22. PWGs should provide a summary of annualised costs for implementing the PIAP by Objectives and by lead MDA. Table 4 provides the template of the summary costs.

Table 4: Summary PIAP Annualised Costs by Objective

Objective	Annualised Cost Projections (Billions)					Total
	25/26	26/27	27/28	28/29	29/30	
Objective 1:						
Objective 2:						
Objective ...:						
Objective n:						
Grand Total						

23. Provide a summary of annualised costs by lead MDA. Table 5 provides a template to be populated.

Table 5 Summary PIAP Annualised Costs by lead MDA

Lead	Annualised Cost Projections (Billions)					
	25/26	26/27	27/28	28/29	29/30	Total
Agency 1						
Agency 2						
Agency 3						
Agency ..						
Agency ...						
Agency n						
Grand Total						

24. A PIAP will also have an elaborate resource mobilization and financing strategy. In this regard therefore, PWGs will need to define and specify the strategies through which development resources to finance all the identified activities will be mobilized and managed.

25. In defining the Financing Framework, PWGs will:

- Identify the main sources of revenue for financing including central government transfers, Non-Tax Revenue (NTR) and potential development partners (DPs) (E.g., NGOs/ CBOs, FBOs, and Private sector). For Development partners specify the distribution of their contribution over the plan period and whether their contribution will be on or off budget;
- State the strategies for raising the required resources;
- State roles, responsibilities and conditions of development partners in financing the plans including a specification of whether the funding will be budget or off-budget;
- State strategic actions that will be taken in mobilizing development partners to finance the plan activities;
- State strategies for ensuring efficiency in resource use; and
- Specify any other aspect relevant financing including innovative financing methods (for example PPPs).

26. The recommended framework for PIAP financing is presented in Table 6.

Table 6: Format of PIAP Financing Framework

Sources of Financing	Total Contributions FY1	Total Contributions FY2	Total Contributions FY3	Total Contributions FY4	Total Contributions FY5	Total Contributions -	(%) Share by source of financing	Off Budget Contribution
Central Government Transfers (Total								

Sources of Financing	Total Contributions FY1	Total Contributions FY2	Total Contributions FY3	Total Contributions FY4	Total Contributions FY5	Total Contributions -	(%) Share by source of financing	Off Budget Contribution
Contribution)								
Non-Tax Revenue								
Development Partners (DPs)- Specify ²								
<i>DP1</i>								
<i>DP2</i>								
<i>DP2</i>								
<i>Etc</i>								
TOTAL							100	

D. Programme Implementation Arrangements

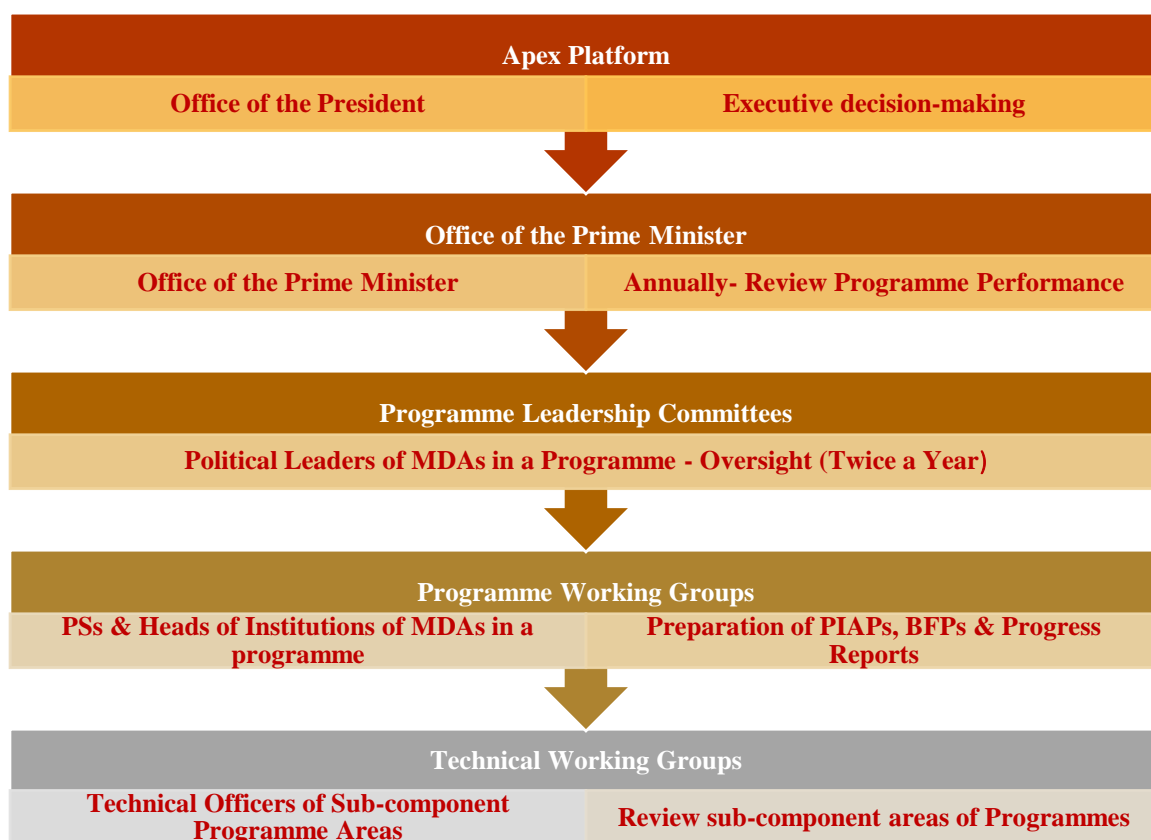
27. This section should describe the key stakeholders/institutions that have responsibilities for coordination and implementation of the PIAP. It will also highlight the implementation reforms required for effective implementation of the plan.

Stakeholders in Implementation

28. Figure 2 shows the generic institutional structure for implementation of the programme.

² NGOs, FBOs, CBOs, PSOs as well as Bilateral donors dealing directly with LGs are all included in this categorisation

Figure 2: Programme Institutional Structure



29. This section should expound on the roles and responsibilities of each stakeholder/institution shown in Figure 2. Table 8 outlines the generic roles of the different stakeholders/institutions.

Table 7: List of some of the key stakeholders/institution and their key roles

	Institution/stakeholder	Key roles/responsibilities
1.	Office of the President	<ul style="list-style-type: none"> Take overall leadership and oversight of implementation of the plan to ensure its attainment. Timely communication of cabinet decisions Mobilizing the population towards achievement of the plan
2.	Office of the Prime Minister (OPM)	<ul style="list-style-type: none"> Coordination of the programmes Monitoring the implementation of the programmes
3.	Leadership Committee	<ul style="list-style-type: none"> Provide political and policy guidance and advocacy; review and act as a clearing house for sector policies before cabinet, and advocate for approval of programme-based policies before Cabinet and Parliament;

	Institution/stakeholder	Key roles/responsibilities
		<ul style="list-style-type: none"> • Monitor implementation of programme based policies and support the PWGs in resolution of impediments to implementation of such policies • Monitor programme implementation based on programme outcome targets and support resolution of political or policy constraints during implementation • Approve the Half Annual and Annual programme performance reports provided by the PWGs • Advocate for mobilisation of resources to support programme implementation where there are financing gaps
4.	Programme Working Groups ³	<ul style="list-style-type: none"> • Ensure broad stakeholder consultation in discussing key issues and harmonize Government and stakeholder positions; • Formulate Programme Implementation Plans in line with the National Development Plan and the Manifesto of the ruling government; • Joint clearance of projects for inclusion in the Public Investment Plan, a requirement by the Development Committee; • Ensure Implementation of Program Based Budgeting (PBB) for proper alignment to the NDP III; • Coordinating inter-ministerial and agency budget allocations in a consultative way ensuring transparency and accountability. • Ensuring that consultations are carried out between line ministries, external and internal stakeholders on matters related to the programme; • Examine and review of programme related policies and plans, reviewing past performance, emerging policy issues and future spending pressures; • Identifying key outputs and programme performance targets both annually and in the medium term; • Undertaking monitoring and assessment of programme interventions; and, • Preparing semi-annual and annual programme reviews and reports.
5.	Programme Secretariate	<ul style="list-style-type: none"> • Coordinating the preparation of the Programme Implementation Action Plans (including costing and Monitoring Frameworks) and Programme Budget Framework papers and ensuring alignment with NDP III, Manifesto and Presidential Directives; • Organising and guiding meetings and activities of management structures; • Preparation and dissemination of quarterly, semi-annual and annual programme implementation reports;

³ Refer to the Programme Working Group Guidelines, 2020 (MoFPED)

	Institution/stakeholder	Key roles/responsibilities
		<ul style="list-style-type: none"> • Facilitating the annual programme performance reviews • Organising programme monitoring, inspection and other activities to enable collection of physical data to facilitate evidence-based reporting; • Promoting cooperation, learning and synergies within and outside the programmes; • Ensuring timely sharing and dissemination of key information to PWGs and programme institutions to facilitate implementation of programme activities • Facilitating dialogue with partners (DPs, CSOs, etc.) around each programme on emerging policy and technical issues aimed at increasing impact on programme outcomes
6.	Programme Technical Working Group	<ul style="list-style-type: none"> • Monitoring the implementation of the sub-component programme areas of the PIAP and raising issues for PWGs consideration, • Reviewing and clear sub-component programme areas of the Annual and semi-annual programme performance reports before consideration by the PWGs, • Developing positions papers on policy and strategic issues in the thematic area for consideration by PWG; • Reviewing new project concept notes and make recommendations to PWG for clearance
7.	Ministry of Finance, Planning and Economic Development (MoFPED)	<ul style="list-style-type: none"> • Providing financial resources • Providing technical guidance and mentoring on budgeting for implementation of PIAPs • Monitoring utilization of resources disbursed for PIAP implementation
8.	National Planning Authority (NPA)	<ul style="list-style-type: none"> • Providing overall guidance and technical support to programme development planning process. • Offering capacity building to MDAs, LGs where necessary • Monitoring effectiveness of PAIPs through issuance of Certificate of Compliancy.
9.	Uganda Bureau of Statistics (UBOS)	<ul style="list-style-type: none"> • Providing reliable data for planning, • Giving technical advice and capacity building in data collection and management
10	Ministries, Departments and Agencies	<ul style="list-style-type: none"> • Developing their specific MDA Strategic Plans • Contributing to the development of the PIAPs • Receiving and integrating district programme priorities in their strategic plans • mobilizing resources for the implementation of the PIAPs.
11	Development Partners	<ul style="list-style-type: none"> • Provide technical support to sectors in planning and implementation of PIAP interventions • Providing Financial resource • Integrating some aspects of PIAPs into their programming.
12	Local governments	<ul style="list-style-type: none"> • Providing input into the PIAPs • Aligning their LG plans to the PIAPs • Implementing relevant aspects of the PIAPs.

	Institution/stakeholder	Key roles/responsibilities
13	Civil society and private sector organizations	<ul style="list-style-type: none"> • Participating in PWG activities as co-opted members • Providing information about their on-going and planned development activities to the sector for input into the PIAPs • Contributing to the implementation of the PIAPs • Participating in M&E of PIAPs.

In addition to outlining the roles of each stakeholder involved in the implementation of the programme, membership composition of the following should be identified.

- i Leadership Committee
- ii Programme Working Groups
- iii Programme Technical Working Group

Implementation Reforms

30. This section should list the key reform for effective implementation of the plan. These have been identified in the NDP. The PWG should identify any other critical reform if necessary.

E. Monitoring and Evaluation Framework

31. The PIAPs shall have Monitoring and Evaluation (M&E) strategy that will enable stakeholders to regularly and systematically track implementation of selected priorities and assess progress of the plan with regard to the agreed objectives and outcomes. PWGs are therefore obliged to develop an M&E strategy as an important section of their development plans. The M&E strategy shall also be in line with the NDP M&E Framework for the NDP and the Uganda National Monitoring and Evaluation Policy and framework. The M&E strategy will help PWGs to answer the following;

- iv Were the planned activities implemented as planned?
- v Were resources availed and used timely as planned?
- vi Did the sector achieve what it wanted to achieve i.e. Implementation of activities resulted into the planned outputs?
- vii Did the outputs result in the expected outcomes?

Elements of the PAIP M&E Strategy

32. Structurally, the M&E strategy for PIAP will include definition of:

- i Objectives of the M&E strategy
- ii Stakeholders in the M&E Function
- iii Development of Programme M&E System
- iv Reporting Arrangements
- v The programme Results and Reporting Matrix

Stakeholders in the M&E Function

33. Some of the key national government M&E stakeholders and reporting frameworks to which the M&E framework will partake are given in Table 9.

Table 8: M&E Stakeholders and reporting frameworks

Institution	Framework	Key features
Annual Apex Platform	High level Synthesised Oversight Programme and Monitoring report	<ul style="list-style-type: none"> The High-level Synthesised Oversight Programme and Monitoring report will assess the outcomes and impact derived from socio-economic and development interventions by programme/sector. It will facilitate the executive to take informed and action focused decisions to address development challenges.
The National Planning Authority	The National Development Report	<ul style="list-style-type: none"> The National Development Report is an annual report produced by NPA to provide information on the country's current development status and the progress made against NDP indicators at all levels of the Plan's results framework. The report also covers the contribution of non-state actors
	Certificate of Compliance Report (COC)	<ul style="list-style-type: none"> The certificate of compliance is an annual assessment of the annual budgets to the Programmes and NDP
Office of the Prime Minister (OPM)	Government Annual Performance Report	<ul style="list-style-type: none"> The Government Annual Performance report assesses performance of Government MDAs and Local Governments against key objectives outlined in the National Development Plan.
	Annual National Assessment	<ul style="list-style-type: none"> Annual assessment of minimum conditions and performance measures ascertains local government performance against basic services and functions. The assessment also gauges the level of compliance of local governments to the provisions of the laws and national guidelines.
Programme Working Group	Programme Review Meetings	<ul style="list-style-type: none"> PWGs will hold bi-annual or annual joint programme reviews where progress against PIAP and budget commitments are assessed and specific undertakings for improvements are adopted including roadmaps to implement them
Programme Secretariate	Semi annual and annual programme report	<ul style="list-style-type: none"> Coordinate the preparation of half annual and annual programme report, for collecting and compiling data on all aspects of the programme; action plan, key results performance indicators, etc. The Secretariat shall also manage contracts related to external experts for various studies, including for the mid-term review, and shall organise all evaluation events (such as annual programme evaluation). The Secretariat shall maintain a database for all indicators under each of the programme to aid tracking and reporting

Institution	Framework	Key features
Programme Line Ministries (Education, Water, Health, Works, etc.)	Programme Management information Systems (HMIS, EMIS, etc.), Ministerial Policy Statements and Annual Reports	<ul style="list-style-type: none"> Most programme line ministries have got established MISs that regularly capture and communicate information regarding performance of the main services and functions that these ministries are supposed to deliver in local governments, the challenges and emerging issues experienced in the process of implementing annual programme budgets. These sector MISs are key in informing the annual programme performance reports that are produced and presented to parliament by line ministries.
Ministry of Finance	Budget Monitoring and Accountability Mechanisms	<ul style="list-style-type: none"> MoFPED has got a Budget Monitoring and Accountability unit that tracks financial flows to MDAs and LGs and monitors inputs, outputs and progress of implementation of government programmes and projects included in annual budgets of government MDAs.
	Performance Contracts (Performance Form B)	<ul style="list-style-type: none"> Through Performance Contracts, MoFPED obliges all Government Accounting Officers to report against commitments made in the annual Performance contracts. This reporting is quarterly.
Ministry of Public Service	Client Charters	<ul style="list-style-type: none"> The Ministry of Public Service (MoPS) has started the process of developing client charters which define service standards and expectations between public bodies, and between service providers and users. Similar charters have been developed and agreed to by local governments.

Development of M&E System

34. The M&E System comprises of the Management Information System (MIS) that needs to be established for internal management of the sector development plans as well as for reporting on performance. Therefore, in developing their M&E strategy, programmes are required to link to their Management Information systems and NDP M&E system will entail:
- Development of performance indicators that are SMART (which should include baseline indicators);
 - Setting performance targets that will be used to assess performance;
 - Earmarking methodologies, participants and tools to be used in conducting different M&E activities;
 - Setting the timeframes for different M&E activities/ events
 - Identifying centres for receiving information generated by M&E events.

Reporting Arrangements

i Routine monitoring/reporting

35. The plan implementation shall be monitored on a routine basis through structured meetings within the different departments and divisions, based on the targets and indicators contained in the Operational Plans. Similar programme specific monitoring procedures shall be put in place at programme level.

ii Periodic Reporting

36. Periodically e.g. quarterly, standardized written performance reports shall be produced by the same departments and divisions at regular intervals using the guidelines and tools provided to them by the Secretariat of the Strategic Monitoring Committee. The reports will be submitted to the Monitoring Committee as a basis for reviewing progress, examining problems and constraints and recommending corrective action to be taken. MDA-specific reports shall be produced to input into the programme report.

iii Annual reporting- Joint Annual Reviews

37. During the last quarter of the fiscal year, the programme shall prepare a consolidated annual performance report on the basis of the reports prepared by the implementing departments and MDAs
38. This report shall serve as the basic document for the Annual Review Meeting with stakeholders, which shall offer the opportunity to jointly assess achievements and shortcomings of the plan implementation and to agree on improvements to be made in order to reach the development objectives and targets put forward by the PIAP. Each annual review meeting (and report) shall be timed in such a way that it can serve as a basis for preparing the Operational Plan and Budget of the following year.

iv Annual reporting – GAPR

39. The Government Annual Performance Report (GAPR) provides a comprehensive assessment of Government 's performance and the results of public spending of the Financial Year. The Report focuses on the performance of Ministries, Departments and Agencies (MDAs) against output targets across all programmes and progress made in the implementation of key actions agreed during the last Government performance retreats. It provides a basis for accountability of the use of resources and the results achieved; to provide a basis for policy discussions within Government and to guide decisions on resource allocations in the Financial Year.
40. The Reports outline the performance of Government during the previous and current financial year; it assesses progress against the Governments commitments made in the National Development Plan (NDP), Budget Speeches and Ministerial Policy Statements for the financial year.
41. The review focuses on what has been achieved against what was planned and what difference this has made in terms of improvements in public service delivery. Besides using the guiding framework of the National Development Plan, the report uses the programme structure of financing and organization to assess each and every Ministry, Department and Agency (MDA) and Local Governments (LGs).
42. Programmes will therefore be required to prepare and provide input into the process of producing the GAPR report on annual basis.

v **Midterm Review**

43. The PIAPs will be subject to midterm evaluation to draw lessons from implementation of the plan and inform the remaining plan period. It is critical that PIAPs undergo midterm review at least six months prior to the independent MTR to be undertaken by NPA. The sector MTR will provide data for inputting into diagnostic studies for NDP, NDR and MTR reports. The MTR for 5-year PIAPs will be conducted 2 ½ years into the implementation of the plan.

vi **End of term evaluation**

44. The final performance report and evaluation studies shall look back at the plan as a whole. The focus of the final review, and of the corresponding Final Review Meeting with stakeholders, should be on final impact and outcomes, their relevance, cost-effectiveness and sustainability, as well as analysis of reasons why certain results have been achieved and not others and to derive lessons for possible policy revision and for preparing the next PIAP.

Developing the PIAP Monitoring and Evaluation Matrix

45. In order to ensure that the PIAP monitoring and evaluation strategy is in line with the NDP M&E Framework for the National Development plans, Programmes shall use the same monitoring and evaluation matrix as that of NDPs. All PWGs will be expected to develop an M&E matrix which will be at outcome level and at output level. The outcome level will be aligned to the programme outcomes while the output level to the programme interventions. Tables 10 and 11 provide templates for the M&E for the PIAP. These will be annexes to the PIAP.

Table 9: Programme M&E Results Framework, Outcome level

Table 9: Programme M&E Results Framework, Outcome level								
Program me Objective	Outcome	Indicator	Baseli ne FY20 22/23	Targets				
				25/2 6	26/2 7	27/2 8	28/2 9	29/30
NDP Development Programme 7: Integrated transport infrastructure and services								
Development Challenge/Issue: Disjointed and inadequate transport infrastructure and services								
Overall Programme Objective/Purpose: To develop a seamless, safe, inclusive and sustainable multi-modal transport system								
1.	1.	1.1						

Table 10: Programme M&E Results Framework, Output Level

Intervention	Output	Indicators	Actions	Baseline FY2017/18	Targets ⁴				MDA	
					25/26	26/27	27/28	28/29	29/30	
1.1										
1.2										

2.3.3 Approval, Submission and Dissemination

46. The PIAP shall be subject to a two-step approval process. First, the PAIP plan shall be submitted to National Planning Authority for endorsement and certification. Second, the PIAP shall be approved by the Top Programme Leadership Committee. The approved PIAP will be then be submitted/shared with NPA. It is important to note that the PIAP will continuously be reviewed by NPA to ensure alignment to NDP process before these two approval processes.
47. After all the approval processes have been secured, the PIAP shall be disseminated to the stakeholders and the public at large to mobilize them for the successful implementation.

2.3.4 Linkage of the PIAP to the MDA Strategic Plans

48. MDAs shall prepare strategic plans that are in line with their respective NDP III PIAPs. The MDAs plan should set out the direction the Ministry intends to take in order to reach its intended goal and should specify the Directorate and Department linked to the relevant NDP III programmes with operational objectives. It will also identify corresponding interventions, outputs and activities adopted from the NDP III or adapted (customized to NDP III) required to achieve this. A standard structure of the MDA Strategic Plan is provided in annex 1.
49. The link between the NDP Programmes, Objectives and Interventions to the PIAPs and MDA Plans in illustrated below:

⁴ This is the output target and not for the action

Table 2:

Table 11 Linking NDP III Programmes, Objectives and Interventions to PIAPs & MDA Plans

PIAP	MDA Strategic Plans
Programme Goal:	MDA Sub-programme Goals
Programme Objectives:	MDA Sub-Programme Objectives
NDP III Programme Outcomes	MDA Sub-Programme Outcomes
PIAP Interventions	MDA Sub-Programme Interventions
Activities	Activities

Annex 1: Contents of the standard structure of an MDA strategic Plan

Cover Page (Logo; Name of MDA; Title of Plan; Vision; Theme). 1 page

Foreword (By the Minister responsible for the MDA)- 1 page

Acknowledgement (Statement by Permanent Secretary/Accounting Officer)- 1 page

Table of Contents (Automatically Generated)

List of Tables – 1 page

List of Figures- 1 page

List of Acronyms - 1 – 2 pages

EXECUTIVE SUMMARY

The Executive summary serves as a summary of the strategic plan. An executive summary should: reference the mission, vision, highlight the goal, objectives and key results. Provide the indicative budget and should outline how the plan will be implemented and evaluated on an on-going basis

1. INTRODUCTION

1.0 Background

- Mandate of the MDA
- Governance and Organisational structure

1.1 The national legal and policy contexts in which the MDA operates.

- Linkage to the Uganda Vision 2040
- Linkage between the strategic plan and the NDP
- Linkage between the strategic plan and the respective PIAP and
- Linkage between the strategic plan and global and regional initiatives (Agenda 2030, Africa Agenda 2063, EAC Vision 2050, among others)

1.2 Purpose of the plan

1.3 The process of developing the SDP

1.4 The structure of the MDA Strategic Plan.

2. SITUATION ANALYSIS

2.0 A performance review of the MDA

- An analysis of performance in light of the targets, results and standards set in the previous sector plans, highlighting:
 - Analysis of progress made against the goal, objectives and interventions of the previous plan. The MDA should provide the necessary statistics and/or indicators if possible disaggregated including budget performance. Can be presented in graphs, bar charts etc.
 - Progress on MDA projects

2.1 Description of state of cross cutting issues relevant to the MDA

- Describe of each of the crosscutting issue relevant to the MDA showing how its relevant to the sector performance
- Provide basic information/ statistics on the issue e.g. most affected population, affected areas, incidence, prevalence, recent development interventions promoting the respective crosscutting issue in the sector, Sector budgetary and non-budgetary allocations on the crosscutting issue etc

2.2 Key achievements and challenges

2.3 Summary of emerging issues and implications

- The analysis should try to answer the ‘so- what’ question or implication of the statistics given i.e should bring out the main development implications arising out of the data presented.

2.4 Institutional capacity of the MDA with respect to:

- Financial resources - giving the proportion of financial resources allocated and appropriated by vis-à-vis the overall national budget
- Human Resources development and management with regards to:
 - Staff establishment specifying the approved, filled and percentage of vacant positions and
 - Availability of MDA relevant technical and specialized competences.
- Monitoring and Evaluation function with respect to:
 - Existence and functionality of the sector M&E plan
 - Existence of a sector coordination structure and
 - Existence of a functional information system to support the sector M&E function.

2.5 SWOT Analysis/ Balanced Score Card Methodology

2.6 Issues from the SWOT Analysis

3. THE STRATEGIC DIRECTION OF THE MDA

This section will show the alignment of the MDA to respective NDP programmes and PIAPs.

3.0 Identification of Vision, Mission and Core Values

3.1 Identification of MDA Sub-programmes. These refer to a group of related interventions/ outputs contributing to Programme Outcomes at MDA level. Sub-Programmes, just like Programmes, should be results based. They will be derived from the core functions of the agencies and in line with the NDP Programmes.

3.2 Identification of MDA Sub-Programme Objectives and intermediate Outcomes

3.3 Identification of MDA Sub-Programme Interventions

3.4 Identification of corresponding Activities

3.5 Identification of MDA projects

4. FINANCING FRAMEWORK AND STRATEGY

4.0 Costing of interventions and results

4.1 Summary of funding by source for the five-year period

4.2 Resource mobilization strategy. This section shall clearly give the sector Indicative Financial Plan including the resource mobilization and expenditure strategies. It shall cover:

- Financing estimates on budget and off budget (Internally Generated Funds (IGFs), projected GoU in-flows and resources from development partners
- Resource gaps and appropriate strategies to mobilize additional resources to fill the financial gaps
- Annual cost estimates (capital and recurrent) of priority programmes and the overall cost of the plan (recurrent and capital)
- The costing of each MDA plan shall be based on clear costing assumptions using simulations linked to verifiable indicators and revenue source. The key source of revenue shall be the MTEF published by MFPED. The costing shall further be based on clear service delivery

standards.

5. INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.0 Arrangements for coordinating MDA plan implementation.

This should include arrangements for coordinating inter and intra sectoral implementation of the MDA; roles and responsibilities, implementation reforms

5.1 Sustainability Arrangements - elaborating on institutional, program and financial sustainability

6. COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENTS

7. RISK MANAGEMENT

8. MONITORING AND EVALUATION FRAMEWORK

8.0 Monitoring and Evaluation Arrangements

8.1 Progress Reporting

8.2 MDA Performance Annual Review

8.3 Mid -term Evaluation

8.4 End of Term Evaluation

8.5 Monitoring and Evaluation Results Framework

9. PROJECT PROFILES

Appendix A: Cost Implementation Matrix

Appendices A: Results Matrix

ANNEX 10: GUIDELINES FOR MDA PLANS

REPUBLIC OF UGANDA



National Planning Authority

**MINISTRY, AGENCY AND DEPARTMENT
STRATEGIC PLANNING GUIDELINES**

SECOND EDITION

April, 2024

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ABBREVIATIONS AND ACRONYMS

AWP	Annual Work Plan
BFPs	Budget Framework Papers
CBOs	Community Based Organisation
CoC	Certificate of Compliance
CRRF	Comprehensive Refugee Response Framework
DP	Development Partner
DRM	Disaster Risk Management
DRR	Disaster risks reduction/response
EAC	East African Community
EOC	Equal Opportunities Commission
HRBA	Human Rights based Approach
LG	Local Government
MDA	Ministry, Department and Agency
MoFPEP	Ministry of Finance Planning and Economic Development
MPS	Ministerial Policy Statements
MTR	Midterm Review
NDP	National Development Plan
NHRPF	National Human Resource Planning Framework

GLOSSARY OF KEY WORDS AND TERMINOLOGIES

Strategic Plan: Represents an integrated set of strategic goals and operational objectives and activities needed to achieve a desired result.

A baseline situation/condition: A situation at a certain moment, and can be used as a reference point to establish trends (e.g. as a result of policy, programme and project intervention/s).

Cross-cutting issues: These are issues that can contribute to accelerating or derailing the progress of development across many MDAs. They are; gender, environment, human rights, equity, disability, nutrition, accountability and anti-corruption, population and science, innovation and information and communication technology. Others are; child health, social protection, climate change, HIV/AIDS, culture, and disaster preparedness.

Short Term: A planning period between 1 and 3 years.

Medium Term Planning: The type of planning that usually takes a period of 5-10 years.

Long-term planning: The inspiration type of planning and usually for a period of not less than 10 years.

Planning Call Circular: This is the official written communication specifying the procedures, processes, timeframes and roles and responsibilities involved in a planning cycle by national and local government units. In Uganda, Planning call circulars are issued by the National Planning Authority at the start of each planning cycle.

Coordination: The process of ensuring that different organs or actors work together in harmony to achieve a common or shared goal.

Environmental sustainability: The management and protection of the ecological system in such a condition and to such a degree that atmospheric functions are maintained over time, at levels sufficient to avoid and reduce risks of future catastrophes, and which give future generations the opportunity to enjoy an equal measure of utilization of environmental functions.

Programme: A group of related projects, services or activities directed towards the attainment of (usually similar or related) objectives within a specified period of time.

Project: A planned undertaking, designed to achieve certain specific objectives within a specified period of time. A set of activities constitute a project.

Sustainable development (SD): A process of change in which the exploitation of resources, the direction of investments, and the orientation of technological development and institutional

changes are in harmony, and enhance both current and future potential to meet human needs and aspirations.

Sustainable development (SD) dimensions: the ecological, social, economic (and institutional) issues involved in defining sustainable development.

FOREWORD

The Uganda Vision 2040 whose aim is to transform the country from a peasant to a modern and prosperous Country within 30 years is an all-encompassing perspective plan and guide for development planning in the country. As outlined in the country's Comprehensive National Development Planning Framework (CNDPF), the Vision is to be operationalized through National Development Plans (NDPs) which in turn are implemented through Sector and Local Government Plans. It is therefore the responsibility of sectors, Ministries, Departments and Agencies (MDAs) to formulate policies, strategies and programmes consolidated into Sector Development Plans that are aligned to the NDPs in order to realize the Vision aspirations.

As provided for in the National Planning Authority (NPA) Act Section 7 (2a, 2b and 2c), development planning in the country is to be undertaken in consultation with and under the guidance of NPA. To this end, the Authority produced the MDA Planning Guidelines in 2020 to guide the MDAs in developing strategic plans. The overall aim of the guidelines was to ensure harmonized development of PIAPs and MDA plans which are aligned to the NDPs in terms of timeframe, objectives, strategies and programs.

The 2015 guidelines have been instrumental in the development of the Sector, Ministry and Agency plans (2025/26 to 2029/30) that are aligned to the second NDP. The Certificate of Compliance Assessment undertaken by NPA found that out of the sixteen sectors, fifteen have development plans aligned to the NDPII. At the MDA level, out of the 135, 81 percent have plans aligned to the NDP. This notwithstanding, a number of developments have emerged that have implications on the planning process. Key among these include the adoption of the National Human Resource Planning Framework (NHRDPF), the enactment of the Public Finance Management Act (PFMA), 2015, the shift to programme based planning and budgeting, among others. These guidelines have therefore been revised to incorporate these changes and to enhance their usability.

On behalf of Government, the National Planning Authority and on my own behalf, I wish to thank the various stakeholders who provided valuable contributions toward the revision of these Guidelines. Specifically, I wish to extend my recognition and gratitude to the Authority, Management and the technical team of the National Planning Authority for providing the technical support and quality assurance of the guidelines. In a special way, I would like to thank UNDP for the continued financial and technical support to NPA, and specifically for funding the revision of these Guidelines.

These guidelines are intended to support the formulation of standard Ministry, Department and Agency (MDA) Strategic Plans which will not only facilitate harmonious implementation of the plans but also support effective monitoring and evaluation of progress of implementation and therefore achievement of objectives of National Development Plan and aspiration of the Uganda Vision 2040. I therefore call upon Ministries, Departments, Agencies and all other stakeholders to utilize these guidelines in the development and implementation of their Strategic Plans.

For God and my Country,

Pamela Mbabazi

Chairperson, National Planning Authority

CHAPTER ONE: INTRODUCTION

1.1 Background

Uganda's development planning processes are guided by the Comprehensive National Development Planning Framework (CNDPF) adopted by Cabinet in 2007, to guide short, medium, and long-term integrated development planning. Accordingly, a 30-Year Vision (the Uganda Vision 2040) was developed and is to be implemented through a series of three 10-Year National Development Plans and six 5-Year National Development Plans (NDPs) that respectively entail 10-Year and 5-Year development strategies and priorities (including programs and projects). The production of these plans is also in line with the National Human Resource Development Planning Framework (NHRPF).

To-date, three 5-Year NDPs have been developed and implemented. These include; NDPI (2010/11-2014/15) which focused on attaining growth, employment and socio-economic transformation for prosperity, and NDPII (2015/16 – 2019/20), which is in the final year of implementation is focusing on strengthening Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth and NDPIV (2029/30).

The motivation of developing these guidelines stems from the NPA Act 2002, CNDPF and the NHRPF. The Act requires NPA to produce comprehensive and integrated development plans in terms of a perspective vision and the long and medium-term plans. NPA is mandated to develop national and decentralized capacities for development planning, [NPA Act 2002, Section 7(2) (d)] through standardizing planning processes, issuance of planning guidelines, as well as retooling and training of planners at sectoral and local government levels. In addition, the Authority issues a Certificate of Compliance (CoC) that ensures alignment of sector and local government planning and budgeting frameworks with the national development plans. This is a requirement under PFMA Act 2015 section 13 (6) and 13 (7).

In 2015, NPA produced the Sector Development Planning Guidelines (SDPGs) to facilitate production of the Sector Development Plans (SDPs) that are aligned to the second National Development Plan (NDP II). This followed a Mid-term Review of NDP I which revealed that a number of sectors did not have SDPs and for the sectors that had them the process of their development was not guided by a common planning framework across sectors. Over the NDPII period, sectors were able to produce plans aligned to the NDPII. The Certificate of Compliance (FY2018/19) found that out of the sixteen sectors, fifteen have development plans aligned to the NDPII. At the MDA level, out of the 135, over 60 percent have plans aligned to the NDP. The guidelines were therefore been instrumental in guiding Ministries, Departments and Agencies (MDAs) in development of individual strategic plans.

At the time of formulating the guidelines, consideration was made to enable integration of complementary planning tools including international development agenda such as the Agenda 2030 Sustainable Development Goals (SDGs), Africa Agenda 2063 and the East Africa Vision

2050, among others. However, during the course of implementing NDP II, new developments emerged that were not anticipated at the time of designing sector development planning guidelines. Uganda committed to the achievement of different Global and regional development agendas that needed to be integrated into the national planning frameworks. These include harmonized framework for implementation of SDGs, Africa Agenda 2063, Instabul program of Action, and international focus on disaster risk response and refugees, respectively articulated in Disaster Risk Management (DRM) and the Comprehensive Refugee Response Framework (CRRF). At the national level, changes have taken place in the policy and legal framework such as the approval of National Human Resources Development Framework (NHRDF) and National Planning Authority (Development Planning) Regulations, and a number of emerging guidelines for cross-cutting issues have also been developed such as disability guidelines, climate change, nutrition and integration of refugees.

In addition, the fourth National Development Plan (NDP III) that will guide national development agenda for the next five years 2025/26 – 2029/30 will be implemented using the programme approach to planning and budgeting as adopted during the NDPIII period. The NDP III brings on board some reforms in planning, coordination and delivery of services – in respect to Programmes (which have replaced sectors) and MDAs, the requirement for articulation of the goal, objectives and interventions of national programmes relevant to the MDA, as well as development of prefeasibility and feasibility studies for projects to enlist in the public investment plan for NDPIV.

It is against this background, that these guidelines have been revised based on the lessons learnt from use of these guidelines as well as the emerging developments that have impacted the planning frameworks. The revised guidelines will support harmonized development of MDA plans which are aligned to the National Development Plans with regards to timeframes, objectives, strategies and programme outcomes.

1.2 Purpose and objectives

The purpose of these Guidelines is to enhance synchronization of decentralized development planning processes and production of MDA Strategic plans for Uganda.

Specific objectives are to:

- i Provide an integrated framework for development of MDA strategic plans to ensure that the plans support achievement of aspirations of NDPIV and the Uganda Vision 2040;
- ii Clarify the institutional framework governing strategic planning in Uganda and spell out the key stakeholders and their roles in the decentralized planning framework;
- iii Articulate a strategic planning process and cycle as specified in the National Planning Authority (Development Plans) Regulations 2018;
- iv Support the MDAs to promote inclusiveness, participation and accountability as well as compliance with relevant international frameworks;
- v Provide a structure for the MDA Strategic Plans.

1.3 Users of the Guidelines

The primary users of the guidelines are units and individuals responsible for coordinating production of the strategic plans. These include:

- viii MDA Policy and Planning units;
- ix National Planning Authority MDA coordinators;
- x MFPED – benchmarking the requirements for alignment of plan and budget;
- xi Planning units for Local governments– expected to use the guidelines as reference materials especially in relation to benchmarking of their LG planning guidelines;
- xii Office of the Prime Minister for performance Assessment of MDAs
- xiii Civil society organizations, faith-based organizations, and community-based organizations;
- xiv Private sector organizations and enterprises that would wish to integrate their activities within programme and MDA plans;
- xv Citizens that are required to participate in the primary stages of the planning process to ensure that their needs form the basic foundation for development planning;
- xvi Researchers and academia – use the guidelines as the basis for formulating research questions and guiding diagnostic and evaluative studies.

1.4 How to use the Guidelines

The guidelines should be cited as MDA Strategic Planning Guidelines, 2024. These planning guidelines will serve as the overarching toolkit for facilitating MDAs in production of their strategic plans. However, in an attempt to keep the guidelines precise and concise, and where complementary guidelines already existed some details were left out and these can be obtained from cross-referenced materials. In addition, the guidelines should be utilized in their entirety including amended schedules/annexes and cross-referenced materials. To ensure that users understand and uniformly apply the terms, concepts and practices, a glossary of key terms has added to the guidelines.

1.5 Structure of the Guidelines

The guidelines are arranged into four chapters.

Chapter 1: Introduction: This Chapter provides a brief background to the guidelines, the purpose and objectives, scope, the intended users, the principles of the guidelines. Others include the structure and process of developing the guidelines as well as application of the guidelines.

Chapter 2: Legal, Policy and Institutional Framework: This chapter outlines an overview of the regulatory and policy frameworks, development planning ecosystem covering global and regional agenda, as well as the institutional coordination arrangements for the national development planning in Uganda. The chapter also covers the link between planning and budgeting, as well as the national implementation coordination, monitoring & evaluation mechanisms.

Chapter 3: MDA Strategic Plans Production Process: the chapter provides guidance on the processes, phases, and stages that the MDA should go through to develop their respective MDA

strategic plans. The Chapter covers the consultative, technical and administrative processes for development and approval of strategic plans. The chapter also guides on the actual activities to be executed, the expected outcomes, as well as delivery timelines.

Chapter 4: Planning for Implementation, Monitoring and Evaluation: the chapter provides guidance on measures that need to be put in place to facilitate effective implementation/execution of the plan. It provides the guidance on how plans will be disseminated/communicated, executed, monitored and evaluated. Included in the Chapter are roles and responsibilities of the various actors, performance management, monitoring and compliance assessment mechanisms, and communication and stakeholder engagement strategy.

Annexures: the guidelines contain several annexes of tables, figures and narratives that provide detailed account of the text.

CHAPTER TWO: LEGAL, POLICY AND INSTITUTIONAL FRAMEWORK UNDERPINNING THE MDA PLANNING PROCESS

2.1 Legal and Policy Frameworks

2.1.1 Legal Framework

The legal and regulatory frameworks provide a basis and context in which development planning should be undertaken. The regulatory framework also bestows planning mandates, responsibilities and functions to various actors. This section identifies and presents the various legal and regulatory frameworks underpinning development planning in Uganda.

i The 1995 Constitution of the Republic of Uganda (Amended 2005)

Under the National Objectives and Directive Principles of State Policy, the Constitution of Uganda section XII provides for Balanced and equitable development. Sub Section (i) asserts that the State shall adopt an integrated and coordinated planning approach. Article 176, (2b) of the Constitution of the Republic of Uganda (1995 as amended) adopts decentralization as the principle applying to all levels of local government and, in particular, from higher to lower local government units to ensure peoples' participation and democratic control in decision making.

In order to actualize, the integrated and coordinated planning, the constitution under Article 125 provides for the establishment of the National Planning Authority (NPA) as the overall statutory agency responsible for coordination of the national development planning processes and production of National Development Plans in Uganda.

ii National Planning Authority Act 2002

NPA Act 2002 establishes the National Planning Authority (NPA) and mandates it with production of comprehensive and integrated national development plans elaborated in terms of perspective vision, long and medium-term development plans. The Act under section 8(1) designates the Authority as the national coordinating body for decentralized planning and under section (5) the ministry or sector shall prepare a plan and shall submit to the Authority whose duty shall be to harmonize all the plans from various ministries or sectors for the purpose of formulating a national plan. NPA is mandated to produce consolidated national development plans that integrates plans and strategies for sectors and local governments.

The Act under section 7 (2) (d), obliges NPA to support development capacity for national planning and in particular provide support and guidance to the national and local bodies responsible for decentralized planning processes.

It is in line with this obligation and responsibility that these planning guidelines have been developed.

iii Local Government Act, Cap 243

The Local Government Act, Cap 234 (Sections 96 & 97) mandates and obliges line ministries to offer policy and technical guidance and advice, support supervision, advise on projects involving direct relations with local governments, and establishment of minimum national standards of service delivery in the sectors under their jurisdiction.

iv The National Physical Planning Act, 2010

The NPP Act 2010 (section 6(1)) calls for integration of physical planning with social and economic planning at the national and local levels.

The entire country has been designated as the national physical planning area. It is therefore pertinent that sectors understand physical planning requirement so as to better situate/localize their development priorities. Moreover, Uganda is experiencing a high rate of urbanization estimated at 5.2% per annum. About 20% of Uganda's population lives in urban areas and it is projected that, by 2050 about half of Uganda's population will be living in urban areas. A planned urbanization process leads to orderly urban centres which are a catalyst and contributors towards national economic growth, centres for innovation and entrepreneurship and a source for high social services.

v The Public Finance Management Act (PFMA), 2015

Sections 13(6) requires that the Annual Budget shall be consistent with the NDP, the Charter of Fiscal Responsibility and the Budget Framework Paper. The PFMA provides the cycle and timelines for development and approval of national, sectoral and local government workplans and budgets. The PFMA articulates the symbolic relationship between planning and budgeting. It is therefore critical that the budgeting process is preceded with thorough planning and work programming. Effort has been made in the guidelines to harmonize the planning and budgeting cycles.

vi National Planning Authority (Development Plans) Regulations, 2018

The regulations operationalize the NPA Act (2002) by providing guidance on processes and procedures for preparation, development and integration of the national, sectoral and local government development plans. It requires sectors to prepare five-year sector development plans consistent with the goals and objectives of the long term and medium-term national development plans. It further prescribes what sector development plans should contain. It requires a Sector Development Plan to provide strategic direction of the sector for the planning period in line with the medium-term.

In particular, the regulation spells out processes, procedures and systems for facilitating: (i) multi-sectoral planning, (ii) integration of economic, social and spatial planning, (iii) harmonized development of programs and projects, (iv) integration and mainstreaming of cross-cutting issues in development planning and (v) monitoring and evaluation of development plans. The regulations are purposed in ensuring that sector and MDA development plans are aligned to the overall national strategic direction and enhancing inter government institutional linkages and synergies in planning.

Section 16 of the Regulations obliges sectors to prepare five-year sector development plans consistent with the goals and objectives of the long term and medium-term national development plans. It further prescribes what sector development plans should contain. The sector development plan shall:

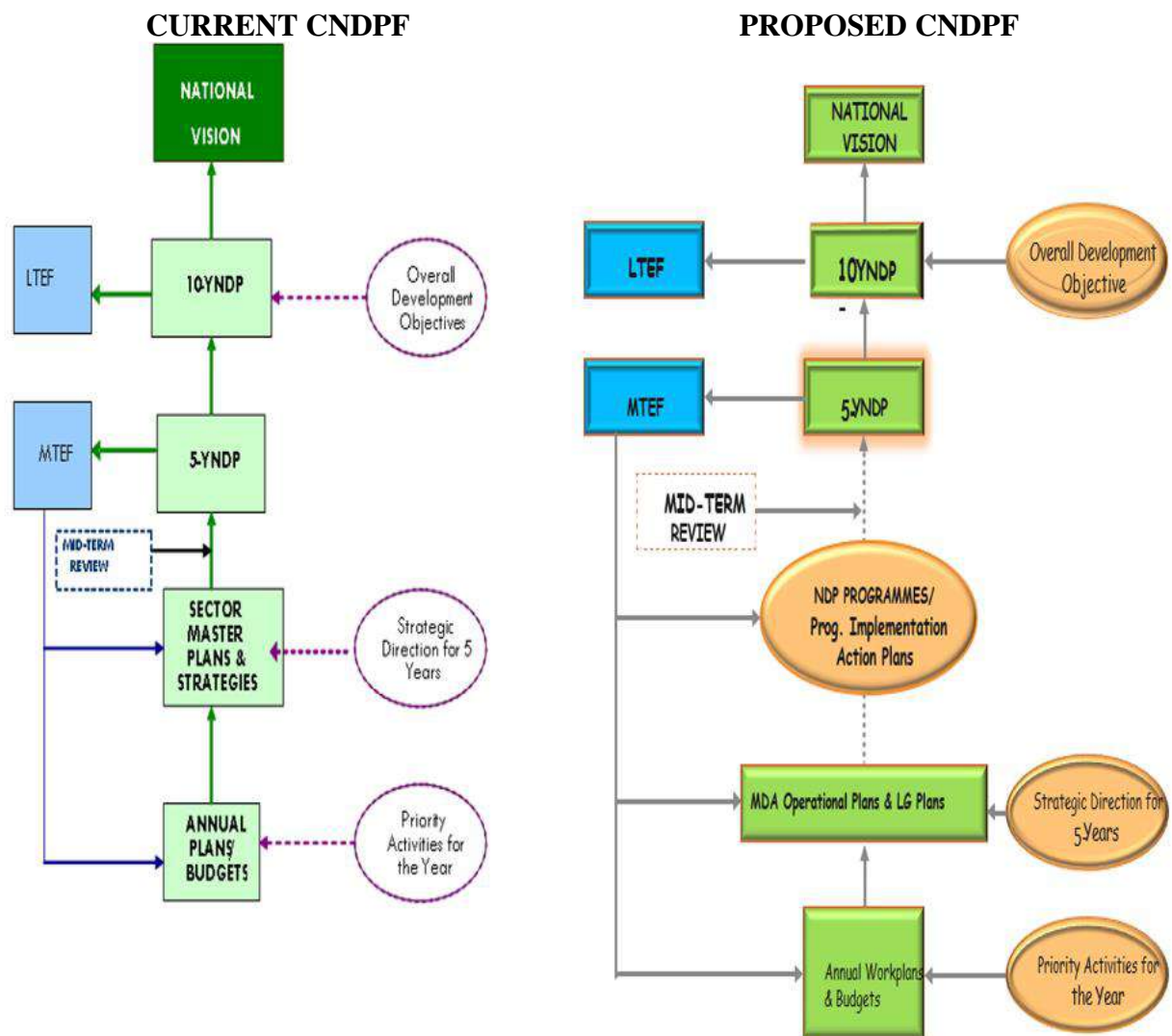
- i Provide strategic direction of the sector for the planning period in line with the medium-term national development plan.
- ii Highlight its contribution towards the realization of the medium-term national development plan.
- iii Specify the objective, strategy for achieving the objective, intervention, key activities as well as target indicators to achieve the desired results identified in the sector.

2.1.2 The Policy Framework

i Comprehensive National Development Planning Framework

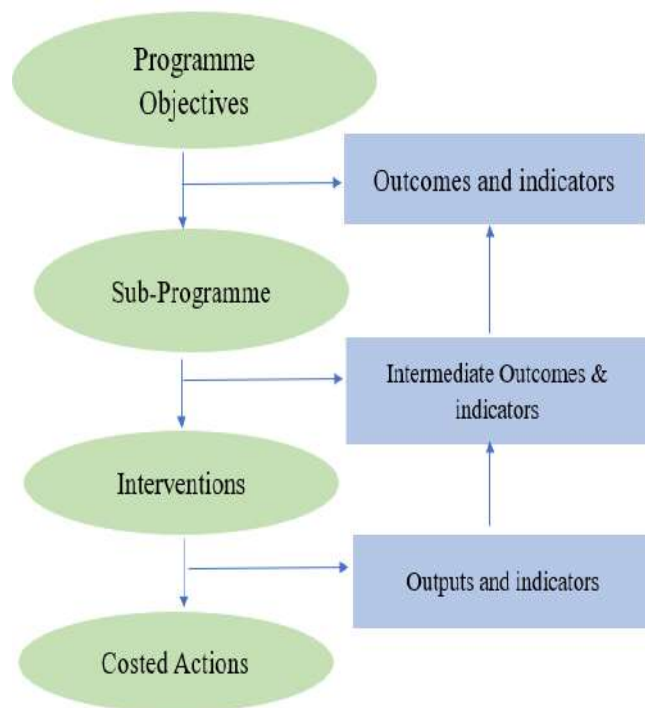
The overarching policy framework for development planning in Uganda is the Comprehensive National Development Framework (CNDPF), which was adopted by Cabinet in 2007. The CNDPF outlines instruments and systems guiding development planning at national, sectoral and local government levels. It further articulates principles and practices to be followed in developing national and decentralized long term to medium term plans.

Figure 3: The Comprehensive National Development Planning Framework



The CNDPF remains the overall strategic document guiding the country towards achievement of the Uganda Vision 2040 through a series of NDPs. The adoption of the programme approach to planning and budgeting led to the introduction of the Programme Implementation Action Plans (PIAPs) which replaced the sector development plans (See figure 1). These PIAPs will enhance collaboration between entities to deliver common results. They constitute a link between the MDA strategic plans and the LG development Plans to the NDP. PIAPs will be results and action based with annualized targets and costs for the five-year period. They will be the basis for development of MDA and LG plans. Figure 2 shows the elements of the PIAP results.

Figure 4: Elements of the NDP PIAP Results Chain



Key Definitions

Programme Outcomes: Changes brought about by public interventions upon individuals, social structures, or physical environment

Sub-Programme: A disaggregated groupings of interventions within the program concerned.

Intermediate outcome: An intermediate outcome or intermediate result is a critical outcome or result that must occur in order to reach the higher-level, end outcome/objective.

Outputs: A good or service provided by an MDA. Eg patients' treatments, Functional Intensive Care Units (ICUs), irrigation dams.

Actions: types or categories of work process undertaken in the production and delivery of outputs. Eg nursing, Establishing ICUs, constructing irrigation dams

ii National Human Resource Development Planning Framework

The National Human Resource Development Planning (NHRDP) Framework under Memorandum CT (2017) 156, provides for production of 10-Year National Human Resource Plan (NHRP) and 5-year National Human Resource Plan (NHRP). This requirement to produce each set of NDPs with attendant Human Resource Plans is entrenched in the NPA (Development Plans) Regulations (S.I No. 37 of 2018). In this regard, NPA will produce a 10-Year Human Resource Plans and 5-Year Human Resource Development Plan as subsidiary documents to the NDPs.

2.1.3 Complementary Planning Frameworks

In addition, to the above policy frameworks, there are other frameworks and guidelines issued and adopted by Government of Uganda in order to achieve sustainable development and address cross cutting issues affecting the economy. The following guidelines should be uses hand in hand with these guidelines;

- i National Nutrition Planning Guidelines for Uganda, 2015
- ii National Disability-Inclusive Planning Guidelines for Uganda, 2018
- iii National Physical Planning Standards and Guidelines, 2011
- iv Human Rights Based Approach (HRBA) planning Tool, 2015
- v The Population and Development (POPDEV) planning instrument

- vi Gender Responsive Planning Guidelines
- vii Environment mainstreaming Guidelines
- viii Climate Change Action Mainstreaming guidelines, 2018
- ix National HIV/AIDS Mainstreaming Guidelines, 2018
- x National Physical Planning Standards and Guidelines 2011
- xi Other cross cutting planning instruments.

2.1.4 Global and Regional Development Agenda

Uganda's development planning is influenced by developments in the global and regional spheres. The key global and regional development agenda that influence Uganda's development planning processes and systems include but are not limited to the following:

- i. 2030 Agenda for Sustainable Development
- ii. Africa Agenda 2063
- iii. The Istanbul Program of Action
- iv. East African Vision 2050
- v. Sendai Disaster Risk Management (DRM) framework (2015-2030)

The National Development Plans (NDPs) integrate global and regional development agenda that are pertinent to Uganda's development (See Annex 1). Similarly, MDAs and local governments have to identify relevant aspects of these development agenda and integrate them into their respective strategic/development plans in line with NDP programme requirements. In addition to the international development agenda, MDAs have to identify and integrate protocols and conventions signed and/or ratified by government that are relevant to them.

2.2 Development Planning Coordination Arrangements

2.2.1 National Level Planning Institutions

The legal and policy framework described above bestows development planning responsibilities to different agencies in the public and private sector. National level planning institutions holding stakes in MDA planning functions include:

- i. The National Planning Authority that is responsible for overall guidance, technical support and mentoring MDAs as they go throughout the development planning cycle.
- ii. Ministry of Finance, Planning and Economic Development that is responsible for providing financial resources, technical guidance and mentoring on budgeting requirements all of which help and MDAs to execute their Development Plans.
- iii. Uganda Bureau of Statistics that is responsible for providing most of the datasets used in planning process as well as offering technical advice and capacity building to MDAs in data collection and management.
- iv. Office of the Prime Minister that is responsible for monitoring and evaluation and coordination

- of implementation,
- v. Office of the President for overall oversight,

2.2.2 Presidential Economic Council (PEC)

The Presidential Economic Council (PEC) is a body under the Presidency charged with the task of dealing with strategic issues bearing on the realisation of the Vision 2040 and the NDP. Its technical secretariat is headed by NPA and its other members include Government MDAs, players from the private sector such as the Uganda Manufacturers' Association (UMA) and Private Sector Foundation Chairpersons. Under the PEC, is the Economic Unit whose role is to oversee all aspects of the economy and is responsible for keeping H.E the President, accurately and fully informed and updated constantly on the performance of the economy and the general economic issues. This is meant to facilitate rational decision making on economic matters at the national and international levels. The Unit is also responsible for advising the President on economic matters relating to macro and sectoral performance and to research, analyse and prepare briefs on economic related information and issues so as to facilitate H.E the President's decision making on economic matters.

Given the direct link with the principal leadership of the country (The Presidency), PEC provides a rare opportunity for MDAs to obtain inputs and buy-in of the political leadership of the country into the strategic Plans. This facilitates alignment of development plans with the philosophy and priorities of the ruling government – this makes it easier for the plans to attract the required resources for their implementation. It also forms a channel through which the plan priorities are disseminated to highest authority in the country.

i. Programme level Planning

Planning in programmes is a responsibility of all actors in the programme working groups. Coordination of the planning process is often carried out by the Policy and Planning Unit of the Lead Agency (Ministry) or the secretariat for respective programme. Ministries, Departments and Agencies (MDAs) do engage in strategic planning processes leading to production of 5-year institutional strategic plans that are aligned to NDPs.

ii. MDA top management committees

These shall comprise the Head of Departments of MDAs. They shall review and approve SDP technical papers produced by the Policy and Planning Units of MDAs before submission to the Programme Working Groups (PWG).

iii. Policy and Planning Units of MDAs

The PPU of MDAs shall coordinate the production of technical papers for submission to the PWGs. Before submission to the Technical Working Groups the content of the technical papers shall be approved, at least in general terms, by the Top Management Committees of the respective MDAs.

iv. Local Government Level coordination of planning

At the local government level, the Local Government Act, Cap 243 (Section 35 (1)) designates Districts Councils as the planning authorities for the districts. The Act mandates the district technical planning committees to coordinate and integrate all the sectoral plans of lower level Local Governments for presentation to the district council (Section 36 (2)).

The local governments are of two levels – Higher Local Governments (Districts) and Lower Local Governments (Municipalities, Sub-counties and Divisions). National Planning Authority (Development Plans) Regulations 2018 require Districts to prepare their comprehensive and integrated development plans incorporating plans for Lower Local Governments. The planning departments are expected to coordinate production of these plans and should be duly approved by the District Councils. The local government plans shall conform to medium term national and sector development plans. NPA has formulated detailed guidelines on the preparation of LGDPs to support LGs in their planning as well as aligning them to PIAPs and the NDP.

CHAPTER THREE: STRATEGIC PLAN PRODUCTION PROCESS

3.1 Development Planning Cycle

The planning cycle for the MDA plans is integrated within the NDP calendar. The cycle starts immediately the national strategic direction is provided by the National Planning Authority (NPA) through issuance of the Planning Call Circular (PCC). The National Planning Authority (Development Plans) Regulations 2018 require NPA to issue a planning call circular a year before the expiry of the existing medium-term national development plan. MDAs shall commence consultations at least thirty (30) days after NPA has issued the planning call circular. Further that MDAs shall submit to NPA approved plans within six months after the approval of the medium-term national development plan.

The timelines for the key milestones are as presented in Table 1 below.

Table 12: Timelines for key Milestones in the Strategic Planning Cycle

#	PROCESS ACTIVITIES	RESPONSIBILITY	TIME LINE
	Phase1: Consultation and Data collection		
1.	Issuance of Planning Call Circular (PCC) to MDAs	NPA	End of 4 th Year of NDP
2.	MDAs constitute Planning Task Teams to steer plan formulation process	Permanent Secretary/Chief Executive of the MDA	Two (2) weeks after receipt of the PCC by MDAs
3.	MDA communicate Planning Call Circular information to the departments	Permanent Secretary/Chief Executive of the MDA	One (1) month after receipt of the PCC by MDAs
4.	Consultations and data collection to inform the planning process	Planning Task Team	Within two (2) months after receipt of PCC
5.	Provide guidance to the District Planning Forums for the LGs to capture relevant issues for input into the MDA planning process	Permanent Secretary/Chief Executive of the MDA	Within two (2) months after receipt of PCC by MDAs
	Phase 2: Plan Formulation		
6.	Review of the previous plan	Permanent Secretary/Chief Executive of the MDA	Third month after receipt of PCC by programmes/MDAs
7.	Carry out situation analysis for the development of the new MDA plan	Permanent Secretary/Chief Executive of the MDA, Planning Task Team	Third month after receipt of PCC by programme/MDAs
8.	Carry out analysis of cross cutting issues	Permanent Secretary/Chief Executive of the MDA, Planning Task Team	Third month after receipt of PCC by programme /MDAs
9.	MDAs set the Strategic Agenda (Vision, Goals & Objectives based on the analysis in steps 7 and 8 and the consultations above	Permanent Secretary/Chief Executive of the MDA, Planning Task Team.	Fourth month after receipt of PCC by programme /MDAs.
10.	MDAs Articulate the Strategies, Programs and Projects	Planning Task Team, Heads of departments	Fourth month after receipt of PCC by MDAs

#	PROCESS ACTIVITIES	RESPONSIBILITY	TIME LINE
11.	Compilation of the Draft plan	Planning Task Team, Heads of departments	Fifth month after receipt of PCC by MDAs
12.	Validation of the draft plan	Permanent Secretary/Chief Executive of the MDA, Planning Task Team	Fifth month after receipt of PCC by MDAs
Phase3: Plan Approval and Submission			
13.	Submission of Draft plan to NPA for review and Certification	Permanent Secretary/Chief Executive	Sixth month after receipt of the PCC by the MDA
14.	MDA Strategic Plan approval top sector leadership committee.	Top management committee.	End of sixth month after receipt of the PCC by the MDA.
15.	Submission of approved MDA plan to NPA	Permanent Secretary/Chief Executive	End of sixth month after receipt of the PCC by the MDA
Phase 4: Execution, Monitoring and Evaluation			
16.	Developing Annual work plan and Budgets	Permanent Secretary/Chief Executive	Beginning of each FY on implementation of the MDA-SP
17.	Monitoring and Evaluation	Permanent Secretary/Chief Executive	Continuous throughout the plan period.

3.2 Steps in the Plan Production Process

The MDA plan formulation process consist of four main stages, namely: (i) Initiation of planning process (ii) Consultations and Data collection, (iii) Plan formulation, and (iv) Plan Approval, submission and dissemination. The stages are interrelated and during execution, it is possible that some of them will be run concurrently rather than in sequence. For example, consultations are expected to take place before beginning of plan formulation and throughout plan formulation, approval and submission stages. These stages are described in subsequent sections. The detailed activities that MDAs are expected to perform during each of these stages are elaborated in subsequent sections.

3.3 Initiation of the planning process

At the beginning of a planning cycle, NPA shall issue a Planning Call Circular (PCC) to the decentralised planning institutions. The purpose of PCC is to communicate the national strategic direction and usher decentralized planning entities (MDAs and local governments) into a new development planning cycle.

The circular presents general guidelines for preparing the plan, the macroeconomic perspective, programme development priorities, program areas, the schedule for submission of proposals and the criteria for resource allocation between projects and programs. It calls for MDAs and Local Governments to formulate development plans which are mainly focused on the identified programme priority areas. The call circular will spell out the following:

- i The Theme, Goal and Objectives of the plan
- ii Major policy and institutional reforms
- iii Priority National Programmes
- iv The NDP development roadmap

The pronouncement of the PCC may take several forms including; national and sub-national planning conferences or circulation/mailing of PCC document. The Authority is expected to issue a planning call circular a year before the expiry of the existing medium-term national development plan.

3.4 Consultation and Data Collection

3.4.1 General Approach

Consultation and data collection is a key phase in development of the plans. A consultative and participatory process involving all key stakeholders from government agencies, Development Partners, Civil Society and the Private sector will be employed.

Consultation and data collection shall be done at the very beginning of the plan development process and shall continue throughout the entire process. Initial consultations should aim at disseminating information in the planning call circular, and collecting baseline data to input into the situation analysis for the plan and subsequent consultation should keep updating the information and improving the MDA Strategic Plan up to its approval.

The objectives of consultation and data collection exercises are to:

- i Obtain critical inputs from all key MDA players to ensure that their aspirations form part of the plan;
- ii Build consensus on the strategic direction and priorities of the programme and communicate it to guide the various actors (MDAs and LGs) in development of plans that are aligned to the PIAP;
- iii Enhance stakeholder buy-in and ownership in the plan to facilitate effective approval and eventual implementation of the plan;
- iv Enhance intra and inter-Programme/MDA linkages;
- v Ensure that all cross-cutting issues are identified and integrated.

3.4.2 Levels of Consultation

To ensure that all key stakeholders participate in the strategic planning processes, consultations will be done at two (2) levels; MDA and Local Government levels.

iv MDA level Consultation

At the MDA level consultations will be of two types, consultations within and across MDAs.

Consultations within the MDA: these consultations shall take place among players/actors in a single MDA. The engagements shall aim at building consensus on priority interventions and projects as well as aligning MDA vision and goal to the objectives and strategies of the PIAPs to which the MDA contributes.

Consultations across MDAs: In line with the broader programme-based approach to planning, consultations will be held across MDAs. The aim is to identify and harness the inter-MDA linkages.

v Local Government Level

The MDAs are expected to obtain input from the LGs on their priorities for integration in the strategic plans. Similarly, MDAs are expected to provide policy guidance to LGs including programme priorities, resource envelope and technical backstopping.

In obtaining inputs from LG, MDAs are required to carry out consultations with LGs. These consultations should involve key stakeholders involved in LG development planning processes. The MDAs should select local government actors that are relevant to them from among the following: Production, Education, Health, Works & Technical Services, Gender & Community Development and Natural Resources & Environment. Since the District & Municipal Planning units are responsible for consolidation of Local Government Development Plans, it is highly advised for MDA policy and planning units to consult the local government planning units and vice versa during the preparation of Strategic plans and LGDPs, respectively.

The priority consultation and data collections activities with local government shall include:

- i Local government priorities including aspirations of lower local governments
- ii Programmes and priorities of non-state actors; and
- iii Crosscutting issues and how they are being mainstreamed

3.4.3 Target Stakeholders

In order to ensure harmonization of the diverse views from key stakeholders, consultations will target the following:

- i **Policy makers**– this category targets actors who are primarily responsible for executive leadership, oversight, review and approval of key process outputs in the plan development process. They include; The Leadership/Steering Committees (Ministers, Permanent Secretaries and Directors), MDA Top Policy Management Committees, Members of Parliament, Board members and Governing Councils in the case of agencies, while at the LG level, they include District Chairpersons, District Council, Resident District Commissioners and Chief Administrative Officers.
- ii **Technical Officers**- This category targets actors whose primary responsibility is to plan, execute, monitor and evaluate development policies, programs and projects in Ministries Departments and Agencies as well as Local Governments. They include; the MDA Policy and Planning Units, The MDA Technical Departments., At the Local Government level, the include members of the District Technical Planning Committees.

- iii **Special Interest Groups-** This category targets individuals and groups whose plight and interests need to be specially targeted in order to ensure equitable distribution of development benefits. This category has unique needs that may not be voiced through general consultations. They include vulnerable and marginalized groups and individuals such as; Women, Youth, PWDs, Refugees, and Persons living with HIV and AIDS.
- iv **Policy Ministries and Agencies-** this category targets MDAs that play a central role in guiding planning, Budgeting, Implementation, Monitoring and Evaluation of Government policies and programs. They include; Ministry of Finance, Planning and Economic Development, National Planning Authority, Office of Prime Minister, Uganda Bureau of Statistics and Ministry of Local Government.
- v **Non- state actors-** this category targets development actors other than the public sector (Government). They include; Development Partners, Civil Society Organizations, Private Sector, Religious leaders, Cultural leaders and Media.
- vi **Research and Academia-** this category targets individuals and institutions responsible for generation of knowledge and its translation into products and services. They include; Universities and other tertiary institutions, research institutions and freelance researchers.

3.4.4 Consultations and Data Collection Methods and Tools

The mode of consultations at MDA and local government levels may range from key informants' interviews, focus group discussions, brainstorming and consultative meetings. These methods and tools are described below:

Key informants' interviews - here the MDA is expected to purposively target respondents who are knowledgeable or authorities on different topical issues and seek their candid opinion on such issues. The interview guide should be prepared prior to actual engagement with key questions that should form basis for such engagements.

Focus Group Discussions – these shall entail focused meetings of 7-10 people who have similar interest in the subject matter and more or less share similar views of the matter. They will be consulted together and different perspectives of their views recorded to inform strategic planning process.

Brainstorming meetings – these shall be meetings for generating ideas and views from a variety of participants. All divergent views shall be recorded as generated (without challenge) and later on analyzed and synthesized using appropriate themes/subcategories.

Consultative meeting - these are facilitator-moderated meetings drawing a bigger number of participants more than 10 and the objective is to validate and build consensus on recurring ideas/emerging views. The consultative meetings should be therefore be held when adequate review of literature and some initial consultations have been done and there are growing body of information collected on the subject matter.

It is however, highly recommended that in order to minimize expenses required during consultations, MDAs should leverage on existing collaborative and participative forums such as Joint Annual reviews, Local Government Budget Conferences etc.

3.4.5 Outcomes of the Consultation

The consultative process should generate adequate information to gauge performance of the outgoing plans and point at perceived priorities of the new plan. Since consultation is an ongoing process, the information collected shall be required for the respective planning phases. By and large, the following information is expected to be generated from the consultation and data collection phase:

- i The prevailing physical, social and economic characteristics of the MDA, where applicable;
- ii The development situation, focusing on opportunities and potentials for wealth creation by each MDA;
- iii The situations, opportunities and potentials of key stakeholders; including private sector, civil society organisations and development partners;
- iv An estimate of the human resource in both public and private sector; and
- v Gender, disability, human rights, environment and other crosscutting issues.

3.5 Plan Formulation

This phase elaborates the technical stages to get through in order to develop the MDA plan. It entails analytical stages such as review of the previous plans and situation analysis, and strategic planning steps such as agenda setting, articulation of strategies, programme/projects, plan implementation and coordination arrangements, costing of the plan, as well as monitoring and evaluation. The activities and processes to be conducted in each of these annotated stages are described in subsequent sections.

Note: Annex 1 provides a structure of the strategic plan with a short description of each of its chapters.

3.5.1 Situation Analysis

3.5.1.1 Approaches to a Situation Analysis

Situation analysis stage entails identifying contextual factors affecting the institutions planning ecosystem including the policy and regulatory environment, institutional arrangements, human and other resources. It should briefly analyze the MDAs historical performance (covering the previous five years) highlighting issues that are critical to attaining its preferred future state. The situation analysis should also involve scanning the environment for signals and trends that are likely to influence the future of the institution and its planning ecosystem. Relatedly, the situation analysis

shall identify potentials and opportunities in the environment that need to be exploited as well as threats and obstacles to be addressed.

The following steps should be undertaken:

a. Review of relevant information

Reviewing existing information can help in identifying the relevant information to the development of the strategic plan of the institution. This exercise is designed to generate potential vision, mission, objectives. The following secondary source of information can be consulted:

- Mandates and statutes: these define the function and responsibility of the institution. They can influence the mission, vision and objectives.
- National planning frameworks, Policies and strategies such as the Vision 2040, the third National Development Plan. These should influence the institutional strategic direction.
- Past strategic plans: brainstorm of the current Mission, Vision, Objectives and results.
- International Obligations: reviewing global and regional development frameworks that the country has committed to achieving and understanding the relevance to the institution in order to domesticate them

b. Performance review

The M&E results should feed back into the planning process. This step involves an analysis of past institutional performance based on what was set out to be achieved. This is informed by a internal progress reports, studies and evaluations. In reviewing performance, the focus can be on: What were the main findings; What were the key achievements and challenges; What lessons were learnt and how can these inform the way forward for the next plan? Specifically:

- Examine how the indicators that describe the MDA have been performing where applicable disaggregated by sub-regions. Provide the necessary statistics and/or indicators if possible disaggregated by MDAs. Can be presented in graphs, bar charts etc.
- Analysis of progress made against relevant development goals (SDGs, Africa agenda 2063, EAC Vision 2050 etc). (Section 3.5.1.2 provides more guidance on integration of cross-cutting issues into the strategic plan)
- Description of state of cross cutting issues relevant to the MDA. Focus on: describing each of the crosscutting issue relevant to the MDA showing how its relevant to the performance; Providing basic information/ statistics on the issue e.g. most affected population, affected areas, incidence, prevalence, recent development interventions promoting the respective crosscutting issue in the MDA budgetary and non-budgetary allocations on the crosscutting issue etc; Effects/development concerns arising out of the issue. (Section 3.5.1.3 provides more guidance on integration of cross-cutting issues into the strategic plan)

c. Stakeholder Analysis

Stakeholder analysis attempts to understand the perceptions, expectations of stakeholders involved in the actualisation of the plan (beneficiaries, implementors etc). this entails the following:

- Identifying stakeholders: who are the key services recipients
- Interaction with the stakeholders: this will involve engaging the stakeholders to get their opinions on the institutions performance in relation to service delivery. Some of the questions that may be useful include: what do you expect from the institution; what have we delivered; were you satisfied and why; what areas can be improved.
- Document the results: this can be presented in a simple matrix where the main views and responses from each major type of stakeholder are document and analysed.

d. Analysis of institutional factors

The MDA will assess factors that have contributed to its performance with respect to; Financial resources; Human Resources; and Monitoring and Evaluation function.

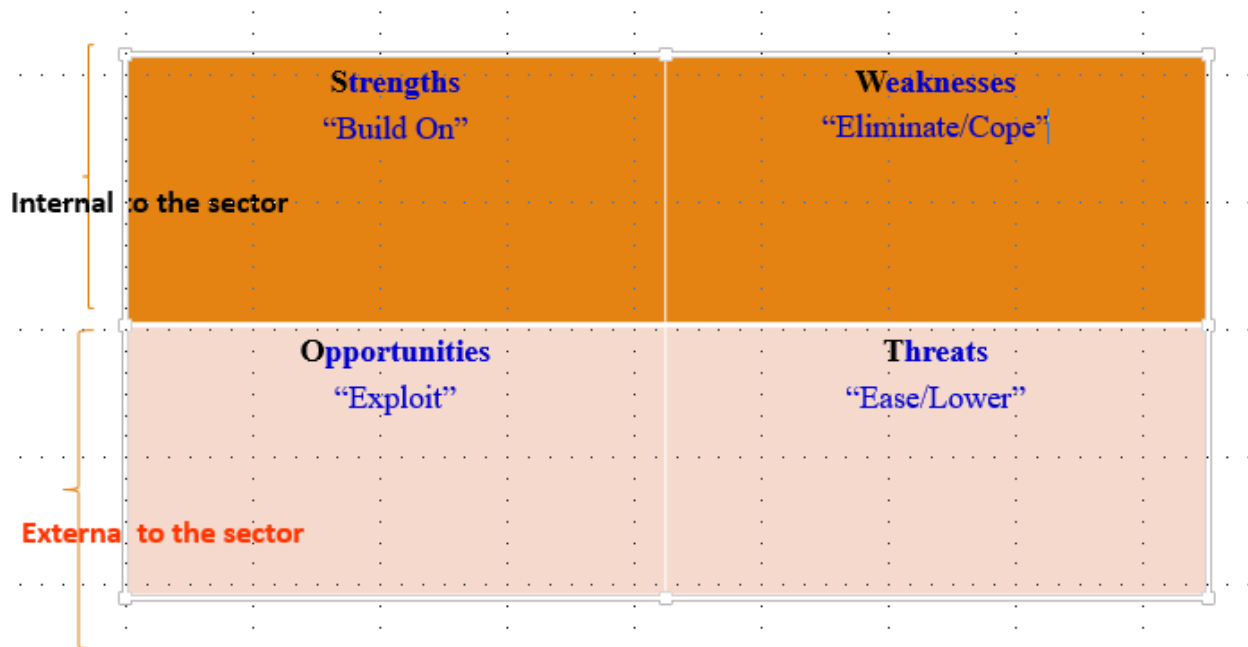
e. SWOT Analysis

SWOT analysis is a key analysis framework that enables the integration of other analysis methods such as PESTLE. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. Specifically;

- **Strengths** –the positive and tangible attributes that are internal to the MDA which the MDA should harness to improve its performance e.g. availability of technical staff, strong policy framework, strategic leadership etc. The MDA should identify measures to capitalize on such strengths to enhance realization of its goals and objectives.
- **Weaknesses**- the internal negative attributes/factors that inhibit/constrain the MDA performance ie areas that need improving e.g absence of supportive legal framework, inadequate staffing, unsustainable funding etc. The MDA should identify ways of addressing and minimizing the impacts of such factors in order to achieve its goals and objectives.
- **Opportunities**- the positive attributes/factors existing in the MDAs environment which the MDA should harness to move it forward. These are external to the MDA. They may be political, economic, social, technological, ecological and legal (PESTEL) environmental factors. For example, prevailing peace, good infrastructure, political good will, potential partnerships and alliances etc. This can be exploited to ensure that the MDA goals are realized faster and more effectively.
- **Threats** - external factors beyond the MDA control that place its goals or objectives at risk. Just like opportunities, Threats also arise out of the political, economic, social, technological, ecological and legal (PESTEL) environmental factors e.g. Insecurity, external economic shocks etc.

The framework for presenting the SWOT is a four-quadrant matrix as illustrated in Figure 3

Figure 5: SWOT Analysis Matrix



MDAs shall identify the strengths to leverage on in order to harness potential opportunities and the weaknesses to be minimized to prevent the threats from becoming reality. Through this analysis MDAs shall also identify potentials and opportunities availed by the external environment as well as constraints and challenges hindering harnessing of opportunities for the betterment of the MDA. It is highly advisable that MDAs do not stop at identifying internal strengths and weaknesses and/or external opportunities and threats but go further to identifying measures to address the pain areas (weaknesses & threats) and harness potentials (strengths and opportunities).

In some texts, SWOT is known by different names and presented differently. However, the principles remain the same. Other common use of SWOT includes: SCOT- Strengths Constraints Opportunities and Threats; POCC- Potentials Opportunities Constraints and Challenges, and SCOR- Strengths Challenge Opportunities and Risks.

MDAs are encouraged to adopt SWOT because it is a robust tool for facilitating assessment of internal Strengths and Weaknesses as well as external Opportunities and Threats and it is simple to use.

PESTEL Analysis is intended to provide a framework for exhaustive analysis of the external environment – adding perspectives to SWOT analysis. These perspectives are political, economic, social, and technological (PEST) factors, which is often extended to cover environmental/ecological and legal aspects as well (PESTEL).

For completeness, MDAs are expected to apply the broader perspective – PESTEL Analysis. What this means is that in analysis of opportunities and threats, it will be critical that all the six dimensions are addressed –political, economic, social, technological, ecological and legal aspects.

3.5.1.2 Integration of Global, Continental and Regional Development Frameworks

All plans should integrate respective international frameworks in line with their mandate and NDP priorities. The 2030 Agenda for Sustainable development, the Africa Agenda 2063 and the East African Community Vision 2050 all place sustainable development at their centre with the premise that equitable and lasting development requires careful balance in production, consumption and use of natural resources to ensure that today’s consumption does not compromise the needs of future generations. The development frameworks converge on issues related to the 5 P’s i.e. People, Prosperity, Planet, Peace and Partnerships. Although similarities exist, these, agenda diverge with the continental and regional frameworks focusing more on integration and cultural aspects. In line with this, a mapping of International and Regional Development Agenda to NDP programs has been done and appended as ***Annex 1:*** to further guide MDAs in effective integration and alignment of these development agenda to MDA development plans.

In general, domestication of international development agenda into the plan follows these simple six steps:

- i. Identify development agenda that Uganda has signed and/or ratified;
- ii. Identify the goals that are relevant to your MDA;
- iii. Identify the indicators and targets that have been agreed at national level;
- iv. Identify, adapt and prioritise indicators and targets at MDA level;
- v. Identify priority interventions to achieve the targets for the period; and
- vi. Estimate resources requirement for successful execution of adapted goals & targets.

The MDA will be expected to create a link to the goals for each element in the context/situation analysis of the plan, and identifying interventions as well as corresponding indicators. Indicators for measuring progress on the goals will be integrated in the plans monitoring and evaluation frameworks. The goals will therefore be embedded in the plans at intervention, budgeting and results level

3.5.1.3 Integration of cross-cutting issues

The national development plans and decentralized development plans shall integrate crosscutting issues in accordance with the Planning Regulations and guidelines issued by the Authority and the Equal Opportunities Commission. The comprehensive national development planning framework and the national development plan shall include the costed interventions in respect of the crosscutting issues, targets and indicators to measure progress of implementation.

The National Planning Authority (Development Plans) Regulations, 2018 defines cross-cutting issues to mean issues that require action from more than one sector. The cross-cutting issues identified by the Regulations include; gender, environment, human rights, equity, disability, nutrition, governance, accountability and anti-corruption, population and development and science, innovation and information and communication technology. Others are; child health, social protection, climate change, HIV/AIDS, culture, and disaster preparedness.

A number of MDAs have specific guidelines for integration and mainstreaming the cross-cutting issues. Where guidelines for integrating specific crosscutting issues in planning have been produced by the responsible agencies, the planning teams shall strictly adhere to such guidelines. Where such guidelines are not in place NPA together with responsible agencies shall produce guidelines. In order to ensure effective integration of cross cutting issues in the plans, MDAs shall describe and adopt crosscutting issues to developments in the MDA. Generally, integration of cross cutting issues requires sectors to focus on the following key steps;

- i. Identify and prioritise the cross-cutting issues that are most relevant to the MDA. These could be issues where protocols and conventions have been signed/ratified by government, arising from international declarations or compliance requirements.
- ii. Study the guidelines for mainstreaming the selected cross cutting issues. Where the guidelines are not explicit, the MDA should review the relevant sources for the example for the case of gender and equity sector may obtain information from gender and equity compacts.
- iii. Identify the performance targets for the respective cross cutting issues over the planning period as agreed upon at the national level.
- iv. Based on the agreed national target determine appropriate sector target for the cross-cutting issues.
- v. Identify strategies and measures to address the crosscutting issue agreed upon at the national level
- vi. Determine strategies and measures to deal with the crossing issues at the MDA level.
- vii. Cost the interventions and ensure they are consolidated into the MDA plan.

3.5.2 Setting the Broad Strategic Direction of the MDA Strategic Plan: Alignment of the Strategic Plan to the Programmes

The strategic plan will provide the strategic direction for the planning period in line with the NDP and the programme to which it contributes. Elaboration of the strategic direction will follow the review and situation analysis phase and will entail specifying the MDA Vision and Mission as well as strategic goal, objectives and outcomes. This will be the basis for identification of interventions and outputs as well as projects.

3.5.2.1 Setting the Institutional Vision and Mission

The **Vision statement** describes where the institution intends to be in the future. It represents a shared sense of direction and incorporates the core values of the institution. It describes what the institution believes in.

A good vision statement should:

- Provide a clear sense of direction
- Be inspirational
- Be short and easily recalled by staff

The **Mission Statement** explains why the institution exists and describes what it does. It brings the institution into focus and shows how it intends to reach the vision aspirations. It is not something that is achieved, but something that is continually pursued, guides the direction of the organization. A mission contains at least three elements: A verb that indicates a change in the “status quo” (increase, lower, generate, eliminate, transform, etc.); the explanation of the problem or condition to be changed and the identification of the specific beneficiaries. The mission reveals the identity of the organization to be recognized in its environment; the values, rules and principles that guide its activity; and cohesion around common objectives, which facilitates conflict resolution and staff motivation.

A good mission statement should:

- Describe what the institution does (current capabilities), who it serves (stakeholders) and what makes the institution unique (justification for existence);
- Be derived from and cover all relevant statutes, in particular Government mandates, instruments and establishing legislation.
- Be Action oriented
- Be short and be easily internalized and recalled by staff

Core Values are beliefs that the people in the institution hold in common and endeavor to put in action.

3.5.2.2 Setting the Strategic Goal and Objectives

The MDA will set its goal based on strategic issues from the analysis and on the direction of the programme most relevant to it. The following steps can be undertaken:

- i Reflection of previous strategic goal to assess whether to change it in line with the performance
- ii Reflection of the different national programme goals, outcomes and interventions to identify those which relate to selected development issues of an MDA;
- iii Declaration of the programme goal, objectives and interventions an MDA intends to prioritize and the reasons why.

An example for the Uganda Cancer Institute is provided for step ii. and iii. The Uganda Cancer contributes to three NDP Programmes of; Human Capital Development, Innovation, Technology

Development and Transfer, and Digital Transformation. Table 2 shows the programmes, sub-programme, objectives, results and interventions that the institute will contribute to.

Table 13: Programmes and Sub-Programmes Relevant to the Uganda Cancer Institute

NDPIII Programme	Goal	Objective (s)	Outcome Results	Intervention (s)
Human Capital Development <u>Sub-programme</u> Population Health, Safety and Management	Improving productivity of labour for increased competitiveness and better quality of life for all	Objective 4: To improve population health, safety and management	Reduced mortality due to NCDs from 40 to 30 percent;	1. Prevent and control Non-Communicable Diseases with specific focus on cancer, cardiovascular diseases and trauma. 2. Promote health research, innovation and technology uptake
Innovation, Technology Development and Transfer <u>Sub-programme</u> Science Research and Development	Increase the application of appropriate technology in the production and service delivery processes through the development of a well-coordinated STI eco-system	1. To strengthen R&D capacities and applications 2. To increase development, transfer and adoption of appropriate technologies and innovations	1. Increase the Global Innovation Index from 25.3 to 35.0 2. Increase Gross Expenditure on R&D as a percentage of GDP (GERD) from 0.4 percent to 1 percent	1. Conduct ST&I surveys and studies for use in evidence-based planning and policy formulation 2. Develop, oversee and implement programmes in new and emerging areas of space science, marine, nuclear, data and climate science, nanotechnology, bio-technology, among others 3. Establish research collaborations at local, regional and international level

- iv Definition of the Strategic Goal. Goals are tested using the SMART methodology. This stands for (S) – Specific, (M) – Measurable, (A) – Achievable, (R) – Realistic and (T) – Timebound.

Goal of the Uganda Cancer Institute

To contribute to human capital development and productivity by reducing the incidence of cancer and increasing survival

- v Identifying broad/thematic areas of focus which the MDA will contribute. For example, Thematic areas for the Uganda Cancer Institute include; Research, Innovation & Development, Cancer Prevention, Cancer Care, and Specialized Cancer training.

- vi Upon identification of thematic broad areas, MDAs will develop objectives, adopt intermediate outcomes of the sub-programmes in the PIAPs, and corresponding MDA key results indicators.

In this regard, it is necessary to always bear in mind the following characteristics of the objectives that will guide a development plan:

- The objectives must have an intermediate level of generality, that is, be specific enough to help choose between strategic options; but, at the same time, be general enough to allow exploration of different solutions.
- The objectives must be relevant to the specific context of the plan, adopting forms that recognize the nature and complexity of the problem under study, as well as its dynamic nature.
- The objectives should refer to processes of change rather than final states.
- The objectives must be consistent in the sense that they are related to the problem and / or opportunities identified in the diagnosis as well as the programme objectives relevant to it.
- The objectives will be strategic, since they must point towards the priority themes or issues that have the greatest impact on development and must have this logical articulation between levels of purposes.

3.5.2.3 Identification of MDA interventions and Activities: Adaptation of programme interventions and activities

Adaptation of means the process of taking programme interventions and activities and modifying them where necessary to suit the conditions / needs prevailing in the MDA. Adaptation will be guided by the list of development issues analyzed by the MDA during the early stages of the planning process (consultations, data collection and situation analysis). This process will involve:

- Analysing the different national programme interventions to identify those which relate to selected development issues of an MDA
- Pointing out the critical intervention areas and activities upon which an MDA will put emphasis per each programme objectives and interventions and why.
- Defining MDA interventions and activities. In selecting its intervention areas and activities, an MDA is advised to refer to PIAP interventions and activities. However, an MDA is also free to modify the PIAP interventions and activities that suit its conditions or those that answer, most effectively, to its development issues. Illustration is provided for UCI in table 3. This table can be an annex to the plan.

Table 14: UCI Interventions and Actions

UCI thematic areas	Objectives	Interventions	Actions	Department/unit
NDPIII Programme 16: Human Capital Development				
Cancer Prevention	Reduce cancer risk by enhancing health promotion and cancer prevention	Undertake a national cancer prevention programme	Develop a communication strategy for health promotion and cancer prevention	Community Health and public relations
Cancer Care	Increase equitable access to quality and	Enhance cancer care services at UCI	Enhance scope and quality of Curative services	Medical Services

	comprehensive cancer services			
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3.5.3 Development and approval of projects

Identification and profiling of projects will be guided by the National Project Identification Guidelines issued by NPA (See Annex 2). In the course of project identification, MDAs should ensure that projects are linked to the National Development Plan (NDP) objectives and programs. Project identification is defined to include: new projects identified by MDAs; extension of already ongoing projects; revival of failed projects; seeking loan financing; emergencies and presidential directives, among others.

Several sources of project ideas are considered under the National Project Identification Guidelines including the: National Development Plan (NDP) and attendant plans; Evaluation reports on implemented projects; Ruling Party Manifesto; Presidential directives; Cabinet directives; and Academia research/ publications.

The National Project Identification Guidelines, also provide steps to be followed by MDAs while identifying projects. Step 1 – Analyze all projects undertaken by the MDA since NDPI period (FY 2010/11); Step 2 – Identify conflicts of interest/situational influences; Step 3 – Conduct project consultations; Step 4 – Determine the project name; Step 5 – Prepare the project idea using guidance provided by NPA; Step 6 – Classify project outputs into recurrent and capital; and, Step 7 – Prepare the project using Relevant guidelines such as the Development Committee (DC) Guidelines.

So far, the National Project Identification Guidelines have been utilized in the preparation of the Third National Development Projects Investment Plan (NDPIII) and Investment Plans for different programmes and regions. The Guidelines, have been formulated in such a way to allow MDAs to collect as much information as possible at the initial stages of project consultations. They also link well with the Development Committee guidelines to provide a smooth transition from project identification through preparation and later preliminary evaluation stages.

In the course of National Development Plan (NDP) preparation, NPA is responsible for selection of core projects based on the NDP theory of change and development objectives. NPA will further support programmes and MDAs in project identification as part of its planning role and conduct trainings on project identification where necessary spear led by its Project Development and Investment Planning Department. The department will also support MDAs and the private sector in undertaking feasibility studies and bankable proposals where necessary and more especially for NDP core/flagship projects. Programmes and MDAs are free to consult and seek assistance from NPA on project identification. The National Project Identification Guidelines are summarized under Annex 2.

3.6 Drafting of the Plan

Having gathered adequate background information, charted the strategic direction and articulated priority programs and strategies; the next stage shall be to compile the draft development plan. Based on the minimum requirements for decentralized plans, PIAPs and plans for MDAs should be presented as a complete policy document – dully signed off, with an executive summary, main text and concluding chapters. The layout of the MDA strategic plan is as shown in Annex 1.

Figure 6: Standard Structure of the MDA Strategic Plan

Summary of Structure

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Appendix A: Cost Implementation Matrix

Appendices A: Results Matrix

3.7 Costing of the Plan

In order to aid financing of the MDA plans it is critical that MDA plans are fully costed. A costed plan is important to estimate total investment expenditure required for MDA priorities, and factoring them in macroeconomic modelling for NDP investment expenditure. Costed plans also serve as baselines against which financial performance of plans can be benchmarked. Therefore, the MDA preparation Teams shall identify all the types of inputs required, assess the quantity required for each activity, estimate the cost per unit and calculate the implied costs. The recommended costing method is the ‘unit costing’. Strategic Plans shall be costed for the entire five (5) year period and these costs should be annualized. It is therefore a requirement that each plan should have a detailed cost implementation matrix (see Annex 3) that portrays annualized cost and how they compare with projected MDA budget over the medium-term expenditure framework (MTEF).

3.7.1 Defining the Financing Framework

An MDA plan will have an elaborate resource mobilization and financing strategy. In this regard therefore, MDAs will need to define and specify the strategies through which development resources to finance all the identified activities will be mobilized and managed.

In defining the Financing Framework, MDAs will:

- vii Identify the main sources of revenue for financing including central government transfers, Non-Tax Revenue (NTR) and potential development partners (DPs) (E.g., NGOs/ CBOs, FBOs, and Private sector). For Development partners specify the distribution of their contribution over the plan period and whether their contribution will be on or off budget;
- viii State the strategies for raising the required resources;
- ix State roles, responsibilities and conditions of development partners in financing the plans including a specification of whether the funding will be budget or off-budget;
- x State strategic actions that will be taken in mobilizing development partners to finance the plan activities;
- xi State strategies for ensuring efficiency in resource use; and
- xii Specify any other aspect relevant financing including innovative financing methods (for example PPPs).

The recommended framework for MDA financing is presented in Table 4.

Table 15: Format of MDA Financing Framework

Sources of Financing	Total Contributions FY1	Total Contributions FY2	Total Contributions FY3	Total Contributions FY4	Total Contributions FY5	Total Contributions -	(%) Share by source of financing	Off Budget Contribution
Central Government Transfers (Total Contribution))								
Non-Tax Revenue								
Development Partners (DPs)- Specify ⁵								
<i>DP1</i>								
<i>DP2</i>								
<i>DP2</i>								
<i>Etc</i>								
TOTAL							100	

⁵ NGOs, FBOs, CBOs, PSOs as well as Bilateral donors dealing directly with LGs are all included in this categorisation

3.7.2 Drawing the Costing and Cost Implementation Matrix

In addition to the financing Framework, MDAs will also develop a Cost Implementation Matrix using a standard template. A Cost Implementation Matrix is a schedule that relates planned objectives, strategies and interventions with estimated costs and also specifies targeted outputs and the responsibility centre for each of the planned intervention. (See Annex 3 for the format of the Cost Implementation Matrix). An MDA will align costing of its outputs to its respective Programme Implementation Action Plan which it contributes.

3.8 Approval, Submission and Dissemination

The MDA Strategic Plans shall be subject to a two-step approval process. First, the MDA plan shall be submitted to National Planning Authority for endorsement and certification. Second, the plan shall be approved by the top management committee of the ministry or relevant governing body in case of departments and agencies. The approved plan will be then be submitted/shared with NPA. It is important to note that the MDA plan will continuously be reviewed by NPA to ensure alignment to NDP process before these two approval processes.

After all the approval processes have been secured, the strategic plan shall be disseminated to the stakeholders and the public at large to mobilize them for the successful implementation.

CHAPTER FOUR: PLANNING FOR IMPLEMENTATION, RISK MANAGEMENT AND MONITORING AND EVALUATION

4.1 Institutional and coordination arrangements

This section should describe how use of the existing MDA structures, systems, procedures and regulations, synergies among stakeholders (including non-state actors) will be utilized in the implementation and coordination of the strategic plan. It should also describe the approaches and strategies that will be employed to implement the plan e.g., PPP, private sector led, government led etc.

This section should also describe the key stakeholders/institutions that have responsibilities for coordination and implementation of the plan. It should state the key roles each of the institution will play and how they will relate to harness synergies that exist between the different institutions/stakeholders given their mandates.

4.1.1 Roles of the different institutional structures in the MDA

The strategic plan should list the roles and responsibilities of the major players in the institution. These are the internal stakeholders. They include but not limited to the Board of Directors, Top Management, Finance Committees etc.

4.1.2 Roles of other Key stakeholders

These are external stakeholders they will play a role in implementing the plan. The stakeholders may include but not limited to the following categories; Government, Development Partners, Civil Society and Private sector. Table 5 provides a generic list of external stakeholders.

Table 16: Other key stakeholders/institution and their key roles

	Institution/stakeholder	Key roles/responsibilities
1.	National Planning Authority (NPA)	<ul style="list-style-type: none"> • Providing overall guidance and technical support to programme development planning process. • Offering capacity building to programmes, MDAs, LGs where necessary • Monitoring effectiveness of PIAPs and strategic plans through issuance of Certificate of Compliancy.
2.	Office of the President	<ul style="list-style-type: none"> • Take overall leadership and oversight of implementation of the NDP to ensure its attainment. • Timely communication of cabinet decisions • Mobilizing the population towards achievement of the plan
3.	Office of the Prime Minister (OPM)	<ul style="list-style-type: none"> • Offering leadership to the programmes • Coordination of overall implementation and monitoring

4.	Ministry of Finance, Planning and Economic Development (MoFPED)	<ul style="list-style-type: none"> • Providing financial resources • Providing technical guidance and mentoring on budgeting for implementation of plans and budgets • Monitoring utilization of resources disbursed for strategic plan implementation
5.	Uganda Bureau of Statistics (UBOS)	<ul style="list-style-type: none"> • Providing reliable data for planning, • Giving technical advice and capacity building in data collection and management
6.	Development Partners	<ul style="list-style-type: none"> • Provide technical support to MDAs in planning and implementation of plan interventions • Providing Financial resource • Integrating some aspects of the plans into their programming.
7.	Local governments	<ul style="list-style-type: none"> • Providing input into the strategic plans • Aligning their LG plans to the strategic plans • Implementing relevant aspects of the strategic plans.
8.	Civil society and private sector organizations	<ul style="list-style-type: none"> • Participating in PWG activities as co-opted members • Providing information about their on-going and planned development activities to the MDA for input into the strategic plans • Contributing to the implementation of the strategic plans • Participating in M&E of strategic plans.

4.2 Communications and Stakeholder Engagement

To ensure ownership and effective implementation of the strategic plan by all key stakeholders at all levels (national, programme, MDA and LG), it's important to have a communication strategy. The plans will thus have a section on communication and stakeholder engagement strategy. In this section, the MDA will describe the main channels of communication like media, meetings/workshops etc., key things/issues/areas to communicate especially on progress of the plan implementation, frequency of communication by the different channels/methods, key stakeholders involved and their roles including non-state actors (private sector civil society organizations and Development partners). It shall also describe the feedback mechanism to be adopted by the MDA.

4.3 Risk Management

MDAs are exposed to a variety of risks related to development and implementation of their Plans and hence hindering fulfilment of the strategic objectives. The MDA should design its risk management strategy to effectively ensure that the MDA's reporting objectives are being achieved.

The plan should identify, analyse various potential risks and prescribe possible mitigation, continuous monitoring and management measures during the plan period. These should be embedded throughout all the strategic and operational plans and workplans during the implementation of MDA Plan.

4.3.1 Risk categorization

Risks can be categorized as, **External**, **Strategic** and **Operational**. Table 6 provides a detailed explanation of these risks.

Table 17: Risk Categorization

External Risks	Strategic Risks	Operational/Preventable Risks
Risks from uncertain and uncontrollable external events	Risks that the country accepts to execute the strategy in order to generate superior returns/long term benefits	Risks arising from within the entities' operations that do not generate strategic or long-term benefits
Risk Mitigation Objective		
Reduce cost of impact effectively should risk event occur	Reduce likelihood and occurrence cost effectively	Avoid or eliminate occurrence cost effectively
Control Model/Strategy		
<ul style="list-style-type: none"> • Business Continuity • Disaster Response • Cyber security • Scenario Planning • Crisis Management • Stress Testing 	<ul style="list-style-type: none"> • MDAs Investment Plans (SIPs) • Presidential Investment Round Table (PIRT) • Annual Economic Growth Forum etc 	<ul style="list-style-type: none"> • Legal and Regulatory Framework • Documented Policies and Procedures • Standard Operating Procedures (SoPs) • Internal Controls

4.3.2 Risk Assessment and Analysis

A Risk Assessment based on Impact and Likelihood ratings should be performed as provided by Government of Uganda Risk Management Strategy (RMS). The risk impact and likelihood representation will be based on a 3-Band rating scale as; High, Moderate or Low. This is for both Impact and Likelihood, with symbols and numbers as shown in Table 7.

Table 18: Risk Impact and Likelihood

Number	Impact	Likelihood
3	High (H) also Catastrophic	High (H) also Almost Certain
2	Moderate (M) also Medium	Moderate (M) also Possible
1	Low (L) also Minor	Low (L) also Unlikely

4.3.3 Risk rating

The overall risk rating is a combination of both the Impact and Likelihood ratings. It is derived by multiplying the two ratings (i.e. Impact x Likelihood). Using the 3-Band rating scale, the highest level of product is 9 and the lowest level is 1. A risk at 1-2 is LOW and depicted by Green colour; a rating at 3-5 is MODERATE and depicted by Yellow colour and a rating at 6-9 is HIGH and depicted by Red colour. Table 8 provides an illustration of risk rank or total with colour and appropriate responses.

Table 19: Overall Risk Rating and Response

Overall Rating (Impact x Likelihood)	Response
LOW: (1 – 2)	Occasional monitoring. Tolerate; continue with existing measures and review annually.
MODERATE: (3 – 5)	Steady improvement needed. Continually monitor and perform periodic review.
HIGH: (6 – 9)	Highest priority, very serious concern. Immediate action required and review regularly.

4.3.4 Risk Compilation

A risk matrix will be used to compile and systematically describe all the risks properly, including how they affect the achievement of the desired objectives as well as potential mitigation measure. Table 9 provides a template to be followed.

Table 20: Key Envisaged Risks (Low 1, Moderate 2, High 3; Minor 1, Moderate 2, Significant 3)

SN	Identified Risk	Risk category	Analysis				Mitigation	Lead Actor
			Causes	Likelihood	Impact	Risk rating		
10.			•	High	Significant	High	•	
							•	
							•	

4.4 Compliance Assessment and Performance Measurement

4.4.1 Compliance Assessment

The Public Finance and Management Act (PFMA) 2015, Section 13 (7) obliges the National Planning Authority to issue a Certificate of Compliance (CoC) each financial year to ensure that the National Budget, comprising the programme, MDA and Local Government (LG) budgets focus on implementation of the National Development Plans (NDPs). At the programme/MDA level, CoC assesses whether programme/MDA specific interventions align with the NDP targets and results. This requirement will guarantee that planning and budgeting frameworks are aligned to achieving Vision 2040 through the NDPs. The CoC supports implementation of national priorities as identified in the national planning frameworks – Vision 2040, NDPs, programmes and MDA strategic plans and local government plans. To improve performance levels, programmes should ensure PIAP and MDA strategic plan objectives, outcomes, interventions and outputs are aligned to the NDP III especially at the results level.

4.4.2 Linking the Annual workplans and budgets to PIAPs

In line with the recommendations of various CoC reports, the alignment of plans to the budget will be enhanced by paying greater attention to annual work planning and programming processes. Prior to the start of the budgeting cycle, NPA working with MFPED and other stakeholders will identify priority spending programmes and projects for each budget cycle.

Prior to the start of the annual budgeting cycle, the programmes, MDAs and local governments will be expected to engage in annual work planning and programming retreat to identify and build consensus on priority programmes and projects to form spending priorities for the subsequent budgets. Based on compilation and analysis of programme and local government priorities and projects, NPA will issue a list of national priorities to MFPED. It's these priorities which will claim the first call on national resources coffers.

With the adoption of program-based approach to planning, it is expected that under the coordination of the Office of the Prime Minister, every year, there will be a review of progress of implementation of national programs, as well as planning and programming for subsequent year. Programmes and MDAs are expected to participate in these multi- programming sessions aimed at identification of priority projects and activities for ongoing programs and subprograms.

The annual workplan and programming retreat should be scheduled before the beginning of the annual budgeting cycle (that is communication of the first Budget Call Circular). The ideal timing of these retreats is between 1st July and 30th August each year to ensure that identified programme and local government priorities feed into the Budget strategy.

In order to ensure compliance with implementation schedules, the planned cost of annualized activities should correspond to the timely flow of resources as provided for in the MTEF. Consideration of the Ministerial Policy Statements of MDAs and therefore approval of utilization of funds shall therefore be preceded by approval of Plans. When drawing schedules for implementing the plan, changes and/or improvements in roles/functions, procedures and institutional structures shall be taken into account and bottlenecks regarding human capacity, institutional, administrative and legal issues of the MDA shall be addressed.

4.4.3 Performance Measurement

Each year, government through OPM conducts assessment of both programme and LGs through the Government Annual Performance Review process (GAPR). In preparing the GAPR report, all MDAs are required to give input arising out of the implementation of their specific SDPs. The programmes and MDA strategic plans therefore will describe how this will be achieved, when and by whom.

4.5 Monitoring and Evaluation Strategy

The MDAs strategic plans shall have Monitoring and Evaluation (M&E) strategy that will enable stakeholders to regularly and systematically track implementation of selected priorities and assess progress of the plan with regard to the agreed objectives and outcomes. MDAs are therefore obliged to develop an M&E strategy as an important section of their development plans. The M&E strategy shall also be in line with the NDP M&E Framework for the NDP and

the Uganda National Monitoring and Evaluation Policy and framework. The M&E strategy will help MDAs to answer the following;

- viii Were the planned activities implemented as planned?
- ix Were resources availed and used timely as planned?
- x Did the MDA achieve what it wanted to achieve i.e.; Implementation of activities resulted into the planned outputs?
- xi Did the outputs result in the expected outcomes?

4.5.1 Elements of the MDA M&E Strategy

Structurally, the M&E strategy for MDA Development Plans will include definition of:

- i Objectives of the M&E strategy
- ii Stakeholders in the M&E Function
- iii Development of MDA M&E System
- iv Reporting Arrangements
- v The MDA Results and Reporting Matrix

4.5.1.1 Stakeholders in the M&E Function

Some of the key national government M&E stakeholders and reporting frameworks to which the MDA M&E framework will partake are given in Table 10.

Table 21: M&E Stakeholders and Reporting Frameworks

<i>Institution</i>	<i>Framework</i>	<i>Key features</i>
Annual Apex Platform	High level Synthesised Oversight Programme and Monitoring report	<ul style="list-style-type: none"> The High-level Synthesised Oversight Programme and Monitoring report will assess the outcomes and impact derived from socio-economic and development interventions by programme/MDA. It will facilitate the executive to take informed and action focused decisions to address development challenges.
The National Planning Authority	The National Development Report	<ul style="list-style-type: none"> The National Development Report is an annual report produced by NPA to provide information on the country's current development status and the progress made against NDP indicators at all levels of the Plan's results framework. The report also covers the contribution of non-state actors
	Certificate of Compliance Report (COC)	<ul style="list-style-type: none"> The certificate of compliance is an annual assessment of the annual budgets to the SDP/MDA plan and NDP
Office of the Prime Minister (OPM)	Government Annual Performance Report	<ul style="list-style-type: none"> The Government Annual Performance report assesses performance of Government MDAs and Local Governments against key objectives outlined in the National Development Plan, and the medium terms objectives and budget spending across main government MDAs implementing the NDP.
	Annual National Assessment	<ul style="list-style-type: none"> Annual assessment of minimum conditions and performance measures ascertains local government performance against basic services and functions. The assessment also gauges the level of compliance of local governments to the provisions of the laws and national guidelines.
Ministry of Finance	Budget Monitoring and Accountability Mechanisms	<ul style="list-style-type: none"> MoFPED has got a Budget Monitoring and Accountability unit that tracks financial flows to MDAs and LGs and monitors inputs, outputs and progress of implementation of government programmes and projects included in annual budgets of government MDAs.

<i>Institution</i>	<i>Framework</i>	<i>Key features</i>
	Performance Contracts (Performance Form B)	<ul style="list-style-type: none"> Through Performance Contracts, MoFPED obliges all Government Accounting Officers to report against commitments made in the annual Performance contracts. This reporting is quarterly.
Ministry of Public Service	Client Charters	<ul style="list-style-type: none"> The Ministry of Public Service (MoPS) has started the process of developing client charters which define service standards and expectations between public bodies, and between service providers and users. Similar charters have been developed and agreed to by local governments.

4.5.1.2 Development of M&E System

The M&E System comprises of the Management Information System (MIS) that needs to be established for internal management of the institutional plans as well as for reporting on performance. Therefore, in developing their M&E strategy, MDAs are required to link to their Management Information systems and NDP M&E system will entail:

- i Development of performance indicators that are SMART (which should include baseline indicators);
- ii Setting performance targets that will be used to assess performance;
- iii Earmarking methodologies, participants and tools to be used in conducting different M&E activities;
- iv Setting the timeframes for different M&E activities/ events
- v Identifying centres for receiving information generated by M&E events.

4.5.1.3 Reporting Arrangements

i Routine monitoring/reporting

The plan implementation shall be monitored on a routine basis through structured meetings within the different departments and divisions, based on the targets and indicators contained in the Operational Plans. Similar MDA specific monitoring procedures shall be put in place at MDA level

ii Periodic reporting

Periodically e.g. quarterly, standardized written performance reports shall be produced by the same departments and divisions at regular intervals using the guidelines and tools provided to them by the Secretariat of the Strategic Monitoring Committee. The reports will be submitted to the Monitoring Committee as a basis for reviewing progress, examining problems and constraints and recommending corrective action to be taken.

iii Annual reporting- Joint Annual Reviews

During the last quarter of the fiscal year, the MDA shall prepare a consolidated annual performance report on the basis of the reports prepared by the implementing departments.

This report shall serve as the basic document for the Annual Review Meeting with stakeholders, which shall offer the opportunity to jointly assess achievements and shortcomings of the plan implementation and to agree on improvements to be made in order to reach the development objectives and targets put forward by the Strategic Plan. Each annual review meeting (and report) shall be timed in such a way that it can serve as a basis for preparing the Operational Work Plan and Budget of the following year.

iv Annual reporting – GAPR

The Government Annual Performance Report (GAPR) provides a comprehensive assessment of Government 's performance and the results of public spending of the Financial Year. The Report focuses on the performance of Ministries, Departments and Agencies (MDAs) against output targets across all programmes and progress made in the implementation of key actions agreed during the last Government performance retreats. It provides a basis for accountability of the use of resources and the results achieved; to provide a basis for policy discussions within Government and to guide decisions on resource allocations in the Financial Year.

The Reports outline the performance of Government during the previous and current financial year; it assesses progress against the Governments commitments made in the National Development Plan (NDP), Budget Speeches and Ministerial Policy Statements for the financial year.

The review focuses on what has been achieved against what was planned and what difference this has made in terms of improvements in public service delivery. MDAs will therefore be required to prepare and provide input into the process of producing the GAPR report on annual basis.

v Midterm Review

The plans will be subject to midterm evaluation to draw lessons from implementation of the plan and inform the remaining plan period. It is critical that institutional plans undergo midterm review at least six months prior to the independent MTR to be undertaken by NPA. The MDA MTR will provide data for inputting into diagnostic studies for NDP, NDR and MTR reports. The MTR for 5-year plans will be conducted 2 ½ years into the implementation of the plan.

NPA working in collaboration other partners (OPM, MFPED & UBOS) will issue standard terms of reference for reviews and let the MDA to customize the ToRs to suit unique requirements of their MDA.

vi End of term Evaluation

The final performance report and evaluation studies shall look back at the plan as a whole. The focus of the final review, and of the corresponding Final Review Meeting with stakeholders, should be on final impact and outcomes, their relevance, cost-effectiveness and sustainability, as well as analysis of reasons why certain results have been achieved and not others and to derive lessons for possible policy revision and for preparing the next strategic plan.

4.5.1.4 The MDA Monitoring and Evaluation Matrix

All MDAs will be expected to develop an M&E matrix which will be at outcome level and at output level. The outcome level will be aligned to the programme outcomes and sub-

programme intermediate outcomes while the output level to the programme interventions and activities. Tables 11 and 12 provide frameworks for the M&E for the MDA plans.

Table 22: MDA Results Framework, Outcome Level

MDA Goal/Objective	Outcome	Expected results	Baseline FY2022/23	Targets				
				25/26	26/27	27/28	28/29	29/30
MDA Goal	1.	1.1						
		1.2						
		1.3						
MDA Objective 1: ⁶								
MDA Objective 2:								

Table 23: MDA M&E Results Framework, Output level

Objective	Intervention	Output	Indicators	Baseline FY2022/23	Targets					MOV
					25/26	26/27	27/28	28/29	29/30	
Objective 1	1.3									
	1.4									
Objective 2	2.1									
	2.2									

⁶ The MDA outcomes should/can be related to the intermediate outcomes of the sub-programmes most relevant to it.

ANNEXES

Annex 1: Contents of the standard structure of an MDA strategic Plan

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Contents of the MDA Strategic Plan Structure

Cover Page (Logo; Name of MDA; Title of Plan; Vision; Theme). 1 page

Foreword (By the Minister responsible for the MDA)- 1 page

Acknowledgement (Statement by Permanent Secretary/Accounting Officer)- 1 page

Table of Contents (Automatically Generated)

List of Tables – 1 page

List of Figures- 1 page

List of Acronyms - 1 – 2 pages

EXECUTIVE SUMMARY

The Executive summary serves as a summary of the strategic plan. An executive summary should: reference the mission, vision, highlight the goal, objectives and key results. Provide the indicative budget and should outline how the plan will be implemented and evaluated on an on-going basis

11. INTRODUCTION

This section will briefly describe what the plan is about and the rationale for the preparation of the plan. It will provide a background and mandate of the MDA. The section will also describe the context within which the plan will be implemented.

11.0 Background

- Briefly explain what the plan is about

11.1 Legal framework of the MDA

- Provides the mandate of the MDA. The mandate outlines the formal expectations regarding the functions that the MDA is supposed to fulfill.

11.2 Governance and Organisational structure

11.3 The national, legal and policy context.

- Linkage to the Uganda Vision 2040
- Linkage between the strategic plan and the NDP and the corresponding Programme Implementation Action Plan (PIAP)
- Linkage between the strategic plan and global and regional initiatives (Agenda 2030, Africa Agenda 2063, EAC Vision 2050, among others)

11.4 Purpose of the plan

11.5 The process of developing the SDP

11.6 The structure of the MDA Strategic Plan.

12. SITUATION ANALYSIS

This section will review performance under the previous strategic plan, document key challenges and achievements. Also, the SWOT analysis will be done as well as the stakeholder

analysis. needs to be conducted in terms of data and trends that influence the MDAs in order to describe the context within which the plan is being developed and also provide a foundation for the strategic direction going forward.

12.0 Performance of the Previous Plan

- An analysis of performance in light of the targets, results and standards set in the previous MDA strategic plans, highlighting:
 - Analysis of progress made against the goal, objectives and interventions of the previous plan. The MDA should provide the necessary statistics and/or indicators if possible disaggregated including budget performance. Can be presented in graphs, bar charts etc.
 - Progress on MDA projects

12.1 Description of state of cross cutting issues relevant to the MDA

- Describe of each of the crosscutting issue relevant to the MDA showing how its relevant to the programme performance
- Provide basic information/ statistics on the issue e.g., most affected population, affected areas, incidence, prevalence, recent development interventions promoting the respective crosscutting issue in the programme, budgetary and non-budgetary allocations on the crosscutting issue etc.

12.2 Institutional capacity of the MDA with respect to:

- Financial resources - giving the proportion of financial resources allocated and appropriated by vis-à-vis the overall national budget. The table below should provide details of the funding to the organisation.

Table 24: Budget and Allocation over the XXX strategic plan (2015-2020)

		2015/16	2016/17	2017/18	2018/19	2019/20	Total
Planned Budget	Wage						
	Non-Wage						
	Total Recurrent						
	Total Development						
	Total Budget						
Allocations	Wage						
	Non-Wage						
	Development-GOU						
	Development-Ext						
	AIA						
	Total						

- Human Resources development and management with regards to:
 - Staff establishment specifying the approved, filled and percentage of vacant positions and
 - Availability of MDA relevant technical and specialized competences.
- Monitoring and Evaluation function with respect to:

- Existence and functionality of the MDA M&E plan
- Existence of a MDA coordination structure and
- Existence of a functional information system to support the MDA M&E function.

12.3 Key achievements and challenges

12.4 SWOT Analysis

The SWOT analysis is used to determine opportunities and threats that influence an organisation as well as its strengths and weaknesses. SWOT is an acronym that stands for four factors – Strengths, Weaknesses, Opportunities and Threats. One should take care that this analysis is as objective as possible and should concentrate, as much as possible, on the perspectives of the participants in the strategic process as well as those citizens influenced by the operations of the ministry. Table 2 provides a template for the SWOT.

Table 25: SWOT Analysis

INTERNAL INFLUENCES	
STRENGTHS	WEAKNESSES
1.	1.
2.	2.
3.	3.
EXTERNAL INFLUENCES	
OPPORTUNITIES	THREATS
1.	1.
2.	2.
3.	3.

12.5 Summary of Emerging Issues and Implications

- The analysis should try to answer the ‘so- what’ question or implication of the statistics given i.e should bring out the main development implications arising out of the data presented.

13. THE STRATEGIC DIRECTION OF THE MDA

This will be informed by the performance review of the previous strategic plan ended 30th June 2020. It is also derived from the issues identified from the SWOT analysis and the emerging issues in implementation of the previous plan. It will give a framework for the MDA operations i.e Vision, Mission as well as core value. It will outline the MDA focus over the plan period by elaborating the goal, sub-programmes, objectives and planned outcomes as well as interventions.

13.0 Identification of Vision.

- This describes how the institution will appear when it reaches its full potential. When defining the vision, the following consideration can be made:
 - Is the former vision, still relevant?

- In what way would you like your MDA to improve the situation in the forthcoming planning period?
- What kind of role would the employees and the organisation have in the realisation of this vision, what resources are necessary and what requirements have to be met in order to do so?
- What does full potential look like?

A vision is a joint effort of all employees from different departments of the institution.

Example of an Institutional Vision Statement: National Planning Authority

The Authority's vision is "to be a centre of excellence for development planning propelling socio-economic transformation".

13.1 Identification of the Mission

- A mission statement is a general, comprehensive but short statement based on the mandate that defines how the MDA's will achieve its Vision.

Example of an Institutional Mission Statement: National Planning Authority

To foster socio-economic transformation through establishing development planning systems and producing comprehensive and integrated development plans

13.2 Identification of Core Values. These are how organizations define the core pillars of their identity and principles which also affect the way they conduct their business. Core value comes from the institution's mission and will require collaborative effort. They inform and guide the way our team members interact with everyone, including clients, vendors and each other.

13.3 Identification of MDA goal

- The goal will be defined based on the performance review and is a key element of the plan. From the assessment of the previous goal performance, the MDA can agree to maintain or revise the goal. The goal should be defined using the SMART methodology. S- Specific, M – Measurable, A – Achievable, R – Realistic and T – Time bound.

13.4 Identification of MDA Objectives and adopted intermediate Outcomes. These should link to the NDP sub-programmes and intermediate outcomes that have been agreed upon by the working group. Table 3 shows the template for key results.

Table xxx: MDA XXX Goal, Objectives and Key Adopted Intermediate Outcome Results

GOAL AND OBJECTIVES	Outcome/Adopted Intermediate Outcomes	INDICATORS	BASELINES (2022/23)	2029/30 TARGETS
Goal:				
Objective 1:				
Objective 2:				

13.5 Identification of MDA Interventions per objective. The MDA will identify activities to be undertaken to implement each activity. These will be costed annually. (See Annex A which shows the cost implementation matrix)

13.6 Identification of MDA projects

14. FINANCING FRAMEWORK AND STRATEGY

This presents the financing framework of the plan. It provides the overall and disaggregated costs of the Plan, and the strategies for mobilizing the required financing.

14.0 Summary of Strategic Plan Budget

- Provide the total cost required to implement the plan. The detailed breakdown for the budget is provided in the table below.

Table xxx: Summary of Strategic Plan Budget

CLASSIFICATION	25/26	26/27	27/28	28/29	29/30
WAGE					
Non-Wage Recurrent					
Total Recurrent					
Total Development					
Total Budget					

- Outline which are the major cost drivers over the planning period.

14.1 MTEF Projections and Implications for Strategic Planning Financing

Provide the Medium-Term Expenditure Framework (MTEF) projections for the MDA. This will help the MDA to identify the funding gaps. The template for the MTEF projections for the MDA is provided in Table 3.

Table 3: MDA XXX MTEF Projections for 2025/26 – 2029/30

Budget Item	25/26	26/27	27/28	28/29	29/30
Wage					
Non-Wage					
Development					
Total					

- Identify the funding gaps. This will be the variance between the budget estimates in Table xx and the MTEF projections in Table xx. These gaps can be presented in Table 4 below.

Table 4: Funding Gaps

CLASSIFICATION	25/26	26/27	27/28	28/29	29/30
Wage Gap					
Non-Wage Recurrent Gap					
Total Recurrent Gap					
Total Development Gap					
Total Funding Gap					

- Provide funding by source. Identify the main sources of revenue for financing the strategic plan. Highlight the percentage contribution for each source for the Plan period. Table 8 shows the trend of the Plan financing by source.

Table 5: Strategic Plan Budget by Source of Funding FY (FY2025/26 –2029/30)

CLASSIFICATION	25/26		26/27		27/28		28/29		29/30		TOTAL
FUNDING SOURCE	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	GoU	Donor	
Wage											
Non-wage recurrent											
Total recurrent											
Development											
Total Budget											
%ge of Source											

14.2 Resource Mobilization Strategy

This section shall clearly give the MDA Indicative Financial Plan including the resource mobilization and expenditure strategies. The strategy will identify and implement innovative measures for increasing allocation from Government, mobilization of NTR, as well as exploration of new innovative sources.

14.3 Detailed Cost Implementation Matrix

In addition to the MDA financing Framework, institutions will also need to develop a Cost Implementation Matrix using a standard template. A Cost Implementation Matrix is a schedule that relates planned objectives, interventions and actions with estimated costs and also specifies the responsibility centre for each of the planned actions. These actions should be informed by the actions in the PIAPs. (See appendix A for the format of the Cost Implementation Matrix).

15. INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

This section will address the coordination of the implementation of the plan, sustainability arrangements, partnerships and human resource plan.

5.1 Coordination of The Implementation Process

5.1.1 Roles and Responsibilities of the MDA

Table 6 summarizes the roles and assignments for the major players at within the MDA including critical MDA committees.

Responsible Person	Roles and Responsibilities
Board of Directors	•
Management	•
Xxx Committee	•
xxx Committee	•

5.1.2 Roles and Responsibilities of Other Stakeholders

5.2 Sustainability Arrangements

5.2.1 Institutional Sustainability Arrangements

5.2.2 Financial Sustainability Arrangements

5.3 Partnerships and Collaborations

5.4 Human Resource Plan

6 COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENTS

6.1 Rationale and objectives of the communication strategy

6.2 Key communication priorities

6.3 Implementation of communication priorities

7 RISK MANAGEMENT

These risks can be operational, strategic, and external risks. Therefore, successful execution of the MDA plan requires the identification, mitigation, and monitoring of these risks. The MDA should provide an outline of the risks; and its risk rating categorized as High (H), Medium (M) and Low (L) and propose mitigation measures and strategies which can be adopted to effectively manage the risks. Table 3 provides the template for the risk mapping.

Table 7: Key envisaged risks (Low 1, Moderate 2, High 3; Minor 1, Moderate 2, Significant 3)

S/N	Risk category	Risk	Risk factor	Risk level	Mitigation strategy
1	Operational	Institutional and financial			

S/N	Risk category	Risk	Risk factor	Risk level	Mitigation strategy
2	External risk				
			1.		1.
3	Strategic Risks		2.		2.

8 MONITORING AND EVALUATION FRAMEWORK

8.1 Monitoring and Evaluation Arrangements

- Progress Reporting
- MDA Performance Annual Review
- Mid -term Evaluation
- End of Term Evaluation

8.2 Monitoring and Evaluation Results Framework

The Result Framework will be used to measure and assess progress during implementation of this MDA strategic plan. (See appendix B for the format of the Results Matrix at both outcome and output level).

9 PROJECT PROFILES

Appendix A: Cost Implementation Matrix

Objectives	Interventions	Actions	25/26	26/27	27/28	28/29	29/30	Total

Appendices B: Results Matrix

MDA Results Framework, Intermediate Outcome Level

Objective	Intermediate Outcome	Outcome		Baseline FY2017 /18	Targets				
					25/26	26/27	27/28	28/29	29/30
1.	2.		2.1						
			2.2						
			2.3						
			2.4						
			2.5						

MDA Results Framework Output Level

Strategic Intervention	Output	Performance Indicators	Baseline (FY)	Target (FY)					Means of verification	Assumptions	Responsible Person
				2020/21	2021/22	2022/23	2023/24	2024/25			
Objective 1: To strengthen health promotion and prevention of cardiovascular disease											
									▪	▪	▪
									▪		▪
									▪	▪	▪

Annex 2: Project Identification Guidelines

INTRODUCTION

The National Planning Authority (NPA) is charged with Project identification which is an initial stage of the Public Investment Management System (PIMS). In particular, NPA produces the National Development Plan (NDP) Projects Investment Plan (PIP) as an annex to each NDP in line with the Comprehensive National Development Framework (CNDF).

In essence, projects at idea stage are presented in the NDP in the format presented in table 1 below⁷.

Table 1: The National standard summarized structure for identified public projects

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS	
PROJECT SUMMARY	
Project Title	Let it be as clear as possible, avoiding duplication of names and interventions within the MFPED Public Investment Plan.
NDP/III Program	
Sector	
Sub sector	
Vote	
Vote Function	
Vote Function Code	
Implementing Agency	
NDP PIP Code	

⁷ NPA reviews this structure from time to time to suit the changing nature of projects and government systems.

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS	
MFPED PIP Code	
NDP Programme	
Project Title	Let it be as clear as possible, avoiding duplication of names and interventions within the MFPED Public Investment Plan.
Location	Location to be clear and specific.
Estimated Project Cost	Quote figures in UGX and give (in brackets) the exchange rate used where funds are in a foreign currency.
Total expenditure on project related interventions up to start of the next NDP	
Current stage of project implementation at commencement of the next NDP	
Funding gap at commencement of the NDP	
Project Duration/Life span (Financial Years)	Date when the project started Date when the project is planned to end
Officer Responsible	
Already existing in the NDPI	Yes/No
Already existing in the NDPII	Yes/No
Already existing in the MFPED PIP	Yes/No
PROJECT INTRODUCTION	
Problem Statement	Problem to be addressed Causes of the problem
Situation Analysis	Past achievements to address the problem (include figures to support the achievements in terms of outputs and budget allocations) Ongoing interventions (include figures to support the achievements of outputs and budget allocations) Challenges
Relevance of the project idea	Alignment to Vision 2040, NDP, SIPs and Agency plans
Stakeholders	Direct beneficiaries Indirect beneficiaries Likely project affected persons
Project objectives/outcomes	Objectives Outcomes
Project inputs/activities/interventions	Inputs Activities Interventions
STRATEGIC OPTIONS	
Strategic options	Alternative means of solving the problem stating the advantage and disadvantages of each Alternative means of financing stating the advantages and disadvantages of each Comparison of the alternatives, indicate methodologies used in the assessment Selected approach, highlight reasons for the superiority of the proposed approach/project
Coordination with government agencies	Indicate the roles of other stakeholders respecting legal and policy mandates, embrace integrated planning, define the roles of each agency in project implementation
PROJECT ANNUALISED TARGETS (OUTPUTS)	
Project annualized targets	Indicate how success will be measured (use format presented in appendix 1)
ESTIMATED PROJECT COST AND FUNDING SOURCES	
Project annualized cost	Costs to be in line with the above targets (use format presented in appendix 2)
RESULTS MATRIX	

THE NATIONAL SUMMARIZED STRUCTURE FOR IDENTIFIED PUBLIC PROJECTS	
Results matrix	Logical flow of results should be ensured (use format presented in appendix 3)
Percentage progress of project implementation	Percentages of how the project will be implemented should be shown by year (use format presented in appendix 4)

MOTIVATION

With experience, a number of challenges at the identification stage which transcend to other Public Investment Management (PIM) stages including project preparation and appraisal, selection and financing, and Monitoring and Evaluation (M&E) have persisted. Some of the identified challenges at the project identification stage are highlighted in Box 1 below:

Box 1: Challenges experienced during the project identification stage in Uganda.

Inadequate analysis prior to project identification by sectors; Volatility in project concept generation; Duplication and change of names of earlier implemented while identifying new projects; Availability of financing driven projects especially from development partners; Attempt to secure project loans before adequate project identification; Identification of projects by sectors that suit other sector mandates; Categorizing recurrent items as projects with an aim of securing financing; Identification of new projects that are not in the National Development Plan (NDP) during the NDP implementation period; and, Submission of recurrent items as projects for entry into the MFPED PIP.

Whereas the Development Committee Guidelines have been in existence since 2016, these only in part guide PIMS especially at the project preparation phase and not in the identification stage. Based on the sequencing of PIM, the project identification guidelines should have preceded the DC guidelines to mitigate some of the existing persistent challenges in public investment.

OBJECTIVES

The major objective of the National Project Identification Guidelines is to guide the identification of public sector projects.

Specifically, the guidelines provide:

1. A procedure for project identification in Uganda
2. Standard templates for use in project identification
3. Guide programmes and MDAs whether to implement a new project or request for additional financing
4. Standardize project performance reporting

Definition of project identification

Project identification includes; new projects identified by programmes and MDAs; extension of already ongoing projects; revival of failed projects; loan financing; emergencies and presidential directives, among others.

Programmes and MDAs should adhere to these National Guidelines during the identification of projects.

Sources of project ideas

The sources of project ideas include; National Development Plan (NDP) and attendant plans, Evaluation reports of implemented projects, Ruling Party Manifesto, Presidential directives, Cabinet directives, Academia publications, as well as private sector, community and development partners reports.

However, Programmes and MDAs are advised to stick to the NDP while formulating project ideas.

THE NATIONAL STANDARD PROCEDURE FOR PROJECT IDENTIFICATION

The National standard 7-Step Procedure is provided below.

Step 1 – Analyze all projects undertaken by the sector since NDPI period (FY 2010/11)

Focus on project objectives, results framework, scope and coverage, budget allocation and absorption, history of successful project completion. Specifically,

- Project extension in terms of scope and or financing is part of project identification
- Information provided on physical and financial performance shall be accurate
- Keep videos and photos of performance in addition to reports
- Storage of data on periods before National Development Period (NDP) is encouraged
- Asset registers for ongoing and completed projects should be maintained
- Programmes and MDAs should report divergencies between, committed, received and approved funds
- Programmes and MDAs should not create new projects under different names having implemented or while implementing projects with similar objectives.

Step 2 – Identify conflicts of interest/situational influences

Key here is the project motivation, e.g. Inadequate budget allocation to implement recurrent activities, political interference, presidential directives, emergencies, among others., Specifically,

- Programmes and MDAs should prioritize the completion NDP core projects before identifying new projects
- Prioritize projects in the Leading Party Manifesto and Presidential directives
- Expected emergencies should be included in plans based on historical performance/guidance
- Retrospective project documents/feasibilities should be prepared for emergency projects even after their implementation to guide future developments.

Step 3 – Conduct project consultations

Project consultations should be undertaken with all stakeholders, Specifically,

- Stakeholders should include; those in need of the project, project affected persons, agencies in charge of physical planning, agencies in charge of the environment, agencies in charge of land and resources, among others
- Evidence of availability of land should be secured and provided when requested.
- Agreements with stakeholders and minutes for meeting should be kept
- Possible synergies should be provided to reduce on resource wastage.
- Consultations with the academia
- Identify whether the project is bottom up or top down.

Step 4 – Determine the project name

Choosing project names should be in line with the outputs to be delivered by the project, Specifically,

- The project name should reveal the project output
- In case of multiple outputs, all outputs should be put in brackets after the project name

- Locations of the outputs should be specified taking into consideration balanced development
- Previous interventions for project in same locations should be declared.

Step 5 – Prepare the project idea using guidance provided by NPA

All projects for the public sector should be prepared using national guidelines, Specifically,

- National guidance for project identification shall be provided by NPA and reviewed from time to time.
- A National project idea shall be presented along with targets, costs, results framework, and planned performance percentage progression.
- For projects undergoing feasibility preparation, they should enter the NDP PIP at pre-feasibility stage in the structure provided by NPA.

Step 6 – Classify project outputs into recurrent and capital

All items such as preparation of plans, capacity building, procurement of software, preparation of project documents (concept, profile, pre-feasibility, feasibility, business plans, proposals) are of recurrent nature and should not be mistaken to be projects. Specifically,

- Preparation of any kind of project documents should be financed by the GOU budget.
- Sieve project components whose composition is at least 70 percent of capital nature to make a project.
- Interventions whose major outputs are inform of papers, reports, plans, software upgrades, procurement, among others are of recurrent nature and should not be termed as projects.
- Project costing shall be at local market prices. In case of procurements in foreign currency, figures shall be provided in UGX and exchange rate as given by BOU be provided in parentheses.
- Cashflows for determination of project costs shall be provided on request.

Step 7 – Prepare the project using National guidelines

All projects for the public sector should be prepared using national guidelines, currently the Development Committee Guidelines. Specifically,

- For public projects with donor influence, two formats are required, one in the donor format and another in the National standard
- It is one prepared as per National guidance that is superior before the Ugandan Government.
- Conditions by financiers should respected
- Reservation schemes under the PPDA Act should be embraced

USES OF THE PROJECT IDENTIFICATION GUIDELINES

The project identification guidelines will serve as check to ensure that the projects are well identified. Therefore, the guidelines are to serve as an important check before project financing to ensure that the project is not a duplication.

ROLES OF INSTITUTIONS IN PROJECT IDENTIFICATION

The Constitution of Uganda is superior to any other legislation in terms of the Mandates of Institutions. The National Development Plan should be followed when identifying projects.

In case of conflicts: Programmes and MDAs should look into the constitution when confused about roles and responsibilities and Programmes and MDAs should also look into Acts that operationalize institutions.

Stakeholders

- All Ministries, Departments and Agencies (MDAs) should annually assess project progress to ease performance tracking
- The Auditor General's Office (AGO) shall monitor the accuracy of information provided on financial performance of projects
- The National Planning Authority (NPA) should evaluate projects at the end and prior to extension of project financing; and provide clearance of project identification before financing.
- The Office of the Prime Minister (OPM) shall monitor the accuracy of information provided on project physical performance and provide reports annually
- The Office of the President should take oversight of all ongoing projects
- Ministry of Finance Planning and Economic Development (MFPED) to allocate funds and monitor budget performance of projects
- Parliament to assess capacity of Programmes and MDAs to implement ongoing projects before approval of additional budgets for projects.

List of appendices to table 1

Appendix 1: Format for presentation of project annualized targets

Project 1	Actual outputs						
Output	2023/24	2024/25	25/26	26/27	27/28	28/29	29/30
Output 1							
Output 2							
ETC							
Project 2	Actual outputs						
Output	2023/24	2024/25	25/26	26/27	27/28	28/29	29/30
Output 1							
Output 2							
Output 3							
ETC							

Notes: Actual outputs are baselines and should reflect actual achievement, i.e., what is in place at the time of project inception, projected planned outputs should be up to the final year of the project and all expected project outputs should be provided.

Appendix 2: Presentation of project annualized costs (UGX billions)

Output	Source		Cumulative expenditure up to next NDP commencement period							
			Total previous expenditure	Actual						
				202/23	25/26	26/27	27/28	28/29	29/30	Total
Project 1	GOU									
	Don or	Loan								
		Grant								
	Othe r									
Project 2	GOU									
	Don or	Loan								
		Grant								
	ETC	GOU								
	Don or	Loan								
		Grant								

Notes:

- All project costs should be presented in Ugandan currency in billions (UGX billions)
- In case costs are available in foreign currency, then the foreign exchange rate should be clearly stated that can be used to convert to local currency.
- Projects entirely implemented using foreign currency should be costed in millions.
- Projected implemented by both foreign and local currency should be presented in local currency.
- Total previous expenditures should first be presented, then actual expenditures for the previous two years followed by projected expenditures.
- Actual (projected) expenditures should be informed by actual (projected) outputs.
- Costing should be informed by market prices, cashflows and bills of quantiles.

Appendix 3: format for presentation of project Results Matrix

Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions
Goal					
Outcomes					
Outputs					
Activities					

Notes: Outputs should be consistent with the annualized targets; Baselines should be consistent with previous performance provided in earlier reports and where to actual annual outputs presented in the earlier presentations; The goal should be linked to the objectives of the NDP; Outcomes should link to the strategic objectives in the NDP.

Appendix 4: Structure for presentation of percentage progress of project implementation

Output	Actual percentage progress		Projected percentage progress					ETC	TOTAL
	2018/19	2019/20	25/26	26/27	27/28	28/29	29/30		

	Actual percentage progress		Projected percentage progress						
Output	2018/19	2019/20	25/26	26/27	27/28	28/29	29/30	ETC	TOTAL
Output 1									
Output 2									
ETC									

Notes: Actual percentage progress should be as per project implementation, Actual percentage progress should rhyme with funds disbursement, Projected progress should be in line with remaining funds, Total progress should be 100 percent to indicate project completion.

Annex 5: Format of Cost Implementation Matrix

Outcomes	Output	Actions	Total Cost	Annualized Estimated Costs (UGX)					Budget Component		Unsecured Fund
				Yr.1	Yr.2	Yr.3	Yr.4	Yr.5	Recurrent	Capital	
	As outlined in the MDA Results and Report Matrix	Aligned to the Respective PIAP	Summation of (3,4,5,6,7) = (8,9)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	Total Cost (8,9)
Outcome 1	Output1	1.									
		2.									
	Output2	1.									
		2.									
Outcome 2	Output 1										
	Output 2										
Outcome 3	Output 1										
	Output 2										
Etc.											

ANNEX 11: Local Government Development Planning Guidelines

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5.1 Local Government Development Planning Cycle

The Local Government Development Planning (LGDP) cycle is a 5-year horizon that corresponds with the National Development Planning cycle. The LGD planning process in this guide allows sufficient time for LGs to mobilize and execute effective participation of different stakeholders within local governments. The timelines for the key milestones are presented in Table 5.1 below.

Table 5.1: Timelines for key Milestones in the Local Government Development Planning Cycle

#	PROCESS ACTIVITIES	RESPONSIBILITY	TIME LINE
	Phase1: Initiation of planning process		
1.	Issuance of Planning Call Circular (PCC) to MDAs and LGs	NPA	End of 4 th Year of NDP
2.	Constitute Planning Task Force (PTF) to steer plan formulation process.	CAO/MTC/CTC	A week (1) after receipt of the PCC by LGs
3.	Communicate Planning Call Circular (PCC) information to the departments and LLGs.	CAO/MTC/CTC	Within 2 weeks after receipt of the PCC by LGs
4.	Prepare service delivery issues papers to the Secretary of the PTFT. Outlines of the paper is provided in Step 1	LG Departments and LLGs	Within 6 weeks after receipt of PCC by LGs
	Phase 2: Consultation and Data collection		
4.	Prepare 1 st draft Plan based on service delivery issues papers for consultations	Planning Task Force Team	Within one (1) month after receipt of PCC by LGs
5.	Consult at LLG level	Planning Task Force Team/STPC	Within two (2) months after receipt of PCC by LGs
6.	Consult at district/city level	CAO/CTC /MTC	Within two (2) months after receipt of PCC by LGs
	Phase 3: Plan Formulation		
7.	Review of the previous plan	Planning Task Force	Third month after receipt of PCC LGs
8.	Update the situation analysis in the new draft LGDP based on inputs and comments from stakeholders	Planning Task Force	Third month after receipt of PCC LGs
9.	Improve level of integration of cross cutting issues in the new draft LGDP based on inputs and comments from stakeholders	Planning Task Force	Third month after receipt of PCC by LGs
10.	Revise the LGs Strategic Agenda (Vision, Goals & Objectives based on the changes in steps 7 and 8 and the consultations above	Permanent Secretary/Chief Executive of the MDA, Planning Task Team.	Fourth month after receipt of PCC by LGs

#	PROCESS ACTIVITIES	RESPONSIBILITY	TIME LINE
11.	Rearticulate the Strategies, Programs and Projects based on inputs and comments from stakeholders	Planning Task Team, Heads of departments	Fourth month after receipt of PCC by LGs
12.	Produce the second Draft plan	Planning Task Team, Heads of departments	Fifth month after receipt of PCC by LGs
13.	Validate the second Draft plan	Permanent Secretary/Chief Executive of the MDA, Planning Task Team	Fifth month after receipt of PCC by LGs
Phase 4: Plan Approval and Submission			
14.	Submission of Draft plan to NPA for review and Certification	CAO/MTC/CTC	Sixth month after receipt of the PCC by the MDA
15.	LGDP approval by District/City Council. Following processes and procedures of Council businesses	MEC/DEC/CEC.	End of sixth month after receipt of the PCC by the MDA.
16.	Submission of approved LGDP to NPA	Permanent Secretary/Chief Executive	End of sixth month after receipt of the PCC by the MDA
Phase 5: Execution, Monitoring and Evaluation			
17.	Developing Annual work plan and Budgets	CAO/MTC/CTC	Beginning of each FY of implementation of the SDP
18.	Monitoring and Evaluation	CAO/MTC/CTC	Continuous throughout the plan period.

5.2 Steps in the Plan Production Process

The LGDP formulation process consist of four (4) main stages, namely: (i) Initiation of the planning process, (ii) Consultations and Data collection, (iii) Plan formulation, and (iv) Plan Approval, submission and dissemination. The stages are interrelated and during execution, it is possible that some of them will be run concurrently rather than in sequence. For example, consultations are expected to take place before beginning of plan formulation and throughout plan formulation, approval and submission stages. These stages are described in subsequent sections. The detailed activities that LGs are expected to perform during each of these stages are elaborated in subsequent sections.

The membership of the Planning Task Force Team (PTFT) includes: DCAO/DTC (Chair) Engineer, Education Officer, Natural Resources Officer, Production Officer, Community Development Officer, Health Officer, Commercial Officer, CFO and District Planner (Secretary).

5.2.1 Initiation of the Planning Process

At the beginning of a planning cycle, HLG shall communicate the Planning Call Circular (PCC) to the departments and LLGs. The purpose of the communication is to initiate the LGDP

formulation process based on the national strategic direction and usher lower local governments into a new development planning cycle.

The communication calls for Departments and Lower Local Governments to prepare service delivery issues papers. The outline of the paper will spell out the following:

- i Critical service delivery gaps;
- ii Strategic service delivery issues;
- iii Key statistics to back the issues and gaps (disaggregate data/statistics by gender and locations where applicable); and make comparison with national averages/standards
- iv Indicate the main drivers of the issues, including those attributed to cross cutting issues, such as environment, HIV/AIDS, migration, refugees, etc.;
- v Propose strategies for addressing the key service delivery issues and gaps;
- vi Proposing Interventions and/or Projects and actions and costs, sources of funding; and key sector actors

The communication may take several forms including; organizing the District Planning Forums or LLG Planning Forums.

The CAO/CTC/MTC is expected to constitute the PTFT to steer the planning process. The PTFT will comprise the DCAO/DTC (as Chair), Engineer, Education Officer, Natural Resources Officer, Production Officer, Community Development Officer, Health Officer, Commercial Officer, CFO and District Planner (as Secretary); and provide Terms of Reference (TOR) of the PTFT.

TOR should include the following:

- i. Prepare 1st draft LGDP based on Service Delivery Issues Papers and NDPIV Strategic Direction to inform consultation and data collection.
- ii. Facilitate consultation and support data collection and collation
- iii. Produce stakeholders' consultation reports
- iv. Prepare 2nd draft LGDP based on comments and inputs from consultations and priorities from LLGs
- v. Produce Final draft LGDP for submission to NPA and Council for certification and approval, respectively.

5.2.2 Consultation and Data Collection

General Approach

Consultations and data collection will take place concurrently at all levels (district, city, municipality, sub-county/town council/ city division, parish/ward and village/cell). To facilitate evidence-based planning (in accordance with Development Planning Regulations 22 & 23), LGs will ensure that there is an effective level of village/cell and parish/ ward participation in the consultation and data collection process for the 5-year LG development planning cycle including effective participation of special interest groups at all levels.

The objectives of consultation and data collection exercises are to:

- i Obtain critical inputs from all key stakeholders to ensure that their aspirations form part of the plan;

- ii Enhance stakeholder buy-in and ownership in the plan to facilitate effective approval and eventual implementation of the plan;
- iii Ensure that all cross-cutting issues are identified and integrated in the 1st draft.

Levels of Consultation

To ensure that all key stakeholders participate in the strategic planning processes, consultations will be done at two (2) levels; HLG and LLG levels;

i. HLG level consultations

At the HLG level consultations will be of two types, consultations within the district/city/municipality and across LLGs.

Consultations within the District/City/Municipality: These consultations shall take place among players/actors a City/District/Municipality. The engagements shall aim at building consensus on priority interventions and projects as well as aligning LG vision, goal and strategic objectives to the objectives and strategies of the NDPIV.

Consultations across LLGs: In line with the bottom-up participatory development planning, consultations will be held across LLGs. The aim is to integrate the development aspirations, needs and priorities of the LLGs and other actors in the plan.

ii. Lower Local government level

The HLGs (Districts and Cities) are expected to obtain input from the Municipalities and LLGs on their priorities for integration in the development plans. Similarly, HLGs are expected to provide policy guidance to LLGs including programme priorities, resource envelope and technical backstopping.

In obtaining inputs from Municipalities and LLGs, HLGs are required to carry out consultations with LLGs. These consultations should involve key stakeholders involved in LG development planning processes. Since the District/City Planning Departments & Municipal Planning units are responsible for consolidation of Local Government Development Plans, it is highly advised to consult the LLGs and vice versa during the preparation of LGDPs.

The priority consultation and data collections activities with local government shall include:

- i Local government priorities including aspirations of lower local governments;
- ii Programmes and priorities of non-state actors;
- iii Crosscutting issues and how they are being mainstreamed.

Target Stakeholders for consultations

In order to ensure harmonization of the diverse views from key stakeholders, consultations will target the following:

Local Government Leaders- this category targets actors who are primarily responsible for executive leadership, oversight, review and approval of key process outputs in the plan development process. They include; The Leadership/Steering Committees (DEC/CEC/MEC), Members of Parliament, Statutory Board/Commission, District Chairpersons, District Council, Resident District Commissioners and Accounting Officer.

Local Government Technical Officers- This category targets actors whose primary responsibility is to plan, execute, monitor and evaluate development policies, programs and projects in Local Governments. They include; members of the District Technical Planning Committees.

Special Interest Groups- This category targets individuals and groups whose plight and interests need to be specially targeted in order to ensure equitable distribution of development benefits. This category has unique needs that may not be voiced through general consultations. They include vulnerable and marginalized groups and individuals such as; Women, Youth, PWDs, Refugees, and Persons living with HIV and AIDS.

Policy Ministries and Agencies- this category targets MDAs that play a central role in guiding planning, Budgeting, Implementation, Monitoring and Evaluation of Government policies and programs. They include; Ministry of Finance, Planning and Economic Development, National Planning Authority, Office of Prime Minister, Uganda Bureau of Statistics and Ministry of Local Government.

Non-state actors- this category targets development actors other than the public sector (Government). They include; Development Partners, Civil Society Organizations, Private Sector, Religious leaders, Cultural leaders and Media.

Research and Academia- this category targets individuals and institutions responsible for generation of knowledge and its translation into products and services. They include; Universities and other tertiary institutions, research institutions and freelance researchers.

The Facilitators- Members of PTFT, Technical Planning Committee (TPC) and Parish development Committee (PDC) are expected to facilitate the consultations and data collection at the various levels

Consultations and data collection methods and tools

The mode of consultations at local government levels may range from key informants' interviews, focus group discussions, brainstorming and consultative meetings. These methods and tools are described below:

Key Informants' Interviews- here the LG is expected to purposively target respondents who are knowledgeable or authorities on different topical issues and seek their candid opinion on such issues. The interview guide should be prepared prior to actual engagement with key questions that should form basis for such engagements.

Focus Group Discussions- these shall entail focused meetings of 7-10 people who have similar interest in the subject matter and more or less share similar views of the matter. They will be consulted together and different perspectives of their views recorded to inform strategic planning process.

Brainstorming meetings- these shall be meetings for generating ideas and views from a variety of participants. All divergent views shall be recorded as generated (without challenge) and later on analyzed and synthesized using appropriate themes/subcategories.

Consultative meeting- these are facilitator-moderated meetings drawing a bigger number of participants more than 10 and the objective is to validate and build consensus on recurring ideas/emerging views. The consultative meetings should therefore be held when adequate

review of literature and some initial consultations have been done and there are growing body of information collected on the subject matter.

It is however, highly recommended that in order to minimize expenses required during consultations, MDAs should leverage on existing collaborative and participative forums such as Joint Annual reviews, Local Government Budget Conferences etc.

Outcomes of the consultation

The consultative process should generate adequate information to gauge performance of the outgoing plans and point at perceived priorities of the new plan. Since consultation is an ongoing process, the information collected shall be required for the respective planning phases. By and large, the following information is expected to be generated from the consultation and data collection phase:

- i. The prevailing physical, social and economic characteristics of the LG, where applicable;
- ii. The development situation, focusing on opportunities and potentials for wealth creation by the LG;
- iii. The situations, opportunities and potentials of key stakeholders; including private sector, civil society organisations and development partners;
- iv. An estimate of the human resource in both public and private sector; and
- v. Gender, disability, human rights, environment and other crosscutting issues.

5.2.3 Plan Formulation

This phase elaborates the technical stages to get through in order to develop the LGDP. It entails analytical stages such as review of the previous plans and situation analysis, and strategic planning steps such as agenda setting, articulation of strategies, programme/projects, plan implementation and coordination arrangements, costing of the plan, as well as monitoring and evaluation. The activities and processes to be conducted in each of these annotated stages are described in subsequent sections.

Note: Appendix 1 provides a structure of the strategic plan with a short description of each of its chapters.

5.2.3.1 Introduction

Introduction includes background information of local contexts of the National Development Planning Framework and the NDPIV; and overview of performance of the previous LGDP

5.2.3.2 Situation Analysis

Approaches to a situation analysis

Situation analysis and identification of development issues will always be the opening phase of the LGDP formulation process. In brief, the situation analysis should entail a narration of current and previous developments occurring in respective LG including outstanding problems /challenges; the implications of these issues, problems/challenges to the LG development/ service delivery processes; and how the issues, problems/challenges inter-relate with cross cutting issues like gender, environment, human rights, equity, disability, nutrition, governance, accountability and anti-corruption, population and development and science, innovation and

information and communication technology. Others are; child health, social protection, climate change, HIV/AIDS, culture, and disaster preparedness and migration issues. In every case, efforts should be made to define issues and problems in terms of magnitude, most affected groups of the population and spatial distribution. Use of disaggregated data (by gender, geographic location, socio-economic group, age, religion, income level), statistics and spatial maps to present and illustrate the situations analyzed is essential in the plan formulation.

The following steps should be undertaken in a situation analysis of a LG:

- i Description and analysis of the physical and socio-economic characteristics prevailing in a LG at the time of planning, as well as issues concerning recent developments in the physical asset (land, infrastructure and facilities) of a Local Government;
- ii Results-based review and analysis of development situations focusing on opportunities and potentials for wealth creation, as well as analysis of other specific/ peculiar and crosscutting issues.
- iii Development situation analysis should also highlight how the situations in one dimension of the local economy affects or is affected by the situation in other dimensions in the same LG or by situation from other LGs;
- iv Local Economy and Business Assessment as guided by the LED Guidelines;
- v Analysis of factors affecting human capital development in the LG including expounding on some of the issues / factors already covered in performance review and analysis affect those human resources in a LG. The analysis here should be on the quality of the human capital in terms of employment and employability in line with the priority development focus of the LG, the delivery of the education and training at all level within the broader context of government in an effort to develop the human resource required by national and LG, assessment of the gaps and proposals for improvement with the LG and at the national level;
- vi (For Refugee hosting and neighbouring LGs) Analysis by all departments on opportunities and challenges brought about by refugees to host areas. These could also be analyzed as part of the POCC analysis. In non-refugee-hosting LGs, this analysis could also cover opportunities and challenges brought about by internal and seasonal migrants. Analysis of other data that is essential in informing LGDP formulation or its implementation.
- vii Identification and Analysis of Major Development Issues, Potentials, Opportunities, Constraints and Challenges.

Though situation analysis processes will primarily be done separately by each LG department, in the end, all development situations will be synthesized (by the Planning Task Force Team and Technical Planning Committee) to produce a single chapter (on Situation Analysis) which should include, inter alia, a summary of development issues that will inform LG's choices of the interventions for implementing under selected NDP Programmes.

Outcomes of the process

A synthesis of **review and analysis of Local Economy** consisting of key growth opportunities, economic infrastructures and services, social services and the state of the environment and administrative functions required to maintain a healthy and quality population in a Local Government. The units of local economy relevant to the local government development planning process include;

Key Growth Opportunities such as agriculture, tourism, minerals, oil and gas; ICT, STI, and Urbanization.

Productive Infrastructures and Services including Land use planning (Physical Development Planning), water for production, transport, energy, ICT, STI, urbanization, Trade, industry and cooperation and financial services, Labour force/skills;

Socio-Economic Situation (poverty, unemployment and inequalities), including the traditional service sectors of government (health, education, water and sanitation, etc.);

Environment Situation including status of natural Resources (Lands, Forests, Wetlands, etc.) and their sustainable use and management; and

Local Governance and Administration: Existing capacities, including oversight and statutory functions; staffing levels; and local revenue generation capacity.

Review and analysis of sector situations should focus on, though not necessarily restricted to the following:

- i Outline of main Potentials, Opportunities, Constraints and Challenges (POCC) for each the key growth opportunity, including for each of the crosscutting issues-
- ii Basic information/ statistics regarding recent development interventions promoting the respective growth opportunities in the LG (including trends extending at least five years back) and their physical performance results;
- iii Development issues based on key indicators relating to productive infrastructures and services
- iv socio-economic situation; environment situation; and Local Governance and Administration
- v Basic sector data (disaggregated) and/or statistics integrating analysis of cross cutting issues relevant to planning requirements in the sector;
- vi A statement of basic national policy standards and conditions applicable to each sector/ subsector in view of the NDP and the Uganda Vision 2040;
- vii A comparison of the LG performance on each sector / subsector standards in relation to national standards and how they inter-relate with cross cutting issues like environment, gender, HIV/AIDS, human rights, food security and nutrition and population issues, etc.;
- viii An assessment of the situation of vulnerable and marginalized groups and the issues affecting them such as refugees, the youth, PWDs, etc.

Finally, the review of the units of the local economy should draw out the main development issues arising out of the scenarios presented by the data and analyses made in this sector (See section 5.2.3.2).

5.2.3.3 Setting the Broad Strategic Direction of the LGDP:

(Alignment of the LGDP with the NDPIV Programmes)

The LGDP will provide the strategic direction for the planning period in line with the NDP and the programmes to which it contributes. Elaboration of the strategic direction will follow the review and situation analysis phase and will involve (i) Review of the broad NDPIV strategy – Goal, Objectives and results; (ii) Review and selection of the NDPIV programme (s) that the LG contributes to; (iii) Development of the LG strategy – Vision, Mission, Core Values, Goal,

Objectives and adopted programme outcomes the sub-programmes intermediate outcomes in the PIAPs/LG Results and Reporting Framework; (iv) Identifying broad areas of focus the LG will contribute to (iv) and Determination of the LG interventions, outputs, activities and costs.

Setting the LG Vision and Mission

The **Vision statement** describes where the LG intends to be in the future. It represents a shared sense of direction and incorporates the core values of the institution. It describes what the institution believes in.

A good vision statement should:

- i Provide a clear sense of direction
- ii Be inspirational
- iii Be short and easily recalled by stakeholders

The **Mission Statement** explains why the LG exists and describes what it does. It brings the LG into focus and shows how it intends to reach the vision aspirations. It is not something that is achieved, but something that is continually pursued, guides the direction of the LG. A mission contains at least three elements: A verb that indicates a change in the “status quo” (increase, lower, generate, eliminate, transform, etc.); the explanation of the problem or condition to be changed and the identification of the specific beneficiaries. The mission reveals the identity of the LG to be recognized in its environment; the values, rules and principles that guide its activity; and cohesion around common objectives, which facilitates conflict resolution and staff motivation.

A good mission statement should:

- i Describe what the LG does (current capabilities), who it serves (stakeholders) and what makes the LG unique (justification for existence);
- ii Be derived from and cover all relevant statutes, in particular Local Government mandates, instruments and establishing legislation.
- iii Be Action oriented
- iv Be short and be easily internalized and recalled by staff

Core Values are beliefs that the people in the Council hold in common and endeavor to put in action.

Setting the LGDP Strategic Direction

(Setting the LG Strategic Goal and Objectives in line with the NDPIV)

The strategic goal and objectives have to be linked to the NDPIV goal and strategic objectives. In line with the programme approach, where programmes and sub-programmes have been defined with corresponding goals, outcomes/intermediate outcomes and objectives from which LGs are expected to align goals, outcomes and objectives.

The LGs are therefore expected to set their goal and objectives based on strategic issues from the situation analysis and on the direction of the programmes most relevant to them.

Table 5.1: LGDP Results and Targets

S/N	Level	Key Results	Indicators	Baseline	LGDP Targets					
				FY0	FY1	FY2	FY3	FY4	FY5	
	Goal:									
	Objective 1:									
	Objective 2:									
	Objective 3:									
	Objective 4:									

5.2.3.3 Identification of LG interventions and Activities in line the PIAPs

LGs interventions and activities have to be drawn/derived directly from the PIAPs. The PIAP interventions and activities will have to be adopted or modified to suit the LG level. The LGs will therefore analyze the different programme interventions to identify those which relate to prioritized development issues of a LG while pointing out the critical intervention areas and activities upon which a LG will put emphasis per each programme objectives and interventions.

Table 5.2.1: LGDP Programme Interventions and Activities

Programme (a):	Outcome (b)	Indicator (c)	FY2024/25(B)	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Data Source
	Outcome 1.1:	Outcome Indicator 1							

Programme Objective 1:		<i>Outcome Indicator 2</i>							
	Outcome 1.2:	<i>Outcome Indicator 1</i>							
		<i>Outcome Indicator 2</i>							
		<i>Outcome Indicator 3</i>							
Sub-programme (a):	Intermediate Outcome (b)	Indicator (c)	FY2024/25(B)	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Data Source
Sub-programme 1:	Intermediate Outcome 1.1:	<i>Intermediate Outcome Indicator 1</i>							
		<i>Intermediate Outcome Indicator 2</i>							
	Intermediate Outcome 1.2:	<i>Intermediate Outcome Indicator 1</i>							
		<i>Intermediate Outcome Indicator 2</i>							
		<i>Intermediate Outcome Indicator 3</i>							
Intervention	Key Output	Indicator (f)	Time Frame and Output Target					Actors	
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		
Intervention 1.1 (d)	Output 1.1.1:	<i>Output Indicator 1</i>							
		<i>Output Indicator 2</i>							
		<i>Output Indicator 3</i>							
	Output 1.1.2:	<i>Output Indicator 1</i>							
		<i>Output Indicator 2</i>							
		<i>Output Indicator 3</i>							
Intervention 1.2 (d)	Output 1.2.1:	<i>Output Indicator 1</i>							
		<i>Output Indicator 2</i>							
		<i>Output Indicator 3</i>							
	Output 1.2.2:	<i>Output Indicator 1</i>							
		<i>Output Indicator 2</i>							
		<i>Output Indicator 3</i>							
Project 1: (Title)	Project Output	<i>Output Indicator 1</i>							
		<i>Output Indicator 2</i>							
		<i>Output Indicator 3</i>							

5.2.3.4 Development and approval of projects

Identification and profiling of projects will be guided by the National Project Identification Guidelines (See Appendix 2). In the course of project identification, LGs should ensure that projects are linked to the National Development Plan (NDP) objectives and programs. Project identification is defined to include: new projects identified by LGs; extension of already ongoing projects; revival of failed projects; seeking loan financing; emergencies and presidential directives, among others.

5.2.3.5 Drafting of the Plan

Having gathered adequate background information, charted the strategic direction and articulated priority programs and strategies; the next stage shall be to compile the draft development plan. Based on the minimum requirements for decentralized plans, LGDP should be presented as a complete policy document – dully signed off, with an executive summary, main text and concluding chapters. The layout of the LGDP is as shown Figure 3.

Figure 3: Standard Structure of the LGDP

Summary of Structure

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Costing of the Plan

In order to aid financing, it is critical that LGDPs are fully costed. A costed plan is important to estimate total investment expenditure required for LG priorities, and factoring them in NDPIV investment expenditure. Costed plans also serve as baselines against which financial performance of plans can be benchmarked. Therefore, the PTFT shall identify all the types of inputs required, assess the quantity required for each activity, estimate the cost per unit and calculate the implied costs. The recommended costing method is the ‘unit costing’. LGDPs shall be costed for the entire five (5) year period and these costs should be annualized. It is therefore a requirement that each LGDP should have a detailed cost implementation matrix (see Annex 5) that portrays annualized cost and how they compare with projected LG budget over the Medium-Term Expenditure Framework (MTEF).

Defining the Financing Framework

A LG plan will have an elaborate resource mobilization and financing strategy. In this regard therefore, LGs will need to define and specify the strategies through which development resources to finance all the identified activities will be mobilized and managed.

In defining the Financing Framework, LGs will:

- i Identify the main sources of revenue for financing including central government transfers, Non-Tax Revenue (NTR) and potential development partners (DPs) (E.g., NGOs/ CBOs, FBOs, and Private sector).
- ii For Development partners specify the distribution of their contribution over the plan period and whether their contribution will be on or off budget; and state a) the strategies for raising the required resources; b) roles, responsibilities and conditions of development partners in financing the plans including a specification of whether the funding will be budget or off-budget; c) strategic actions that will be taken in mobilizing development partners to finance the plan activities; d) strategies for ensuring efficiency in resource use; and e) specify any other aspect relevant financing including innovative financing methods (for example PPPs).

The recommended framework for LG financing is presented in Table 5.3.

Table 26: Format of LGDP Financing Framework

Sources of Financing	Total Contributions FY1	Total Contributions FY2	Total Contributions FY3	Total Contributions FY4	Total Contributions FY5	Total Contributions -	(%) Share by source of financing	Off Budget Contribution
Central Government Transfers Total (Contribution)								
Non-Tax Revenue								
Development Partners (DPs)- Specify ⁸								

⁸ NGOs, FBOs, CBOs, PSOs as well as Bilateral donors dealing directly with LGs are all included in this categorisation

Sources of Financing	Total Contributions FY1	Total Contributions FY2	Total Contributions FY3	Total Contributions FY4	Total Contributions FY5	Total Contributions -	(%) Share by source of financing	Off Budget Contribution
Development Partner 1								
Development Partner 2								
Development Partner 2								
Etc								
TOTAL							100	

Drawing the Costing and Cost Implementation Matrix

In addition to the financing Framework, LGs will also develop a Cost Implementation Matrix using a standard template. A Cost Implementation Matrix is a schedule that relates planned objectives, strategies and interventions with estimated costs and also specifies targeted outputs and the responsibility centre for each of the planned intervention. (See Appendix 3 for the format of the Cost Implementation Matrix). A LG will align costing of its outputs to the adopted Programme Implementation Action Plan which it contributes.

Institutional and coordination arrangements

This section should describe how use of the existing LG structures, systems, procedures and regulations, synergies among stakeholders (including non-state actors) will be utilized in the implementation and coordination of the LGDP. It should also describe the approaches and strategies that will be employed to implement the plan e.g. PPP, private sector led, government led etc.

This section should also describe the key stakeholders/institutions that have responsibilities for coordination and implementation of the plan. It should state the key roles each of the institution will play and how they will relate to harness synergies that exist between the different institutions/stakeholders given their mandates.

Roles of the different institutional structures in the LG

The strategic plan should list the roles and responsibilities of the major players in the LG. These are the internal stakeholders. They include but not limited to the District/City Council, DEC, Statutory Boards and Commission, Management, TPC, Finance Committees etc.

Roles of other Key stakeholders

These are external stakeholders they will play a role in implementing the LGDP. The stakeholders may include but not limited to the following categories; Central Government, Development Partners, Civil Society and Private sector. Table 5.3.1 provides a generic list of external stakeholders.

Table 5.3.1: Other key stakeholders/ central Government institution and their key roles

S/N	Institution/stakeholder	Key roles/responsibilities
	National Planning Authority (NPA)	Providing overall guidance and technical support to programme development planning process. Offering capacity building to programmes, MDAs, LGs where necessary

S/N	Institution/stakeholder	Key roles/responsibilities
		Monitoring effectiveness of PIAPs and strategic plans through issuance of Certificate of Compliancy.
	Office of the President	Take overall leadership and oversight of implementation of the NDP to ensure its attainment. Timely communication of cabinet decisions Mobilizing the population towards achievement of the plan
	Office of the Prime Minister (OPM)	Offering leadership to the programmes Coordination of overall implementation and monitoring
	Ministry of Finance, Planning and Economic Development (MoFPED)	Providing financial resources Providing technical guidance and mentoring on budgeting for implementation of plans and budgets Monitoring utilization of resources disbursed for strategic plan implementation
	Uganda Bureau of Statistics (UBOS)	Providing reliable data for planning, Giving technical advice and capacity building in data collection and management
	Development Partners	Provide technical support to MDAs in planning and implementation of plan interventions Providing Financial resource Integrating some aspects of the plans into their programming.
	Lower Local Governments	Providing input into the LGDP Aligning their plans to the LGDP Implementing relevant aspects of the LGDP.
	Civil society and private sector organizations	Participating in PWG activities as co-opted members Providing information about their on-going and planned development activities to the LG for input into the strategic plans Contributing to the implementation of the LGDP Participating in M&E of LGDP.

Communications and Stakeholder Engagement

To ensure ownership and effective implementation of the LGDP by all key stakeholders at all levels (district, city, municipality, sub-county/town council/division, parish/ward and village/cell), it's important to have a communication strategy. The LGDP will thus have a section on communication and stakeholder engagement strategy. In this section, the LG will describe the main channels of communication like media, meetings/workshops etc., key things/issues/areas to communicate especially on progress of the plan implementation, frequency of communication by the different channels/methods, key stakeholders involved and their roles including non-state actors (private sector civil society organizations and Development partners). It shall also describe the feedback mechanism to be adopted by the LG.

Risk Management

LGs are exposed to a variety of risks related to development and implementation of the LGDPs and hence hindering fulfilment of the strategic objectives. The LG should design its risk management strategy to effectively ensure that the LG's objectives are being achieved.

The LGDP should identify, analyse various potential risks and prescribe possible mitigation, continuous monitoring and management measures during the plan period. These should be embedded throughout all the strategic and operational levels and work planning during the implementation of LGDP.

Risk categorization

Risks can be categorized as, **External**, **Strategic** and **Operational**. Table 16 provides a detailed explanation of these risks.

Table 5.4: Risk Categorization

External Risks	Strategic Risks	Operational/Preventable Risks
Risks from uncertain and uncontrollable external events	Risks that the country accepts to execute the strategy in order to generate superior returns/long term benefits	Risks arising from within the entities' operations that do not generate strategic or long-term benefits
Risk Mitigation Objective		
Reduce cost of impact effectively should risk event occur	Reduce likelihood and occurrence cost effectively	Avoid or eliminate occurrence cost effectively
Control Model/Strategy		
Business Continuity Disaster Response Scenario Planning Crisis Management	LG Investment Plans (LGIPs) District Planning Forum etc.	Legal and Regulatory Framework Documented Policies and Procedures Standard Operating Procedures (SoPs) Internal Controls

Risk Assessment and Analysis

A Risk Assessment based on Impact and Likelihood ratings should be performed as provided by Government of Uganda Risk Management Strategy (RMS). The risk impact and likelihood representation will be based on a 3-Band rating scale as; High, Moderate or Low. This is for both Impact and Likelihood, with symbols and numbers as shown in Table 16.

Table 5.4.1: Risk Impact and Likelihood

Number	Impact	Likelihood
3	High (H) also Catastrophic	High (H) also Almost Certain
2	Moderate (M) also Medium	Moderate (M) also Possible
1	Low (L) also Minor	Low (L) also Unlikely

Risk rating

The overall risk rating is a combination of both the Impact and Likelihood ratings. It is derived by multiplying the two ratings (i.e., Impact x Likelihood). Using the 3-Band rating scale, the highest level of product is 9 and the lowest level is 1. A risk at 1-2 is LOW and depicted by Green colour; a rating at 3-5 is MODERATE and depicted by Yellow colour and a rating at 6-9 is HIGH and depicted by Red colour. Table 18 provides an illustration of risk rank or total with colour and appropriate responses.

Table 5.4.2: Overall Risk Rating and Response

Overall Rating (Impact x Likelihood)	Response
LOW: (1 – 2)	Occasional monitoring. Tolerate; continue with existing measures and review annually.
MODERATE: (3 – 5)	Steady improvement needed. Continually monitor and perform periodic review.
HIGH: (6 – 9)	Highest priority, very serious concern. Immediate action required and review regularly.

Risk Compilation

A risk matrix will be used to compile and systematically describe all the risks properly, including how they affect the achievement of the desired objectives as well as potential mitigation measure. Table 19 provides a template to be followed.

Table 5.4.3: Key Envisaged Risks (Low 1, Moderate 2, High 3; Minor 1, Moderate 2, Significant 3)

SN	Identified Risk	Risk category	Analysis				Mitigation	Lead Actor
			Causes	Likelihood	Impact	Risk rating		
				High	Significant	High		

Monitoring and Evaluation Strategy

The LGDPs shall have Monitoring and Evaluation (M&E) strategy that will enable stakeholders to regularly and systematically track implementation of selected priorities and assess progress of the plan with regard to the agreed objectives and outcomes. LGs are therefore obliged to develop an M&E strategy as an important section of their development plans. The M&E strategy shall also be in line with the NDP M&E Framework for the NDPIV. The M&E strategy will help LGs to answer the following;

- i Were the planned activities implemented as planned?
- ii Were resources availed and used timely as planned?
- iii Did the LG achieve what it wanted to achieve i.e.; Implementation of activities resulted into the planned outputs?
- iv Did the outputs result in the expected outcomes?

Elements of the LGDP M&E Strategy

- i Structurally, the M&E strategy for LGDP will include definition of:
- ii Objectives of the M&E strategy
- iii Stakeholders in the M&E Function
- iv Development of LGDP M&E System

- v Reporting Arrangements
- vi The LGDP Results and Reporting Matrix

Stakeholders in the M&E Function

Some of the key national government M&E stakeholders and reporting frameworks to which the LGDP M&E framework will partake are given in Table 20.

Table 5.5: M&E Stakeholders and Reporting Frameworks

Institution	Framework	Key features
The National Planning Authority	The National Development Report	The National Development Report is an annual report produced by NPA to provide information on the country's current development status and the progress made against NDP indicators at all levels of the Plan's results framework. The report also covers the contribution of non-state actors
	Certificate of Compliance Report (COC)	The certificate of compliance is an annual assessment of the annual budgets to the LGDP/MDA plan and NDP
Office of the Prime Minister (OPM)	Government Annual Performance Report	The Government Annual Performance report assesses performance of Government MDAs and Local Governments against key objectives outlined in the National Development Plan, and the medium terms objectives and budget spending across main government MDAs implementing the NDP.
	Annual National Assessment	Annual assessment of minimum conditions and performance measures ascertains local government performance against basic services and functions. The assessment also gauges the level of compliance of local governments to the provisions of the laws and national guidelines.
Ministry of Finance	Budget Monitoring and Accountability Mechanisms	MoFPED has got a Budget Monitoring and Accountability unit that tracks financial flows to MDAs and LGs and monitors inputs, outputs and progress of implementation of government programmes and projects included in annual budgets of government MDAs.
	Performance Contracts (Performance Form B)	Through Performance Contracts, MoFPED obliges all Government Accounting Officers to report against commitments made in the annual Performance contracts. This reporting is quarterly.
Ministry of Public Service	Client Charters	The Ministry of Public Service (MoPS) has started the process of developing client charters which define service standards and expectations between public bodies, and between service providers and users. Similar charters have been developed and agreed to by local governments.

Development of LGDP M&E System

The M&E System comprises of the Management Information System (MIS) that needs to be established for internal management of the LGDPs as well as for reporting on performance. Therefore, in developing their M&E strategy, LGs are required to link to their Management Information systems and NDP M&E system which entails:

- i Development of performance indicators that are SMART (which should include baseline indicators);
- ii Setting performance targets that will be used to assess performance;

- iii Earmarking methodologies, participants and tools to be used in conducting different M&E activities;
- iv Setting the timeframes for different M&E activities/ events
- v Identifying centres for receiving information generated by M&E events.

Reporting Arrangements

Routine Monitoring/Reporting

The plan implementation shall be monitored on a routine basis through structured meetings within the different departments and sections, based on the targets and indicators contained in the Operational Plans. Similar LG specific monitoring procedures shall be put in place at LLG level.

Periodic reporting

Periodically e.g., quarterly, standardized written performance reports shall be produced by the same departments and sections at regular intervals using the guidelines and tools provided to them by the Planning Department. The reports will be submitted to the Technical Planning Committee as a basis for reviewing progress, examining problems and constraints and recommending corrective action to be taken.

Annual reporting- Joint Annual Reviews

During the last quarter of the fiscal year, the LG shall prepare a consolidated annual performance report on the basis of the reports prepared by the implementing departments.

This report shall serve as the basic document for the Annual Review Meeting with stakeholders, which shall offer the opportunity to jointly assess achievements and shortcomings of the LGDP implementation and to agree on improvements to be made in order to reach the development objectives and targets put forward by the LGDP. Each annual review meeting (and report) shall be timed in such a way that it can serve as a basis for preparing the Operational Work Plan and Budget of the following year.

Midterm Review

The LGDPs will be subject to midterm evaluation to draw lessons from implementation of the LGDP and inform the remaining plan period. It is critical that LGDPs undergo midterm review at least six months prior to the independent MTR to be undertaken by NPA. The LGDP MTR will provide data for inputting into diagnostic studies for NDP, NDR and MTR reports. The MTR for 5-year plans will be conducted 2 ½ years into the implementation of the plan. NPA will issue the ToRs to suit unique requirements of LGs.

The LG Monitoring and Evaluation Matrix

All LGs will be expected to develop an M&E matrix which will be at outcome and intermediate level and at output levels. The outcome level will be aligned to the programme outcomes and sub-programme intermediate outcomes while the output level to the programme interventions and activities. Tables xx and xx provide frameworks for the M&E for the LGDPs.

Table 5.5.1: LGDP Results Framework, Outcome Level

LG Goal/Objective	Outcome	Expected results	Baseline FY0	Targets				
				FY1	FY2	FY3	FY4	FY5
LG Goal								
LG Objective 1: ⁹								
LG Objective 2:								

Table 5.5.2: LGDP M&E Results Framework, Output level

Objective	Intervention	Output	Indicators	Baseline FY0	Targets					MOV
					FY1	FY2	FY3	FY4	FY5	
Objective 1										
Objective 2	2.1									
	2.2									

Linking the Annual workplans and budgets to PIAPs

Prior to the start of the annual budgeting cycle, local governments will be expected to engage in annual work planning and programming retreat to identify and build consensus on priority programmes and projects to form spending priorities for the subsequent budgets. Based on compilation and analysis of programme and local government priorities and projects, NPA will issue a list of national priorities to MOFPED. It's these priorities which will claim the first call on national resources coffers.

With the adoption of program-based approach to planning, it is expected that under the coordination of the Office of the Accounting Officer, every year, there will be a review of progress of implementation of LGDP, as well as planning and programming for subsequent year. LGs are expected to participate in these multi- programming sessions aimed at identification of priority projects and activities for ongoing programs and subprograms.

The annual workplan and programming retreat should be scheduled before the beginning of the annual budgeting cycle (that is communication of the first Budget Call Circular). The ideal timing of these retreats is between 1st July and 30th August each year to ensure that identified local government priorities feed into the Budget strategy.

In order to ensure compliance with implementation schedules, the planned cost of annualized activities should correspond to the timely flow of resources as provided for in the MTEF. Consideration of the Annual Budgets of LGs and therefore approval of utilization of funds shall therefore be preceded by approval of LGDPs. When drawing schedules for implementing the plan, changes and/or improvements in roles/functions, procedures and LG structures shall be

⁹ The LG outcomes should/can be related to the intermediate outcomes of the sub-programmes most relevant to it.

taken into account and bottlenecks regarding human capacity, institutional, administrative and legal issues of the LG shall be addressed.

Performance Measurement

Each year, government through OPM conducts assessment of LGs through the Government Annual Performance Review process (GAPR) and Annual Local Government Performance Assessment (ALGPA). In preparing the ALGPA report, all LG s are assessed in specific service delivery areas. The OPM will describe how this will be achieved, when and by whom.

5.2.4 Approval, Submission and Dissemination

The LGDPs shall be subject to a two-step approval process. First, the LGDP shall be submitted to National Planning Authority for endorsement and certification. Second, the plan shall be approved by Council. The approved plan will be then be submitted/shared with NPA. It is important to note that the LGDP will continuously be reviewed by NPA to ensure alignment to NDPIV before these two approval processes.

After all the approval processes have been secured, the strategic plan shall be disseminated to the stakeholders and the public at large to mobilize them for the successful implementation.

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STRUCTURE OF THE LGDP WITH A SHORT DESCRIPTION OF EACH OF ITS CHAPTERS

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CHAPTER 1: INTRODUCTION

- 1.1 Background and Development Context
- 1.2 Key achievements from the previous Plan
- 1.3 Key lessons learnt from implementation of previous Plan
- 1.4 Key outstanding development issues/challenges
- 1.5 Formulation Process and Approach
- 1.6 Structure of Plan

Background and development Context: Provide the legal, policy and regulatory frameworks underpinning Local Development Planning; and relationship of the LGDP with the NDPIV

Provide recent achievements of the LGDP, outstanding development challenges, and lessons learnt

(Use the LGDP MTR Report to inform sections 1.2 through 1.4)

CHAPTER 2: SITUATION ANALYSIS

2.1 Geographical Location, Land Area and Population

Scope 1: Location, land area, population size, density and issues, settlements and livelihoods

Present a map of the Local Government providing physical description of the LG covering aspects like the geographical location, land area size (sq. km), longitudinal and latitudinal boundaries, neighbouring local governments. An evaluation of the extent to which some of the physical features /characteristics of a LG have been affected by human activity should be made.

A description of the population profile of a local government which should include the population size and structures disaggregated by age and gender, distribution by LGs and Administrative Units, critical population issues and dynamics (fertility, mortality and migration), population densities (spatial distribution); labor force analysis; migration issues analysis; population pyramids and population projections for LG or administrative units (included for illustrative purposes). For Refugee hosting LGs and neighbouring LGs, disaggregated refugee population data should be included and analysed by all sectors as part of the demographic characteristics of a LG.

A description and analysis of the social economic data of a Local Government outlining issues like the political and administrative structures of the LG; the demographic characteristics; life standards indicators- e.g. average life expectancy, literacy level; livelihood patterns; human settlement patterns; human capital development issues including factors affecting the supply and demand of human resources in a LG; etc.

Livelihood analysis which should mainly focus on access to livelihood resources by communities, households and individuals and how the variation in access influences livelihood. In addition, describe the extent to which a local government's production process such as industrial production or micro and small enterprises as well as other

economic activities like agriculture, livestock, and fisheries and other commercial activities, do support livelihood patterns for the population at household level and by administrative units.

2.2 Potentials, Opportunities, Constraints and Challenges (POCC) Analysis

(Strategic Analysis)

Scope 2: Key Growth opportunities (Culture including tourism potential (traditions, i.e. food, dances, wears, etc.), Agriculture; Tourism; Minerals; Oil and Gas)

*Presen key message (s) of potential and opportunities for each of the key growth opportunities above; and highlight **major challenges and constraints that are associated with their exploitations**; where applicable provide locations of the potentials and opportunities on LG maps*

2.3 Economic Infrastructure and services

Scope 3: Land use planning (Physical Development Planning), Water for Production, Transport, Energy, ICT, STI, urbanization, Trade, Industry and Cooperatives, Labour force/skills, etc.

*Provide statements of status of **Economic Infrastructure and services in the LG**; and **major challenges and constraints** or issues **that are associated with their usage and access**; where applicable include impacts of cross-cutting issues in the analysis; and present the existing infrastructure and services on LG maps;*

2.4 Socio-Economic Situation

Scope 4: Poverty; unemployment; inequality

In comparison with national averages provide the situation of poverty; unemployment; and inequality in the LG, the drivers, and most affected persons and communities

2.5 Social infrastructure and services

Scope 5: Education; Health and Nutrition; Water, Sanitation and Hygiene; Social Protection and Community Mobilization; etc.

Based on key indicators, and comparing with national averages/standards, provide key service delivery issues of the aspects of social infrastructure and services listed above; and how they inter-relate with cross cutting issue that are relevant; and present location of the environment resources on a LG map

2.6 Environment Situation

Scope 6: Status of Natural Resources (Lands, Forests, Wetlands, etc.) and sustainable use and management

Based on key indicators, and comparing with national averages/standards, provide key service delivery issues of the elements of natural resources listed above; and how they inter-relate with cross cutting issue that are relevant; and present location of the environment resources on a LG map

2.7 Local Governance and Administration

Scope 7: Local Government Administration, including oversight and statutory functions; staffing levels; and local revenue position

Based on key indicators, and comparing with national averages/standards, provide key service delivery issues/ of the elements of local governance and administration; and how they inter-relate with cross cutting issue that are relevant

2.8 Synthesis of development issues

(Provide summary of key issues of not more than a page)

CHAPTER 3: LGDP STRATEGIC DIRECTION

3.1 LG Development Aspiration

(Aligned with the Uganda Vision 2040 and Decentralization Framework)

Vision “.....”

Mission Statement “.....”

Core Values:

- i.
- ii.
- iii.

3.2 LGDP Strategic Direction

(LG specific strategic direction, i.e., Theme, Goal and Strategic Objectives are adopted/adapted/localized from NDPIV Strategic Direction)

Theme: “.....”

Goal: “.....”

Strategic Objectives

- i.
- ii.
- iii.

3.3 Alignment of LGDP direction with the NDPIV Programmes

(Objectives, Strategies and Programmes are adopted/adapted/localized from NDPIV Strategic Direction)
OR

- (a) *Derive the strategic objectives from the synthesis of the key development issues in Section 2.6 and/or localize the NDPIV Objectives*
- (b) *Provide brief descriptions of how the LG will harness the Potential and Opportunities, or address the binding Constraints and overcome Challenges/ address the Key issues that have been identified throughout in Chapter 2.0)*
- (c) *Map relevant NDPIV onto a) and b)*

Table xx: Alignment of LGDP Objectives and Strategies with the NDPIV

Strategic Objectives (a)	Strategies (b)	NDPIV Programme (c)
	1.1:..... 1.2:..... 1.3:.....	

	2.1:..... 2.2:.....	
	3.1:..... 3.2:..... 3.3:.....	
	4.1:..... 4.2:..... 4.3:.....	

3.3 LGDP Development Results and Targets

Localize/adopt/adapt the NDPIV Results and Targets to LG context. In particular:

- a) Localize the NDPIV's Impacts*
- b) Localize the NDPIV's Outcomes*
- c) Localize NDPIV Indicators, Baselines and Targets*

Note!

- i) Impacts are changes that come about when goals have been achieved in the long term*
- ii) Outcomes are changes that come about when objectives have been achieved in the medium term*

Tablexx: LGDP Development Results and Targets

Level	Key Results (Impacts for Goal and Outcomes for the objectives)	Indicators	Baseline	LGDP Targets				
			FY2024/25	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30
Goal:	Impact 1							
	Impact 2							
Objective 1:	Outcome 1.1							
	Outcome 1.2							
Objective 2:	Outcome 2.1							
Objective 3:								
Objective 4:								

catchment areas in sub-county A, B and C (components including: planting of indigenous tree species, nursery establishment, community sensitization, etc), Secondary School Improvement project (components may include: libraries, science labs, equipment and supplies; breeding of animals and plants for experiments); and Farm Income Enhancement and Forest Conservation Project (Provide profiles: Format in Appendix 1)

Strategic Objective 1:.....

Provide details of a specific programme in Table below, observe consistency and alignment with section 3.2

3.4.1 Programme 1: E.g. (Agro-Industrialization)

The information required in this section is provided in the NDPIV.

The LGDP is required to:

- vi) *Provide a brief context of the programme – This highlights the key development challenges to be addressed under the LGDP;*
- vii) *State the Programme Goal and objectives;*
- viii) *Outline the programme outcomes and indicators.*
- ix) *Outline the Sub-programmes, intermediate outcomes and corresponding indicators. Sub-programmes represent more disaggregated groupings of interventions within the program concerned. Sub-Programmes, just like Programmes, should be results based and aim to achieve more concrete results and direct impacts.*
- x) *Sub-programmes can be defined according to the value chain of the programme or following the objectives of the programme. This should encourage synergies among stakeholders to work together to deliver the intermediate outcomes and subsequently the programme outcomes*

Table xx below shows an illustration of how to present the Programme and sub-programme results and indicators.

Table xx: Agro-Industrialization programme

Programme Objective 1: (Programmes aligned to the Strategic Objective)

Table 2: Programme Results and Targets

Programme (a):	Outcome (a)	Indicator (c)	FY2024/25(B)	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Data Source
Programme Objective 1:	Outcome 1.1:	<i>Outcome Indicator 1</i>							
		<i>Outcome Indicator 2</i>							
	Outcome 1.2:	<i>Outcome Indicator 1</i>							
		<i>Outcome Indicator 2</i>							
		<i>Outcome Indicator 3</i>							

Sub-programme (a):	Intermediate Outcome (b)	Indicator (c)	FY2024/25(B	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	Data Source
Sub-programme 1:	Intermediate Outcome 1.1:	Intermediate Outcome Indicator 1							
		Intermediate Outcome Indicator 2							
	Intermediate Outcome 1.2:	Intermediate Outcome Indicator 1							
		Intermediate Outcome Indicator 2							
		Intermediate Outcome Indicator 3							
Intervention	Key Output	Indicator (f)	Time Frame and Output Target					Actors	
			FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30		
Intervention 1.1 (d)	Output 1.1.1:	Output Indicator 1							
		Output Indicator 2							
		Output Indicator 3							
	Output 1.1.2:	Output Indicator 1							
		Output Indicator 2							
		Output Indicator 3							
Intervention 1.2 (d)	Output 1.2.1:	Output Indicator 1							
		Output Indicator 2							
		Output Indicator 3							
	Output 1.2.2:	Output Indicator 1							
		Output Indicator 2							
		Output Indicator 3							
Project 1: (Title)	Project Output	Output Indicator 1							
		Output Indicator 2							
		Output Indicator 3							

Provide spatial representation of proposed investments (Map)- spatial illustration

Repeat for all adopted/adapted programmes under strategic objective 1

Strategic Objective 2:.....

CHAPTER FOUR: FINANCING FRAMEWORK AND RESOURCE MOBILISATION STRATEGY

4.1 Financing Framework

Table xxx: Financing Framework (UGX in Millions)

Sources of Financing	Total Contributions					GRAND Contributions	Share of financing by source of financing (%)	Off Budget Contribution
	FY2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30			
1)Central Government Contributions ¹⁰								
2)Locally Raised Revenue (contributions Member LGs) ¹¹								
3)Development Partners / Donors								
4)Other Sources of Financing	Private sector							
	CSOs							
	Academia/ Research Organisation							
Total							100	

4.2 Costs of the Plan Period (2025/26-2029/30)

Table xxxx: Summary Costs of the Interventions

Strategic Objectives and Interventions	Total Cost (Millions)	FY2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Strategic Objective 1:						
Interventions						
1.1						
1.2						
1.3						
1.4						
1.5						
1.6						
Strategic Objective 2:						
The Interventions						
2.1						
2.2						

Strategic Objectives and Interventions	Total Cost (Millions)	FY2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
2.3						
2.4						
2.5						
2.6						
Strategic Objective 3:						
The Interventions						
3.1						
3.2						
3.3						
3.4						
Etc.						
Total						

Table xxxx: Cost of Projects

Total Cost for the Plan Period (UGX in Million)						
Projects	Total (Millions)	FY2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
1. Project 1:						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
TOTAL						

4.3 Resource Mobilization Strategy

CHAPTER FIVE: INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

- 5.1 Implementation Arrangements
- 5.2 Institutional Arrangements
 - 5.2.1 Role of Key Stakeholders
- 5.3 Coordination and Partnerships Framework
- 5.4 Prerequisites for Successful Implementation of the Plan
- 5.5 Conditions for successful implementation

CHAPTER SIX: COMMUNICATION AND FEEDBACK STRATEGY

6.1 Communication strategy

6.2 Communication

Communication	Audience	Type / Communication Channel	Objectives	Content	Responsibility	
					Primary	Others
LG Vision, Goals and Strategic objectives						
Role of OPM						
Priority Investment Projects						
Dissemination of the Plan	All stakeholders					
Etc						

CHAPTER SEVEN: RISKS MANAGEMENT AND MITIGATION MEASURES

7.1 Risks Management and Anticipated Impacts

Table xxx: Anticipated Risks and Mitigation Measures

No.	Type of risks	Category	Causes of the risks	Likelihood of occurrence	Impacts (1=low, 2=intermediate, 3=high)	Mitigation	Lead Agency
				1= Low	1= Low,		
				2=Intermediate	2=intermediate		
				3= High	3= High		
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							

CHAPTER EIGHT: MONITORING, EVALUATION AND LEARNING

- 8.1 Monitoring and Evaluation (M&E) Frameworks
- 8.2 M&E Roles and Responsibilities of Key Actors
- 8.3 Major Monitoring and Evaluation Events

ANNEXES

Annex 1: Project Profiles

Annex 2: Cost Implementation Matrix

Annex 3: Results and Reporting Framework

APPENDIX 2: PROJECT PROFILE

STRUCTURE OF THE NDP PIP	
PROJECT SUMMARY	
Project Title	<i>(Let the title be as clear as possible, avoiding duplication of names within the LGDP Investment Plan).</i>
LGDP Program Description	(Adapted NDP programme)
Sub-programme	
Sub-sub programme/Department	
Implementing Agency	(CG, HLG, NGO, LLG, etc)
Location	(district headquarters, sub-counties, parishes, villages)
Estimated Project Cost	<i>Quote figures in UGX</i>
Current stage of project implementation at commencement of LGDP	
Funding Secured	From all sources
Total funding gap	Required budget to complete the project
Project Duration/Life span (Financial Years)	Start date
	End date
Officer Responsible	
PROJECT INTRODUCTION	
Problem Statement	Problem to be addressed
	Causes of the problem
Situation Analysis	Past achievements to address the problem (include figures to support the achievements in terms of outputs and budget allocations)
	Ongoing interventions (include figures to support the achievements of outputs and budget allocations)
	Challenges
	Crosscutting aspects
Relevance of the project idea	Alignment to NDP, SDPs and Agency plans
Stakeholders	Direct beneficiaries
	Indirect beneficiaries
	Likely project affected persons
Project objectives/outcomes/outputs	Objectives
	Outcomes

STRUCTURE OF THE NDP PIP											
PROJECT SUMMARY											
	Outputs										
Project inputs/activities/interventions	Inputs										
	Activities										
	Interventions										
STRATEGIC OPTIONS											
Strategic options (indicate the existing asset, non-asset, and new asset solution)	Alternative means of solving the problem stating the advantage and disadvantages of each										
	Alternative means of financing stating the advantages and disadvantages of each										
	Comparison of the alternatives, indicate methodologies used in the assessment										
	Selected approach, highlight reasons for the superiority of the proposed approach/project										
Coordination with government agencies	Indicate the roles of other stakeholders respecting legal and policy mandates, embrace integrated planning, define the roles of each agency in project implementation										
PROJECT ANNUALISED TARGETS (OUTPUTS)											
Project annualized targets	Output	Year 2024/25	Year 1	Year 2	Year 3	Year 4	Year 5				
	Output1										
	Output2										
	Output3										
	Output4										
	Output5										
	Etc.										
ESTIMATED PROJECT COST AND FUNDING SOURCES											
Project annualized cost	Output	Source	Cum. Exp. Up to 2024/25	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Recurrent (%)	Capital (%)	
	Output1	GOU									
		Donor									
		OSR									
		NGO									
		PS									

STRUCTURE OF THE NDP PIP											
PROJECT SUMMARY											
	Output2	GOU									
		Donor									
		OSR									
		NGO									
		PS									
	Output3	GOU									
		Donor									
		OSR									
		NGO									
		PS									
	Etc.										
	Total										
	PLANNED CUMULATIVE IMPLEMENATATION PERCENTAGE PROGRESSION										
	Percentage progress	Output	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5			
Overall project progress (%)											
Output1											
Output2											
Output3											
Output4											
Output5											
Etc.											
RESULTS MATRIX											
Results matrix	Objective Hierarchy and Description	Indicators	Means of Verification	Baseline	Target	Assumptions					
	Goal										
	Outcomes										
	Outputs										
	Activities										

APPENDIX 3: COST IMPLEMENTATION MATRIX

Programme	Objective	Intermediate Outcome	Intermediate Outcome Indicator	Intermediate Targets					Intervention	Output	Output Indicator	Source	FY1		FY 2		FY 3		FY 4		FY 5		TOTAL
				FY 1	FY 2	FY 3	FY 4	FY 5					All sources	Target	Cost, US\$	Target	Cost, US\$	Target	Cost, US\$	Target	Cost, US\$	Target	
		IO1	IOI1						I1	OI 1	I1												
											I2												
									I2	OI 2	I3												
			IOI2																				
			IOI3																				

ANNEX 12: Human Rights Based Approach Principles

Participation	<p>Planners should consider interventions that are aimed at strengthening capacity of:</p> <p>Right holders especially vulnerable persons including through provision of information, access to services and enhancement of skills for example PWDs within all interventions are able to access information</p> <p>Right holders especially vulnerable persons are involved in data collection including through provision of information and enhancing skills in use of this data.</p> <p>Responsible actors at the policy, legal and institutional level including through provision of financial and human resource and strengthening a commitment to implement interventions to address the identified human rights issues.</p>
Accountability	Identify responsible actors at the central and local government levels who are responsible for interventions encompassing the obligation to respect, protect and fulfil rights under the programme areas.
Non-Discrimination	<p>Planners should consider the following interventions:</p> <p>Interventions that prohibit discrimination of vulnerable groups such as women, children, the elderly and PWDs among others.</p> <p>Interventions that address discrimination and quality such as thematic sensitization</p>
Empowerment	<p>Planners should identify interventions that reflect the principle of empowerment under the programme area such as sensitization measures</p> <p>Focus should be placed on interventions that strengthen the capabilities of vulnerable persons and local communities in the development process including through provision of information, access to services, access to data and enhancement of skills.</p>
Legal Framework	Planners should identify the content of the specific human right in the specific legal and policy framework and integrate it in their plans



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