THE REPUBLIC OF UGANDA

Uganda Vision 2040

THE CERTIFICATE OF COMPLIANCE FOR THE FY2020/21 ANNUAL BUDGET TO NDPIII

ASSESSMENT REPORT

ISSUED BY

The National Planning Authority

(Made under the Section 13 (7) of Public Finance Management Act, 2015)

1st April 2021

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AB	Annual Budget
ADB	African Development Bank
AIA	Appropriation In Aid
ANC	Anti-Natal Care
ART	Anti-retroviral Therapy
ARVs	Anti-retro viral
AWP	Annual Work Plan
AWP&B	Annual Work Plan and Budget
BFP	Budget Framework Paper
BIRDC	Banana Industrial Research and Development Centre
Bn	Billion
BoU	Banks of Uganda
BTTB	Background to the Budget
BTVET	Business, Technical and Vocational Education Training
CAA	Civil Aviation Authority
CDIs	Community Development Initiatives
CDM	Clean Development Mechanism
CDO	Cotton Development Organization
CFR	Charter for Fiscal Responsibility
CM	Common Market
CMMC	Community Development and Mindset Change
CNDPF	Comprehensive National Development Planning Framework
CoC	Certificate of compliance
COMESA	Common Market for Easter and Southern Africa
CSO	Civil Society Organization
DCIC	Directorate of Immigration Control
DDA	Diary Development Authority
DEI	Directorate of Ethics and Integrity
DGAL	Directorate of Government Analytical Laboratory
DPP	Directorate of Public Prosecution

DPT 3	diphtheria-pertussis-tetanus
DRMS	Domestic Revenue Mobilisation Strategy
DSC	District Service Commissions
DT	Digital Transformation
DUCAR	District Urban Community Access Roads
EAC	East African Community
EACAA	East African Civil Aviation Academy
EACOP	East African Crude Oil Pipeline
ECD	Early Childhood Development
EMTCT	Elimination of Mother to Child Transmission
ENR	Environment and Natural Resources
EOC	Equal Opportunities Commission
ERA	Electricity Regulatory authority
ESC	Education Service Commission
ESO	External Security Organization
FALP	Functional Adult Literacy Programme
FDI	Foreign Direct Investments
FIA	Financial Intelligence Authority
FID	Final Investment Decision
FIEFOC	Farm Income Enhancement and Forest Conservation
FY	Financial Year
GDP	Gross Domestic Product
GIMAC	Growing Inclusive Markets for Agricultural Commodities
GKMA	Grate Kampala Metropolitan Area
GoU	Government of Uganda
HC	Health Centre
HCD	Human Capital Development
HDPE	High-Density Polyethylene
HEI	Higher Education Institutions
HIV/AIDS	Human Immune Virus / Acquired Immune Deficiency Syndrome
HLG	Higher Local Government
HPP	Hydro Power Plant

HPV	Human Papilloma Virus
HSC	Health Service Commission
ICT	Information Communication Technology
IDA	International Development Agency
IG	Inspectorate of Government
IGG	Inspector General of Government
ISO	Internal Security Organization
ISP	Internet Service Provider
IT	Information Technology
JLOS	Justice Law and Order Sector
JSC	Judicial Service Commission
KCCA	Kampala City Council Authority
KMC	Kiira Motors Corporation
LAVMIS	Land Valuation Management Information System
LDC	Law Development centre
LDC	Law Development Centre
LDPE	Low-Density Polyethylene
LED	Local Economic Development
LG	Local Government
LGFC	Local Government Finance Commission
LLINs	Long Lasting Insecticide-treated Nets
LMIS	Labour Market Information System
LPG	Liquefied Petroleum Gas
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MATIP	Markets & Agriculture Trade Improvement Project
MC	Municipal Councils
MDA	Ministries Departments and Agencies
MEACA	Ministry of East African Community Affairs
MEMD	Ministry of Energy and Mineral Development
MGLSD	Ministry of Gender Labour and Social Development
MHC	Mulago Hospital Complex
MLUHD	Ministry of Lands Housing and Urban Development

MoDVA	Ministry of Defense and Veteran Affairs
MoES	Ministry of Education and Sports
MoFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance Planning and Economic Development
MoH	Ministry of Health
MoIA	Ministry of Internal Affairs
MoICT & NG	Ministry of ICT and National Guidance
MOJCA	Ministry of Justice and Constitutional Affairs
MOLG	Ministry of Local Government
MoPS	Ministry of Public Service
MoSTI	Ministry of Science technology and Innovation
MoTIC	Ministry of Trade Industry and Cooperatives
MOWT	Ministry of Works and Transport
MPS	Ministerial Policy Statement
MSE-PIEP	Micro and Small Enterprise Sector Productivity and Investment Enhancement Program
MSMEs	Micro, Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
MTWA	Ministry of Tourism, Wildlife and Antiquities
MWE	Ministry of Water and Environment
NAADS	National Agriculture Advisory Services
NAGRC&DB	National Animal Genetic Resources Centre and Data Bank
NARL	National Agriculture research Laboratories
NARO	National Agricultural Research Organization
NBFP	National Budget Framework Paper
NBI	National Backbone Infrastructure
NCDC	National Curriculum Development Centre
NCDs	Non-Communicable Diseases
NCHE	National Council for Higher Education
NDC	National Defense College
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forestry Authority

NGO	Non-Governmental Organization
NHCC	National Housing and Construction Corporation
NIRA	National Identification and Registration Authority
NITA-U	National Information Technology Authority-Uganda
NMS	National Medical Stores
NOSP	National Oil Seed Project
NPA	National Planning Authority
NRH	National Referral Hospital
NSSF	National Social Security Fund
NTR	Non-Tax Revenue
NUSAF	Northern Uganda Social Action Fund
OP	Office of the President
OPM	Office of the Prime Minister
PAU	Petroleum Authority Uganda
PCR	Polymerase Chain Reaction
PDMF	Public Debt Management Framework
PEP	post-exposure prophylaxis
PET	Polyethylene terephthalate
PFMA	Public Finance Management Act
PIP	Public Investment Plans
PLE	Primary Leaving Examinations
PNSD	Plan for National Statistical Development
PP	Polypropylene
PPDA	Public Procurement and Disposal of Public Assets Authority
PrEP	pre-exposure prophylaxis
PSC	Public Service Commission
PSM	Public Sector Management
PTC	Primary Teachers Colleges
PWDs	People with Disabilities
R&D	Research and Development
REA	Rural Electrification Agency
RRH	Regional Referral Hospital

SACCOs	Savings and Credit Cooperative Society
SAGDEMVA	Supporting Agribusiness Growth and Development through Enhanced Marketing systems and Value Addition
SAGE	Social Assistance Grants for Empowerment
SCORE	Sustainable Comprehensive Responses
SDG	Sustainable Development Goals
SDP	Sector Development Plans
SGR	Standard gauge Rail
SIMPRS	Security Interest in Movable Property Registry System
SPIMP	Strategic Public Service Institutional Performance Management Project
SRH	Sexual Reproductive Health
STEI	Science Technology and Innovation
STEM	Science Technology Engineering and Mathematics
TB	Tuberculosis
TVET	Technical Vocational Education and Training
UBOS	Uganda Bureau of Statistics
UBTS	Uganda Blood Transfusion Services
UCAA	Uganda Civil Aviation Authority
UCC	Uganda Communications Commission
UCDA	Uganda Coffee Development Authority
UCI	Uganda Cancer Institute
UDB	Uganda Development Banks
UDC	Uganda Development Cooperation
UEDCL	Uganda Electricity Distribution Company Limited
UEGCL	Uganda Electricity Generation Company Limited
UEPB	Uganda Export Promotions Board
UETCL	Uganda Electricity Transmission Company limited
UGX	Uganda Currency
UHI	Uganda Heart Institute
UHRC	Uganda Human Rights Commission
UHTTI	Uganda Hotel and Tourism Training Institute
UIA	Uganda Investment Authority

UICT	Uganda Institute of Information and Communications Technology
UIRI	Uganda Industrial Research Institute
ULC	Uganda Land Commission
ULRC	Uganda Law Reform Commission
UMI	Uganda Management Institute
UNBS	Uganda National Bureau of Standards
UNDP	United Nations Development Programme
UNEB	Uganda National Examinations Board
UNMA	Uganda National Meteorological Authority
UNMHCP	Uganda National Minimum Health Care Package
UNRA	Uganda National Roads Authority
UPDF	Uganda Peoples Defense Forces
UPE	Universal Primary Education
UPF	Uganda Police Force
UPS	Uganda Prisons Service
URA	Uganda Revenue Authority
URC	Uganda Railways Corporation
URF	Uganda Road Fund
URSB	Uganda Registrar Services Bureau
USD	United States Dollars
USE	Universal Secondary Education
USMID	Uganda Support to Municipal Development Project
USMID-AF	Uganda Support to Municipal Development Additional Funding
UTB	Uganda Tourism Board
UTL	Uganda Telecommunications Limited
UWA	Uganda Wildlife
UWEC	Uganda Wildlife Education Centre
UWEP	Uganda Women Entrepreneurship Programme
UWHRA	Uganda Warehouse Receipt System Authority
UWRTI	Uganda Wildlife Research and Training Institute
VHT	Village Health Team
WASH	Safe Water, Sanitation and Hygiene

WTO	World Trade Organization
YLP	Youth Livelihood Programme

THE REPUBLIC OF UGANDA

Uganda Vision 2040

CERTIFICATE OF COMPLIANCE OF THE ANNUAL BUDGET FY2020/21

(Made under the Section 13 (7) of Public Finance Management Act, 2015)

1. This is to certify that the FY2020/21 budget has been assessed in relation to the Third National Development Plan (NDPIII) 2020/21-2024/25 as required under section 13(6) and 13(7) of the Public Finance Management Act, 2015 (PFM Act, 2015).

1.0 INTRODUCTION

1.1 Background

2. The issuance of the Certificate of Compliance (CoC) is a requirement as provided for by the Public Finance and Management Act (PFMA) 2015, Section 13 (6) and 13 (7). The CoC is aimed at entrenching the implementation of National Development Plans (NDPs) by the National Budget. In particular, the Sections 9 (3) and 13 (6) require that the National Budget Framework Paper (NBFP) and Annual Budget (AB), respectively be aligned to the NDPs. Section 13 (6) requires that the Annual Budget (AB) shall be consistent with the NDP, the Charter of Fiscal Responsibility (CFR) and the NBFP.

3. The FY2020/21 assessment was undertaken within the context of the transition of the planning and budgeting processes from the sector to the programmatic approach, as well as the recovery of the economy from the economic slow-down caused by the Covid-19 pandemic. Therefore, the focus this year should not be so much about the compliance score but rather the commitment and steps taken by Government to fully align budgeting processes to the programmatic approach and rebound the economy.

1.2 Objective of the Certificate of Compliance

4. The overall objective of the Certificate of compliance is to ensure that development planning and budgeting frameworks are aligned for achieving the Uganda Vision 2040, through the NDPs.

2.0 ASSESSMENT AND FINDINGS

2.1 Assessment

5. To prepare the certificate of compliance, the National Planning Authority (NPA) developed an assessment framework that was used to measure compliance of the AB. In line with the legal requirement, the certificate of compliance has been assessed on the basis of consistence of the AB and NBFP with the NDP. The assessment framework uses NDPIII as

a benchmark against which budgeting instruments and outcomes should be consistent. The framework covers five NDPIII broad levels of assessment that include: the Macroeconomic level; the National Strategic Direction level; the Programmes level; the MDAs and Local Governments.

6. The Annual Budget is ranked "satisfactory" if the score is between 80% -100%; "moderately satisfactory" if the score is between 60% - 79%; and "unsatisfactory" if the score is less than 60%.

2.2 Key Findings

7. **Overall, the FY2020/21 AB is 54.8 percent[1] aligned to the NDPIII, compared to the benchmark of 70 percent.** This performance is attributed to non-attainment of macroeconomic targets, weak planning, budgeting and implementation of core projects at the national level, weak budgeting for programme results at the Programme, MDA and LG levels. Table 1 illustrates the weighted scores of the different levels of assessment for the AB of FY 2020/21.

Table 1: Summary Weighted Compliance Scores for AB FY2021/22

No.	Level of assessment	Weighted Score	Classification
1.	Macroeconomic Compliance	59.1	Unsatisfactory
2.	National Strategic Direction	61.0	Moderately Satisfactory
3.	Programmes	48.9	Unsatisfactory
4.	MDAs	60.8	Moderately Satisfactory
5.	Local Governments	51.5	Unsatisfactory
	Overall Score (Weighted)	**54.8**	**Unsatisfactory**

2.2.1 Macroeconomic Level

8. **At the Macroeconomic level, the FY2020/21 AB is 59.1 percent aligned to the NDPIII.** This performance is attributed to the adverse effects of the Covid-19 pandemic on the economy that were more severe than had been anticipated. Despite the monetary and fiscal policy stimuli, some macroeconomic results remained below target. For example, growth outturn was 3.1 percent compared to post covid-19 revised target of 4.5 percent and non-tax revenue outturn is 0.8 percent of GDP below the 1.03percent target, among others.

9. The detailed assessment findings are presented below:

   i) **While the AB's traditional macroeconomic policy objectives of price stability, domestic revenue mobilisation, and sustainable debt management are aligned to the NDPIII, the AB is not aligned to other critical macroeconomic objectives of increasing the stock of jobs and reducing poverty.** The AB does not have targets for; number of jobs to be created and poverty reduction resulting from the planned expenditure. To entrench relevant, consistent and coherent macroeconomic policies, the AB should provide employment, and poverty reduction targets that NDPIII set out as a way of translating plans and budgets into tangible development outcomes.

   ii) **The projected real GDP growth outturn for FY2020/21 at 3.1percent lower than the planned 4.5percent target and not aligned.** Despite the downward revision of the NDPIII real GDP growth targets as a result of the COVID-19 shock, and the subsequent monetary and fiscal policy stimuli, the economy has not recovered to the expected level. This is likely to delay the attainment of the middle-income status that is expected by FY2022/23. The persistence of the COVID-19 effects is likely to culminate into low output expansion and increased vulnerability to poverty by poor households. There is therefore need to avail more resources to the productive activities while cutting down and or postponing projects and programs that do not support recovery. It is therefore prudent, that the AB allocates resources targeting the vulnerability-reducing interventions in agriculture and service especially for the informal sector.

iii) **Tax revenue is compliant at 100percent despite the reported tax revenue shortfalls across a number of tax heads as a result of COVID-19 disruption of economic activities. Nonetheless, non-tax revenue and grants are not.** The proportion of tax revenue to GDP in the region of 12-13percent needs to be scaled up gradually. In implementing the Domestic Revenue Mobilisation Strategy (DRMS) in face of COVID-19 pandemic, strengthening tax administration instead of introducing new forms of taxes should be the main focus. This can be done through integrating pertinent databases such as the land registry, motor vehicle registration, NSSF, company registry, licensing bodies, utilities payments, and the national ID registry as a way of improving on the accuracy of information on the tax payers. This should go hand in hand with empowering URA to access relevant third-party data from other Agencies. Intensifying the use of electronic payment methods and empowering URA to tax all these transactions are viable options to employ in increasing local tax revenue collections.

iv) **The total public debt stock is compliant at 85 percent although it continues to increase at an increasing rate.** As at the end of December 2020, the nominal value of debt to GDP had risen to 47.2percent while in present value terms it was 41.1percent. This is within the 50percent debt sustainable threshold although the country is edging closer to the limits of the EAC convergence criteria. Going forward, to address the vulnerabilities to debt distress, Government needs to accelerate the pace of economic growth, exports growth and reduce on the contraction of short-term external and domestic commercial debt. Furthermore, government should put more effort towards identifying alternative innovative sources of financing as well as increase domestic revenue.

v) **The rising interest payment in the AB although compliant at 66 percent, is a source of concern in terms of shrinking the fiscal space.** The accumulation of short term commercial domestic debt and the growing ratio of interest payment to revenue signals higher debt servicing burden that is likely to reduce Government's discretionary expenditure. The interest payment to revenue outturn in the AB is projected at 21percent which is in complete alignment with the Plan. However, this value is above the 15percent threshold of the Public Debt Management Framework (PDMF) for the Government of Uganda. Addressing tax administration inefficiencies as well as minimizing domestic borrowing could help reduce the growing debt servicing burden.

vi) **The non-alignment of budget allocations to the NDPIII expenditure framework causes allocative inefficiencies that distort the implementation of the Plan and the attainment of desired results**. For example, the programmes of: governance and security, human capital development; Integrated transport infrastructure and services received more resources than planned while programmes of digital transformation, manufacturing, innovation, technology development and transfer, among others were allocated less. Going forward, the transition to a full programme-based planning and budgeting by reconfiguring the budgeting systems needs to be expedited.

vii) **While the FY2020/21, budget was meant to respond to COVID-19 challenges and provide some economic stimuli, the programmes that were allocated the highest resources turned out not to be drivers of economic recovery save for Agro-industrialisation.** The Programmes of Manufacturing, digital transformation, community mobilization, innovation, technology development and transfer were allocated lower budgetary shares than planned. In order for the economy to revert to the pre-COVID growth trajectory it would be prudent that resources are voted to productive sectors.

viii) **The current account deficit is not aligned to the NDPIII. The AB outturn of 5.6percent is less than the 9.6percent NDPIII target.** This implies a slowdown in investment and inflow of grants following the covid-19 global shock. Going forward, there is need to increase inflows to support investment in Uganda in order to shield the country against external shocks.

ix) **The AB private sector credit to GDP target is aligned to the NDPIII. However, the 12.1percent outturn is still low to support private investment.** Given the importance of private sector credit in the recovery process in the post COVID-19 era, Government efforts are needed to scale up the stock of private sector credit. One way in which Government can support the growth of the private sector credit is to reduce its domestic borrowing. Currently, Government domestic debt to private sector credit stands at 105% which is above the Public Debt Management Framework threshold of 75percent, therefore suffocating private sector borrowing.

2.2.2 NDPIII National Strategic Level

10. **At the National Strategic level, the FY2020/21 AB is 61 percent aligned to the NDPIII.** Whereas the goals and objectives of the AB are in line with the NDPIII, there are still challenges with the implementation of Core Projects. Out of the sixty-eight (68) core projects, nine (9) are under implementation and on schedule, nine (9) are ready for implementation but are awaiting financing, one (1) is under procurement stage, thirteen (13) are under implementation but behind schedule, fifteen (15) are undergoing feasibility studies, one (1) is undergoing pre-feasibility study while twenty (20) are still project ideas.

11. The other areas of non-alignment at this level are:

x) **There was no budget commitment on the extension of the National Backbone Infrastructure (NBI), national Post Code & addressing system and capitalization & sorting out the ownership of Uganda Telecom which are critical NDPIII strategies for increasing ICT penetration.** While the FY2020/21 AB provided for resources to support establishment of ICT incubation centres and investment in ICT services, there was no resource allocation for National ICT Infrastructure and extension of the NBI and extension of the broadband.

xi) **Whereas the AB strategy prioritizes interventions for ensuring decent living standards like access to electricity, Safe Water, Sanitation and Hygiene (WASH), it lacks a clear focus on addressing the huge deficit of decent housing.** The plan identifies the need for redevelopment of Slums and Informal Settlements as well as the provision of High-density affordable housing. The AB lacks a focus on identifying sustainable financing for housing including capitalisation of Housing Finance Bank to provide affordable mortgage and revisiting the mandate of National Housing and Construction Company (NHCC) to support housing development for all.

xii) **The AB continues to allocate inadequate finances for development of physical plans for new cities.** The allocation made towards development of physical plans for the approved cities, including the district and lower local governments is still inadequate to facilitate healthy growth of the urban centres.

xiii) **Whereas the AB prioritises preventive health interventions, there is no commitment towards financing NDPIII priority interventions for non-communicable diseases.** In particular, no resources were allocated for establishing centres of excellence in provision of oncology, cardiovascular and trauma services at both national and regional levels.

2.2.3 The Programme level

12. **At the Programmes level, the FY2020/21 AB is 48.9 percent aligned to the NDPIII.** This performance is attributed to: weak budgeting for programme results; significant amount of off-budget financing was directed towards non-NDPIII interventions; programme budget shares fall short of the NDPIII allocations due to differences in conceptualisation of programme value chains; and weak planning, budgeting and implementation of projects across all programmes.

13. The detailed assessment findings are:

i) **The Programme budget shares fall short of the NDPIII allocations due to variances in conceptualisation of programme value chains by the AB.** The non-alignment of budget allocations to the NDPIII expenditure framework causes allocative inefficiencies that distort the implementation of the Plan and the attainment of desired results. For example, whereas the NDPIII Tourism and Petroleum value chains allocate resources for tourism and oil roads under the Tourism development and Petroleum Development programmes respectively, the AB allocates all these resources under the integrated transport infrastructure and services programme. Also, some programmes like governance and security have continued to receive resources way above the NDPIII projections. This is mainly due to slow transition to the programme approach to planning, budgeting and implementation.

ii) **There is weak programme coordination due to lack of dedicated resources to operationalise programme secretariats to enable delivery of results.** The AB did not provide resources for institutional coordination across programmes. This will affect efficiency of the programmes and the technical working groups, and re-tooling activities of the programmes. Whereas, Programmes like Development Plan Implementation and Private Sector Development have dedicated resources and functional secretariats, the other programmes are yet to operationalise their secretariats.

iii) **Despite the continuous recommendations to mainstream off-budget financing, a significant amount of this off-budget financing in FY2020/21 was directed towards non-NDPIII interventions.** Whereas programme agencies access off budget support to deliver the results, the budget does not explicitly indicate these resources given their impact on attainment of NDPIII results. For example, the FY2019/20 compliance assessment identified that of all the financing to health sector, 55 percent was off-budget. In FY2020/21, this trend is likely to have worsened due to Covid-19 pandemic.

iv) **Development results of Public Corporations and State-Owned Enterprises are not mainstreamed in the AB.** The annual budget does not comprehensively articulate the contribution of these institutions to the overall national results.

2.2.4 The MDA level

14. **At MDA level, the FY2020/21 AB is 60.8 percent aligned to the NDPIII.** This is due of weak budgeting for results, weak planning, budgeting and implementation of projects and significant amount of off-budget financing was directed towards non-NDPIII interventions.

15. The other areas of non-alignment at this level are:

    i) **MDA programme allocations fall short of the NDPIII allocations.** Whereas the NDPIII provides MDA specific allocation across all programmes, majority of MDAs are still budgeting within sectors and along outputs instead of results. This is largely attributed to the gradual transition towards programme-based planning.

    ii) **Off-budget allocation to the MDAs is not well articulated in the AB.** Whereas MDAs access off budget support to deliver the results, the budget does not explicitly provide these resources given their impact on attainment of NDPIII results.

2.2.5 The Local Government Level

16. **At Local Government level, the FY2020/21 AB is 51.5 percent aligned to the NDPIII.** This performance is attributed to: weak alignment of annual workplans and budgets to programmes; a total of 42 local governments do not have development plans; and inadequate allocation to local governments at 13.7 percent compared to the NDPIII target of 30 percent. Additionally, Local governments over budgeted for locally raised revenue and donor funding which affected the outturn at 33.3 percent and 16.2 percent, respectively.

17. The other areas of non-alignment at this level are:

    i) **There are several LGs without development plans.** For instance, only 19 out of the 32 municipalities, 4 out of the 9 cities and 18 out of the 135 districts have development plans.

    ii) **There are varying levels of alignment of LG Annual Work Plans and Budgets (AWP&B) to NDPIII programmes.** The most prioritised programmes local governments are: Development Plan Implementation (74.7 percent); Regional Development Programme (73.0 percent) and Natural Resources, Environment, Climate change, Land and Water Management (69.5 percent). The least prioritized programmes are: Innovation, Technology Development and Transfer (25.3 percent); Sustainable energy development (5.8 percent); Sustainable Development of Petroleum Resources (3.2 percent); while Mineral Development has not been prioritized at all (0.0 percent).

    iii) **Financing of local governments continues to be below NDPIII targets.** For instance, in the first half of the financial year, government released only 43.2 percent of the budgetary allocations to LGs and local revenue performed at only 33.3 percent while donor funding outturn was 16.2 percent. The inadequate release of resources directly affects the LGs' ability to deliver on the NDPIII planned results.

2.2.3. SDGs Alignment

18. **The 2020/21 budget is 65 percent compliant to the SDGs.** This is a slight increment from the previous FY2019/20 budget which had 63 percent alignment. The budget scored highly in goals;6,7,9,13, and 17 owing to substantial allocation of resources towards the areas of; water and sanitation, infrastructure development, access to energy and strengthening the

means of implementation. On the other hand, low performance was found in goals 5, 10, 12, 13 and 15 scoring 60 percent and below. The budget is weak in the following specific areas: (i) SDG 5; the budget has low alignment for interventions on empowering all women and girls. This is due to, lack of focus on interventions that recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as; (ii) SDG 8, the budget had limited attempts to improve resource efficiency in consumption and production and endeavouring to decouple economic growth from environmental degradation; and (iii) SDG 11, the budget had no clear strategies on promoting and enforcing the use of pollution mitigating technologies in industrial parks and developing green belts and leisure parks; iv) SDG 12, there was no evidence on the development and implementation of a 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns. Furthermore, little attention is put to implement the National Solid Waste Management Policy; and (v) SDG 14, the budget had limited support to strategies aimed at conserving fisheries resource, as well as development of research capacity and marine technology transfer.

2.2.4. East African Community Protocols Alignment

19. **The AB for FY2021/22 is moderately satisfactory at 61.5 percent compliance to the East Africa Community commitments.** This assessment was based on the National Policy on EAC Integration which provides for mainstreaming indicators to be used to measure progress.

2.2.5. Climate Change and Environment Alignment

20. The **AB for FY2021/22 is unsatisfactory at 50 percent compliance to climate change response and environmental sustainability.** Although programmes that are highly vulnerable to climate change and environmental degradation earmarked some financial resources in their budgets, the level of ambition in terms of targets and financial allocation is inadequate to contain the climate change effects and reverse environmental degradation. Specifically, programme budgets that appropriated resources to climate change and environmental sustainability include: agro-industrialization; sustainable energy development; integrated transport infrastructure and services; natural resources, environment, climate change, water and land management; manufacturing; human capital development; sustainable urbanization development and tourism development.

21. **Relatedly, there are variations between climate change indicators and targets in the budget documents and those in the NDPIII with the former being under targeted and budgeted.** Some programmes limit climate change response to awareness creation without other tangible interventions. There are more climate change mitigation options compared to adaptation and certain budget documents leave out climate change in their prioritized cross cutting issues.

2.2.6. Recommendations

22. In view of the above compliance assessment findings, we recommend the following:

i) **Increase resource allocation to productive areas in order for the economy to revert to the pre-COVID growth trajectory.** In this regard, innovation, technology development and transfer, manufacturing, agro-industrialisation and digital transformation should be prioritised.

ii) **Strengthen tax administration by integrating pertinent databases** such as the land registry, motor vehicle registration, company registry, licencing bodies, utilities payment and the national ID registry for increased domestic revenue mobilisation. This should go hand in hand with empowering URA to access relevant third-party data and data from other agencies.

iii) **Expedite the transition to a full programme-based planning and budgeting through reconfiguring the budgeting systems and strengthen the required capacity at all levels.** There is need for continuous review of the budgeting instruments and description of AB programmes to reflect the NDPIII programmes by the third year of Plan. The budget allocation for the programmes should follow the whole programme value chain.

iv) Strengthen programme coordination by providing dedicated resources to operationalise programme secretariats to facilitate delivery of results.

v) **Prioritise preparation and fast-track investments for NDPIII core projects.** There is need to finance preparation of core projects through operationalisation of the project preparation fund. Further, government should implement all the Public Investment Management System (PIMS) reforms for efficient and effective project implementation.

vi) **Design and implement a system to capture and integrate all off-budget support into the national planning and budgeting processes.** There is need to mainstream off-budget donor financing into the development budget and develop a tracking system for financing.

vii) **Mainstream all Public Corporations and State Enterprises into the budget system as voted resources.** These agencies should be required to prepare detailed annual work-plans and budgets in line with their contribution to the achievement of NDPIII Programme results.

viii) In addition to increasing transfers to LGs, there is need to prioritise investments in Local Economic Development to increase capacity for local revenue mobilisation in local governments.

23. The summary of assessment at all levels is attached.

Prof. Pamela Mbabazi
CHAIRPERSON, NATIONAL PLANNING AUTHORITY

SECTION ONE: INTRODUCTION

1.1 Legal Basis

1. **The issuance of the Certificate of Compliance (CoC) is a requirement under the Public Finance and Management Act (PFMA) 2015, Section 13 (7)**. The CoC is aimed at ensuring that the National Budget, comprising the Sector, MDA and Local Government budgets are focused on implementation of the National Development Plans (NDPs). This requirement is expected to guarantee that planning and budgeting frameworks are aligned to achieving Uganda Vision 2040 through the NDPs. In particular, the Section 13 (6) requires that the Budget Framework Paper (BFP) and Annual Budget (AB) should be aligned to the NDPs.

2. **The PFMA, 2015 Section 13(6) requires that the AB shall be consistent with the NDP, the Charter of Fiscal Responsibility (CFR) and the Budget Framework Paper (BFP).** To implement Section 13 (6) of PFMA, Section 13(7) requires a CoC for the AB of the previous financial year to accompany the AB for next financial year issued by the National Planning Authority (NPA).

3. **Overall, the PFMA 2015 provisions on the CoC strengthens implementation of national priorities as identified in the national planning frameworks – Uganda Vision 2040, NDPs, Sector and MDA strategic plans and local government plans.** Therefore, the PFMA, 2015, seeks to align the budgeting process to the planning process and to ensure that the national budget implements agreed priorities and programs/projects.

1.2 The Planning and Budgeting Processes

1.2.1 The Planning Process

4. In 2007, the Government of Uganda (GoU) approved the 30-year National Vision to be implemented through: Three (3) 10-year plans; six (6) 5-year NDPs; Sector Development Plans (SDPs); Local Government Development Plans (LGDPs); Annual Work Plans (AWPs) and budgets. This, together with the detailed bottom-up and top-down development planning processes, constitute the Comprehensive National Development Planning Framework (CNDPF) that defines the planning process in Uganda.

5. **As part of the National Vision, Government of Uganda approved the Vision Statement of "A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years**". To operationalize this statement Government formulated the Uganda Vision 2040 that provides the overall strategies and priorities for transforming Uganda into a competitive upper middle income within 30 years. Uganda Vision 2040 also outlines the 5-year target milestones to be achieved over the 30-year period. To this end, three 5-year NDPs have since been developed to operationalize the Vision 2040. Besides providing the 5-year strategic direction and priorities, the NDPs provide annualized macroeconomic targets, including the real Sector and fiscal expenditure and monetary targets, which are critical for the budgeting processes.

1.2.2 The Budgeting Process

6. **The budget process is a cycle that runs through the entire financial year (table 1.1)**. This process is participatory. It begins with the review and update of the Medium-Term Expenditure Framework (MTEF), and a country Portfolio Performance Review between July and August each year. This is followed by first national Budget consultative workshop that takes place between September and November, the zonal local government Budget consultative workshops and the Programme review meetings. Subsequently, all Programme Working Groups and Local governments begin the preparing Budget Framework Papers (BFPs) and Ministerial Policy Statements, which lead to the formulation of the draft NBFP. Once Cabinet approves the draft NBFP, it is presented to all stakeholders at the Public Expenditure Review Meeting. Each Accounting Officer mandated to prepare and submit a Budget Framework Paper by 15th November. The Final National BFP is then submitted to Parliament by 31st December.

7. **Parliament reviews and approves the BFP by the 1st of February, of each year.** The Ministers and Chief Executives responsible for votes submit to Parliament, by the 15th of March, the policy statements outlining performance of their MDAs to be used as a basis for discussions that inform the Parliamentary budget appropriations.

8. **According to the PFMA 2015, the Minister on behalf of the President, presents the proposed annual budget of a financial year to Parliament, by the 1st of April of the preceding financial year**. This is then followed by the development of the Background to the Budget and the detailed development of budget estimates for each Ministry and institution. The Ministry of Finance, in close consultation with the Parliamentary Committee on Budget, then formulates the draft estimates of revenue and expenditure and starts preparation of the Budget Speech, which must be presented, to Parliament by the 15th day of June of each year.

9. **Parliament approves the annual budget by the 31st of May of each year.** The annual budget is effective from the 1st of July of each year and it is expected to be consistent with the national development plan, the charter of fiscal responsibility and the budget framework paper.

10. In light of this budget process, the PFMA, 2015, seeks to align the budget process to the planning process and ensure that the budgets' main goal is to facilitate and support implementation of national plans.

Table 0-1 The Budgeting Process

No.	Key Process	Timelines
1.	Review and update of the Medium-Term Expenditure Framework (MTEF), and a country Portfolio Performance Review	July – August
2.	First Budget consultative workshop	October – November
3.	Programme Working Groups and Local governments begin preparation of BFPs and Ministerial Consultations	November
4.	Presentation of draft National BFP to Cabinet	November
5.	Public Expenditure Review Meeting	November

No.	Key Process	Timelines
6.	MDAs submit BFPs	15th November
7.	Submission of Final National BFP	31st December
8.	Parliament reviews and approves the BFP	1st February
9.	MDAs submit Policy Statements	15th March
10.	Presentation of the Annual Budget and Certificate of Compliance to Parliament	1st April
11.	Approval of the annual budget by Parliament	31st May
12.	Presentation of the Budget Speech to Parliament	By 15th June
13.	Budget execution	Effective 1st July

1.3 Use of the CoC in Budget and Plan Implementation Oversight

11. The CoC serves the following purpose:

i) The CoC of the Annual Budget of the previous year is required to be submitted to the Parliament of Uganda to support execution of oversight functions, particularly regarding budget appropriation. The CoC report provides insight into the extent of alignment of the BFPs and ABs to the NDPs, instruments through whose implementation the Uganda Vision 2040 is to be realized. In particular, FY2020/21 CoC provides information to guide Parliament in the appropriation of the FY2021/22 budget.

ii) The CoC is also intended to inform Cabinet decision making and the review of implementation of budgets and Plans during Cabinet retreats and policy formulation meetings. Other oversight users of the CoC include the Office of the Auditor General and Non-State Actors, that may use the findings and recommendations to inform their oversight activities.

iii) MDAs and local governments use the CoC recommendations to improve performance towards achievement of the NDP and Vision 2040 goals and targets. Overall, the CoC scores may serve as a key guide for corrective performance measures and reprimand for recurring planning and budgeting weaknesses.

iv) The international community should use the CoC to gauge Uganda's commitment to achieving the international agenda that is delivered through Budget interventions and allocations. This framework integrates alignment of the Budget on different international agenda and cross cutting issues, including SDGs, Climate Change, Human Rights, ICT and HIV/AIDS. However, these will be further developed to support comprehensive reporting on the agendas in the forthcoming CoCs under the third NDP.

v) To the general public, the CoC helps to inform them about the transparency, consistency and effectiveness of planning and budgeting processes in the country and whether the budgets are compliant to the agreed NDP priorities. It further sets a milestone in Uganda's Budgeting process and transparency that is regarded as best practice in level of transparency and information provided.

1.4 Organization of the Report

12. The report is presented in five sections. In particular, the introduction provides information on the legal basis for producing the Budget Certificate of Compliance (CoC), some contextual highlights of the budgeting and planning processes and an outline of the technical uses of this report.

13. The second section presents the detailed assessment framework for the FY2020/21 CoC, which comprises the methodology and data sources. The detailed methodologies, approaches and scoring criteria for the five (5) levels of the assessment (Macroeconomic level, National level, Programme level; MDA level and Local Government level) are illustrated in this section.

14. The third section of the report presents the results of the assessment for consistency of the FY2020/21 Annual Budget to the NDPIII obtained using the methodologies given in section two above. This section is presented in four sub-sections; Macro level assessment results, results of the National level assessment, Programme level assessment, MDA level assessment, and Local Government level assessment. Each of the sub-sections provides an overview of the results of the respective sub-sections covering two core areas; the Public Investment Plan (PIP) implementation progress and budgeting processes (alignment of the NBFP and Annual Budgets) to the NDPIII.

15. The fourth section of the report presents the assessment of crosscutting issues, Sustainable Development Goals (SDGs), East African Community (EAC) Protocols, Digitalisation of Government, Climate Change, the demographic dividend and human Rights.

16. The fifth section of the report provides an overview of the FY2021/22 Annual Budget alignment to NDPIII. In particular, it assesses the intent and direction of the Budget with regards to the NDPIII. The details of this assessment will however, be in next year's (FY2021/22) CoC. This section is largely to provide Parliament with preliminary results on alignment of the FY2021/22 BFP and MPSs to inform the oversight function in the approval of FY2021/22 budget. Lastly, the final section gives the conclusion and recommendations.

SECTION TWO: METHODOLOGY

2.1 Methodology for Assessment of Annual Budget Compliance

17. The FY2020/21 CoC uses a different methodology compared to that of FY 2019/20 CoC. In this financial year, the assessment breakdowns the sector level assessment into Programme and MDA levels. The overall compliance of the AB to the NDP is derived from a step-wise assessment approach undertaken at five different levels namely: Macroeconomic, National Strategic Direction, Programme, MDA and Local Government (LG) levels. In the first step, the macroeconomic level assesses whether the AB macroeconomic goals are geared towards attainment of NDPIII broad macroeconomic goals. The second step, the national strategic direction level assessment, broadly establishes whether the AB strategic direction is consistent to deliver the NDP broad strategic direction. The third step, the Programme level assessment, establishes whether the AB strategic direction is translated into Programme specific results to deliver the NDP. The MDA level assessment, establishes whether the AB strategic direction is translated into MDA specific results to deliver the NDP. And lastly, the LG level assessment goes another step further to assess whether AB strategic direction is translated into LG results to deliver the NDP. The overall compliance score is a weighted average of these different levels at 10, 10, 30, 25 and 25 percent weights for each level, respectively.

18. At the Macro level, the assessment focuses on whether the AB is consistent with the Charter for Fiscal Responsibility (CFR) on one hand and the NDPIII on the other hand. The CFR is assessed for consistency with NDPIII. As such, the overall compliance score at this level of assessment is a two-step weighted sum of: first step-90 percent for the AB, and; second step-10 percent for CFR. The first step is further divided into two weighted stages at: 30 percent for budgeting and 70 percent for actual budget performance compliance with NDPIII. The actual budget performance carries a higher weight than budgeting since actual implementation counts more to realization of the NDPIII anticipated results. Within the budgeting stage an additional two weighted stage is carried out at: 40 percent for BFP and 60 percent of AB. The AB carries a higher weight than the BFP since the BFP is an indicative estimate that informs the AB and ultimately the AB is the final operational tool that implements the NDP.

19. The assessment of alignment of the AB to the EAC protocols at macroeconomic level considers the monetary convergence criteria. It is a one-step assessment which only focuses on the performance of the annual budget of the current financial year and the next financial year. The scoring is similar to the overall macroeconomic level criteria.

20. The assessment of alignment of the AB to SDGs at macroeconomic level considers all SDG indicators that directly relate to the macroeconomic performance of the economy as planned in the NDPIII. Specifically, they are provided for in SDG 8, 9, 10 and 17. It's is a one-step assessment which only focuses on the performance of the respective SDG indicators as reported in the annual budget. The assessment covers the current and next financial year. The scoring is similar to the overall macroeconomic level criteria.

21. **At the national strategic direction level, compliance is assessed at four broad NDPII areas. These are: the NDPIII Goal; Objectives; Programme Results, and Core projects.** The overall score at this level is a weighted sum of these focus areas with each contributing 15, 15, 30, and 40 percent respectively to the final score. These NDPIII broad focus areas are disaggregated and further broken down to form checklist items that have been drown from the NDPIII Results and reporting framework.

22. **At the Programme level, compliance is assessed at two levels of alignment to NDPIII, namely: i) programme intermediate results and ii) Public Investment Planning (PIP).** For the programme intermediate results, the budgeting instrument assesses whether the budgeting process (BFP and AB) is geared to delivering NDPIII intermediate outcomes. The Public Investment Planning level assesses whether Programme projects in the PIP are consistent with NDPIII PIP and that of the MoFPED. Further, this level assesses whether Programme projects are being implemented as planned through both release and expenditure outturn performance. It also assesses the level of implementation of projects. The overall Programme level compliance score is a weighted sum of 50 percent assigned to the 2 components.

23. **At the MDA level, Compliance is assessed at two levels of alignment to NDPIII, namely: i) MDA results at output level and ii) Public Investment Planning (PIP).** For the MDA results, the budgeting instruments assesses whether the budgeting process (BFP and AB) is geared to delivering NDPIII outputs through the use of corresponding output indicators. The MDA Public Investment Planning level assesses whether MDA projects in the PIP are consistent with NDPIII PIP and that of the MoFPED. Further, this level assesses whether MDA projects are being implemented as planned through both release and expenditure outturn performance. It also assesses the level of implementation of projects. The overall MDA level compliance score is a weighted sum of 50 percent assigned to the 2 components.

24. **At Local Government (LG) level, assessment is done at three levels of alignment to NDPIII. These are: i) LG planning instruments; ii) budgeting instruments; and iii) actual budget performance.** At planning instruments level, LGs are assessed upon whether they have a Local Government Development Plan that is aligned to NDP. Budgeting instruments level, assesses whether the detailed Annual Work Plan and budget is geared to delivering NDPIII anticipated results. The budget performance level assesses whether the releases are according to approved budget estimates. The final score at this level is a weighted sum of 10 percent for planning instruments, 70 percent for LG budgeting process, and 20 percent for release performance.

25. The assessment of the FY2021/22 Annual Budget was based on the NDPIII results framework. It involved assessing whether the BFP prioritized NDPIII higher level and programme level results. In addition, the Ministerial Policy Statements (MPSs) for FY2020/21 were also used to check if the budget prioritized NDPIII programmes interventions.

2.2 Data Sources

26. Data to assess the compliance of the AB to NDPIII was gathered from different sources that included: the NDPIII, NDPIII results and reporting framework, NDPII Public Investment Plan,

National Budget Framework Paper, Background to the Budget, Budget Speech, Annual Budget estimates, three-year MoFPED Public Investment Plan and Semi-Annual Budget Performance Report. Further, MDA and LG specific consultations, interviews and discussions were also carried to understand the issues.

27. At the MDA level, the assessment utilized: NDPIII results and reporting framework, Programme Implementation Action Plans, Development Plan and MDA Strategic plans (FY2020/21-2024/25), MDA BFPs for FY2019/20, FY2020/21 and FY2021/22, MPSs for FY2019/20 and FY2020/21, National Budget Framework Paper (NBFP) for FY2020/21 and FY2021/22, Annual and Semi-Annual budget performance reports, feasibility study reports, NDPIII Public Investment Plans and MoFPED Public Investment Plans. For MDAs that do not have votes, such as public corporations and state enterprises, assessment was based on Strategic Plans, Annual work plans and budget and half year cumulative progress report for FY2020/21.

28. At the Local Government level, the assessment was based on the NDPIII results and reporting framework, Local Government Development Plans (LGDP) and Annual Work plan and Budget for 2020/21.

SECTION THREE: RESULTS OF THE FY2020/21 ASSESSMENT FOR CONSISTENCY OF THE ANNUAL BUDGET TO NDPIII

3. OVERALL BUDGET COMPLIANCE FOR FY2020/21

29. **Overall, the FY2020/21 AB is 54.8 percent aligned to the NDPIII, compared to the benchmark of 70 percent.** This performance is attributed to non-attainment of macroeconomic targets, weak planning, budgeting and implementation of core projects at the national level, weak budgeting for programme results at the Programme, MDA and LG levels. Table 3.1 illustrates the weighted scores of the different levels of assessment for the AB of FY 2020/21.

Table 3. 1: **Summary Weighted Compliance Scores for AB FY2020/21**

No.	Level of assessment	Weighted Score	Classification
1.	Macroeconomic Compliance	59.1	Unsatisfactory
2.	National Strategic Direction	61.0	Moderately Satisfactory
3.	Programmes	48.9	Unsatisfactory
4.	MDAs	60.8	Moderately Satisfactory
5.	Local Governments	51.5	Unsatisfactory
	Overall Score (Weighted)	**54.8**	**Unsatisfactory**

3.1 MACROECONOMIC COMPLIANCE LEVEL ASSESSMENT

30. The overall goal of the NDPIII macroeconomic strategy is to accelerate and sustain inclusive economic growth, while maintaining macroeconomic stability and debt sustainability. To this end, the strategy particularly focuses on: (i) enhancing the impact of public investment on growth; (ii) increasing domestic revenue mobilization effort; (iii) maintaining price stability; (iv) maintaining external balance and (v) building international foreign currency reserves to cushion the economy against external shocks.

31. The macroeconomic level assessment broadly covers two areas: (i) the assessment of the alignment of the Annual Budget (AB) macroeconomic policy objectives to those of the NDPIII macro-economic level objectives; and (ii) assessment of alignment of the AB's macroeconomic targets with those of NDPIII. Hence, the macroeconomic sector accounts assessment involves the examining the alignment of the four blocks of the macro economy, namely the real, fiscal, monetary and external sectors to the NDP III.

3.1.1 Overall Assessment

32. **At the Macroeconomic level, the FY2020/21 AB is 59.1 percent aligned to the NDPIII.** This performance is attributed to the adverse effects of the Covid-19 pandemic on the economy that were more severe than had been anticipated. Despite the monetary and fiscal policy stimuli, some macroeconomic results remained below target. For example, growth outturn was 3.1 percent compared to post covid-19 revised target of 4.5 percent and non-tax revenue outturn is 0.8 percent of GDP below the 1.03percent target, among others.

33. In what follows, the various scores contributing to the overall weighted score of 59.1percent, are disaggregated. The scores have been awarded to (i) the macroeconomic policy objective alignment and (ii) the targets of the four macroeconomic sector accounts of real, fiscal, external and monetary

3.1.2 Macroeconomic policy objectives

34. **The FY2020/21 AB's macroeconomic policy objectives are aligned to the NDPIII macroeconomic policy objectives at a level of 47.6percent, which is unsatisfactory**. The NDPIII macroeconomic objectives majorly focus on: (i) increasing the stock of jobs by an annual average of 512,000; (ii) reducing poverty; (iii) maintaining an appropriate international foreign reserves (4.5 in months of imports of goods and services as per the EAC target); (iv) a ceiling on present value of debt to GDP to less than 50percent; (v) reducing the fiscal deficit to 3percent; (vi) fostering price stability by maintaining core inflation within the target band of 5 percent +/- 3; and (vii) attaining a 0.5percent average annual growth in domestic revenue to GDP. The AB is more focused on the traditional macroeconomic objectives while remaining largely silent on the employment generation and poverty reduction objectives.

35. **While the NBFP and AB are well aligned to the Plan's price stability, domestic revenue mobilisation, and sustainable debt management objectives, they are less focused on increasing the stock of jobs and reducing poverty.** In fact, the NBFP, AB and AB outturns' targets on debt, price stability (inflation) and domestic revenue mobilization are well aligned with those of the Plan. The fiscal deficit targets in the AB significantly deviate from the 3percent policy target of the NDPIII owing to increased demand for COVID-19 mitigation expenditures and the efforts of Government to reinvigorate economic activities through economic stimuli measures. The NBFP and AB, however, present no targets for the overall number of jobs that are expected to be created at the end of FY2020/21, neither do they present the poverty reduction dimension resulting from the planned expenditure patterns. In addition, the changes in the reserves in terms of months of imports is also not reflected in the budget documents. To entrench relevant, consistent and coherent macroeconomic policies, the NBFPs and ABs should provide employment, reserves and poverty reduction targets that NDPIII set out as a way of translating plans and budgets into tangible development outcomes.

3.1.3 Macroeconomic sectors (Accounts)

3.1.3.1 Real Sector

36. **The overall real sector assessment reveals a 72percent alignment in FY2020/21 which is regarded as moderately satisfactory. This is an improvement from the 62percent score of FY2019/20.** This is so because the targets for real GDP growth, real GDP per capita as well as both headline and core inflation in the NBFP and AB are in line with those in NDPIII. At this level of assessment, the NBFP and the AB are aligned with the NDPIII by 94percent and 100percent, respectively. However, the projected AB outturns post slightly lower alignment scores at 86percent level. This is attributed to the differences in the actual performance of the

different components being assessed which include, real GDP growth, per capita GDP and inflation.

37. **The 3.1 percent projected real GDP growth outturn for FY2020/21 is lower than the NDPIII target of 4.5 percent, an indication of non-alignment.** Despite the downward revision of the NDPIII real GDP growth targets as a result of the COVID-19 shock, and the subsequent monetary and fiscal policy stimuli, the economy has not recovered to the expected level. This could be attributed to the severity and persistency of the COVID-19 shock with spillover effects from global demand and global supply chains thereby disrupting domestic production and consumption. The slowdown in recovery also resulted from the slowdown in execution of public projects most especially those that are externally funded. Besides, some of the NDPIII core projects have not yet started and these include: agriculture storage and post-handling infrastructure; establishment of irrigation systems project; capitalization of strategic public corporations such as UTL and UNOC; industrial substations upgrade; the Masaka-Mwanza 220kV; grid extension in north-east, Lira and Buvuma islands, among others. The failure to embark on some projects is due to their postponement as the budget responds to economic recovery and covid-19 mitigation.

38. **The lower GDP growth arising partly due to the lagged effects of COVID-19 is likely to delay the attainment of middle-income status that was projected to be achieved by FY2022/23**. Whereas real GDP per capita targets for the NBFP and AB are aligned with the NDP's, the persistence of the COVID-19 effects are likely to culminate into low output expansion. Furthermore, the non-declining population growth rate that is stuck at 3.03percent coupled with a low output growth may translate into lower real per capita incomes. Additionally, since the COVID-19 shock increased vulnerability of a number of households, the slowdown in growth and high population growth is likely to translate into increased poverty level. It is therefore prudent, that the AB prioritizes resources to target the vulnerability-reducing interventions in agriculture and service delivery especially for the informal sector.

3.1.3.2 Fiscal Sector

39. **At fiscal policy objectives level, the FY2020/21 AB is 40percent aligned, which is unsatisfactory**. While this represents a marginal improvement from the 36.4percent attained in FY2019/20, it is below the 70percent threshold. The four fiscal policy components used in the scoring include: (i) revenue and expenditure objectives; (ii) overall budgetary allocations against the NDPIII Programme allocation targets; (iii) the fiscal balance and its financing and (iv) the public debt.

40. **The tax revenue target of 13.3 percent is 100percent aligned to the NDPIII. This is despite the reported tax revenue shortfalls across a number of tax heads as a result of COVID-19 disruption of economic activities. Nonetheless, non-tax revenue and grants are not compliant.** The NBFP and AB target of tax to GDP ratio of 13.3 percent is aligned to that of NDPIII which is 12.8percent albeit with tax revenue shortfalls. In fact, by the end of December 2020, tax revenue collected amounted to UGX 9,054.9Bn against a target of UGX 10,019.5Bn which indicates that revenue collection performed at 90percent (Ministry of Finance Planning

and Economic Development, 2021) . In implementing the Domestic Revenue Mobilisation Strategy (DRMS) in face of COVID-19 pandemic, strengthening tax administration should be the main focus. This can be achieved through linking pertinent databases such as the land registry, motor vehicle registration, NSSF, company registry, licensing bodies, utilities payments, and the national ID registry as a way of improving on the accuracy of information on the tax payers. This should go hand in hand with empowering URA to access relevant third-party data and data from other agencies. Intensifying the use of electronic payment methods and empowering URA to tax all these transactions is another viable option to employ in increasing tax revenue collections.

41. **Non-tax revenue collections and grants are aligned at 36.6percent.** Despite the NBFP and AB's NTR targets aligning with the NDPIII's, the projected outturn of 0.8percent falls below the NDPIII target and is therefore non-compliant. Similarly, the grants targets in the NBFP, AB and AB outturns are lower than those in NDPIII and hence not compliant. With disruptions in the economic activities in the service sectors especially tourism, hospitality and education, the country has registered NTR collection shortfalls. Besides, some MDAs that collect these revenues are yet to return to the pre-pandemic operational capacity level. The development grants fell below the projections owing to the massive COVID-19 related disruptions in the development partners' countries. This has affected the execution of some projects that are externally funded. To shield the country from the volatilities in revenues shortfalls, there is need to support faster economic recovery so as to generate more domestic resources.

42. **The overall Government expenditure for FY2020/21 in the AB and NBFP is aligned at 86 percent**. The AB expenditure outturn is slightly above the NDPIII target though still within the satisfactory compliance range of 80-100percent. However, there has been a slight increase in the recurrent expenditure budget owing to the implementation of the post COVID-19 economic recovery measures announced by Government key among which include: disbursement of; UGX480.96bn to UDB to provide affordable credit to the private sector, UGX216.5bn released for *Emyooga,* UGX50Bn given to the Microfinance Support Center for other small-scale enterprises, UGX108.9bn released to UDC, and UGX599.9bn allocated for clearing domestic arrears. It would be prudent if all these funds were consolidated into a single fund for on lending to minimize the administrative costs under each and attain efficiency in resource utilization.

43. **The fiscal deficit is aligned at 33.3percent, which is unsatisfactory. Despite working towards meeting the EAC convergence criteria and the charter of fiscal responsibility target of a 3percent fiscal deficit, a double-digit deficit is beckoning**. As at end of December 2020, the fiscal deficit was at 9.7percent and is projected at 10.7percent by June 2021. Financing of the deficit has been largely done through external borrowing and domestic borrowing since grants have been lower than expected. In terms of compliance, external finance is at 33.3percent while net domestic financing is not compliant at all. The growth in the deficit is attributed to the effects of the COVID-19 shock, locusts' invasion response measures and floods that led to expenditure pressure. at Going forward, expenditure rationalization and postponement of some projects that have no bearing on economic recovery should be pursued.

44. **While the total public debt stock is aligned at 85percent, it continues to increase at an increasing rate**. The FY2020/21 NBFP, AB and CFR all aligned their public debt target to the NDPIII target. As at the end of December 2020, the nominal value of debt to GDP had risen to 47.2percent while in present value terms it was 41.1percent. This is within the 50percent debt sustainable threshold although the country is edging closer to the limits. Going forward, Government needs to accelerate the pace of economic growth, exports growth and reduce on the contraction of short-term external and domestic commercial debt if it is to address the vulnerabilities to debt distress. Furthermore, Government should put more effort towards identifying alternative innovative sources of financing as well as increase domestic revenue.

45. **The AB interest payments target is aligned at 66percent.** Nonetheless, the accumulation of short term commercial domestic debt and the growing ratio of interest payment to revenue signals higher debt servicing burden that is likely to reduce Government's discretionary expenditure. The interest payment to revenue AB outturn is projected at 21percent which is in complete alignment with the Plan's. However, this value is above the 15percent threshold of the Public Debt Management Framework (PDMF) for the Government of Uganda. In addition, total domestic debt maturing within one year stood at 42percent as at end of December 2020. This is also above the PDMF threshold of 34.5percent. And as at the end of December 2020, domestic interest payments constituted over 71percent of the total interest payments. Addressing tax administration inefficiencies as well as minimizing domestic borrowing could help reduce the growing debt servicing burden.

46. **The alignment of the AB allocations to the NDPIII Programmes is at 35.5percent, which is unsatisfactory. This is because most of the program budget allocations deviated greatly from the NDPIII program allocations which will in turn have a significant impact on the implementation of the plan.** The Programmes that were allocated resources which are over and above the NDPIII target include: governance and security that was allocated 24.4percent against 15.4percent; human capital development that was allocated 20.3percent against 9.6percent; Integrated transport infrastructure and services that was allocated 16.3percent against 8.5percent among others. The practice of allocating resources which are above the planned targets causes allocative inefficiencies that distort the attainment of desired outcomes. While this has been a persistent challenge, in the event that the AB tools are fully reconfigured to the NDPIII programmes, an improvement in the alignment of AB allocations and with those in NDPIII should be achieved. Going forward, the transition to a full programme-based planning and budgeting through reconfiguring the budgeting systems needs to be pursued with utmost urgency.

47. **In FY2020/21, the key programs supposed to drive economic recovery and counter the negative effects of the COVID-19 pandemic were not allocated adequate resources except the Agro-industrialisation Program.** The Manufacturing, digital transformation, community mobilization, innovation, technology development and transfer Programmes were allocated lower budgetary shares than planned.

3.1.3.3 External Sector

48. **At the external sector level, the FY2020/21 is 51percent aligned and this is below the 70percent benchmark.** This lower level of compliance is attributed to the lower alignment of the current account balance. While the NDPIII projected a higher deficit of 9.6percent that corresponds to a higher level of investment and a higher inflow of grants, the AB outturn is at 5.6percent. This means that there has been a slowdown in investment and inflow of grants following the covid-19 global shock. The external sector components that are compliant with the NDPIII include: gross international reserves in months of future imports of goods and services and workers' remittances. While NDPIII targeted a lower value of reserves in months of future imports of goods and services 3.3 months, the AB projected outturn is an impressive 4.74 months which is above the 4.5 months target of the EAC convergence monetary union criteria. Similarly, there has been a 9percent decline from USD1,3bn to USD1,2bn in workers' remittance despite, the COVID-19 shock. Going forward, there is need to increase inflows to support investment in Uganda in order to shield the country against external shocks.

3.1.3.4 Monetary Sector

49. **The monetary sector is aligned at 61percent**. This is as a result of private sector credit to GDP and its growth being aligned to the NDPIII targets. Whereas the Plan targeted a 10.8percent private sector credit to GDP for FY2020/21, the AB targeted a higher rate of 12.2percent and the projected outturn is 12.1percent. However, given the importance of private sector credit in the recovery process in the post COVID-19 era, Government efforts are needed to scale up the stock of private sector credit. One way in which Government can support the growth of private sector credit growth is to reduce it domestic borrowing. Currently Government domestic debt to private sector credit is at 105% which is above the Public Debt Management Framework threshold of 75percent.

3.1.4 EAC Convergence

50. **The EAC macroeconomic convergence criteria assessment reveals a 79.0percent alignment level of the AB with the NDPIII.** This moderately satisfactory alignment is largely on account of: maintaining a single digit inflation rate both for headline and core; and keeping a foreign reserve cover in terms of months of future imports above the 4.5 target. In addition, the debt to GDP in present value terms has been maintained below the benchmark of 50 percent. As at the end of December 2020, the nominal value of debt to GDP had risen to 47.2percent while in present value terms it was 41.1percent. However, Uganda needs to tread with caution since the debt to GDP is closer to the benchmark. The size of the fiscal deficit that is in double digit is far away from the 3percent level and therefore, the AB is non-compliant and so is Uganda. Going forward, domestic resource mobilization and rationalization of public spending ought to be prioritized.

3.1.5 Key Emerging Messages

51. Overall, the key messages from the macroeconomic level are highlighted below.

i) **At the Macroeconomic level, the FY2020/21 AB is 59.1 percent aligned to the NDPIII which is unsatisfactory.** This performance is attributed to the adverse effects of the Covid-19 pandemic on the economy that were more severe than had been anticipated. Despite the monetary and fiscal policy stimuli, some macroeconomic results remained below target. For example, growth outturn was 3.1 percent compared to post covid-19 revised target of 4.5 percent and non-tax revenue outturn is 0.8 percent of GDP below the 1.03percent target, among others.

ii) **While the AB's traditional macroeconomic policy objectives of price stability, domestic revenue mobilisation, and sustainable debt management are aligned to the NDPIII, the AB is not aligned to the other critical macroeconomic objectives of increasing the stock of jobs and reducing poverty.** The AB does not have targets for; number of jobs to be created and poverty reduction resulting from the planned expenditure. To entrench relevant, consistent and coherent macroeconomic policies, the AB should provide employment, and poverty reduction targets that NDPIII set out as a way of translating plans and budgets into tangible development outcomes.

iii) **The projected real GDP growth outturn for FY2020/21 at 3.1percent is not aligned to the NDPIII target of 4.5percent**. Despite the downward revision of the NDPIII real GDP growth targets as a result of the COVID-19 shock, and the subsequent monetary and fiscal policy stimuli, the economy has not recovered to the expected level. This is likely to delay the attainment of the middle-income status that is expected by FY2022/23. The persistence of the COVID-19 effects is likely to culminate into low output expansion and increased vulnerability to poverty by poor households. There is therefore need to avail more resources to the productive activities while cutting down and or postponing projects and programs that do not support recovery. It is therefore prudent, that the AB allocates resources targeting the vulnerability-reducing interventions in agriculture and service especially for the informal sector.

iv) **The tax revenue target of 13.3 percent is aligned at 100percent to the NDPIII target of 11.96 percent. This is despite the reported tax revenue shortfalls across a number of tax heads as a result of COVID-19 disruption of economic activities. Nonetheless, non-tax revenue and grants are aligned at 36.6 percent.** The proportion of tax revenue to GDP in the region of 12-13percent needs to be scaled up gradually. In implementing the Domestic Revenue Mobilisation Strategy (DRMS) in face of COVID-19 pandemic, strengthening tax administration instead of introducing new forms of taxes should be the main focus. This can be done through integrating pertinent databases such as the land registry, motor vehicle registration, NSSF, company registry, licensing bodies, utilities payments, and the national ID registry as a way of improving on the accuracy of information on the tax payers. This should go hand in hand with empowering URA to access relevant third-party data from other Agencies. Intensifying the use of electronic payment methods and empowering URA to tax all these transactions are viable options to employ in increasing local tax revenue collections.

v) **The FY 2020/21 AB total public debt stock target of 50 percent is aligned at 85 percent to the NDPIII target of 45.7 percent.** As at the end of December 2020, the nominal value of debt to GDP had risen to 47.2percent while in present value terms it was 41.1percent. This is within the 50percent debt sustainable threshold although the country is edging closer to the limits of the EAC convergence criteria. Going forward, to address the vulnerabilities to debt distress, Government needs to accelerate the pace of economic growth, exports growth and reduce on the contraction of short-term external and domestic commercial debt. Furthermore, government should put more effort towards identifying alternative innovative sources of financing as well as increase domestic revenue.

vi) **The AB interest payments target of 11.2 percent is aligned at 66 percent. This is a source of concern in terms of shrinking the fiscal space.** The accumulation of short term commercial domestic debt and the growing ratio of interest payment to revenue signals higher debt servicing burden that is likely to reduce Government's discretionary expenditure. The interest payment to revenue outturn in the AB is projected at 21percent which is in complete alignment with the Plan. However, this value is above the 15percent threshold of the Public Debt Management Framework (PDMF) for the Government of Uganda. Addressing tax administration inefficiencies as well as minimizing domestic borrowing could help reduce the growing debt servicing burden.

vii) **The current account deficit is not aligned to the NDPIII. The AB outturn of 5.6percent is less than the 9.6percent NDPIII target.** Although a lower current account deficit is usually favourable, the higher current account deficit in the NDPIII was on account of the imports required to implement the country's industrialization agenda as well as infrastructure development. The lower AB current account deficit is therefore an indication of slow implementation of the NDPIII development initiatives during this period as a result of the COVID_19 pandemic.

viii) **The AB private sector credit target of 12.2 percent to GDP is 100 percent aligned to the NDPIII. However, the 5.3 percent projected growth in private sector credit is still low to support private investment as compared to the NDPIII target of 8.4 percent.** Given the importance of private sector credit in the recovery process in the post COVID-19 era, Government efforts are needed to scale up the growth in private sector credit. One way in which Government can support the growth of the private sector credit is to reduce its domestic borrowing. Currently, Government domestic debt to private sector credit stands at 105% which is above the Public Debt Management Framework threshold of 75percent, therefore suffocating private sector borrowing.

3.2 NATIONAL STRATEGIC LEVEL COMPLIANCE ASSESSMENT

52. **At the National Level, Compliance was assessed at three broad NDPIII areas; the NDPIII Goal; Objectives; and Core Projects.** The overall compliance score at this level is a weighted sum of the three assessment areas above with each contributing; 25, 25, and 50 percent, respectively. Since the FY2020/21 Budget was sector-based, the assessment of Programme Level Targets was not undertaken because the FY2020/21 Budget did not reflect the NDPIII programme results.

3.2.1 Overall Assessment

53. **At the National Strategic level, the FY2020/21 AB is 61 percent aligned to the NDPIII, a moderately satisfactory performance compared to the benchmark of 70%**. This is a weighted score of 84.2, 93 and 46.1 percent for the Goal; Objectives; and Core Projects, respectively. This performance is mainly attributed to weak planning, budgeting and implementation of core projects. The detailed assessment and reasons for variance in scores is given below.

3.2.2 The Goal Level

54. **At the goal level, the FY2020/21 Annual Budget is 84.2 percent aligned to the NDPIII goal.** This is an average score of 93 percent and 75 percent for the two aspects of the NDPIII goal of; increasing household incomes and improving the quality of life, respectively. The detailed assessment is given below.

3.2.2.1 Increasing household incomes

55. **On increasing household incomes, the Annual Budget is 93 percent aligned to the NDPIII.** Six areas were assessed under this aspect, including; Income per Capita; Real GDP growth rate; Population below the poverty line; Income Inequality; Gender Inequality; and share of national labor force employed less subsistence. The performance of the Annual Budget on each of these aspects is detailed below:

a. **Income per Capita:**

56. **The Annual Budget was 96 percent aligned to the NDPIII in this regard.** It was fully aligned on three key drivers of income per capita as suggested by NDPIII: availing an economic stimulus for corporations and SMEs; increasing private sector credit; and supporting import substitution and export. However, it was only 85 percent aligned on extending affordable credit to household enterprises operating within the subsistence economy. Whereas the AB provides for measures to reduce the high cost of credit, these measures are not specifically targeting household enterprises operating within the subsistence economy.

b. **Real GDP growth rate:**

57. **The AB is 100 percent aligned with the NDPIII on the key drivers of real GDP growth.** The drivers considered include: extension of utilities and transport networks to the sub-regions along

the eastern corridor and the Albertine corridor, commitment towards construction of refinery and crude oil pipeline; power generation and distribution; construction of industrial parks; provision of water for production, like irrigation schemes and valley dams; investment towards agricultural post-harvest handling and marketing.

c. **Reducing the Population below the poverty line**

58. **The Annual Budget was 83 percent aligned to the NDPIII in this regard.** This was based on the NDPIII suggested strategies for reduction of poverty in all its dimensions including: Scaling up social protection emergency funds; implementing economic empowerment programmes and policies, especially among Women, Youth, PWDs and other vulnerable groups; augmenting efforts to limit rain-fed agriculture (construction of mini-micro-irrigation schemes and multi-purpose surface storage facilities/reservoirs); and strengthening capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters. This performance is attributed to inadequate allocation of funds towards implementation of economic empowerment programmes. Whereas there was commitment to allocate UGX256 Billion for provision of seed capital to organized special interest groups under the Youth Fund, Women Entrepreneurship Fund and the 'Emyooga' Talent Support scheme, only UGX135Bn was allocated to these groups of which, UGX100Bn was for Emyooga; UGX32Bn for Uganda Women Entrepreneurs Programme (UWEP); and UGX3.30Bn for the Youth Livelihood Project Phase II.

d. **Reduction of Income Inequality**

59. **The AB is 100 percent aligned to the NDPIII with regard to income inequality reducing interventions.** The AB strategy addressed the NDPIII strategies for reducing income inequality including: diversification of Uganda's growth corridors by developing two new growth corridors - the Eastern Corridor and the Albertine Corridor, anchored around three Manufacturing Hubs (Gulu; Mbarara and Mbale); promotion of Green Jobs and Fair Labor Market; and enhancing skills and vocational Development.

e. **Reduction of Gender Inequality**

60. **The AB is 100 percent aligned to the NDPIII with regard to reduction of Gender inequality.** The AB strategy included commitments on investment in reproductive health; women empowerment; and streamlining and reform youth and women employment programs. However, the allocations towards the Uganda Women Entrepreneurs Programme (UWEP) reduced from UGX33Bn in FY2019/20 to UGX32Bn.

f. **Improving the share of national labor force employed in the non-subsistence economy**

61. **The AB is 85 percent aligned to the NDPIII on strategies for improving the share of national labor force employed** including: promoting Foreign Direct Investment (FDI); supporting small and medium enterprises (SMEs); leveraging urbanization for better jobs; strengthen Local Economic Development; and accelerating the transformation of agriculture from subsistence to commercial production. The score is attributed to the fact that despite commitment to facilitate healthy growth of urban centres through providing funds for

development of physical plans for the approved cities, including the district and lower local governments in line with the national urban policy, only UGX80Bn was allocated to MLHUD for Physical Planning and Urban Development, UGX10Bn less than the planned. Further, the projected expenditure of UGX156.597 towards Local Government Agriculture and Commercial Services is not reflected in the budget.

3.2.2.2 Improving the Quality of life

62. **The Annual Budget is 75 percent aligned to the NDPIII regarding improvement in the quality of life.** The areas assessed include: human development; population control; and crime control. This performance is attributed to low commitment towards; ensuring access to affordable decent housing/shelter, prevention and treatment of substance abuse, and supporting legal aid services especially for poor and vulnerable groups. The performance of the Annual Budget on each of these aspects is detailed below:

a. Human Development

63. **As far as human development is concerned, the annual Budget is 93 percent aligned to the NDPIII.** The areas accessed include; improving access to health care, access to knowledge (i.e. education and training) and decent standards of living.

64. **Regarding improving access to health care, the AB is 100 percent aligned to the NDPIII.** It provided for scaling up nutrition at all levels i.e. maternal, infant, young child and adolescents; provision of immunization services; increase access to Sexual Reproductive Health (SRH) services; as well as establishment centres of excellence in provision of oncology (competing construction of the cancer and heart institutes); and improving functionality of health facilities.

65. **On improving access to knowledge – including education and training, the AB is also 100 percent aligned to the NDPIII.** This is attributed to the provision for building and upgrading education facilities; recruitment and training of teachers; and increasing access to relevant technical and vocational skills for employment.

66. **Regarding ensuring decent standard of living, the AB is 93 percent aligned to the NDPIII.** Whereas the AB includes commitments to address constraints of access to electricity as well as access to Safe Water, Sanitation and Hygiene (WASH), there is no commitment toward increasing access to decent housing/shelter, despite a big decent housing deficit in the country. In fact there was a reduction in funding for the housing sub-sector from UGX1.66Bn in 2019/20 to only UGX1.34Bn in FY2020/21.

b. Population Control

67. **The Annual Budget is 98 percent aligned to the NDPIII on population control strategies.** This performance is attributed to the allocation of 332.6Bn for the Uganda Reproductive Maternal and Child Health project under the health sector by the World Bank. However, there is no strategic focus on the provision of family planning services as required under the NDPIII.

c. Crime Control

68. **Regarding crime control, the AB is 55 percent aligned to the NDPIII.** This is attributed to the lack of strategic commitment and allocation of funds towards strengthen the prevention and treatment of substance abuse and non-allocation of funds to support legal aid services especially for poor and vulnerable groups and proposed in the NDPIII.

3.2.3 NDPIII Objectives

69. **Overall, the FY2020/21 Annual Budget is 67.5 percent aligned to the NDPIII at the objective level.** This is an average score of 62.1 percent, 64.4 percent, 86.8 percent, 54.1 percent and 70 percent objective 1 (Enhance value addition in key growth opportunities); objective 2 (Strengthen private sector capacity to drive growth and create jobs); objective 3 (Consolidate & increase stock and quality of Productive Infrastructure); objective 4 (Enhance the productivity and social wellbeing of the population); and Objective 5 (Strengthen the role of the State in development), respectively. The detailed assessment of each objective is given below.

3.2.3.1 Objective 1: Enhance value addition in key growth opportunities

70. **The Annual Budget is 62.1 percent aligned to the NDPIII on strategies to enhance value addition in key growth opportunities.** This is an average score of 63 percent, 66 percent, and 48 percent for agro- and mineral-based industrialization, tourism infrastructure, and ICT services, respectively. Below is a detailed assessment of each of the assessed areas,

a. Agro- and mineral-based industrialization

71. **The Annual Budget is 63 percent aligned to the NDPIII with regards to agro- and mineral-based industrialization.** The areas assessed include increasing access to: critical agricultural inputs; agriculture extension services; and agricultural finance. Others are: supporting formation farmer organizations and cooperatives; construction of mini-micro irrigation schemes and multi-purpose surface storage facilities/reservoirs; investing in storage infrastructure development (silos, dryers, warehouses, cold rooms, refrigerated trucks); improving rural road infrastructure for market access; sustainable land management; natural disasters preparedness; supporting agro–processing in 10 agricultural commodities; supporting mineral beneficiation of seven namely, iron ore, phosphates, copper, marble/limestone, gold, dimension stones, and sand/aggregates; quantifying and studying the market viability of these minerals; facilitating the production and processing of oil/gas; investing in electricity generation, transmission and distribution; investing in transport infrastructure development and services; increasing access to agricultural finance and insurance; import replacement; promoting agribusiness management and developing entrepreneurial skills; developing market information systems; and innovation and technology development and transfer.

72. The low performance is mainly attributed to the lack of strategic commitment and allocation of funds towards increasing access to agricultural finance and insurance as required in the NDPIII. In addition, the budget did not allocate resources for continued mapping and exploration of the

mineral wealth potential of the country. Despite commitment that the economic growth strategy for FY2020/21 was to be premised on, among others, import substitution and increasing the Share of exports to imports, there was no evidence of allocation of funds in this regard.

b. Tourism

73. **With regards to tourism, the AB is 66 percent aligned with the NDPIII.** The areas assessed included: promoting domestic and inbound tourism; tourism infrastructure development; supporting the private sector to spur investment in the hospitality industry including accommodation, conference facilities, bars, restaurants, discotheques, etc.; developing, conserving and diversifying tourism products and services; and developing a pool of skilled personnel along the tourism value chain. The low performance is attributed to the lack of allocation of funds for establishment of regional satellite wildlife conservation education centres, and speeding-up completion of the Crested Crane Training Institute to facilitate the training of more assessors to improve the classification and grading of tourism facilities. There was also no commitment towards supporting the private sector to spur investment in the hospitality industry including accommodation, Conference facilities, Bars, restaurants, Discotheques, etc., as proposed in the NDPIII.

c. ICT Services,

74. **The Annual Budget is only 48 percent aligned to the NDPIII regarding prioritizing investments in ICT services to increase coverage as well as usage.** Whereas there is commitment on establishing ICT incubation centres, there was no evidence of allocations funds for extension of the National Backbone Infrastructure, national post-code and addressing system, as well as capitalization and addressing the ownership issue UTL, which are critical NDPIII strategies for increasing ICT penetration.

3.2.3.2 Objective 2: Strengthen private sector capacity to drive growth and create jobs

75. **The Annual Budget is 64 percent aligned to the NDPIII on strategies to strengthen private sector capacity to drive growth and create jobs.** This is an average score of the areas assessed including; capital markets development; retirement benefits expansion; insurance penetration; improving provision of long-term finance by development finance institutions; strengthening Local Economic Development, agriculture transformation and commercialisation, provision of long-term finance, Direct and joint investment between public the private sectors in priority sectors, and attracting foreign direct investments, leveraging urbanization for better jobs and streamlining and reform youth and women employment programs. Below is a detailed assessment of each of the assessed areas.

a. Developing capital markets infrastructure

76. **The Annual Budget is 85 percent aligned to the NDPIII in this regard.** This performance attributed to the fact that whereas the AB provides for establishment of an enabling policy and legal framework for capital markets deepening and allocates funds to the Capital Markets Authority services, there are no dedicated initiatives for developing capital markets

infrastructure. This was proposed by the NDPIII as one of the strategies for increasing access to long-term finance, as a way of mobilizing savings and channeling them to areas where they are most needed.

b. **Retirement benefits expansion**

77. **The Annual budget is only 35 percent aligned to the NDPIII regarding retirement benefits expansion.** This performance is attributed to the finding that whereas the AB provides for establishment of an enabling policy and legal framework for retirement benefits and allocates funds to the Uganda Retirement Benefits Regulatory Authority Services there are no dedicated initiatives towards expanding retirement benefits, as a way of mobilizing savings.

c. **Increasing insurance penetration**

78. **The Annual Budget is only 30 percent aligned to the NDPIII on increasing insurance penetration.** This performance is attributed to the lack of allocation of funds for raising insurance penetration, increasing financing to the agricultural sector by scaling up of the agriculture insurance and fast-tracking implementation of Universal Health Coverage to increase access to health insurance, despite a commitment under the Sustainable Macroeconomic Stability of the NBFP to raise insurance penetration.

d. **Improving provision of long-term finance by development finance institutions**

79. **The AB is 65 percent aligned to the NDPIII in this regard against the benchmark of 70 percent.** This unsatisfactory performance is attributed to the lack of allocations for implementing the National Agriculture Finance Policy to improve timeliness, regularity, relevance and coordination of policy response to the agriculture financing issues along the agriculture value chain and addresses the needs of the Agribusiness Sector, which was committed to in the NBFP. However, UGX174Billion was allocated for capitalization of Institutions and Financing Schemes.

e. **Investing directly or jointly with the private sector (PPPs) and local communities in certain priority sectors**

80. **In this regard the AB is 100 percent aligned.** There is also commitment in the Annual Budget towards implementation of PPP initiatives to ensure sustainable economic growth and development, implementation of industrial development projects and establishment of zonal agro-processing industries through Uganda Development Corporation. UGX4.57 Billion was allocated to PPP Unit services, UGX350 Million allocated for Establishment & maintenance of inter-agency and public private partnership (PPP) linkages, and UGX 21.4 Billion allocated to Uganda Development Corporation for various joint investments.

f. **Lending at preferential interest rates to promote private investment**

81. **The AB was 65 percent aligned in this regard.** This is attributed to the finding that whereas UGX103 Billion shillings was allocated for capitalization of UDB, there are no dedicated initiatives targeting reducing lending rates.

g. **Leverage urbanization for better jobs**

82. **Regarding leveraging urbanization for better jobs, the AB 65 percent aligned**. This performance is attributed to the limited allocation of funds towards physical planning and urban development. Whereas the AB provides for facilitation of healthy growth of urban centres through urgent development of physical plans for the approved cities, including the district and lower local governments in line with the national urban policy; work with the private sector to finance the design and development of satellite cities to decongest Kampala city and other neighbouring areas; and continue to upgrade municipal urban infrastructure across the country, the allocation of UGX80Bn to MLHUD for towards Physical Planning and Urban Development fall short of that in the NBFP by UGX10Bn.

h. **Strengthen Local Economic Development**

83. **The Annual Budget is 65 percent aligned to the NDPIII in this regard.** This performance is attributed to the commitment in the AB to provide for Local Economic Growth Support as one of the externally financed projects over the medium term. Indeed, UGX600 Million was allocated to Local Economic Development Department in the Ministry of Local Government. However, it is not clear how these funds are to be utilized to facilitate private sector participation in investment in the local economy. As envisaged in the NDPIII as one of the strategies for exploitation of local economic potential.

i. **Attracting foreign direct investments**

84. **The Annual Budget is 100 percent aligned to the NDPIII.** This is attributed to the allocation of UGX6.1Bn to UIA for Investment Promotion and facilitation and UGX84Bn to MoFPED for Development Policy and Investment Promotion as planned. According to the NDPIII, Uganda Investment Authority and the Ministry of Finance, Planning and Economic Development will play a key role in ensuring that investors are provided an appropriate investment environment and facilitate ease of doing business in Uganda.

j. **Streamline and reform youth and women employment programs**

85. **The Annual Budget is 50 percent aligned to the NDPIII.** This performance is attributed to the lack of commitment to streamline and reform the youth and women employment programs to help young Ugandans find employment as envisaged in the NDPIII. Whereas the AB provides seed capital to organized special interest groups under the Youth Fund, Women Entrepreneurship Fund and the 'Emyooga' Talent Support scheme these funds are yet to be streamlined.

3.2.3.3 Objective 3: Consolidate and increase stock and quality of Productive Infrastructure

86. **The Annual Budget is 86.8 percent aligned to the NDPIII on strategies to consolidate and increase stock and quality of productive infrastructure.** this is an average score of the areas assessed including; energy generation, transmission and distribution; road transport infrastructure construction, rehabilitation and upgrading; railway transport infrastructure construction, rehabilitation and upgrading; air transport infrastructure construction, rehabilitation and upgrading; water transport infrastructure construction, rehabilitation and upgrading; ICT Infrastructure and services and water for production. Below is a detailed assessment of each of the assessed areas.

a. Energy generation, transmission and distribution

87. **In this regard, the Annual Budget is 93 percent aligned to the NDPIII.** This performance is attributed to over emphasis of the AB on hydro-power generation. There are no dedicated measures for diversifying energy generation mix, including renewable and alternative energy sources (hydro, solar PV, wind, geothermal and nuclear). However, the AB provides for increased investment in evacuation of power from completed hydroelectricity plants, the transmission infrastructure and associated substations and Electricity distribution and connections to last-mile users.

b. Road transport

88. The AB is 100 percent aligned with the NDPIII as far as upgrading national roads to paved standard; rehabilitation/reconstruction of paved national roads; upgrading the urban infrastructure particularly in the GKMA to reduce traffic congestion; and improving the DUCAR network are concerned.

c. Railway transport

89. **The AB is 100 percent aligned with the NDPIII concerning railway transport.** This is attributed to the prioritization by the AB of rehabilitation of the meter-gauge railway for bulk transportation of goods within the country as proposed in the NDPIII. The AB also provides for Development of Standard Gauge Railway network and rehabilitation of the existing meter-gauge railway network to provide alternative transport services. UGX18.9Billion was allocated to Rehabilitation of the Tororo Gulu railway line and UGX19Billion allocated to Development of Standard Gauge Railway Infrastructure.

d. Air transport

90. **The AB is 83 percent aligned to the NDPIII concerning air transport.** This performance is attributed to limited allocation for rehabilitation of upcountry aerodromes. Only UGX3Billion was allocated to CAA for rehabilitation of upcountry aerodromes, which is inadequate regional aerodromes thirteen (13) upcountry aerodromes essential to facilitate the tourism as committed in the NBFP.

e. **Water transport**

91. **The Annual Budget is only 50 percent compliant with the NDPIII.** This performance is attributed to the lack of resources allocated for development of water transport infrastructure to facilitate connections across Lake Victoria as envisaged in the NDPIII. There was no allocations to Construction/Rehabilitation of Inland Water Transport Infrastructure from GoU. However, there is UGX25Billion allocated to Multinational Lake Victoria Maritime Communication and Transport Project from External Financing.

f. **ICT Infrastructure**

92. **The AB is 58 percent aligned with the NDPIII concerning ICT infrastructure.** This performance is attributed to lack of allocation of funds for expansion of the Broad band Infrastructure. Whereas the AB provides for establishment of model incubation centres /hubs to encourage innovation and creation of local content at regional level, it did not provide for expansion of the Broad band Infrastructure.

g. **Water for production.**

93. **The Annual budget is 100 percent aligned to the NDPIII in terms of construction of mini-micro irrigation schemes and multi-purpose** surface **storage facilities/reservoirs.**

3.2.3.4 Objective 4: Enhance the productivity and social wellbeing of the population

94. **The Annual Budget is 54 percent aligned with the NDPII concerning the strategies to enhance the productivity and social wellbeing of the population.** This is an average score of the areas accessed including: labour productivity and employment; health infrastructure and services; education and sports infrastructure and services; skills development; social protection; access to energy, safe water and environment; local economic development; remuneration for scientists and functional labor market information system (LMIS). Below is a detailed assessment of each of the assessed areas.

a. **Labour productivity and Employment**.

95. **The Annual Budget is 13.3 percent aligned to the NDPIII.** This poor performance is attributed to non-commitment to the promotion of labor-intensive light manufacturing for job creation; developing and implementing a job placement programme; and lack of fund allocation for establishment of a functional labour market information system (LMIS), which were key drivers of employment in the NDPIII. The assessment found that whereas the budget strategy, under the Private Sector Competitiveness, targets increasing the Proportion of new jobs created in manufacturing industry to 16% from 5%, there is no evidence of prioritizing labour-intensive light manufacturing. In addition, the AB provides for apprenticeship/Internships and targets to increase the Percentage of students on apprenticeship to 44% in 2020/21, but there is no provision and allocation of funds for developing and implement a job placement programme. Furthermore, no funds were allocated for establishment of a functional labour market information system (LMIS).

b. Health Infrastructure and services

96. **The AB is 94 percent aligned to the NDPIII with regard to Health Infrastructure and services.** The AB provided for scaling up nutrition at all levels i.e. maternal, infant, young child and adolescents; provision of immunization services; increase access to Sexual Reproductive Health (SRH) services; as well as establishment centres of excellence in provision of oncology (competing construction of the cancer and heart institutes); and improving functionality of health facilities. The areas of non-alignment alignment included: the lack of strategic commitment and allocation of funds towards strengthen the prevention and treatment of substance abuse, as well as reducing the unmet need for Family Planning. Whereas the Uganda Reproductive Maternal and Child Health is included in the NBFP with a forecast disbursement of UGX82.86Bn for the Health sector by the World Bank, there is no strategic focus on family planning services as required under the NDPIII.

c. Education and sports infrastructure and services

97. **The AB is 32 percent aligned to the NDPIII in regards to education and sports infrastructure and services.** This unsatisfactory performance is attributed to the lack of evidence for allocation of funds to: equip and support all lagging primary, secondary schools and higher education institutions to meet Basic Requirements and Minimum Standards (BRMS); develop and implement a distance learning strategy; support construction of science laboratories and incubation centers at universities; support talent identification and nurturing; build capacities of the existing vocational and tertiary institutions; and opernalize international certification for TVET Programs to uplift them to International standards. However, the Annual Budget performed well on: building and upgrade education facilities, improving remuneration for scientists, integrated school inspection and operationalization of national curriculum for secondary education. The AB provides for the development of a more targeted approach to teacher training. Furthermore, the AB provides for enhancing the capacity of academic staff of Public Universities through salary enhancement for professors, university technicians and scientific researchers in public research. Regarding talent identification and nurturing, there was commitment in the AB for supporting sports development at national level as well as emphasizing talent identification at all levels in schools/institutions including community sports however, there was no allocation of funds to this effect.

3.2.3.5 Objective 5: Strengthen the role of the State in development

98. **The Annual Budget is 70 percent aligned with the NDPII concerning the strategies to strengthen the role of the State in development**. This is an average score of the areas accessed including: domestic revenue mobilization; increasing financing for local government investment plans, and reduction of the cost of electricity for all processing and manufacturing enterprises (in terms of USD cents).

a. Domestic revenue mobilization

99. **The AB is 50 percent aligned to the NDPIII concerning strategies to intensify domestic revenue mobilization through efficient and effective tax administration, compliance**

enforcement and tax evasion reduction strategies as well as efforts to mobilize other sources of financing. The average performance was due to lack of dedicated efforts to mobilize other sources of financing. However, the Budget Revenue Collection and Administration Program, provided for maximization of revenue, increase compliance level. It also provided for development and implementation of a comprehensive compliance plan targeting tax evasion and aggressive tax avoidance.

b. Increasing financing for local government investment plans

100. **The AB strategy was 100 percent aligned to the NDPIII in this regard.** It provided for revision of allocation formulae and budget requirements and consolidation of discretionary development transfers as required by the NDPIII. The AB also provided for coordination of local government financing program to among others improve adequacy and equity of grant transfers to all local governments; enhancement of local revenue performance; promoting fiscal harmony among the local governments and promoting fair and inclusive tax system in the local government.

c. Reduction of the cost of electricity for all processing and manufacturing enterprises

101. **The AB is 75 percent aligned to the NDPIII on strategies to reduce the cost of electricity for all processing and manufacturing enterprises.** The low performance is due to lack of efforts for improving monitoring systems, minimizing illegal connections, reviewing energy pricing and expanding use of prepaid meter systems to increase efficiency and lower the tariff as required by the NDPIII. However, the budget provides for increased investment in evacuation of power from completed hydroelectricity plants, the transmission infrastructure and associated substations and electricity distribution and connections to last-mile users.

3.2.4 Core Projects

102. **The FY2020/21 Annual Budget is 46.1 percent aligned to the NDPIII at the level of core projects against the benchmark of 70 percent.** This is a weighted score of; 27.7 percent, 54.2 percent and 54.1 percent for; project funding releases, expenditure against release of funds for project implementation, and project physical implementation progress, respectively.

103. **For FY2020/21, out of the 69 core projects, only 13% are under implementation and on schedule while 29% are still project ideas without any preparatory work undertaken.** In particular, 13% (9 projects) are under implementation and on schedule; 13% (9 projects) are ready for implementation but awaiting financing; 20.6% (14 projects) are under implementation but behind schedule; 21.7% (15 projects) are undergoing feasibility studies while 29% (20) are still project ideas without significant preparatory work. Only one (1) project is under procurement. Tables 3.2 shows the number and status of core projects by Programme. The specific project status as of March 2021 is provided in Annex 1.

Table 3.2: Project Implementation progress by programme as of March 2021

S/n	Programmes	On schedule	Awaiting financing	Behind schedule	Feasibility studies	Under procurement	Pre-feasibility	Project Ideas	Total
1.	Agro industrialization			3		1	1	8	13
2.	Mineral Development		1						1
3.	Sustainable Development of Petroleum Resources		2						2
4.	Tourism Development	1	1		1			1	4
5.	Natural Resources, Environment, Climate Change, Land and Water Management	2			2				4
6.	Private Sector Development	1						2	3
7.	Manufacturing	1			1				2
8.	Integrated transport infrastructure and services	2	2	6	3				13
9.	Sustainable Energy Development	2		4	2				8
10.	Digital Transformation		1					1	2
11.	Sustainable Urbanization and Housing							2	2
12.	Human Capital Development		2	1	1			4	8
13.	Innovation, Technology Development and Transfer				1			1	2
14.	Community Mobilization and Mindset Change				4			1	5
Total		**9**	**9**	**14**	**15**	**1**	**1**	**20**	**69**

3.2.5 Key Emerging issues

104. The key emerging issues from the national strategic level compliance assessment are highlighted below

i) **Overall, the Annual Budget reflects the intent of the NDPIII strategic direction with regard to the goal and objectives albeit with significant gaps for core projects**. This implies that, the Budget Strategy for FY2020/21 Annual Budget is largely informed by the Plan at goal and objective level but with non-alignment at core projects level.

ii) **Majority of the NDPIII core project ideas have not registered any progress indicating a serious threat to the realization of the NDPIII goal.** Several, i.e. 29% (20) projects are still project ideas without any preparatory work having started on them. Only 13% are under implementation and on schedule. There was no significant effort towards preparation or implementation of NDPIII project ideas. The NDPIII intervention of establishing a project preparation fund particularly to target preparation of NDPIII core projects has not been prioritised in the budget.

iii) **Whereas the AB provides allocations for improvement of ICT services, there was no commitment on the extension of the National Backborne Infrastructure,** the national Post Code & addressing system and capitalization & sorting out the ownership of Uganda Telecom which are critical NDPIII strategies for increasing ICT penetration**.**

iv) **Whereas the AB strategy prioritizes interventions for ensuring decent living standards like access to electricity, Safe Water, Sanitation and Hygiene (WASH), it lacks a clear focus on addressing the huge deficit of decent housing.** The plan identifies the need for redevelopment of Slums and Informal Settlements as well as the provision of High-density affordable housing. The AB lacks a focus on identifying sustainable financing for housing including capitalisation of Housing Finance Bank to provide affordable mortgage and revisiting the mandate of National Housing and Construction Company (NHCC) to support housing development for all.

v) **The AB continues to have inadequate financing for development of physical plans for new cities**. The allocation made towards development of physical plans for the approved cities, including the district and lower local governments is still inadequate to facilitate healthy growth of urban centres.

vi) **There was no explicit attention towards financing NDPIII interventions for non-communicable diseases.** In particular, no resources were allocated for establishing centres of excellence in provision of oncology, cardiovascular and trauma services at both national and regional levels.

vii) **Whereas the budget was aligned for a number of SDGs, more effort is required in some areas if Uganda is to maintain the pace for realization of SDG targets.** In particular, more focus is required in: SDG 4, SDG 5, SDG 8, SDG 11, SDG 12, and SDG 14.

3.3 PROGRAMME LEVEL ASSESSMENT

105. At the Programmes level, the FY2020/21 AB is 48.9 percent aligned to the NDPIII. This performance is attributed to: weak budgeting for programme results; presence of off-budget financing directed towards non-NDPIII interventions; programme budget shares fall short of the NDPIII allocations due to differences in conceptualization of programme value chains; and weak planning, budgeting and implementation of projects across all programmes. The summary scores and detailed Programme assessment are provided in Table 3.3 and subsections below.

Table 3.3: Summary Programme level Performance (percent)

			Alignment			
S/n	**Programmes**	**PIP**	**NBFP**	**AB**	**BFP&AB**	**Score (%)**
15.	Agro industrialization	60.5	65.5	67.2	66.5	63.5
16.	Mineral Development	50.0	24.2	62.3	66.5	35.7
17.	Sustainable Development of Petroleum Resources	44.1	42.8	17.1	27.4	35.8
18.	Tourism Development	17.5	43	48	46.1	31.8
19.	Natural Resources, Environment, Climate Change, Land and Water Management	44.6	62	60	60.8	52.7
20.	Private Sector Development	41.0	64.4	42	51.0	46.0
21.	Manufacturing	65.2	64.4	64.4	45.0	55.1
22.	Integrated transport infrastructure and services	60.0	75.0	75.0	82.6	71.3
23.	Sustainable Energy Development	42.2	12.5	12.5	41.0	41.6
24.	Digital Transformation	64.8	67.5	67.5	63.0	63.9
25.	Sustainable Urbanization and Housing	46.3	100	100	100.0	73.2
26.	Human Capital Development	61.4	43.6	43.6	61.7	61.6
27.	Innovation, Technology Development and Transfer	45.0	45	45	65.0	55.0
28.	Community Mobilization and Mindset Change	29.1	100	85.7	91.4	60.3
29.	Governance and Security	57.9	75.7	82.3	80.0	69.0
30.	Public Sector Transformation	50.6	43	48	78.4	64.5
31.	Regional Development	31.7	67.7	50	57.1	44.4
32.	Development Plan Implementation	66.0	98.3	98.3	95.3	80.7
33.	**Overall programme Performance**					**48.9**

3.3.1 AGRO-INDUSTRIALIZATION PROGRAMME

106. The Agro-industrialisation Programme aims to increase commercialisation and competitiveness of agricultural production and agro processing. Key expected results include: increasing export value of selected agricultural commodities, increasing the agricultural sector growth rate, increasing labour productivity along the agro-industrial value chain, creating jobs in agro-industry, and increasing the proportion of households that are food secure. The NDPIII outlines six (6) strategic objectives which are intended to be the main budget drivers over the Plan period. These are: i) Increasing agricultural production and productivity; ii) Improving post-harvest handling and storage; iii) Improving agro-processing and value addition; iv) Increasing market access and competitiveness of agricultural products in domestic and international markets; v) Increasing the mobilization, equitable access and utilization of agricultural finance; vi) Strengthening the institutional coordination for improved service delivery.

107. The Agro-industrialisation Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.1.1 Overall Programme Performance

108. Overall, the Agro-industrialization programme is moderately satisfactory at 63.5 percent compliance. Specifically, the programme is 66.5 percent and 60.5 percent compliant at intermediate outcomes and projects implementation respectively. The specific details are presented below.

Alignment of the BFP and AB

109. At this level, the programme is moderately satisfactory at 66.5 percent compliance. This is a weighted score comprising 65.5 percent and 67.2 percent for BFP and AB, respectively. This average performance is attributed to moderate deviations in the indicators and targets in the planning and budgeting instruments. Specifically, the programme registered alignment on the following areas farmers adopting improved agricultural technologies; access to animal genetic resources; commercial scale technologies and innovations generated and farm households using productivity enhancing technologies.

110. Although there were deviations across the programme objectives, notably in the areas of; storage and post-harvest handling, agro-processing and value addition, market access, and access to agricultural finance. In particular, non-alignment was registered in the following areas: government agricultural extension workers; farm households accessing subsidized agricultural inputs; farmers using fertilizer; farmers enrolled on the E-voucher Management System; area under irrigation; farmers accessing water for agricultural production; farmers accessing labour saving technologies by type; storage capacity; post-harvest losses; increase in agro-processed products; agricultural value added in current prices; export value of priority agricultural commodities and access to agriculture financing,

Programme Projects Alignment

111. At this level, the programme is moderately satisfactory at 60.2 percent compliance. This is a weighted score of 30.8, 32.5 and 79.4 percent for budget outturn, expenditure outturn and project performance respectively. This moderate performance was mainly attributed to the low budget release of funds for the projects, poor expenditure and delays in project performance. The projects with low budget releases and expenditures at half year include: Enhancing National Food Security through increased Rice Production in Eastern Uganda (ENFSRP); Agricultural Value Chain Development Project (AVCDP); Farm Income Enhancement and Forestry Conservation Project Phase II; Agricultural Cluster Development Project (ACDP); Markets and Agricultural Trade Improvement Project Phase 2 (MATIP II). It should be noted that all these projects are externally funded and are the ones with big budgets

112. All the projects under implementation are NDPII retained and none of the NDPIII projects have been implemented. A total of 55 new projects have been planned under the various MDAs for implementation of the Agro-industrialization Program. These projects are planned to replace the current projects in the PIP that have been carried over from NDPII. Of these, 12 are core projects while the other 43 are non-core. Of the 12 core projects for the agro-industrialization, only one, that is, the Irrigations Schemes Project has started. One project is at pre-feasibility study phase that is Coffee Value Chain Development Project; three projects are at concept phase and these are: textile milling and garmenting project and the production, testing and commercialization of pesticides, acaricides and herbicides project. The progress of the remaining 43 planned projects is as follows; one project is at feasibility stage that is the National Oil Seeds Project (NOSP); one (1) project of support to external markets for flowers, fruits and vegetables is at pre-feasibility stage; five (5) projects are at profile stage; thirteen (13) projects are at concept stage while the remaining twenty-three (23) projects are still ideas that have not been developed.

3.3.1.2 Key emerging issues

113. The key emerging issues from this programme assessment are:

i) **Majority of NDPIII planned projects have not been developed and are therefore not ready for implementation.** The delay in preparation and implementation of projects might hinder the realization of NDPIII targets.

ii) **Unbalanced distribution of funding and projects across the institutional and functional structure of the program**. The total budget allocated for Agro-industrialization projects was UGX. 1,281.4 billion and of this UGX. 1,133 (88.4 %) in projects funding was allocated to and led by institutions in charge of production and productivity while only UGX 148.72 Billion (11.6%) was led by institutions in charge of storage, agro-processing and value addition, market access and agricultural financing. This hinders the efficiency and effectiveness in implementation of the programme as some critical interventions are not operalationalised.

iii) **The objective of enhancing mobilization, access and utilization of agricultural financing was not allocated any budget.** Lack of funding for this critical objective and sub-program might hinder the realization of program outcomes and results.

iv) **Low budget release and absorption for the first half of the financial year especially for externally funded projects hinders efficiency in project implementation**. The assessment found that while externally financed projects had the bulk of the program annual budget, a small proportion of this budget was released and spent in the first half of the financial year. This trend is likely to lead to unutilized funds at the end of the year which translates into accumulation of additional costs through penalties and inefficiencies of investments.

v) **All implementing MDAs under the agro-industrialization program were not allocated funds to implement interventions as per NDPIII**. The most affected MDAs were MoTIC, UDC, UWHRA, UEPB, UIA, UDB, etc.

3.3.2 MINERAL DEVELOPMENT PROGRAMME

114. The Mineral Development Programme aims to increase mineral exploitation and value addition in selected resources for quality and gainful jobs in industrialization. Key expected results include: reducing the volume and value of imported iron and steel and inorganic fertilizers; increasing the volume and value of refined gold exports and copper; increasing investment in the exploration and processing of selected minerals; and creating more jobs in the mining sub-sector. The NDPIII outlines six (6) strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) Increase exploration and quantification of priority minerals and geothermal resources across the country; (ii) Increase adoption and use of appropriate and affordable technology along the value chain; (iii) Strengthen the legal and regulatory framework as well as the human and institutional capacity (iv) Increase investment in mining and value addition; and (iv) Expand mineral based processing and marketing.

115. The Mineral Development Programme assessment therefore, evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.2.1 Overall Programme performance

116. Overall, the Mineral Development Programme is unsatisfactory at 35.7 percent compliance. Specifically, the programme is 66.5 percent and 50.0 percent compliant at intermediate outcomes and projects implementation, respectively. The specific details are presented below.

Alignment of the BFP and AB

117. At this level, the programme is moderately satisfactory at 65.6 percent compliance. This is a weighted score comprising of 24.2 percent and 62.3 percent for BFP and AB, respectively. This score is attributed to weak alignment of budgeting instruments to the NDPIII. For instance, the BFP captured targets for only 2 out of 7 outcome indicators in the programme PIAP. It also set a lower target for number of mineral beneficiation facilities.

Programme Project Alignment

118. At this level, the Programme is unsatisfactory at 50 percent compliance. This weak performance was mainly attributed to the low absorption of released funds for the projects. This was mainly due to the lockdown caused by the COVID-19 pandemic, where many planned activities were deemed non-essential and therefore could not be undertaken. This was seen mainly under the following projects: Minerals Laboratories equipping and systems improvement where 5.1bn was released but only 340million was absorbed; Minerals wealth and mining infrastructure development where 6.69bn was released but only 2.84bn was absorbed; and Design, construction and installation of Uganda National Infrasound Network where 4.31bn was released but none was absorbed.

3.3.2.2 Key emerging issues

119. The key emerging issues from this programme assessment are:

i) The key emerging issues from this programme assessment are:

ii) The BFP misses most programme outcomes thus affecting the assessment

iii) Allocation of external funding to the tune of 38.8bn for the Airborne Geophysical Survey and Geological Mapping of Karamoja was indicated in the BFP but not captured in the approved budget.

3.3.3 SUSTAINABLE DEVELOPMENT OF PETROLEUM RESOURCES PROGRAMME

120. The Sustainable Development of Petroleum Resources Programme aims to attain equitable value from the petroleum resources and spur economic development in a timely and sustainable manner. Key expected results include: reducing the volume and value of imported petroleum and petroleum products, increasing revenue from oil and gas sub-sector and its contribution to GDP as well as creating more employment opportunities for Ugandans along the petroleum value chain. The NDPIII outlines six (6) strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) Fast-track sustainable production and utilization of the country's oil and gas resources; (ii) Strengthen policy, legal and regulatory frameworks as well as institutional capacity of oil and gas industry; (iii) Enhance local capacity to participate in oil and gas operations; (iv) To promote private investment in oil and gas industry; (v) Enhance Quality Health, Safety, Security and Environment (QHSSE); and (vi) Improve security of supply of refined petroleum products.

121. The Sustainable Development of Petroleum Resources Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.3.1 Overall Programme Performance

122. Overall, the Sustainable Development of Petroleum Resources Programme is unsatisfactorily compliant at 35.8 percent. In particular, the Programme is **27.4** and **44.1**percent compliant at programme intermediate outcomes planning and project performance, respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

123. At this level, the programme is unsatisfactory at 27.4percent compliance. This is a weighted score comprising of 42.8percent and 17.1percent for BFP and AB, respectively. This performance is partly attributed to limited allocation of resources to key MDAs in this programme, for example, only 30 percent of UNOC's budget requirement of UGX 104.5 Billion was funded, leaving a funding gap of UGX 73.1 Billion (Wage UGX 9.164 Billion and Non-Wage UGX 63.94 Billion). During FY 2020/21, UNOC sought funding equivalent to USD 113.853 Million for key priority projects like the bulk trading, refinery, EACOP, among others. However, all this was unfunded given the current UNOC budget ceiling of UGX 31.47 Billion for the FY 2020/21. The unsatisfactory performance is further attributed to the impact of COVID-19 pandemic. Most of the planned activities could not be undertaken and even the resources were channeled to emergency areas.

Projects Alignment

124. At this level the Programme is unsatisfactory at 44.1percent compliance. This is a weighted score of 60 percent, 100 percent and 12.5 percent for budget outturn, expenditure outturn and project performance, respectively. This unsatisfactory performance is attributed to delayed compensation of Projects Affected Persons (PAPs), protracted negotiations and delayed signing of the Final Investment Decision (FID) between the government and the International Oil Companies (IOCs), which has stalled the take-off of key projects in this programme and issues associated with COVID-19 pandemic.

3.3.3.2 Key emerging issues

125. The key emerging issues from this programme assessment are:

i) Protracted negotiations that have delayed the signing of the Final Investment Decision (FID). This has hampered the take-off of key oil and gas related projects.

ii) Challenges in land acquisition are slowing project implementation. This has affected key projects like Kingfisher and Tilenga projects in the Albertine Graben with speculations and escalating the prices of land. This can be addressed through land banking in preparation for any upcoming government projects.

3.3.4 TOURISM DEVELOPMENT PROGRAMME

126. The Tourism Development Programme aims to increase Uganda's attractiveness as a preferred tourist destination. Key expected results include; sustainably increasing tourism arrivals and revenues as well as employment in the tourism sector. The NDPIII outlines five strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) Promote domestic and inbound tourism; (ii) Increase the stock and quality of tourism infrastructure; (iii) Develop, conserve and diversify tourism products and services; (iv) Develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions; and, (v) Enhance regulation, coordination and management of the tourism. The Tourism Development Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.4.1 Overall Programme Performance

127. Overall, the Tourism Development Programme is unsatisfactorily compliant at 31.8 percent. In particular, the Programme is **46.1** percent and **17.5** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

128. At this level, the programme is unsatisfactory at 46.1 percent compliance. This is a weighted score comprising of 43 percent and 48 percent for BFP and AB, respectively. This performance is attributed to the impact of COVID-19 pandemic. Most of the planned activities could not be undertaken as the resources were channeled to emergency areas.

Projects Alignment

129. At this level the Programme is unsatisfactory at 17.5 percent compliance. This is a weighted score of 0 percent, 0 percent and 29.2 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the low absorption of released funds for the projects. The programme had in total 5 projects but only two were under implementation; Mt. Rwenzori Infrastructure and development of Museum and Heritage sites for cultural promotion (running), which unfortunately experienced poor releases over time hence undermining their performance. The rest are still project ideas, which partly explains the low performance.

3.3.4.2 Key emerging issues

130. The key emerging issues from this programme assessment are:

i) The transition from sector to programme mode has enabled full alignment of interventions and output indicators in the NDP III PIAP and MDA BFPs and MPS (**UHTTI, MTWA and UWEC**). UHTTI had only one intervention on student enrollment aligned to NDP III PIAP interventions;

ii) Many of the MDAs did not have any projects under implementation; and

iii) Projects performance was negatively affected by irregular and inadequate releases, hence affecting over performances.

3.3.5 NATURAL RESOURCES, ENVIRONMENT, CLIMATE CHANGE, WATER AND LAND MANAGEMENT PROGRAMME

131. The Natural Resources, Environment, Climate Change, Land and Water Management Programme aims to stop, reduce and reverse environmental degradation and the adverse effects of climate change as well as improve utilization of natural resources for sustainable economic growth and livelihood security. The key expected results include: improved land use and management; increasing land area covered under forests and wetlands, increasing compliance of water permit holders with permit conditions and enhancing the accuracy of meteorological information. The NDPIII outlines seven (7) strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) Ensure availability of adequate and reliable quality fresh water resources for all uses; (ii) Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands; (iii) Strengthen land use and management; (iv) Maintain and/or restore a clean, healthy, and productive environment; (v) Promote inclusive climate resilient and low emissions development at all levels; (vi) Reduce human and economic loss from natural hazards and disasters; (vii) Increase incomes and employment through sustainable use and value addition to water, forests and other natural resources.

132. The Natural Resources, Environment, Climate Change, Land and Water Management Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.5.1 Overall Programme performance

133. Overall, the Natural Resources, Environment, Climate Change, Water and Land Management Programme is unsatisfactorily compliant at 52.7 percent. In particular, the programme is 60.8 and 44.6 percent compliant at programme intermediate outcomes planning and project planning and implementation to the NDPIII respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

134. At this level, the programme is moderately satisfactory at 60.8 percent compliance. This is a weighted score comprising of 62 percent and 60 percent for BFP and AB, respectively. This performance is largely attributed to the misalignment between the NDPIII targets and those captured in the budget documents. Several of the programme NDPIII targets are under targeted and budgeted for in the budgeting documents assessed. The other explanation for this performance is COVID-19 and its containment measures defined by total and partial lockdowns. These not only undermined implementations of planned interventions such as demarcation and surveying of degraded fragile ecosystems, but also resulted into budget cuts to address COVID-19 related concerns. Key among the under targeted intermediate outcomes are; (i) improved catchment-based water resources management where 67 percent is planned instead of 75% (II) improved water quality monitoring where 100 water user permits to be issued far below the NDPIII target of 306 and 1,000 customary certificates of occupancy to be issued below the NDPIII target of 2,000 certificates. Also, there are NDPIII intermediate outcomes that are not captured by budget documents. One of these is enhanced value addition to conserved natural resources albeit the budget documents had several interventions that lead to the realization of this outcome.

Projects Alignment

135. At this level, the Programme is unsatisfactory at 44.6 percent compliance. This is a weighted score of 62.9 percent, 22.9 percent and 52.5 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance is largely attributed to low absorption of released funds for the projects. The programme has 86 NDPIII projects of which 38 are under implementation while 48 are still project ideas, which partly explains the unsatisfactory performance. At the same time, there is under budgeting for some projects where the planned financial resources are below the NDPIII planned annual cost. For instance, 11.949bn instead of 26.775bn was planned for enhancing resilience of communities to climate change while 9.804bn instead of 18.713bn was planned for building resilience of communities, wetland ecosystems and associated catchments in Uganda. There are also projects like investing in Forests and Protected Areas for Climate Smart Development which are in the Public Investment Plan but not in the NDPIII projects inventory.

3.3.5.2 Key emerging issues

136. The key emerging issues from this programme assessment are:

i) The budgeting documents missed out on some intermediate outcomes which affected the assessment.

ii) There is significant under budgeting and targeting which accounts for the unsatisfactory performance owing to misalignment. This is likely to undermine the achievement of NDPIII annual targets which may cumulatively create lags and inhibit the achievement of targets within the specified timeframe

iii) There is a significant low budget and expenditure outturn which all undermine implementation of planned NDPIII interventions.

iv) The Programme has 48 projects in the form of project ideas some of which are at concept level. With only four years left to deliver the NDPIII results, it is imperative to fast track the profiling and preparation of these project ideas to ensure they are in a bankable state.

3.3.6 PRIVATE SECTOR DEVELOPMENT PROGRAMME

137. The Private Sector Development Programme aims to increase competitiveness of the private sector to drive sustainable inclusive growth. The key expected results include: reduction of the informal sector, increase in non-commercial lending to the private sector in key growth sectors, increased value of public contracts and sub-contracts that are awarded to local firms, and increased volume of private sector investment in key growth areas.

138. The NDPIII outlines five (5) strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) Sustainably lowering the costs of doing business; (ii) Promoting local content in public programmes; (iii) strengthening the enabling environment and enforcement of standards; (iv) strengthening the role of government in unlocking investment in strategic economic sectors; and (v) strengthening the organizational and institutional capacity of the private sector to drive growth.

139. The Private Sector Development Programme assessment therefore evaluates the alignment of planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.6.1 Overall Programme performance

Overall, the alignment of the Private Sector Development Programme is unsatisfactory at 46.0 percent. In particular, the programme is 51 percent and 41 percent compliant to the NDPIII at programme intermediate outcomes planning and project planning and implementation, respectively. The specific details are presented in the following sections. The specific details are presented in the following sections.

Alignment of the BFP and AB

140. At this level, the programme is unsatisfactory at 51.0 percent compliance. The score is a weighted average of the alignment of the Budget Framework Paper and Annual Budget which was estimated at 64.4 percent and 42 percent, respectively. This performance is mainly attributed to the impact of the mitigation measures of the COVID-19 pandemic including the lockdown of the economy that interrupted the implementation of planned activities as well as increased government spending to stimulate economic recovery and also treat the sick.

141. In addition, many of the indicators provided for in the NDPIII PIAPs are not reported on in the budget documents. The particular intervention may therefore be assumed to not have been planned for or implemented. This is most likely due to the fact that FY 2020/21 was the first year of transitioning to the Program Approach to planning. However, the MDAs should ensure that targets are provided in their subsequent budget documents for all the indicators that pertain to them in the NDPIII PIAPs if compliance is to improve.

142. The following are some of the noteworthy areas of non-alignment: the budget shows inadequate commitment to address some of the main issues affecting access to credit; the NDPIII planned to scale up of 50 prototypes to commercial production as a way of promoting Science, Technology and Innovation (STI) while the budget documents only planned for 5 prototypes; budget documents planned for the incubation of 4 businesses as compared to the NDPIII target of 500; the budget documents do not provide targets for the exports to be processed from industrial parks and export processing zones.

143. Other areas of non-compliance are: the budget documents have planned for only 600 nationals to be employed in the oil and gas sector as compared to the NDPIII target of 1000 and the NDPIII planned to create 50,000 new jobs in industrial parks but the budget documents indicate a lower target of only 40,000 jobs, which is a big deviation from the NDPIII target. More effort should be geared towards job creation in industrial parks as they are a key source of jobs which will reduce youth unemployment.

Projects Alignment

144. At this level, the programme alignment is unsatisfactory at 41.0 percent level of compliance. This performance is comprised of a weighted score comprising of 50.0 percent, 40 percent and 33.3 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the large deviation between the NDPIII planned allocations and the budget allocations. This deviation mainly resulted from the need for government to re-allocate resources towards more productive areas to stimulate economic recovery due to the economic downturn caused by the COVID-19 pandemic. Consequently, more funding than had been planned for in the Program were released for the Capitalization of strategic Public Corporations like UDB[1] in order to increase access to low-cost credit by businesses to stimulate private investment. To the contrary, the Competitiveness and Enterprises Development (CEDP) project received less funds than was planned for in the NDPIII, most likely because funds were re-allocated to other critical areas.

145. However, the released funds were also not fully utilized, which also contributed greatly to the low performance. With regard to the funds for capitalization of public corporations, particularly UDB, the low uptake of funds is likely attributed to the generally high lending rates as compared to other development banks in the region, long procedures and requirements to access the funds, coupled with low capacity of many SMEs to access the funds due to lack of documentation. With regard to the absorption of the CEDP project funds, the lockdown of the economy that interrupted the implementation of many of the planned activities likely contributed to the low absorption of funds.

146. Noteworthy is the fact that the PSD program has seven projects of which six were supposed to have been implemented in FY 2020/21, but only two of these projects (Competitiveness and Enterprises Development (CEDP) and Capitalization of strategic Public Corporations) had started. The other four projects, namely; i) Handcraft exports development, ii) Cooperatives' revitalization for increased production and productivity, iii) Micro and Small Enterprise Sector Productivity and Investment Enhancement Program (MSE-PIEP), iv) MSMEs Nurturing for Youth Employment Project had not commenced by the time of the assessment and also do not appear in the MoFPED PIP.

3.3.6.2 Key emerging issues

147. The key emerging issues from this programme assessment are:

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[1] The funds received by UDB were to implement a component of Government's stimulus package and not funding for bailout as clarified in the New Vision dated 22nd /03/21 Page 18.

i) The budget documents (AB and BFP) do not provide targets for a number of the programme intermediate outcomes, which has greatly affected the assessment. The MDAs should provide performance targets for all the indicators provided for in the Program results framework.

ii) The COVID-19 pandemic greatly affected the alignment of the budget to the NDPIII due to the re-allocation of funds to emergency areas such as health. In addition, the lockdown of the economy affected the implementation of planned interventions, leading to low absorption in some areas.

iii) The MDAs need to be given technical support in the transition to program budgeting to ensure that they align their MDA plans and budgets to the PSD Program.

iv) The low uptake of low-cost funds provided to SMEs, greatly affected absorption of the funds that were provided for capitalization of public corporations. This is partly attributed to high lending rates as compared to other development banks in the region, long procedures and requirements to access the funds, coupled with low capacity of many SMEs to access the funds due to lack of documentation.

v) Some of the NDPIII projects that were supposed to start in FY 2020/21 have not commenced and neither do they appear in the MoFPED Public Investment Plan, namely; i) Handcraft exports development, ii) Co-operative's revitalization for increased production and productivity, iii) Micro and Small Enterprise Sector Productivity and Investment Enhancement Program (MSE-PIEP), iv) MSMEs Nurturing for Youth Employment Project.

3.3.7 MANUFACTURING PROGRAMME

148. The Manufacturing Programme aims to increase the product range and scale for import substitution and improved terms of trade. Key expected results include: increased share of manufactured exports in total exports, growth in the industrial sector contribution to GDP, and increased share of labour force employed in the industrial sector. The NDPIII outlines five strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) increase exploration and quantification of priority minerals and geothermal resources across the country; (ii) increase adoption and use of appropriate and affordable technology along the value chain; (iii) strengthen the legal and regulatory framework as well as the human and institutional capacity (iv) increase investment in mining and value addition; and (v) expand mineral based processing and marketing.

149. The Manufacturing Programme assessment therefore, evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.7.1 Overall Programme performance

150. **Overall, the Manufacturing Programme is unsatisfactory at 55.1 percent compliance.** In particular, the Programme is 65.2 percent and 45 percent compliant to the NDPIII at programme intermediate outcomes planning and project planning, respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

151. **At this level, the Programme is moderately satisfactory at 65.2 percent compliance.** This is a weighted score comprising of 64.4 percent and 65.7 percent for BFP and AB performance respectively. This performance is attributed to non-prioritisation of NDPIII results in the budget documents. The BFP and AB captured targets for only 8 out of 11 outcome indicators

Projects Alignment

152. **At this level, the Programme is unsatisfactory at 45 percent compliance.** There was no provision in the BFP and AB for all the projects including 17 Industrial Parks except for only one park, that is, the Namanve Industrial Park Development project that was already ongoing.

3.3.7.2 Key emerging issues

153. The key emerging issues from this programme assessment are:

i) While there was no funding for Industrial Park Development Project at MoTIC for the 17 specified industrial parks, the approved budget for UIA (Vote 310) allocated 155.55B for Development of Namanve Industrial Park however, it is not clear whether the remaining 17 project parks were included in this activity.

3.3.8 INTEGRATED TRANSPORT INFRATSTRUCTURE AND SERVICES PROGRAMME

154. The Integrated Transport Infrastructure and Services Programme aims to have a seamless, safe, inclusive and sustainable multi-modal transport system. Key expected program results by 2024/25 include: reducing the average travel time; reducing freight transportation costs; increasing the stock of transport infrastructure; increasing average infrastructure life span and reducing fatality and causalities from transport accidents. The NDPIII outlines six strategic objectives which are intended to be the main budget drivers over the Plan period. These are: 1) optimize transport infrastructure and services investment across all modes; 2) prioritize transport asset management; 3) promote integrated land use and transport planning; 4) reduce the cost of transport infrastructure and services 5) strengthen, and harmonize policy, legal, regulatory, and institutional framework for infrastructure and services; and 6) transport interconnectivity to promote inter and intra-regional trade and reduce poverty.

155. Assessment of the Integrated Transport Infrastructure and Services Programme therefore, evaluates the compliance and alignment of its planning, budgeting and project implementation

towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are presented in the sections below.

3.3.8.1 Overall Programme performance

156. Overall, the program is moderately satisfactory at 71.3 percent compliance. In particular, the Programme is **60.0 percent** and **82.6** percent compliant to the NDPIII at programme intermediate outcomes planning and project planning to the NDPIII, respectively. Specific details are presented in the following sections.

Alignment of the BFP and AB

157. At this level, the programme is moderately satisfactory at 60.0 percent compliance. This is a weighted score comprising **75.0** percent and **50.0** percent of BFP and AB respectively. This compliance level is attributed to failure to plan and budget for some intermediate outcomes.

Projects Alignment

158. At this level, the Programme is satisfactory at 82.6 percent compliance. This is a weighted score of 50.0 percent, 88.7 percent and 72.8 percent for budget outturn, expenditure outturn and project performance respectively. This performance attributed to improved absorption of released funds and progress on project. It however be noted that most projects lag behind scheduled. This is partly explained by impact of COVID-19 that caused a temporally stoppage of works on most projects.

3.3.8.2 Key emerging issues

159. The key emerging issues from this programme assessment are:

i) There are a number of projects with high expenditure under program that are not in NDPIII because they are expected to be completed, for example Expansion and Rehabilitation of Entebbe Airport Phase I. Also, the Uganda National Airline Project was not captured in NDPIII yet over half a trillion shillings is spent on it annually (Has a budget of 558.32Bn, received 292.26Bn, and spent 292.26Bn close of December 2020). A clear operation plan of the airline should be submitted to NPA for planning purposes.

ii) Much as the aim of the program is to have a seamless, safe, inclusive and sustainable multi-modal transport system, realization remains a challenge. The program proposed a number of projects that contribute to realization of the goal but efforts to implement remain futile. For instance, designs of the Bus Rapid Transport project were supposed to be reviewed during FY2020/21 and 2021/22 but no funding has been provided. The NDPIII proposed budget for this project for 2020/21 was 365Bn. Also, a budget of UGX1371.4Bn was proposed for SGR preparatory works. Unfortunately, only UGX0.500Bn and UGX20.000Bn were allocated to these projects, respectively. The variations in funding allocations affect assessment of these projects as they impact on the expected results.

iii) Furthermore, implementation of Bukasa Port Phase I, was supposed to be completed by June 2019. Today, the progress is about 50%. This year's target comprised compensation of 1,100PAPs and 65% of the dredging, piling and swamp surcharging works yet by close of quarter two the dredging contract was still at procurement stage. The projects' approved budget for FY2020/21 is UGX.97.35Bn out of which UGX 7Bn and UGX 6.18Bn were released, respectively by close of second quarter.

iv) The program BFP, Ministerial Policy Statements and reports provided did not capture some outcome indicators in FY2020/21, thus negatively affecting the AB and BFP assessment.

3.3.9 SUSTAINABLE ENERGY DEVELOPMENT PROGRAMME

160. The Energy Development Programme aims to increase access to and consumption of clean energy. Key expected results include: increase in primary energy consumption; increase in the proportion of population accessing electricity; reduction in the share of biomass energy used for cooking; increase in transmission capacity; and enhanced grid reliability.

161. The NDPIII outlines five strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) increase access and utilization of electricity; (ii) increase generation capacity of electricity; (iii) increase adoption and use of clean energy; and (iv) promote utilization of energy efficient practices and technologies.

162. The Energy Development Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.9.1 Overall Programme performance

163. Overall, the Sustainable Energy Development Programme is unsatisfactorily at 41.6percent compliance. In particular, the Programme is **41** percent and **42.2** percent compliant at programme intermediate outcomes planning and project performance, respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

164. At this level, the programme is unsatisfactory at 41percent compliance. This is a weighted score comprising of 12.5 percent and 60 percent for BFP and AB, respectively. This performance is partly attributed to the subventions which are meant to deliver on the programme intermediate outcomes. These subventions are not only hesitant to report on such intermediate outcomes but they do not submit their quarterly reports, annual budgets and strategic plans for CoC assessment. Such subventions include UEGCL, UETCL and UEDCL. This has an implication on the final score of the BFP and the annual budget performance since their intermediate outcomes are not assessed. Such intermediate outcomes that they could be assessed on as per the CoC tool include; primary energy consumption, transmission capacity of high voltage, grid reliability, unit cost of power, electricity consumption per capita, electricity generation, share of clean energy used for cooking, among others.

165. The unsatisfactory performance is further attributed to the impact of COVID-19 pandemic. Most of the planned activities could not be undertaken as the resources were channeled to emergency areas.

Projects Alignment

166. At this level, the Programme is unsatisfactory at 42.2 percent compliance. This is a weighted score of 63.6, 83.6 percent and 17.9 percent for budget outturn, expenditure outturn and project performance, respectively. This unsatisfactory performance is attributed to: delayed compensation of the Project Affected Persons (PAPs) by the government to enable project take-off, which also has an implication on external funding release by the development partners for example on the Masaka-Mbarara Transmission line; Procurement bottlenecks including lengthy bidding processes that require no-objections from the external financiers at each stage of execution; Vandalism on the transmission lines and other installations by unscrupulous people; COVID-19 pandemic that caused lockdowns on the major ministry field operations; and Floating islands that keep invading the Nalubaale and Kira dams causing blackouts.

3.3.9.2 Key emerging issues

167. The key emerging issues from this programme assessment are:

i) More efforts and resources should be focused on evacuation of power through upgrading, building and revamping transmission and distribution lines, networks and sub-stations. Such lines should target key potential productive areas that can utilize the electricity for productive activities.

ii) ERA, UEGCL, UETCL and UEDCL continue to spend the non-tax revenue at source. A contrary recommendation to have such subventions contribute all the revenue collections to the consolidated fund has been highlighted in all the previous CoC reports but it has not been implemented. Such has a further implication on the reporting formats. Whereas these subventions have been reporting like business entities with incomes, expenditures and profits, such can be improved with standardized reporting on budget performance and projects.

iii) Review the existing policies to address gaps on alternative sources of energy for cooking, sustainable exploitation of biomass, and development of nuclear and geothermal resources for power generation and direct uses in industry, agriculture and tourism and direct uses in industry, agriculture and tourism.

iv) Renewable energy options like solar power and biogas should be promoted to counter deforestation and vegetation depletion due to biomass use for charcoal for cooking.

v) Government should consider restructuring the sector to reduce the multiplicity of players to lower costs, increase efficiency and improve coordination.

vi) There is need to develop and implement service delivery standard for energy services and framework for net metering.

3.3.10 DIGITAL TRANSFORMATION PROGRAMME

168. The Digital Transformation Programme aims to increase ICT penetration and use of ICT services for social and economic development. The key results to be achieved over the next five years include increased ICT penetration, reduction of the cost of ICT devices and services, job creation, increased local ICT innovation products developed and commercialized, and provision of government services online. The NDPIII outlines five objectives to guide the programme budgets over the plan period. These are: (i) increase the national ICT infrastructure coverage; (ii) enhance usage of ict in national development and service delivery; (iii) promote ICT research, innovation and commercialization of indigenous knowledge products; (iv) increase the ICT human resource capital; and (v) strengthen the policy, legal and regulatory framework.

169. The Digital Transformation Programme assessment evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome and output indicators and targets. The results of this assessment are provided in the sections below.

3.3.10.1 Overall Programme performance

170. The Digital Transformation Programme is moderately satisfactory at 63.9 percent compliance. In particular, the Programme is 63.0 percent and 64.8 percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

171. At this level, the programme is moderately satisfactory at 63.0 percent compliance. This is a weighted score comprising of 67.5 percent and 60.0 percent for BFP and AB, respectively. This moderate performance is as a result of several programme intermediate outcome results/ targets in the NDPIII not included in the BFP and the AB. The non-prioritized results include: percentage of Parishes with broadband connectivity, percentage of beneficiaries satisfied with the QOS over the NBI, percentage of stakeholder engagement plan and communication strategy implemented, among others. It should be noted that the budget documents have not fully transformed to the NDPIII programme approach.

Projects Alignment

172. At this level, the programme is moderately satisfactory at 64.8 percent compliance. This is a weighted score of 35.0 percent, 0.0 percent and 87.5 percent for the projects budget release, expenditure outturn and status of implementation of projects, respectively. The budget outturn and expenditure outturn presented poor performance because the funding received was below planned amounts for some projects. On the other hand, MDAs failed to absorb all projects resources received by the second quarter. Eight new projects were identified under this programme in the NDPIII and two of these classified as core projects: the IT Shared Platform (GOVNET) and National Postcode and addressing system. The IT Shared Platform (GOVNET) project was started in FY 2020/21. However, the National Postcode and addressing system is still at the project preparation stage and the remaining seven are still project ideas.

3.3.10.2 Key emerging issues

173. The key emerging issues from this programme assessment are:

i) **One of the programme's core projects is still at the project preparation stage, and its implementation has not started.** The National Postcode and Addressing system is a key registry that will facilitate e-commerce, ease the provision of aid and emergency services, and reinforce national security and therefore, it should be fast-tracked.

ii) **Key programme actors/agencies without vote status are not included in the BFP.** The programme BFP considered only agencies with votes: MoICT & NG and NITA. Interventions to be implemented by the other agencies like UCC, UICT, POSTA and the funding were not captured. This affects assessment at the programme level since it does not provide a holistic representation of programme.

3.3.11 SUSTAINABLE URBANIZATION AND HOUSING PROGRAMME

174. The Sustainable Urbanization and Housing Programme aims to attain inclusive, productive and livable urban areas for socio-economic development. The key expected results include: decrease in urban unemployment rate; reduced acute housing deficit; decrease in the percentage of urban dwellers living in slums and informal settlement; decrease in the average travel time per km in gkma; increased proportion of tarmacked roads in the total urban road network and improved efficiency of solid waste collection. The NDPIII outlines five (5) strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) increasing economic opportunities in cities and urban areas, (ii) promoting urban housing market and provide decent housing for all, (iii) promoting green and inclusive cities and urban areas, (iv) enabling balanced, efficient and productive national urban systems and, (v) strengthening urban policies, planning and finance.

175. The Sustainable Urbanization and Housing Programme assessment therefore, evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are presented in the sections below.

3.3.11.1 Overall Programme performance

176. Overall, the Sustainable Urbanization and Programme is moderately satisfactory at 73.1 percent compliance. In particular, the Programme is **100** and **46.3** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

177. At this level, the Programme is satisfactory at 100 percent compliance. This is a weighted score comprising of 100 percent and 100 percent for BFP and AB, respectively. The performance is attributed to the fact that the budget intent reflects the NDPIII priorities. However, AB allocations fall short of the NDPIII projections.

Projects Alignment

178. At this level, the Programme is unsatisfactory at 46.3 percent compliance. This is a weighted score of 50 percent, 25 percent and 56.3 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the delayed start of the Uganda Support to Municipal Infrastructure Development Program - Additional Financing (USMID-AF), low release and low absorption of released funds for the projects. While the Programme has five (5) projects in the Public Investment Plan (PIP), two projects (Albertine Region Sustainable Development Project and Support to National Physical Development Planning) are expected to be ending in FY 2020/21. One Project (Competitiveness and Enterprise Development Project) has just been reentered in PIP and is expected to begin in FY2021/22. The rest of the projects exist in form of project concepts/ideas which partly explains the low performance.

3.3.11.2 Key Emerging Issues

179. The key emerging issues from this programme assessment are:

i) **Delayed project kickoff and inadequate releases negatively affected overall performance.** For instance, planned activities in FY 2020/21under USMID-AF are behind schedule due to late project kickoff.

ii) **Many of the projects are at concept/idea level while others are exiting, hence the poor performance.** For instance, the Albertine Region Sustainable Development Project and the Support to National Physical Development Planning are exiting the PIP on 6/30/2021 thus affecting the overall project performance.

3.3.12 HUMAN CAPITAL DEVELOPMENT PROGRAMME

180. The Human Capital Development Programme aims to increase productivity of the population for increased competitiveness and better quality of life for all. Key expected results include: increased proportion of labour force transiting to gainful employment; increased years of schooling; improved child and maternal outcomes; increased life expectancy; increased access to safe and clean water and sanitation; and increased access by population to social protection. The NDPIII outlines five (5) strategic objectives which are intended to be the main budget drivers over the Plan period. These are: i) improve the foundations for human capital development; ii) produce appropriate knowledgeable, skilled, and ethical labour force (with strong emphasis on science and technology, TVET and Sports); iii) streamline STEI/STEM in the education system; iv) improve population health, safety and management; v) reduce vulnerability and gender inequality along the lifecycle; and promote sports, recreation, and physical education.

181. The Human Capital Development Programme assessment therefore, evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are presented in the sections below.

3.3.12.1 Overall Programme performance

182. Overall, the Human Capital Development Programme is moderately satisfactorily at 61.6 percent compliance. In particular, the Programme 61.7 percent and 61.4 percent compliant to the NDPIII at programme intermediate outcomes planning and project planning, respectively. The specific details are presented in the following sections

Alignment of the BFP and AB

183. At this level, the Programme is moderately satisfactorily compliant to the NDPIII at 61.7 percent. This is a weighted score comprising of 43.6 percent and 74 percent for BFP and AB, respectively. This moderately satisfactory performance is attributed to the inclusion of most of the NDPIII outcome indicators in the HCD programme BFP. Most of the planned activities were also captured in the BFPs of the key implementing MDAs highlighted above. Important to note however, the reason for limited-alignment at BFP and AB is that most intermediate results don't appear in the BFP and where they appear, they are under targeted.

Projects Alignment

184. At this level, the Programme is moderately satisfactory at 61.4 percent compliance. This is a weighted score of 79.4 percent, 14.7 percent, and 70.1 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance is mainly attributed to the low absorption of released funds for the projects. The Programme has 113 NDPIII projects of which 69 are under implementation and 44 are new projects. It is important to note that the closure of education institutions as a COVID-19 containment measure led to almost all projects targeting schools to being paused which partly explains the low expenditure outturn of 7.3%.

3.3.12.2 Key emerging issues

185. The key emerging issues from this programme assessment are:

i) The closure of schools, restrictions on movements of people and closure of businesses as part of the COVID-19 mitigation affected performance on the programme. Many vulnerable communities and groups were left unemployed and having limited access to medical services.

ii) There is limited prioritization and funding for interventions that can mitigate the emerging risks and shocks caused by Covid-19. This has affected progress on education, health and social development targets.

iii) The Covid 19 restrictions also affected performance on projects across the programme, but majorly in education MDAs. Therefore, there is need to fast-truck implementation of projects in the remaining period.

iv) The programme approach to planning, budgeting and reporting is not well demonstrated in the MDA BFPs and Ministerial Policy Statements. A number of MDA BFPs did not capture programme outcomes and targets. Going forward, more effort is needed in enhancing the approach through strengthening the programme working group, Secretariate and annual programme planning and reporting.

3.3.13 INNOVATION TECHNOLOGY DEVELOPMENT AND TRANSFER PROGRAMME

186. The Innovation, Technology Development and Transfer Programme aims to increase the application of appropriate technology in the production and service delivery processes through the development of a well-coordinated STI eco-system. Key expected results include: Increase the Global Innovation Index; Gross Expenditure on R&D and business enterprise sector spending on R&D and Increase the number of Intellectual Property Rights registered. The NDPIII outlines five strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) Develop requisite STI infrastructure; (ii) Build human resource capacity in STI; (iii) Strengthen R&D capacities and applications; (iv) Increase development, transfer and adoption of appropriate technologies and innovations; (v) Improve the legal and regulatory framework.

187. The Innovation Technology Development and Transfer Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.13.1 Overall Programme performance

188. **Overall, the programme is unsatisfactory at 53.6 percent compliance.** In particular, the Programme 45 and 65 percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. The specific details are presented in the following sections

Alignment of the BFP and AB

189. **At this level, the Programme is unsatisfactory at 45.0 percent compliance.** This is a weighted score comprising of 58.8 percent and 35.7 percent for BFP and AB, respectively. The low score is largely due to the mismatch between the BFP planned outputs and the NDP III outcome indicators. Additionally, the area of Intellectual Property rights was not well addressed in the BFP despite it having the most expected targets of the financial year.

Project Alignment

190. **At this level, the Programme is moderately satisfactory at 65 percent compliance.** This is a weighted score of 60.1 percent, 20.8 percent, and 65.8 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance is mainly attributed to low release of approved budget for all the projects. There was also poor absorption of released funds by the Uganda Industrial Research Institute retooling project caused by incomplete procurement processes by the reporting period.

3.3.13.2 Key emerging issues

191. The key emerging issues from this programme assessment are:

   i) The targets for most of the outcome indicators in the Annual budget fell short of the NDPIII targets.

3.3.14 COMMUNITY DEVELOPMENT AND MINDSET CHANGE PROGRAMME

192. The Community Mobilisation and Mindset Programme: aims to empower families, communities and citizens to embrace national values and actively participate in sustainable development. Key expected results include: increased participation of families, communities and citizens in development initiatives; enhanced media coverage of national programmes; increased household savings; increased social cohesion and civic competence; and better uptake and/or utilization of public services (education, health, child protection etc.) at the community and district level. The NDPIII outlines five strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (1) enhance effective mobilization of citizens, families and communities for development (2) strengthen institutional capacity of central, local government and non-state actors for effective mobilization of communities (3) promote and inculcate the national vision and value system and (4) reduce negative cultural practices and attitudes.

193. The Community Mobilisation and Mindset Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.14.1 Overall Programme performance

194. Overall, Community Mobilisation and Mindset Programme is moderately satisfactory at 60.3 percent compliance. In particular, the Programme is 91.4 percent and 29.1 percent compliant to the NDPIII at programme intermediate outcomes planning and project planning, respectively. The specific details are presented in the following sections

Alignment of the BFP and AB

195. At this level, the programme is satisfactory at 91.4 percent compliance. This is a weighted score comprising 100 percent and 85.7 percent for BFP and AB respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments. The programme registered alignment on the following NDPIII intermediate outcome indicators: Increased participation of families, communities and citizens for national development; % of Equitable and Inclusive Social Services promoted; % of Enhanced public participation in law and administration of justice; % of Improved uptake of URSB services; Patriotic and Nationalistic citizens; % of People knowledgeable about Government programs and projects.

196. Non-alignment was registered on the following indicators: national service scheme in place; proportion of child sacrifices, child marriages and FGM; establishing a feedback mechanism to capture public views on Government performance that are new in the BFP and no action has been implemented.

Projects Alignment

197. At this level, the programme is unsatisfactory 29.1 percent compliance. This is a weighted score of 0.0 percent, 66.7 percent and 14.5 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the low release of funds for the projects below the NDPIII and PIP targets. Secondly, most of the proposed projects are new and have not yet received funding for implementation. The only two core projects that contribute to the programme outcomes in the PIP are: Community Mobilization, Culture and Empowerment; and social protection for vulnerable groups which had spent above 80% of the releases.

3.3.14.2 Key emerging issues

198. The key emerging issues from this programme assessment are:

i) In addition, to revamp the function the community development function, there is need to fast track rehabilitation and construction of Rural Training Centers (RTC). There is no provision in the MTEF for FY 2021/22. UGX 4.92bn is required annually to renovate 3 RTCs.
ii) Key interventions should be prioritized for funding such as the National service scheme, civic education for mindsets/attitudes of the population; and establishing a National incentives framework including rewards and sanctions for best performing workers, leaders and communities to improve on transparency and reduce on corruption tendencies.
iii) There is limited prioritization and funding for mitigation interventions on the emerging risks and shocks in the country such as locusts, Covid-19, climate change among others that has necessitated re-prioritization. In addition, budget requirement for SAGE in FY 20/21 was UGX 142.46 Bn of which UGX33.9Bn is expected from Development partners. However, due to Covid-19, the development partners revised their commitment to only UGX 21.7 bn.The annual approved budget for SAGE is Sh. 62.88 reflecting a shortfall of Sh. 57.82 bn. A total of Sh. 49.68 has been released and spent. The balance of Sh. 13.2 bn is insufficient for 3rd and 4th quarter.
iv) Resource for CMMC should be taken to lower local governments. According to the MTEF FY2020/21- FY2024/25 the total allocation to the Community Development Department in the local government is UGX7.64Bn annually. The amount is shared in the ratio of 30:70 this implies that 30% (UGX2.292Bn) remains at the Higher Local Government and 70% (UGX4.348Bn) is transferred to 1500 Lower Local Government (sub counties of the districts and divisions of the Municipalities);
v) The monthly emoluments payable to each of the 15 Traditional Leaders was increased from UGX5m to UGX10m per month effective FY 2019/20. However, only UGX0.84Bn has been provided in the MTEF out the UGX14.024Bn required leaving a funding gap of UGX13.184Bn.

3.3.15 GOVERNANCE AND SECURITY PROGRAMME

199. The Governance and Security Programme aims to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats. Key expected results include: improvement in the corruption perception and democratic indices; increased case disposal rate; and increased percentage of districts with one stop frontline JLOS service points. The NDPIII outlines eight strategic objectives which are intended to be the main budget drivers over the Plan period. These are: i) strengthen the capacity of security agencies to address emerging security threats; ii) strengthen policy, legal, regulatory and institutional frameworks for effective governance and security; iii) Strengthen people centred security, legislation, justice, law, and order service delivery system; iv) Reform and strengthen JLOS business processes to facilitate private sector development; v) Strengthen transparency, accountability and anti-corruption systems; vi) Strengthen citizen participation in democratic processes; vii) Strengthen compliance and implementation of the Uganda Bill of Rights; and viii) Enhance Refugee protection and Migration Management

200. The Governance and Security Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.15.1 Overall Programme performance

201. Overall, the Governance and Security Programme is moderately satisfactorily at 69 percent compliance. In particular, the Programme is 80 and 57.9 percent compliant to the NDPIII at programme intermediate outcomes planning and project planning, respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

202. At this level, the Programme is satisfactorily at 80 percent compliance. This is a weighted score comprising of 75.7 percent and 82.3 percent for BFP and AB respectively. This satisfactory performance is attributed to the alignment between the NDPIII outcome indicators and targets to those reported in the programme BFP targets. Although most of the indicators are well captured in the programme BFP and BFPs of the key implementing MDAs, some targets are missing and where they appear, they are either over targeted or vice versa.

Projects Alignment

203. At this level, the Programme is unsatisfactory at 57.9 percent compliance. This is a weighted score of 85.7 percent, 28.6 percent, and 67.9 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance is mainly attributed to the low absorption of released funds for the projects and low budget release. The Programme has 79 NDPIII projects of which 16 are under implementation and 55 are new projects while 8 are project ideas. It is important to note that arising out of the lockdown and other COVID-19 restrictions, project implementation was either slow or paused which partly explains the low expenditure outturn of 28.6 percent.

3.3.15.2 Key emerging issues

204. The key emerging issues from this programme assessment are:

i) There is low absorption of the released funds for some of the MDAs. This means that the planned outputs and intended outcomes might not be achieved in the planned time, impeding the achievement of the country's vision aspirations.

ii) In line with security projects assessment as part of the programme assessment, security related project can't be assessed due to their classified nature.

3.3.16 PUBLIC SECTOR TRANSFORMATION PROGRAMME

205. The Public Sector Transformation Programme aims to improve public sector response to the needs of the citizens and the private sector. Key expected results include: improvements in the indices of; government effectiveness, public service productivity, global competitiveness and corruption perception indices. In addition, there will be increased proportion of the population satisfied with public services. The NDPIII outlines five strategic objectives which are intended to be the main budget drivers over the Plan period. These are; 1) strengthen accountability and transparency for results across government; 2) streamline government structures and institutions for efficient and effective service delivery; 3) strengthen strategic human resource management function of government for improved service delivery; 4) deepen decentralization and citizen participation in local development; and 5) increase transparency and eliminate corruption in the delivery of services.

206. The Public Sector Transformation Programme assessment therefore, evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.16.1 Overall Programme performance

207. Overall, the Public Sector Transformation Programme is moderately satisfactory at 64.5 percent compliance. In particular, the Programme is **78.4** percent and **50.6** percent compliant to the NDPIII at programme intermediate outcomes planning and project planning, respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

208. At this level, the programme is unsatisfactory at 46.1 percent compliance. This is a weighted score comprising of 43 percent and 48 percent for BFP and AB, respectively.

Projects Alignment

209. At this level, the Programme is unsatisfactory at 50.6 percent compliance. This is a weighted score of **40.3 percent** and **50.6 percent** for budget outturn, expenditure outturn and project performance respectively. This unsatisfactory performance was mainly attributed to the low absorption of released funds for the projects. The programme has 8 NDPIII projects two of them; Retooling of Public Service Commission, and Support to Ministry of Public Service are ongoing, the Strengthening Institutional Effectiveness of Government through Establishment of Service-Uganda-Centers project is under pre-feasibility, while Strengthening Government Structures, Systems and Procedures through Job Evaluation of the Public Service, Strategic Public Service Institutional Performance Management Project (SPIMP), and Northern Uganda Social Action Fund (NUSAF) are still project ideas, and Strengthening Institutional Effectiveness of Government Through Establishment of Service-Uganda-Centers are Profile project.

3.3.16.2 Key emerging issues

210. The key emerging issues from this programme assessment are:

i) The BFP misses most programme outcomes that include; Improved talent management and retention in the public service, Improved Knowledge retention in the public service, Improved Corporate culture, Improved ROI and Impact of all Change Initiatives, Improved staff competence, Enhanced Talent Management & Retention thus affecting the assessment.

ii) Some of these NDPIII indicators are not found in the MDA BFPS, while other MDAs have only outputs without indicators.

3.3.17 REGIONAL DEVELOPMENT PROGRAMME

211. The Regional Development Programme aims to accelerate equitable regional economic growth and development. Key expected results include reducing poverty in lagging sub-regions of: Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro. The NDPIII outlines five strategic objectives which are intended to be the main budget drivers over the Plan period. These are; 1) Stimulate the growth potential of the sub-regions in the key growth opportunities (Agri-business, Tourism, Minerals and Manufacturing); 2) Close regional infrastructure gaps for exploitation of local economic potential; 3) Strengthen and develop regional based value chains for LED; 4) Strengthen the performance measurement and management frameworks for local leadership and public sector management.

212. The Regional Development Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.17.1 Overall Programme performance

213. Overall, the Regional Development Programme is unsatisfactory compliant at 44.4 percent. In particular, the Programme is **57.1** percent and **37.1** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. The specific details are presented in the following sections.

Alignment of the BFP and AB

214. At this level, the programme is unsatisfactory at 57.1 percent compliance. This is a weighted score comprising of 67.7 percent and 50 percent for BFP and AB, respectively. This performance is attributed to significantly lower BFP targets compared to the NDPIII Programme targets and in some instances are completely missed out. Areas with lower targets include: increasing commercial scale agriculture, functionality of LED Forums, increasing share of tourism earnings in household income and smallholder farmers producing for the market. While the areas not prioritized are: value addition, local political leadership involvement in investment matters, operation and maintenance of productive infrastructure and community participation in

Accountability Platforms. On the other hand, the AB result targets focused only on enhancing commercial agriculture and irrigation but missed out on most of the other key programme results and targets. For instance, agricultural financing and regional infrastructure were not prioritized in the AB.

Projects Alignment

215. At this level the Programme is unsatisfactory at 37.1 percent compliance. This is a weighted score of 0 percent, 0 percent and 37.1 percent for budget outturn, expenditure outturn and project performance, respectively. This is largely because most of the RDP projects are in form of project ideas and a number are yet to undergo both pre-feasibility and feasibility studies before they can be approved by the DC to enter the PIP. Northern Uganda Social Action Fund (NUSAF) 3 is currently the only project in the PIP that is being implemented that directly contribute to poverty reduction in the subregions. Other projects in the PIP are aligned with the programme projects are Northern Uganda (Cashew, Macadamia, Shea, and Pomegranate) and Value Chain Project and Historical and Cultural Tourism Development Project.

3.3.17.2 Key emerging issues

216. The key emerging issues from this programme assessment are:

i) Some key intermediate outcome indicators are not provided in the BFP which limits the assessment of compliance;

ii) Targets for some key indicators are not provided in the BFP;

iii) Majority of the RDP projects urgently require feasibility studies and approval for resource allocation.

3.3.18 DEVELOPMENT PLAN IMPLEMENTATION (DPI) PROGRAMME

217. The Development Plan Implementation Programme aims to increase the efficiency and effectiveness in the implementation of the Plan. Key expected results include: Increase level of Plan implementation, increased GDP growth rate, increased revenue, and improvements in alignment of plans and budgets. The NDPIII outlines six strategic objectives which are intended to be the main budget drivers over the Plan period. These are: (i) strengthen the capacity of development planning; (ii) strengthening budgeting and resource mobilization; (iii) strengthen capacity for implementation to ensure a focus on results; (iv) strengthen coordination, monitoring and reporting frameworks and systems; (v) strengthen the capacity of the statistical system to generate data for national development; (vi) strengthen the research and evaluation function to better inform planning and plan implementation.

218. The Development Plan Implementation Programme assessment therefore evaluates the alignment of its planning and budgeting towards achieving these objectives and the corresponding pre-determined outcome targets. The results of this assessment are given in the sections below.

3.3.18.1 Overall Programme performance

219. Overall, of the Development Plan implementation Programme is satisfactory at 80.7 percent compliance. In particular, the Programme is **95.3** percent and **66** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. The specific details are presented in the following sections

Alignment of the BFP and AB

220. At this level, the programme is satisfactory at 95.3 Percent compliance. This is a weighted score comprising of 98.3 percent and 93.3 percent for BFP and AB, respectively. This performance is mainly attributed to the good alignment of the Budget documents outcomes, the respective indicators and targets to those of the DPI programmes.

Projects Alignment

221. At this level the Programme is moderately satisfactory at 66 percent compliance. This is a weighted score of 50 percent, 55 percent and 59.2 percent for budget outturn, expenditure outturn and project performance respectively. This average performance was mainly attributed to the less alignment of the BFP cost of REAP to that of the NDPIII planned.

3.3.18.2 Key emerging issues

222. The key emerging issues from this programme assessment are:

i) **The budget allocations fall short of the NDPIII projection.** The AB allocates less resources compared to the NDPIII projected resources which affects attainment of the desired results.

3.4 MDA LEVEL ASSESSMENT

223. The MDA level compliance assessment is based on 166 votes out of 180 votes. The compliance score therefore excludes 16 votes most of which were initially subventions and had just obtained vote status. The compliance assessment at this level involved ascertaining whether the MDA budget documents prioritised the NDPIII results across the 18 Programmes.

3.4.1 Overall MDA Assessment

224. At MDA level, the FY2020/21 AB is 60.8 percent aligned to the NDPIII. This is due of weak budgeting for results, weak planning, budgeting and implementation of projects and significant amount of off-budget financing was directed towards non-NDPIII interventions. The other areas of non-alignment at this level are:

i) **MDA programme allocations fall short of the NDPIII allocations.** Whereas the NDPIII provides MDA specific allocation across all programmes, majority of MDAs are still budgeting within sectors and along outputs instead of results. This is largely attributed to the gradual transition towards programme-based planning.

ii) **Off-budget allocation to the MDAs is not well articulated in the AB**. Whereas MDAs access off budget support to deliver the results, the budget does not explicitly provide these resources given their impact on attainment of NDPIII results.

225. The detailed MDAs compliance assessment findings are presented along the old sector clustering in the subsections below

3.4.2 Agriculture Sector MDA Level Assessment

Table 3. 4: Summary Agriculture sector MDA Level performance

S/N	MDA	PIP	Alignment			Score (%)
			BFP	AB	BFP&AB	
1.	MAAIF	59.4	72.3	61.7	65.9	63.1
2.	NARO	76.1	57.1	80.0	70.9	73.1
3.	NAGRC&DB	60.0	82.9	70.0	75.1	68.6
4.	UCDA	55.0	81.7	85.7	84.1	71.6
5.	DDA	60.0	75.0	75.0	75.0	68.6
6.	CDO	75.0	80.0	65.7	66.7	73.0
7.	NAADS	60.0	80.0	64.0	70.4	65.9

3.4.2.1 Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)

226. Overall, MAAIF is moderately satisfactory compliant at 63.1 percent. This is a weighted score comprising 63.1 percent and 59.4 percent for results level assessment (outputs) and projects implementation respectively.

Alignment of the BFP and Annual Budget

227. At this level, MAAIF is 63.1 percent compliant. This is a weighted score comprising 65.9 percent and 59.4 percent for BFP and AB, respectively. The performance is due to non-alignment of the budget to the Ministry priorities during the period under review. The budget alignment to the MAAIF priorities was mainly in the following areas among others: supporting extension workers with equipment; profiling and registration of extension workers; registration and licensing of input dealers, manufacturers, importers and exporters of inputs and agricultural products, renovation of Namalere Analytical laboratories, establishment of regional mechanization centres.

228. Non-alignment was registered in the following areas: support to district local governments to control pests and diseases epidemics; construction of micro and small irrigation systems; recruitment of extension workers; support for adoption of agricultural technologies.

Projects Alignment

229. At this level, MAAIF is 59.4 percent. This is a weighted score of 36.8 percent, 18.9 percent and 83.3 percent for budget out-turn, expenditure outturn and project performance respectively. The weak performance was mainly attributed to low release and expenditure of funds for projects below the NDPIII targets. Project performance was majorly affected by delays in implementation of externally financed projects and development of planned projects. All the NDPIII Planned projects are not yet ready for implementation; only one - the National Oil Seeds Project is at feasibility stage, five projects are at concept stage while 16 have not been developed. Externally financed projects that are behind schedule include: Enhancing National Food Security through increased Rice Production in Eastern Uganda (ENFSRP); Agricultural Value Chain Development Project (AVCDP); and Agricultural Cluster Development Project (ACDP).

3.4.2.2 National Agricultural Research Organization (NARO)

230. Overall, NARO is moderately satisfactory compliant at 73.1 percent. This is a weighted score comprising 70.9 percent and 76.1 percent for results level assessment (outputs) and projects implementation respectively.

Alignment of the BFP and Annual Budget

231. At this level, NARO is 73.1 percent compliant. This is a weighted score comprising 57.1 percent **and 80.0 percent for BFP and AB respectively.** The above performance is attributed to low deviations in the indicators and targets in the planning and budgeting instruments.

232. NARO registered alignment in majority of indicators, including; number of research laboratories constructed and equipped; number of demonstration facilities constructed; number of laboratories rehabilitated and number of improved technologies and innovations adopted. Non-alignment was registered in the following indicators: number of bio fortified seed technologies distributed to farmers; number of farmer groups trained in quality seed production and number of model irrigation schemes developed at public research institutes.

Projects alignment

233. **At this level, NARO is 76.1 percent compliant. This is a weighted score of 100.0 percent, 70.0 percent and 75.0 percent for budget out-turn, expenditure outturn and project performance, respectively.** The weak performance was mainly attributed to low release and expenditure of funds for projects below the NDPIII targets. Project performance was majorly affected by delays in development of planned NDPIII projects up to implementation level. All the NARO NDPIII Planned projects are still at concept stage and not yet ready for implementation.

3.4.2.3 National Animal Genetics Resources and Databank (NAGRC&DB)

234. **Overall, the NAGRC&DB is moderately satisfactory compliant at 68.6 percent.** This is a weighted score comprising 75.1 percent and 60.0 percent for results level assessment (outputs) and projects implementation respectively.

MDA Alignment of the BFP and Annual Budget

235. **At this level, NAGRC&DB is 75.1 percent compliant.** This is a weighted score comprising 82.9 percent and 70.0 percent for BFP and AB respectively. The above performance is attributed to deviations in the indicators and targets in the planning and budgeting instruments.

236. NAGRC&DB registered alignment in majority of indicators, including; number of regional mini liquid Nitrogen production plants installed, doses of semen produced and extended to farmers, number of community breeding satellite centres established and maintained; number of tropicalized superior breeding stock introduced. Non-alignment was registered in the following indicators: Satellite ART laboratories and genetic evaluation centres constructed; litres of liquid Nitrogen produced; number of animal feed production, packaging, and storage facilities on 7 NAGRC&DB centre farms.

Projects alignment

237. **At this level, NAGRC&DB is 60.0 percent.** This is a weighted score of 0.0 percent, 0.0 percent and 100.0 percent percent for budget out-turn, expenditure outturn and project performance, respectively. The weak performance was mainly attributed to low release and expenditure of funds for projects below the NDPIII targets. Project performance was majorly affected by delays in development of planned NDPIII projects up to implementation level. All the NAGRC&DB NDPIII Planned projects are still at concept stage and not yet ready for implementation.

3.4.2.4 Uganda Coffee Development Authority (UCDA)

238. Overall, UCDA is moderately satisfactory compliant at 71.6 percent. This is a weighted score comprising 84.1 percent and 55.0 percent for results level assessment (outputs) and projects implementation, respectively.

Alignment of the BFP and Annual Budget

239. At this level, UCDA is 84.1 percent compliant. This is a weighted score comprising 81.7 percent and 85.7 percent for BFP and AB respectively. The above performance is attributed to low deviations in the indicators and targets in the planning and budgeting instruments.

240. The MDA registered alignment in majority of indicators, including; number of market responsive varieties developed; number of coffee seedlings distributed; number of unproductive trees stumped; number of micro-irrigation schemes constructed. Non-alignment was registered in the following indicators: number of traders and processors inspected; value chain actors trained and solar drying demonstrations established.

Projects alignment

241. At this level, UCDA is 55.0 percent compliant. This is a weighted score of 100.0 percent, 0.0 percent and 75.0 percent for budget out-turn, expenditure outturn and project performance respectively. The weak performance was mainly attributed to low release and expenditure of funds below the NDPIII targets. Project performance was majorly affected by delays in development of planned NDPIII projects up to implementation level. Under NDPIII, UCDA has planned two projects; coffee value chain development project and retooling UCDA project. But these projects are still at profile and concept stage and not yet ready for implementation.

3.4.2.5 Dairy Development Authority (DDA)

242. Overall, the DDA is moderately satisfactory compliant at 68.6 percent. This is a weighted score comprising 60.0 percent and 75.0 percent for results level assessment (outputs) and projects implementation respectively.

MDA Alignment of the BFP and Annual Budget

243. At this level, DDA is 75.0 percent compliant. This is a weighted score comprising 75.0 percent and 75.0 percent for BFP and AB respectively**.** The above performance is attributed to low deviations in the indicators and targets in the planning and budgeting instruments.

244. DDA registered alignment in these indicators; number of milk collection centres rehabilitated and equipped, number of facilities and structures established, and number of regional testing laboratories equipped. Non-alignment was registered in the following indicators: number of cooperatives supported with milk handling and milk cooling equipment.

Projects alignment

245. At this level, DDA is 60.0 percent. This is a weighted score of 0.0 percent, 100.0 percent and 50.0 percent for budget out-turn, expenditure outturn and project performance, respectively. The weak performance was mainly attributed to low release of funds below the NDPIII targets and delays in development of planned NDPIII projects up to implementation level. DDA has planned three projects for NDPIII but they are still at concept stage and not yet ready for implementation.

3.4.2.6 Cotton Development Organization (CDO)

246. Overall, CDO is moderately satisfactory compliant at 73.0 percent. This is a weighted score comprising 66.7 percent and 75.0 percent for results level assessment (outputs) and projects implementation respectively.

Alignment of the BFP and Annual Budget

247. At this level, CDO is 66.7 percent compliant. This is a weighted score comprising 80.0 percent and 65.7 percent for BFP and AB, respectively. The above performance is attributed to low deviations in the indicators and targets in the planning and budgeting instruments.

248. CDO registered alignment in these indicators; number of improved cotton varieties developed; number of cotton extension workers trained; and number of demonstration plots established for farmer training. Non-alignment was registered in the following indicators: number of districts provided with inputs and number of seed growers registered and trained on seed production.

Projects alignment

249. At this level, CDO is 75.0 percent compliant. This is a weighted score of 0.0 percent, 100.0 percent and 75.0 percent for budget out-turn, expenditure outturn and project performance, respectively**.** The weak performance was mainly attributed to very low release of funds below the NDPIII targets. Project performance was majorly affected by delays in development of planned NDPIII projects up to implementation level. CDO has planned projects for NDPIII but they are still at concept stage and not yet ready for implementation.

3.4.2.7 National Agricultural Advisory Services (NAADS)

250. Overall, NAADS is moderately satisfactory compliant at 65.9 percent. This is a weighted score comprising 70.4 percent and 60.0 percent for results level assessment (outputs) and projects implementation respectively.

MDA Alignment of the BFP and Annual Budget

251. At this level, NAADS is 70.4 percent compliant. This is a weighted score comprising 80.0 and 64.0 percent for BFP and AB, respectively. The above performance is attributed to low deviations in the indicators and targets in the planning and budgeting instruments.

252. NAADS registered alignment in a number of indicators including; number of farming households supported with critical farm inputs, number of value addition incubation facilities to mentor and promote agro-MSMEs established, and number of planting materials distributed. Non-alignment was registered in the following indicators: number of micro and small-scale solar water irrigation systems for small holder farmers and number of service centres established.

Projects alignment

253. At this level, NAADS is 60.0 percent compliant. This is a weighted score of 0.0 percent, 0.0 percent and 100.0 percent for budget out-turn, expenditure outturn and project performance, respectively. The weak performance was mainly attributed to very low release and poor expenditure of funds below the NDPIII targets. Project performance was also affected by delays in development of planned NDPIII projects up to implementation level. NAADS has planned projects for NDPIII but they are still at concept stage and not yet ready for implementation.

254. The key emerging issues for this sector's MDAs are:

i) The BFP and annual budget targets are lower than the planned targets under NDPIII for a number of outputs and interventions.

ii) The BFP and annual budget allocations for MDAs are lower than targets under NDPIII for all the MDAs

iii) Delays in the development and implementation of planned projects under NDPIII. All the planned projects of NDPIII are not ready for implementation.

iv) Delays in implementation of externally funded projects. While externally funded projects have the bulk of development financing for MAAIF, they are all behind schedule which leads to accumulation of additional costs in penalties and poor MDA performance.

3.4.3 Energy Sector MDA Level Assessment

Table 3.5: Summary Energy Sector MDA performance (percent)

S/N	MDA	PIP	Alignment			Score (%)
			BFP	AB	BFP&AB	
	UETCL	53.1	80	66.7	72.0	63.9
	UEGCL	-	100	100	100	100
	PAU	22.5	50.0	50.0	50.0	38.2
	UNOC	0	80	80	80	45.6
	REA	27	56	56	56	43.5

3.4.3.1 Uganda Electricity Transmission Company Limited (UETCL)

255. Overall, UETCL is moderately satisfactory at 63.9 compliant at percent. This is a weighted score comprising **72.0** percent and **53.1** percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

256. At this level, UETCL is 72.0 percent complaint. This is a weighted score comprising 100 percent and 66.7 percent for BFP and AB respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

257. The MDA registered alignment on the following NDPIII targets: Distance (km) of Transmission line rehabilitated, Construction of 79km power evacuation line Mbale-Bulambuli to evacuate Siti 2 HPP, Sisi, Simu; Construction of 72km Gulu-Agago Transmission line to evacuate Agago-Achwa HPP and Distance (km) of Transmission line added to the grid.

258. Non alignment was registered on the following NDPIII targets: Distance (km) of Evacuation Transmission line Distance (km) of Evacuation Transmission line, Distance (km) of Evacuation Transmission line, Kilometers of land Valued for Acquisition, Transformation Capacity (MVA), 8 Protected areas electrified, Distance (km) of transmission lines to DRC Congo, Northern Tanzania and Southern Sudan, Transformation Capacity (MVA).

Projects alignment

259. At this level, UETCL is 53.1 percent compliant. This is a weighted score of 100 percent, 100 percent and 18.8 percent for budget outturn, expenditure outturn and project performance respectively. This unsatisfactory performance was mainly attributed to the low release of funds for the projects below the NDPIII target. UETCL has five new projects and 2 projects at concept phase. The BFP and AB allocated UGX 0.211bn below the NDPIII target of UGX 1.9bn in the first year. All the resources were released and spent.

3.4.3.2 Uganda Electricity Generation Company Limited (UEGCL)

260. The UEGCL is 100 percent compliant to the NDPIII targets. The satisfactory performance is attributed to adequate prioritization of the development of medium and small power plants (Nyagak, biogas cogeneration). In addition, UEGCL doesn't have any projects therefore assessment at this level was waved.

3.4.3.3 Petroleum Authority of Uganda (PAU)

261. Overall, the PAU is unsatisfactorily compliant at 38.2 percent. This is a weighted score comprising 50.0 percent and 22.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

262. At this level, the PAU is 38.2 percent complaint. This is a weighted score comprising 50.0 percent and 50.0 percent for BFP and AB respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

263. The MDA registered alignment on the following NDPIII targets: Level of Oil and Gas operators Compliance and Number of disaster recovery initiatives implemented. Non alignment was registered on the following targets: Stage of development of National Petroleum Data Repository (%), Emergency response and disaster recovery plan in place,

Projects alignment

264. At this level, PAU is 22.5 percent compliant. This is a weighted score of 50, 0 and 25 for budget outturn, expenditure outturn and project performance respectively. This unsatisfactory performance was mainly attributed to the low release of funds for the projects below the NDPIII target. PAU has one retooling project which is at feasibility phase. The BFP and AB allocated UGX 0bn below the NDPIII target of UGX 25.71bn in the first year. Resources were never released.

265. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.3.4 Uganda National Oil Company (UNOC)

266. Overall, UNOC is unsatisfactorily compliant at 45.6 percent. This is a weighted score comprising **80.0** and **0.0** percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

MDA Alignment of the BFP and Annual Budget

267.At this level, the UNOC is 80.0 percent complaint. This is a weighted score comprising 80.0 percent and 80.0 percent for BFP and AB respectively. This satisfactory performance is attributed to prioritization of several NDPIII targets in the BFP and AB of UNOC. The areas of alignment are: Storage facilities and auxiliary terminals constructed, UNOC capitalized, Financing strategy developed and implemented and Jinja Storage Terminal restocked and managed. However, there are some areas of noncompliance including: preparation of designs for pre-requisite infrastructure, construction of the oil refinery, construction of the East African

Community Oil Pipeline Project, Upstream facilities for Tilenga and Kingfisher projects constructed and promoting uptake of LPG as an alternative source of energy.

MDA projects alignment

268. **At this level, the PAU is 0.0 percent compliant.** This is a weighted score of 0, 0 and 0 for budget outturn, expenditure outturn and project performance respectively. This unsatisfactory performance was mainly attributed to the low release of funds for the projects below the NDPIII target and little or no progress on implementation of several projects provided for in the PIP.

3.4.3.5 Rural Electrification Agency (REA)

269. **Overall, REA is unsatisfactorily compliant at 43.5 percent**. This is a weighted score comprising **56.0** percent and **27.0** percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

270. **At this level, REA is 56.0 percent complaint**. This is a weighted score comprising **56.0** percent and **56.0** percent for BFP and AB respectively. This unsatisfactory performance is attributed to prioritization of several NDPIII targets in the BFP and AB of REA. The areas of compliance include: Construction and rehabilitation of distribution network, Grid intensification (East, Central North, North East, North North West, North West, South, South West, MidWest), MV, LV Length Last Mile Connections, off-grid mini-grids constructed, Population connected to national grid (%) and consumers connected to the grid per consumer category (Large Industrial, Medium industrial, Commercial and domestic). The areas of non-compliance are: land valued for acquisition, Construction of 10 switching station across 8 territories (Atiak, Lwala, Ntungamo, Bobi, Kyabirikwa, Kazo, Kyarutanga, Namayingo, Kisiizi, Kagadi/Muhororo, Acholibur, Lumbugu, Sembabule) and System improvement (East, Central North, North East, North North West, North West, South, South West, Midwest).

Projects alignment

271. **At this level, the REA is 27.0 percent compliant.** This unsatisfactory performance was mainly attributed to the low release of funds for the projects below the NDPIII target and little or no progress on implementation of several projects provided for in the NDPIII PIP.

3.4.4 ICT Sector MDA Level Assessment

Table 3.6: Summary ICT&NG Sector MDA performance

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1	MoICT & NG	60	60.0	53.8	56.3	57.9
2	NITA-U	63.0	57.1	55.8	56.3	59.2

3	POSTA	100	50	50	50	71.5
4	UCC	100	47.1	61.2	58.8	73.8
5	UICT	100	66.7	66.7	66.7	81.0

3.4.4.1 Ministry of Information Communication Technology and National Guidance

272. Overall, MoICT & NG is unsatisfactorily compliant at 57.9 percent. This is a weighted score comprising 60 percent and 53 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

273. At this level, MoICT & NG is 56.3 percent complaint. This is a weighted score comprising 60.0 percent and 53.8 percent for BFP and AB, respectively. MoICT&NG registered alignment on the following NDPIII targets: assessments/audits undertaken, Portal in place Datasets captured, National Cyber Security strategy in place, Data protection and privacy regulation in place, Platform in place, ICT Regional Hubs established by GOU, ICT Regional Hubs supported by GOU, Innovations supported by Government and commercialized, ICT sector laws and policies reviewed, National strategy for implementation of digital-services, National Internet Exchange Point in place and Mindset change program in place

274. Non-alignment was registered on the following targets: National ICT statistics system, Geocoded national addressing and postcode system in place, regions with digitized and physical addresses captured, districts Framework in place, collaborations, An updated ICT research agenda in place, hubs supported, innovators hosted in the GOU ICT innovation hubs, ICT patents, ICT exports promotion campaigns conducted, partnerships with manufacturing companies, companies supported, Digital skills framework developed, %age of Stakeholder engagement plan and communication strategy implemented, Framework for deployment of broadband as a public utility in place, CCTLD Government oversight framework reviewed & implemented, e-waste management frameworks, 30% of schools and HEIs using ICT enabled teaching and learning by 2025, 30% of schools and HEIs using ICT enabled teaching and learning by 2025, 30% of education institutions with remote ICT-enabled learning infrastructure installed, locally designed remote learning platforms, 9 million households which received radio sets from GoU by 2025, 140,0000 Solar powered TV sets, % of villages that have received 2 TV sets, locally designed remote learning platforms, extending utilities to the industrial park sites (Telephone), protected areas covered with ICT infrastructure, policies, strategies & guidelines popularized & disseminated, number of citizens engagement platforms organized, National Civic Education Program in place, media and communication campaigns conducted, programs broadcast, district communication offices facilitated, a Bill to give effect to National Objectives XXIX (29) of the Constitution on the duties of a citizen in place, a national Guidance policy in place, accessibility of information (Time/Hours taken to get the required information), Compendium of Datasets available and sharable within the Public Service, datasets meeting data quality standard thresholds, Collaboration framework for communication established, standards of communicators and information disseminators on government business reviewed, MDAs and LGs implementing the standards on Information, Education and communication.

Projects alignment

275. At this level, MoICT & NG is 60 percent compliant. This is a weighted score of 0, 0 percent and 100 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to timely release of funds for the project in alignment with the NDPIII target. MoICT & NG has one retooling project which is ongoing. The BFP and AB allocated 20.222 bn in alignment with the NDP III target of 20.222 bn. However, the actual budget outturn was 7.42 bn out of which only 5.39 bn was spent.

276. The key emerging issues are:

i) Implementation of the National Post and Addressing System has not started, yet it was identified as a core project and priority under the Digital Transformation Programme.
ii) There is still inadequate implementation of Government Communication strategy.

3.4.4.2 National Information Technology Authority Uganda (NITA-U)

277. Overall, NITA-U is moderately satisfactorily compliant at 62.4 percent. This is a weighted score comprising 56.3 and 63.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

MDA Alignment of the BFP and Annual Budget

278. At this level, the NITA-U is 56.2 percent complaint. This is a weighted score comprising 57.1 percent and 56.3 percent for BFP and AB respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

279. NITA-U registered alignment on the following NDPIII targets: Length of fibre optic network, MDAs connected, Government units schools, hospitals, post offices, tourism sites, police, LGs etc) connected to the NBI, applications and systems hosted centrally in the National Data Centre, MDAs enrollled in National Data Centre, An integration platform in place, Government and private institutions utilizing the data sharing and integration platform, government institutions enrolled, services enabled through the gateway, Sms gateway , government MDAs implementing the National Information Security Framework, National Cyber Incident Response plan targets achieved, empaneled cybersecurity companies and services enabled for PKI,

280. The non-alignment was registered on the following target: districts Head Quarters connected, DTTs connected to the NBI, wireless hotspots (MyUg), ICT products and service providers certified,

Projects alignment

281. At this level, the NITA-U is 63.0 percent compliant. This is a weighted score of 46.7 percent, 0.0 percent and 83.3 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the low release of funds for the projects below the NDPIII target. NITA-U has the Regional Communication Infrastructure, retooling and Government Network which are ongoing and on track. The BFP and AB allocated UGX 37.97bn below the NDPIII target of UGX 76.39bn. UGX 37.97 bn of the budget was released of which UGX 19.34 bn was spent for the regional communication infrastructure project. The BFP and AB allocated UGX 2.09bn below the NDPIII target of UGX 4.46bn. UGX 2.09 bn of the budget was released of which UGX 0.32bn was spent for the Government Network (GOVNET) project. The BFP and AB allocated UGX 0.52bn below the NDPIII target of UGX 1.35bn. UGX 0.52bn of the budget was released of which UGX 0.26bn was spent for the Retooling project.

282. The key emerging issues are:

i) Some of the Government MDAs/LGs connected are not using services due to lack of terminal equipment, LANs & computers due to Limited funding and lack of prioritization for ICT

3.4.4.3 POSTA - UGANDA

283. Overall, POSTA is satisfactorily compliant at 71.5 percent. This is a weighted score comprising 50 and 100 percent compliance for Results Level Assessment (Outputs). The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

284. At this level, POSTA is 50.0 percent complaint. This is a weighted score comprising 50.0 percent and 50.0 percent for BFP and AB, respectively. The above average performance is attributed to lack of consistence in the NFP and AB targets evidenced by setting different targets in the planning and budgeting instruments.

285. The MDA registered alignment on the following NDPIII indicators: new services introduced, postal outlets transformed to deliver e-services, government services accessed at postal outlets. Non alignment was on the provision of non-government services accessed at postal outlets.

Projects' alignment

286. POSTA-Uganda is not implementing any project.

287. The key emerging issues are:

i) The National Postcode and Addressing project have not yet started yet it is a core project in the NDPIII

3.4.4.4 Uganda Communications Commission (UCC)

288. Overall, UCC is moderately satisfactorily compliant at 73.8 percent. This is a weighted score comprising 53.3 percent and 100 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

289. At this level, UCC is 58.8 percent complaint. This is a weighted score comprising 47.1 percent and 61.2 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

290. UCC registered alignment on the following NDPIII indicators: Parishes with broadband connectivity, educational Institutions connected to High-speed broadband, Institutions with Assistive Technologies, E-waste Database in Place, communities & SMEs trained and training of youth and PWD groups trained,

291. Non-alignment was registered on the following indicators: National Cyber Incident Response plan targets achieved, programming that contains Local content, an operational PWDs digital educational content platform, PWDs digital programs, digital programs targeting special interest groups, Programming that contains local content, campaigns conducted, standards, regulations and guidelines developed and service Uganda centers.

Projects' alignment

292. UCC is not implementing any project**.**

293. The key emerging issues are:

i) Increasing noncompliance arising from services spread across various sectors for instance courier and logistics
ii) Low levels of ICT literacy affecting uptake of communications services
iii) Change in technology requiring continuous upgrades in compliance equipment
iv) Dwindling financial resources as a result of policy directives
v) Limited access and usage of ICTs by PWDs and women
vi) Limited awareness about Electromagnetic Fields (EMF) standards by operators of communications installations
vii) Limited knowledge by the communities and local leaders in addressing issues concerning health and safety of communities around communications developments
viii) Absence of a sustainable strategy for management of e-waste

3.4.4.5 Uganda Institute of Information and Communications Technology (UICT)

294. **Overall, UICT is moderately satisfactorily compliant at 81.0 percent**. This is a weighted score comprising 66.7 percent and 100 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

MDA Alignment of the BFP and Annual Budget

295. **At this level, UICT is 66.7 percent complaint**. This is a weighted score comprising 66.7 percent and 66.7 percent for BFP and AB respectively. The MDA registered alignment on the following NDPIII indicators: MoUs signed, participants trained, Government officers trained in ICT Related short courses, specialized programs conducted, business consultancies conducted, labs upgraded and equipped, lecture rooms equipped with smart technology and virtual labs established.

296. Non-alignment was registered on the following indicators. Vocational training institutions supported, 4IR lab, partnerships and Entrepreneurship and Incubation Programs Developed and Implemented.

Projects' alignment

297. UICT is not implementing any project**.**

298. The key emerging issues are:

i) There is nonalignment of the indicators in the BFP and NDPIII

3.4.5 Land, Housing and Urban Development Sector MDA Level Assessment

Table 3.7: Summary of LHUD sector MDA performance

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1	MoLHUD	42.5	91.9	90.1	90.8	70
2	ULC	100	25	100	70.0	82.9

3.4.5.1 Ministry of Lands Housing and Urban Development (MoLHUD)

299. **Overall, MoLHUD is moderately satisfactory compliant at 70% percent.** This is a weighted score comprising 90.8 percent and 42.5 percent compliance for Results Level Assessment and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

300. At this level, the MoLHUD is 90.8 percent complaint. This is a weighted score comprising 91.9 percent and 90.1 percent for BFP and AB, respectively. The satisfactory performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments. The MDA registered alignment on the most NDPIII indicators including: development of affordable & adequate housing investment plans; support establishment of labor-intensive manufacturing, services, and projects for employment creation; conservation and restoration of urban natural resource assets and; development and implementation of integrated physical and economic development plans.

Projects' alignment

301. At this level, the MoLHUD is 42.5 percent compliant. This is a weighted score of 50 percent, 25 percent and 50 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the delayed start of the Uganda Support to Municipal Infrastructure Development Program - Additional Financing (USMID-AF), low release and low absorption of released funds for the projects. While the MDA has five (5) projects in the Public Investment Plan (PIP), two projects (Albertine Region Sustainable Development Project and Support to National Physical Development Planning) are expected to be ending in FY 2020/21. One Project (Competitiveness and Enterprise Development Project) has just been reentered in PIP and is expected to begin in FY2021/22. The rest of the projects exist in form of project concepts/ideas which partly explains the low performance.

302. The key emerging issues are:

i) Whereas the MDA aligned the BFP and AB, budget allocation to undertake the planned activities remains low. For instance, USMID-AF approved budget is 52.84bn against the NDPIII target of 293.627bn.
ii) Many projects to be implemented by the MoLHUD are still at concept/idea level. These need to be fast tracked if the results are to be realized.
iii) The Projects in the PIP have to be timely and adequately funded for better results.

3.4.5.2 Uganda Land Commission (ULC)

303. Overall, ULC is satisfactorily compliant at 82.9 percent. This is a weighted score comprising 70.0 percent and 100.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

MDA Alignment of the BFP and Annual Budget

304. At this level, the ULC is 70.0 percent complaint. This is a weighted score comprising 25 percent and 100 percent for BFP and AB, respectively. The moderately satisfactory performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

305. ULC registered alignment on the following NDPIII indicators: Proportion of government land captured in the inventory (%), hectares of purchased land and issued to lawful and bona fide occupants, ('000s), number. of titles processed for bona fide occupants ('000s) and hectares of government land secured for infrastructure corridors ('000s).

Projects alignment

306. At this level, the ULC is 100.0 percent compliant. This is a weighted score of 100.0 percent and 100.0 percent for budget outturn, expenditure outturn and project performance respectively. This good weak performance was mainly attributed to the timely release of funds for the project in alignment with the NDPIII target. ULC has one retooling project which is on schedule. The support to ULC project exited PIP at the end of FY2019/20. The BFP and AB allocated UGX 39.315bn in line with the NDPIII target in the first year, by end of quarter two (2) UGX 26.680 were released and 23.788 spent. The project is on schedule.

307. The key emerging issues are:

i) The BFP needs to be well aligned to the NDPIII indicators for consistency.

ii) The need to acquire land for: roads widening/opening of standard arterial roads (30m wide, 1km apart) to define streets in the new cities, infrastructure/utility corridors and establish a land bank facility in line with the NDPIII is critical but remains unfunded. The nature of compensations that ULC currently undertakes are two (2), namely:

   a. Absentee landlords in line with the Constitution of the Republic of Uganda: The Chief Government Valuer's (CGV) assessment report of 2002 indicated outstanding compensation arrears for absentee landlords to the tune of UGX1.7 trillion for 1,944,008 hectares of land in Buganda, Bunyoro, Toro, Kibaale, Ankole, and Mbale, to date ULC has paid off UGX251,445,559,646 giving an outstanding balance of over 1.4 trillion that still needs to be paid.

   b. Supplementary budget compensations: ULC also undertakes compensations based on directives, such as: compensation of the Catholic Church for their land in Nsambya occupied by police barracks, compensation of church of Uganda for their land in Ndeeba, compensation of the Kikoneko-the lusanja group who wanted to evict people from their land in Wakiso district, among others. The outstanding arrears under this category is UGX 187,031,937,029.

iii) Under the Retooling ULC project, development budget (land fund) is together with the retooling budget (furniture and fittings, ict equipment, etc.) which affects reporting. Efforts to separate the two expenditure lines have not been successful despite having created the separate sub-components in the budget structure. There is need to have a separate budget line for land fund.

iv) The other challenge of ULC is a lean staffing structure that deprives the Commission of critical cadres to enable it undertake its mandate efficiently.

v) Lack of comprehensive legal framework to enable the Commission perform its functions and execute

3.4.6 Legislature MDA Level Assessment

Table 3. 8: Summary Legislature MDA performance

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1	Parliamentary Service Commission (PSC)	55.0	46.7	55.6	52.0	53.3

3.4.6.1 Parliamentary Service Commission (PSC)

308. **Overall, the Parliamentary Service Commission is unsatisfactorily compliant at 53.3 percent**. This is a weighted score comprising 49.3 and 55 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

309. **At this level, the Parliamentary Service Commission is 52.0 percent complaint.** This is a weighted score comprising 46.7 percent and 55.6 percent for BFP and AB respectively. The Commission registered alignment on the following NDPIII targets: legal and institutional frameworks standardized, Amended Leadership Code Act to enforce income and asset disclosure, laws enacted, Completion rate of new Parliamentary chambers, Parliamentary Systems Automated, ICT users trained, backlog cleared by Committees, Parliamentary Oversight studies conducted, Tools for supporting evidence based parliamentary oversight developed and utilized, Committee Oversight / Outreach programmes made, Public engagement and participation strategy developed, trainings for MPs and Staff conducted to effectively scrutinize government loans.

310. **On the other hand, the Non-alignment was registered on the following indicators:** MPs and staff trained in Legislative scrutiny, Digitized trackers installed for accountability committees, proportion of contracts cleared within 14 days, sensitization sessions for MPs, Parliamentary Sessional (programme) Committees trained in alignment of Plans, Budgets to NDP III priorities, Parliamentary Committees with adequate staff to support them along the PFM reforms, Expanded Terms of Reference (TORs) for Parliamentary Committees in place, government land captured in the inventory, purchased land and issued to lawful and bona fide occupants('000s), titles processed for bona fide occupants, Hectares of government land secured for infrastructure corridors.

Projects' alignment

311. At this level, the Parliamentary Service Commission is 55.0 percent compliant. This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. Parliament has one project under the NDPIII which is also included in the MoFPED PIP. This is Construction of proposed new Chamber of Parliament. This performance is mainly attributed to the fact that the project is below schedule and with low budget absorption.

312. The key emerging issues are:

i) Targets set by Parliament to achieve some outputs are much lower than those set in the NDPIII and this has affected their performance.
ii) Parliament's contribution to the programme on Natural Resources, Environment, Climate change, Land and Water Management is lacking as no targets for the outputs therein were set in the current BFP as well as the BFP for FY 2021/22. This has also affected the overall MDA performance.
iii) Low absorption of resources allocated to the MDA project has also affected their performance. Overall progress of work as at January, 2021 is 28% against the expected 52% completion. This is an increment of 1% from December, 2020. The physical progress of work on Site is 23% based on the physical work done. The limited percentage increase in the overall progress of work is attributed to the following: Low supply of materials on site and Low levels of manpower on site due to slow and low supply of materials for works.

3.4.7 Health Sector MDA Level Assessment

Table 3. 9: Summary Health Sector MDA level Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1	Kawempe NRH	62.5	100	100	100.0	83.6
2	Lira RRH	70.0	57.7	57.7	57.7	63.0
3	Kiruddu RH	27.5	100	100	100	68.8
4	Kabale RRH	62.5	90.9	85.7	87.8	76.9
5	Jinja RRH	62.5	100.0	100.0	100.0	83.9
6	Naguru RRH	62.5	80.0	75.0	77.0	70.8
7	Health service commission	70.0	100	100	100	87.1
8	Hoima RRH	77.5	90.9	100	70	88.3
9	Gulu RRH	50	89.1	100	94.5	86.8
10	Fort portal RRH	62.5	90.0	90.0	90.0	78.2
11	Entebbe Referral Hospital	86.5	100	100	100	94.2
12	Kiruddu RH	27.5	100	100	100	68.8
13	National Medical Stores	100	73.3	73.3	73.3	71.9
14	Mulago Specialized Women Neonatal Hospital	0.0	60	80.0	72.0	72.0

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
15	Mubende RRH	62.5	90.0	90.0	90.0	78.2
16	Moroto RRH	50	100	100	100	80.7
17	Ministry of Health	66.7	86.8	67.5	75.2	71.6
18	Mbarara RRH	67.5	100.0	100.0	100.0	86.0
19	Mbale RRH	65.5	90.9	100	75	83.1
20	Masaka RRH	96.3	90.9	100	83.3	96.3
21	Uganda Heart Institute	70.0	60	60	60	64.3
22	Uganda Cancer Institute	85.5	100	50	70.0	76.7
23	Uganda Blood Transfusion Services	82.0	60.0	80.0	72.0	76.3
24	Uganda AIDS Commission	0	66.7	66.7	66.7	68.1
25	Butabika	70.0	73.3	88.9	82.7	77.4

3.4.7.1 Ministry of Health (MoH)

313. Overall, MOH is moderately satisfactory compliant at 71.6 percent. This is a weighted score comprising 75.2 percent and 66.7 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

MDA Alignment of the BFP and Annual Budget

314. At this level, the MOH is 75.2 percent complaint. This is a weighted score comprising 86.8 percent and 67.50 percent for BFP and AB respectively. The above average performance is attributed to significant deviations in the indicators and targets in the planning and budgeting instruments.

315. The Ministry had a longer list of health indicators as compared to other health related MDAs this is because the ministry of health still has the oversight role other health sector MDAs

Projects' alignment

316. At this level, MOH is 66.7 percent compliant. This is a weighted score of 66.7 percent and 0.0 percent for budget outturn and expenditure outturn, respectively. This performance was mainly affected by low expenditure out-turn and project performance. Whereas fund for the different projects was released in adequate amounts the expenditure was giving weighted score of 0.0 percent. COVID 19 interruptions with standing this performance is still under par.

317. The key emerging issues are:

i) In the plans and BFPs there is no adequate allocation of resources to epidemic preparedness
ii) Research and innovation is still not adequately reflected
iii) Over all financial performance as regards projects is still very low

iv) Supervision of national and regional referral hospitals is not adequately emphasized yet it is vital for the functionality of the health care system. In the same vein, the regional referral hospitals do not supervise the district and health center IV's yet this is vital for improvement of services at this level

3.4.7.2 Health Service Commission (HSC)

318. Overall, the HCC is moderately satisfactory compliant at 64.3 percent. This is a weighted score comprising 100 percent and 27.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

319. Regarding BFP and annual budget assessment, Health service commission is 100 percent complaint. This is a weighted score comprising 100 percent for each of BFP and AB assessment. This shows that the BFP indicators are well aligned to NDP indicators particularly in the mandate of the commission which is to help in recruitment of health workers in accordance with the national health institution's recruitment plans.

Projects' alignment

320. At this level, HSC is 70.0 percent compliant. This is a weighted score of 100 percent, 0.0 percent, and 100 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the under-utilization of funds for the projects. Health service commission has a retooling project which is also the NDP III PIP.

321. The key emerging issues are:

i) Support to district service commissions not well reflected

3.4.7.3 National Medical Stores (NMS)

322. Overall, NMS is moderately satisfactorily compliant at 71.9 percent. This is a weighted score comprising of 73.3 percent and 70 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. Below are details on performance of NMS.

Alignment of the BFP and Annual Budget

323. NMS is 71.9 percent complaint. The score is comprising of 73.3 percent BFP and 73.3 percent for AB. The performance is attributed to proper alignment of indicators to the NDPIII targets especially the following indicators: i) % Availability of vaccines (zero stock outs), % of facilities with medicines and commodities at all times and % Availability of vaccines (zero stock outs).

Projects' alignment

324. NMS is 100 percent compliant. This is a weighted score of 100 percent, 0 percent and 100 percent for budget outturn, expenditure outturn and project performance, respectively. This performance is attributable to the high outturn and project performance. However, low absorption of releases was also realized. NMS has one project which is retooling NMS. This project is ongoing and on schedule with UGX10.079 Bn BFP allocation, UGX5.1Bn AB allocation and an outturn of UGX2.52 Bn below the NDPIII target of UGX 10.079 Bn in the first year. Not all the resources were released and spent by the NMS.

325. The key emerging issues are:

i) The targets set by the MDA are lower than the NDPIII targets.
ii) Low expenditure outturn affected the AB performance of the projects.

3.4.7.4 Mulago Hospital Complex (MHC)

326. Overall, MHC is moderately satisfactory compliant at 76.8 percent. This is a weighted score comprising 82.0 percent and 70.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

327. At this level, MHC hospital is 82.0 percent complaint. This is a weighted score comprising 85.0 percent and 80.0 percent for BFP and AB, respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments. The MDA registered alignment on the following NDPIII indicators: % of Malaria patients treated with a laboratory diagnosis; % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing; % of HIV positive pregnant women initiated on ARVs for EMTCT; % of HIV-exposed infants with PCR test; % of high risk population receiving PrEP and PEP; ART Coverage (%); Differentiated service delivery models rolled out to all ART sites; Viral Load suppression (%); No. of functional specialized and super specialized hospitals.

Projects' alignment

328. At this level, MHC is 70.0 percent compliant. This is a weighted score of 0, 100 and 0 for budget outturn, expenditure outturn and project performance respectively. The BFP did not allocate funds for the Institutional Support to Mulago (Retooling of Mulago National Referral Hospital). Instead, budget is allocated for Mulago Hospital Complex project. The AB released the planned funds, 4.02bn. However, only 44.6 percent was spent.

329. The key emerging issues are:

i) The BFP and AB falls short of clearly capturing some NDPIII indicators thus making the assessment cumbersome

3.4.7.5 Mulago Women & Neonatal Hospital

330. Overall, Mulago Women & Neonatal Hospital is satisfactorily compliant at 81 percent. This is a weighted score comprising 60 and 80.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

331. At this level, Mulago Specialized Women Hospital is 72.0 percent complaint. This is a weighted score comprising 60 percent and 80 percent for BFP and AB respectively. The performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

332. The Hospital registered alignment on the following NDPIII indicators: % of health facilities providing immunization services by level , % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing , number of HIV test kits procured and distributed , % recommended medical and diagnostic equipment available and functional by level, % of facilities with Annual Training plans based on the TNA Annual stakeholder analysis and mapping undertaken, number of stakeholder engagement meetings / workshops held, % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III, among others

333. Non alignment was registered on the following indicators: number of peer educators trained and recruited to support provision of Adolescent friendly services, Number of voluntary medical male circumcisions done, % of HIV-exposed infants with PCR test , ART Coverage (%), ART Adherence (%),% of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV), Number of girls immunized against cervical cancer by 10 years (%)

Projects' alignment

334. At this level, Mulago Women and Neonatal Hospital is 0.00 percent compliant. This weak performance is because all the projects for Mulago Women and Neonatal Hospital are new projects. Mulago Women and Neonatal Hospital has 3 retooling projects which are at concept phase with no funding at all but just the estimated cost allocations.

335. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.7.6 Uganda Cancer Institute (UCI)

336. Overall, the UCI is moderately satisfactory compliant at 76.7 percent. This is a weighted score comprising 70.0 percent and 85.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

337. At this level, Uganda Cancer Institute is 70.0 percent complaint. This is a weighted score comprising 100 percent and 50 percent for BFP and AB respectively. The above performance is attributed to some deviations in the indicators and targets in the planning and budgeting instruments.

338. The MDA was evaluated on two major indicators: number of centres of excellence established commissioned and functional, where it registered total alignment, and Percentage of eligible population screened, where it registered non alignment in the AB.

Projects' alignment

339. At this level, Uganda Cancer Institute is 85.5 percent compliant. This is a weighted score of 75.0 percent, 60.0 percent and 100 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to alignment of the BFP to the NDP III planned annual cost. UCI has four projects namely: Uganda Cancer Institute Project, ADB Support to UCI at the retained phase, Establishment of an Oncology Centre in Northern Uganda, and Retooling of Uganda Cancer Institute which is at Concept phase. For all the projects, the BFP and AB allocated funds equal to the NDP III targets. For all projects, there was average utilization of resources for projects by the MDA.

340. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.7.7 Uganda Heart Institute (UHI)

341. Overall, the UHI is moderately satisfactory compliant at 64.3 percent. This is a weighted score comprising 100 percent and 27.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

342. Regarding BFP and annual budget assessment, UHI is 60 percent complaint. This is a weighted score comprising 60 percent for each of BFP and AB assessment. BFP indicators are relatively aligned to the NDP indicators particularly in the area of management and prevention non communicable diseases with special focus to heart ailments.

Projects' alignment

343. At this level, UHI is 70.0 percent compliant. This is a weighted score of 100 percent, 0.0 percent, and 100 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the under-utilization of funds for the projects. Uganda heart institute has a retooling project and an infrastructural development project all of which are in the PIP.

344. The key emerging issues are:

i) Utilization of project funds still remains a challenge
ii) The BFP, institutional strategic and NDPIII PIAP indicators are not yet well aligned thus making the assessment cumbersome

3.4.7.8 Uganda Blood Transfusion Service (UBTS)

345. Overall, the UBTS is moderately satisfactory compliant at 76.3 percent. This is a weighted score comprising 72.0 percent and 82.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

346. At this level, UBTS is 72.0 percent complaint. This is a weighted score comprising 60.0 percent and 80.0 percent for BFP and AB respectively. The above performance is attributed to a few deviations in the indicators and targets in the planning and budgeting instruments.

347. UBTS was mainly evaluated on one major NDP III indicator: Percentage availability of blood supplies. It performed above average, since it was found to be moderately compliant in the indicator, with 60% and 80% scores in the BFP and AB respectively, as illustrated in Table 1 above.

Projects' alignment

348. At this level, UBTS is 82.0 percent compliant. This is a weighted score of 100 percent, 40 percent and 100 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the utilization of funds for the project by the MDA. UBTS has a retooling project at the profile phase. The BFP and AB allocated UGX 1.87bn below the NDPIII target of UGX 17.6bn in the first year to the retooling project. There was proper utilization of released resources.

349. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.7.9 Uganda AIDS Commission (UAC)

350. Overall, the UAC is moderately satisfactorily compliant at 68.1 percent. This is a weighted score comprising of 66.7 percent and 70 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. Below are details on performance of UAC.

Alignment of the BFP and Annual Budget

351. UAC is 68.1 percent complaint. The score is comprising of 66.7 percent BFP and 66.7 percent for AB. The performance is attributed to non-alignment of indicators to the NDPIII targets especially the following indicators: i) Number of HIV and AIDS strategies, and guidelines developed and disseminated, and Number of MDA's and LGs with AIDS committees trained.

Projects' alignment

352. UAC is 70 percent compliant. This is a weighted score of 100 percent, 0 percent and 100 percent for budget outturn, expenditure outturn and project performance respectively. This performance is attributable to the moderate release of funds with no expenditure by the institution. UAC has one project which is retooling UAC. This project is ongoing and on schedule with UGX1.85 BFP allocation, UGX1.9 AB allocation and outturn of UGX1.2 bn below the NDPIII target of UGX 1.8bn in the first year. Not all the resources were released and spent.

353. The key emerging issues are:

i) Information on the key indicators in the NDPIII are not captured in the BFP or even the quarterly report making difficult.
ii) Low expenditure outturn affects greatly the performance of an institution.

3.4.7.10 Kawempe National Referral Hospital

354. Overall, Kawempe National Referral Hospital was satisfactorily compliant at 83.6 percent. This is a weighted score comprising 100.0 percent and 62.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

355. At this level, Kawempe National Referral Hospital is 100.0 percent complaint. This is a weighted score comprising 100 percent and 100 percent for BFP and AB respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

356. Kawempe Regional Referral Hospital registered alignment on the following NDPIII indicators: provision of immunization services, viral load suppression, % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III, Annual MPS, BFP, and Operational Workplans developed, % of budget performance reports submitted, M&E Plans and performance indicators in place at all levels, % of quarterly and annual performance reports disseminated and Mid and end term evaluation of Strategic plans and selected interventions undertaken.

357. Non-alignment was registered on the following indicators: % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV), No. of girls immunized against cervical cancer by 10 years (%) ,% of high risk population receiving PrEP and PEP, Medical equipment inventory maintained and updated, % of facilities with Annual Training plans based on the TNA.

Projects' alignment

358. At this level, the Kawempe Regional Referral Hospital is 62.5 percent compliant. This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the low expenditure outturn. Kawempe Regional Referral Hospital has one institutional support project, which is at concept phase. The BFP and AB allocated UGX 0.17bn below the NDPIII target of UGX 1.5bn in FY2020/21. All the released were not spent.

359. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.

ii) The NRH has projects that are on-going but behind schedule because of extremely low absorption of funds

3.4.7.11 Butabika Hospital

360. Overall, Butabika hospital is moderately satisfactory compliant at 77.4 percent. This is a weighted score comprising 82.7 percent and 70.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

361. At this level, Butabika Hospital is 82.7 percent complaint. This is a weighted score comprising 73.3 percent and 88.9 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments. The Hosptital registered alignment on the following NDPIII indicators: % of health facilities providing immunization services by level; % of health facilities providing adolescent friendly service package including information on positive health and development and risk factors; No. of peer educators trained and recruited to support provision of Adolescent friendly services; % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing; No. of HIV test kits procured and distributed; % of HIV positive pregnant women initiated on ARVs for EMTCT, among others

362. On the other hand, the non-alignment was registered on the following indicators: No. of voluntary medical male circumcisions done; Differentiated service delivery models rolled out to all ART sites; Viral Load suppression (%); No. of fully equipped and adequately funded equipment maintenance workshops; % of health facilities utilizing the e-LIMIS (LICS).

Projects' alignment

At this level, Butabika is 70.0 percent compliant. This is a weighted score of 80.0 percent, 100 percent and 0 percent for budget outturn, expenditure outturn and project performance, respectively.

Key emerging issues

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.7.12 Entebbe Referral Hospital

363. Overall, Entebbe Referral Hospital is satisfactorily compliant at 94.2 percent. This is a weighted score comprising 100 percent and 86.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

364. At this level, Entebbe Referral Hospital is 100 percent complaint. This is a weighted score comprising 100 percent and 100 percent for BFP and AB respectively. The above excellent performance is attributed to no deviations in the indicators and targets in the planning and budgeting instruments.

365. The Hospital registered alignment on the following NDPIII indicators, among others: % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing, Annual MPS, BFP, and Operational Workplans developed, % of monthly HMIS reports, % of quarterly and annual performance reports disseminated.

366. Non-alignment was registered on the following indicators, among others: % recommended medical and diagnostic equipment available and functional by level, No. of fully equipped and adequately funded equipment maintenance workshops, UNMHCP implemented at all health facilities, % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV).

Projects' alignment

367. At this level, Entebbe Referral Hospital is 86.5 percent compliant. This is a weighted score of 100 percent, 80 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This great performance was mainly attributed to a small deviation in the actual release of funds for the projects according to the NDPIII target. Entebbe RH has one retooling project which is ongoing. The BFP and AB allocated UGX 1.5bn which matches NDPIII target in the first year.

368. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome
ii) There's underutilization of released resources for projects

3.4.7.13 Fort Portal Regional Referral Hospital

369. Overall, Fort Portal Regional Referral Hospital is moderately satisfactorily compliant at 78.2 percent. This is a weighted score comprising 90.0 and 62.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

370. At this level, Fort Portal Regional Referral Hospital is 90.0 percent complaint. This is a weighted score comprising 90.0 percent and 90.0 percent for BFP and AB respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

371. The Hospital registered alignment on the following NDPIII indicators: provision of immunization services, viral load suppression, % of budget performance reports submitted, M&E Plans and performance indicators in place at all levels, % of quarterly and annual performance reports disseminated and % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III among others.

372. Non-alignment was registered on the following indicators: % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV), No. of girls immunized against cervical cancer by 10 years (%) ,% of high risk population receiving PrEP and PEP, Medical equipment inventory maintained and updated, % of facilities with Annual Training plans based on the TNA among others.

Projects' alignment

373. At this level, Fort Portal Regional Referral Hospital is 62.5 percent compliant. This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the low release of funds for the projects below the NDPIII target as well as the low absorption of the released funds. The Hospital has one rehabilitation project which is on-going and one institutional support project which is at profile level. The BFP and AB allocated UGX 0.86bn which is above the NDPIII target of UGX 0.58bn in the first year for the rehabilitation project. The Hospital has spent only half of the money that was received for this project. In addition, the BFP and AB allocated UGX 0.2bn which is below the NDPIII target of UGX 0.3bn for the institutional support project. The Hospital has not spent any of the funds that were released for this project.

374. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.
ii) The indicators in the CoC tool are not customized to the MDA's respective activities which hinders proper assessment.
iii) The two projects for Fort Portal RRH are on-going but behind schedule because of low absorption of funds.

3.4.7.14 Gulu Regional Referral Hospital

375. Overall, Gulu RRH is satisfactorily compliant at 86.8 percent. This weighted score is comprising of 95.6 percent and 75 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The detailed performance of Gulu RRH is below.

Alignment of the BFP and Annual Budget

376. Gulu RRH is 86.8 percent complaint. This weighted score comprises of 89.1 percent and 100 percent for BFP and AB respectively. This performance is attributed to low deviations in the indicators and targets in the planning and budgeting instruments.

377. Gulu RRH registered alignment of the following indicators: % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing, % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III, Annual MPS, BFP, and operational work plans developed and many more others. However, its important to note the fact that, the indicators that are aligned to the NDPIII target are the obvious. Most indicators in the NDPII are not captured in the planning and budgeting instruments which include aong others;

No. of voluntary medical male circumcisions done, % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing, % of HIV-exposed infants with PCR test, % of high risk population receiving PrEP and PEP, ART coverage(%), ART adherence (%), % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV), No. of girls immunized against cervical cancer by 10 years (%), % recommended medical and diagnostic equipment available and functional by level, % of health facilities utilizing the e-LIMIS (LICS), No. of obstetric fistula repairs done.

Projects' alignment

378. The MDA was 100 percent compliant at this level. The weighted score of 100 percent, 100 percent and 50 percent was noted for budget outturn, expenditure outturn and project performance, respectively. This average performance was attributable to the release of fund on time. Gulu has two projects; i) Gulu Rehabilitation Referral which is ongoing with the BFP and AB allocation of UGX 1.448bn and UGX 1.7 bn higher than the NDPIII target of UGX 0.6bn in the first year. Not all resources were released and spent. The second project was Retooling Gulu RRH which is still at profile level although the MDA received funds. The BFP and AB allocated UGX 0.4bn and 0.2bn below the NDPIII target of UGX 1.5bn in the first year.

379. The key emerging issues are:

i) Most indicators in the NDPIII are not reported by the institution in their planning and budgeting instruments like BFP, MPS and quarterly reports, meaning that the MDA's reporting is not aligned to the NDPIII.
ii) Some of the indicators are an aggregate for all Hospitals, thus underperformance in some areas/indicators is noted.

3.4.7.15 Hoima Regional Referral Hospital

380. Overall, Hoima RRH is satisfactorily compliant at 88.3 percent. This is a weighted score comprising 96.4 percent and 77.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

381. At this level, Hoima RRH is 70 percent complaint. This is a weighted score comprising 90.9 percent and 100 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

382. The Hospital registered alignment on the following NDPIII indicators: % of health facilities providing immunization services by level; % of health facilities providing adolescent friendly service package including information on positive health and development and risk factors; Viral Load suppression (%); % recommended medical and diagnostic equipment available and functional by level; Annual MPS, BFP, and operational work plans developed; % of budget performance reports submitted; % of monthly HMIS reports; M&E Plans and performance indicators in place at all levels; % of quarterly and annual performance reports disseminated; and Mid and end term evaluation of Strategic plans and selected interventions undertaken.

383. Non-alignment was registered on the following indicators: number of voluntary medical male circumcisions done; % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing; % of HIV positive pregnant women initiated on ARVs for EMTCT; % of HIV-exposed infants with PCR test; % of high risk population receiving PrEP and PEP; ART Coverage (%); ART Adherence (%); % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV); No. of girls immunized against cervical cancer by 10 years (%); No. of fully equipped and adequately funded equipment maintenance workshops; Medical Equipment list and specifications reviewed; Medical equipment inventory maintained and updated; % of health facilities utilizing the e-LIMIS (LICS); % of facilities with Annual Training plans based on the TNA; number of health workers trained; among others

Projects' alignment

384. At this level, the Hoima RRH is 77.5 percent compliant. This is a weighted score of 100, 50 and 75 for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the fact that Hoima RRH's rehabilitation project is not being prioritized for implementation as no funds were budgeted for and no funds were released. Additionally, with regard to the retooling project, 67.5% of the budget was released and 91.2% of the released funds were spent. Retooling of Hoima RRH is the only ongoing project for the. The BFP and AB allocated UGX 0.2bn which is UGX 0.2bn lower than the planned target in the first year.

385. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.
ii) The BFP and the NDPIII reporting on targets need to be harmonized as most of the NDPIII targets are stressing percentages yet the BFP, Q2 among others reporting has numbers.
iii) With respect to RRHs, there are some indicators captured in their respective BFPs and are deemed critical such as ones for antenatal cases, yet not captured in the COC tool.
iv) There is need to realign the RRHs' strategic plans, by adding the NDPIII indicators while at the same time preserving whatever the RHHs choose to report on, as they are equally significant.

3.4.7.16 Naguru Regional Referral Hospital

386. **Overall, Naguru Regional Referral Hospital is moderately satisfactorily compliant at 70.8 percent**. This is a weighted score comprising 77.0 and 62.5 percent compliance for Results Level Assessment (Outputs) and **MDA Alignment of the BFP and Annual Budget**

387. **At this level, Naguru Regional Referral Hospital is 77.0 percent compliant**. This is a weighted score comprising 80.0 percent and 75.0 percent for BFP and AB respectively. The above average performance is attributed to minimal deviations in the indicators and targets in the planning and budgeting instruments.

388. The MDA registered alignment on the following NDPIII indicators: provision of immunization services, viral load suppression, Annual MPS, BFP, and Operational Workplans developed, % of quarterly and annual performance reports disseminated and Mid and end term evaluation of Strategic plans and selected interventions undertaken.

389. Non alignment was registered on the following indicators: % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV), No. of girls immunized against cervical cancer by 10 years (%) ,% of high risk population receiving PrEP and PEP, Medical equipment inventory maintained and updated, % of facilities with Annual Training plans based on the TNA.

Projects' alignment

390. **At this level, Naguru Regional Referral Hospital is moderately satisfactory compliant at 62.5 percent.** This is a weighted score of 100, 0 and 75 for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the low release of funds for the projects below the NDPIII target as well as the low absorption of the released funds. Naguru RRH has one rehabilitation project which is on-going and one institutional support project which is at profile level. The BFP and AB allocated UGX 0.98bn and UGX 0.2bn for the rehabilitation and institutional support projects respectively. Resources were released and not spent.

391. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.
ii) The RRH has projects that are on-going but behind schedule because of extremely low absorption of funds.

3.4.7.17 Jinja Regional Referral Hospital

392. **Overall, Jinja Regional Referral Hospital is satisfactorily compliant at 83.9 percent**. This is a weighted score comprising 100.0 percent and 62.5 percent compliance for Results Level

Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

393. At this level, Jinja Regional Referral Hospital is 100.0 percent complaint. This is a weighted score comprising 100.0 percent and 100.0 percent for BFP and AB respectively. The above performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

394. The Hospital registered alignment on the following NDPIII indicators: provision of immunization services, viral load suppression, % of budget performance reports submitted, M&E Plans and performance indicators in place at all levels, % of quarterly and annual performance reports disseminated and % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III among others.

395. Non-alignment was registered on the following indicators: % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV), number of girls immunized against cervical cancer by 10 years (%) ,% of high risk population receiving PrEP and PEP, Medical quipment inventory maintained and updated, % of facilities with Annual Training plans based on the TNA among others.

Projects' alignment

396. At this level, Jinja Regional Referral Hospital is 62.5 percent compliant. This is a weighted score of 100 percent, 0 percent and 75 for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the low absorption of the released funds. Jinja RRH has one rehabilitation project which is on-going and one institutional support project which is at profile level. The BFP and AB allocated UGX 1.36bn which is equivalent to the NDPIII target of UGX 1.36bn in the first year for the rehabilitation project. The RRH has spent only 30% of the money that was received for this project. In addition, the BFP and AB allocated UGX0.24bn which is equivalent to the NDPIII target of UGX 0.24bn for the institutional support project. The RRH has not spent any of the funds that were released for this project which has dire implications on its performance.

397. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.
ii) The indicators in the CoC tool are not customized to the MDA's respective activities which hinders their proper assessment.
iii) The two projects for Jinja RRH are on-going but behind schedule because of low absorption of funds.

3.4.7.18 Kabale Regional Referral Hospital

398. **Overall, Kabale Regional Referral Hospital is moderately satisfactory compliant at 76.9 percent**. This is a weighted score comprising 87.8 percent and 62.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

399. **At this level, Kabale Regional Referral Hospital is 87.8 percent complaint**. This is a weighted score comprising 90.0 percent and 85.7 percent for BFP and AB respectively. The above performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

400. The Hospital registered alignment on the following NDPIII indicators: provision of immunization services, viral load suppression, % of budget performance reports submitted, M&E Plans and performance indicators in place at all levels, % of quarterly and annual performance reports disseminated and % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III among others.

401. Non-alignment was registered on the following indicators: % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV), No. of girls immunized against cervical cancer by 10 years (%) ,% of high risk population receiving PrEP and PEP, Medical equipment inventory maintained and updated, % of facilities with Annual Training plans based on the TNA among others.

Projects' alignment

402. **At this level, Kabale Regional Referral Hospital is 62.5 percent compliant.** This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low release and absorption of funds. Kabale RRH has one rehabilitation project which is on-going and one institutional support project which is at profile level. The BFP and AB allocated UGX 1.2bn which is less than the NDPIII target of UGX 1.7bn in the first year for the rehabilitation project. The RRH has spent only 40% of the money that was received for this project. In addition, the BFP and AB allocated UGX0.288bn which is less than the NDPIII target of UGX 0.5bn for the institutional support project. The RRH has only spent 5% of the funds that were released for this project which has dire implications on its performance.

403. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.

ii) The indicators in the CoC tool are not customized to the MDA's respective activities which hinders their proper assessment.

iii) The two projects for Kabale RRH are on-going but behind schedule because of low absorption of funds.

3.4.7.19 Kiruddu Referral Hospital

404. Overall, Kiruddu RH is moderately satisfactory compliant at 68.8 percent. This is a weighted score comprising 100 percent and 27.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

405. At this level, Kiruddu RH is 100 percent complaint. This is a weighted score comprising 100 percent and 100 percent for BFP and AB respectively. The above excellent performance is attributed to no deviations in the indicators and targets in the planning and budgeting instruments.

406. The MDA registered alignment on the following NDPIII indicators, among others: % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing, Annual MPS, BFP, and Operational Workplans developed, % of monthly HMIS reports, % of quarterly and annual performance reports disseminated.

407. The non-alignment was registered on the following indicators, among others: % recommended medical and diagnostic equipment available and functional by level, number of fully equipped and adequately funded equipment maintenance workshops, UNMHCP implemented at all health facilities, % of priority programs integrating HIV care and treament (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reprodutive Health, SGBV).

Projects' alignment

408. At this level, Kiruddu RH is 27.5 percent compliant. This is a weighted score of 100, 0 and 25 for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the under-utilization of funds for the projects. Kiruddu RH has a retooling project and an infrastructural development project, both at the concept phase. The BFP and AB allocated no funds to the infrastructural development project, since it was not meant for implementation in the current FY and allocated UGX 1.5bn below the NDPIII target of UGX 4.1bn in the first year to the retooling project. There was underutilization of released resources.

Key emerging issues

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome
ii) There is underutilization of released resources for projects.

3.4.7.20 Lira Regional Referral Hospital

409. Overall, Lira RRH is moderately satisfactory compliant at 63.0 percent. This is a weighted score comprising 57.7 percent and 70.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

410. At this level, Lira RRH is 57.7 percent complaint. This is a weighted score comprising 57.7 percent and 57.7 percent for BFP and AB respectively. The above performance is attributed to no deviations in the indicators and targets in the planning and budgeting instruments.

411. The Hospital registered alignment on the following NDPIII indicators, among others: % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing, Annual MPS, BFP, and Operational Workplans developed, % of monthly HMIS reports, % of quarterly and annual performance reports disseminated.

412. The non-alignment was registered on the following indicators, among others: % recommended medical and diagnostic equipment available and functional by level, No. of fully equipped and adequately funded equipment maintenance workshops, UNMHCP implemented at all health facilities, % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV).

3.4.7.21 Mubende Regional Referral Hospital

413. Overall, Mubende Regional Referral Hospital is moderately satisfactory compliant at 78.2 percent. This is a weighted score comprising 90.0 percent and 62.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

414. At this level, Mubende Regional Referral Hospital is 90.0 percent complaint. This is a weighted score comprising 90.0 percent and 90.0 percent for BFP and AB, respectively. The above performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

415. The MDA registered alignment on the following NDPIII indicators: provision of immunization services, viral load suppression, % of budget performance reports submitted, M&E Plans and performance indicators in place at all levels, % of quarterly and annual performance reports disseminated and % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III among others.

416. The non-alignment was registered on the following indicators: % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV), Number of girls immunized against cervical cancer by 10 years (%) ,% of high risk population receiving PrEP and PEP, Medical equipment inventory maintained and updated, % of facilities with Annual Training plans based on the TNA among others.

Projects' alignment

417. At this level, Mubende Regional Referral Hospital is 62.5 percent compliant. This is a weighted score of 100.0 percent, 0 percent and 75.0 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the low absorption of funds. Mubende RRH has one rehabilitation project which is on-going and one institutional support project which is at profile level. The BFP and AB allocated UGX 0.965bn which is more than the NDPIII target of UGX 2.55bn in the first year for the rehabilitation project. Almost half of the funds that were released have been absorbed by this project. In addition, the BFP and AB allocated UGX0.095bn which is less than the NDPIII target of UGX 0.1bn for the institutional support project for that year. The RRH spent close to 68% of the funds that were released for this project.

Key emerging issues

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.
ii) The indicators in the CoC tool are not customized to the MDA's respective activities which hinders their proper assessment.
iii) The two projects for Mubende RRH are on-going but behind schedule because of low absorption of the released funds.

3.4.7.22 Moroto Regional Referral Hospital

418. Overall, Moroto RRH is satisfactorily compliant at 80.7 percent. This weighted score is comprising of 100 percent and 55 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The detailed performance of Moroto RRH is below.

Alignment of the BFP and Annual Budget

419. Moroto RRH is 80.7 percent complaint. This weighted score comprises of 100 percent and 100 percent for BFP and AB, respectively. The above performance is attributed to high deviations in the indicators and targets in the planning and budgeting instruments.

420. Moroto RRH registered alignment of the following indicators: % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing, % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III, Annual MPS, BFP, and operational work plans developed and many more others. However, it's important to note the fact that, the indicators that are aligned to the NDPIII target are the obvious. Most indicators in the NDPII are not captured in the planning and budgeting instruments and they include; Number of voluntary medical male circumcisions done, % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing, % of HIV-exposed infants with PCR test, % of high-risk population receiving PrEP and PEP, ART coverage (%), among others

Projects' alignment

421. The MDA was 50 percent compliant at this level. The weighted score of 50 percent, 50 percent and 50 percent was noted for budget outturn, expenditure outturn and project performance respectively. This average performance was attributable to the low absorption of the released fund for Moroto Rehabilitation project. Moroto RRH has two projects; i) Moroto Rehabilitation Referral which is at ongoing with the BFP and AB allocation of UGX 1bn and UGX 1bn higher than the NDPIII target of UGX 0.1bn in the first year. Not all resources were released and spent due to the delay in procuring the contractor. The second project was Retooling Moroto RRH which is still at profile level although the MDA received funds. The BFP and AB allocated UGX 0.2bn and UGX0.2bn below the NDPIII target of UGX 0.6bn in the first year.

422. The key emerging issues are:

i) Most indicators in the NDPIII are not reported by the institution in their planning and budgeting instruments like BFP, MPS and quarterly reports.
ii) Some of the indicators are an aggregate for all Hospitals, thus underperformance in some areas/indicators is noted.
iii) Poor project performance due is due to delays or less releases compared to what was planned for.

3.4.7.23 Mbarara Regional Referral Hospital

423. Overall, Mbarara Regional Referral Hospital is satisfactory compliant at 86.0 percent. This is a weighted score comprising 100.0 percent and 67.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

424. At this level, Mbarara Regional Referral Hospital is 100.0 percent complaint. This is a weighted score comprising 100.0 percent and 100.0 percent for BFP and AB respectively. The above performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

425. The Hospital registered alignment on the following NDPIII indicators: provision of immunization services, viral load suppression, % of budget performance reports submitted, M&E Plans and performance indicators in place at all levels, % of quarterly and annual performance reports disseminated and % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III among others.

426. The non-alignment was registered on the following indicators: % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV), number of girls immunized against cervical cancer by 10 years (%) ,% of high risk population receiving PrEP and PEP, Medical equipment inventory maintained and updated, % of facilities with Annual Training plans based on the TNA among others.

Projects' alignment

427. At this level, Mbarara Regional Referral Hospital is 67.5 percent compliant. This is a weighted score of 0 percent, 50.0 percent and 75.0 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low release and absorption of funds. Mbarara RRH has one rehabilitation project which is on-going and one institutional support project which is at profile level. The BFP and AB allocated UGX 1.278bn which is more than the NDPIII target of UGX 0.6bn in the first year for the rehabilitation project. The funds released were 100% absorbed however, the released funds were less than what was approved/planned. In addition, the BFP and AB allocated UGX0.4bn which is less than the NDPIII target of UGX 1.375bn for the institutional support project for that year. The RRH spent close to 80% of the funds that were released for this project.

428. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.
ii) The indicators in the CoC tool are not customized to the MDA's respective activities which hinders proper assessment.
iii) The two projects for Mbarara RRH are on-going but behind schedule because the released funds were less than what was planned.

3.4.7.24 Mbale Regional Referral Hospital

429. Overall, Mbale RRH is satisfactorily compliant at 83.1 percent. This is a weighted score comprising 96.7 percent and 65.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

430. **At this level, the Mbale RRH is 75 percent complaint**. This is a weighted score comprising 90.9 percent and 100 percent for BFP and AB respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

431. The Hospital registered alignment on the following NDPIII indicators: % of health facilities providing immunization services by level; % of health facilities providing adolescent friendly service package including information on positive health and development and risk factors; Viral Load suppression (%); % recommended medical and diagnostic equipment available and functional by level; Annual MPS, BFP, and Operational Workplans developed; % of budget performance reports submitted; % of monthly HMIS reports; M&E Plans and performance indicators in place at all levels; % of quarterly and annual performance reports disseminated; and Mid and end term evaluation of Strategic plans and selected interventions undertaken.

432. The non-alignment was registered on the following indicators: No. of voluntary medical male circumcisions done; % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing; % of HIV positive pregnant women initiated on ARVs for EMTCT; % of HIV-exposed infants with PCR test; % of high risk population receiving PrEP and PEP; ART Coverage (%); ART Adherence (%); % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV); No. of girls immunized against cervical cancer by 10 years (%); number of fully equipped and adequately funded equipment maintenance workshops; Medical Equipment list and specifications reviewed; Medical equipment inventory maintained and updated; % of health facilities utilizing the e-LIMIS (LICS); % of facilities with Annual Training plans based on the TNA; number of health workers trained; Training database updated at all levels; Annual stakeholder analysis and mapping undertaken; number of stakeholder engagement meetings / workshops held; % health sector institutions and intervention areas with strategic and operational plans aligned to the NDP III; No. of Regional Supervisory Structures; among others

Projects' alignment

433. **At this level, the Mbale RRH is 65.5 percent compliant.** This is a weighted score of 100 percent, 10 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low absorption of the released funds for the projects, UGX 0.55bn was released to the Rehabilitation Project out of which UGX 0.5bn was spent resulting into a 9.09 percentage deviation. Additionally, UGX 0.20bn was released for the retooling project out of which UGX 0.01bn was spent, registering a 95-percentage deviation. Mbale RRH's projects are all ongoing, however behind schedule as the low absorption means that the RRH might not achieve the intended planned outputs and outcomes. The BFP and AB allocated UGX 0.75bn in line with the planned target in the first year. There is low absorption on the side of the RRH as noted above.

434. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.
ii) The BFP and the NDPIII reporting on targets need to be harmonized as most of the NDPIII targets are stressing percentages yet the BFP, Q2 among others reporting has numbers.
iii) With respect to RRHs, there are some indicators captured in their respective BFPs and are deemed critical such as ones for antenatal cases, yet not captured in the COC tool.
iv) There is need to realign the RRHs' strategic plans, by adding the NDPIII indicators while at the same time preserving whatever the RHHs choose to report on, as they are equally significant.

3.4.7.25 Masaka Regional Referral Hospital

435. Overall, Masaka RRH is satisfactorily compliant at 96.3 percent. This is a weighted score comprising 96.4 percent and 96.3 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

MDA Alignment of the BFP and Annual Budget

436. At this level, the Masaka RRH is 83.3 percent complaint. This is a weighted score comprising 90.9 percent and 100 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

437. The Hospital registered alignment on the following NDPIII indicators: % of health facilities providing immunization services by level; % of health facilities providing adolescent friendly service package including information on positive health and development and risk factors; Viral Load suppression (%); % recommended medical and diagnostic equipment available and functional by level; Annual MPS, BFP, and Operational Workplans developed; % of budget performance reports submitted; Number of health workers trained in data analysis and use; % of monthly HMIS reports; M&E Plans and performance indicators in place at all levels; % of quarterly and annual performance reports disseminated; and Mid and end term evaluation of Strategic plans and selected interventions undertaken.

438. The non-alignment was registered on the following indicators: Number of voluntary medical male circumcisions done; % of Hospitals, HC IVs and IIIs conducting routine HIV counseling and testing; % of HIV positive pregnant women initiated on ARVs for EMTCT; % of HIV-exposed infants with PCR test; % of high risk population receiving PrEP and PEP; ART Coverage (%); ART Adherence (%); % of priority programs integrating HIV care and treatment (TB, Nutrition, Family Planning, Cancer of the cervix screening, Hepatitis B & C screening, HPV Vaccination for girls, Sexual and Reproductive Health, SGBV); Number of girls immunized against cervical cancer by 10 years (%); % recommended medical and diagnostic equipment available and functional by level; Number of fully equipped and adequately funded equipment maintenance workshops; Medical Equipment list and specifications reviewed;

Medical equipment inventory maintained and updated; % of health facilities utilizing the e-LIMIS (LICS); % of facilities with Annual Training plans based on the TNA; Number of health workers trained; among others

Projects' alignment

439. At this level, the Masaka RRH is 96.3 percent compliant. This is a weighted score of 50 percent, 100 percent and 87.5 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the fact that the funds meant to be released for the retooling project as approved were not released. Released UGX 0.2bn had been approved for the retooling project, however, there was no release, explaining the score of 50% on the budget outturn. This also means that no money was spent. It is worth noting that all funds that were released for the Rehabilitation Project were all spent.

440. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.
ii) The BFP and the NDPIII reporting on targets need to be harmonized as most of the NDPIII targets are stressing percentages yet the BFP, Q2 among others reporting has numbers.
iii) With respect to RRHs, there are some indicators captured in their respective BFPs and are deemed critical such as ones for antenatal cases, yet not captured in the COC tool.
iv) There is need to realign the RRHs' strategic plans, by adding the NDPIII indicators while at the same time preserving whatever the RHHs choose to report on, as they are equally significant.

3.4.8 Education Sector MDA Level Assessment

Table 3.10: Summary of Education Sector MDA level Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1	Ministry of Education and Sports	74	50	57	54.2	62.8
2	Education Service Commission (ESC)	55	57	71	65.7	61.1
3	NCDC	28	80	67	72	52.9
4	Busitema University	10	100	100	100	61.3
5	Gulu University	53	52	57	54.8	53.65
6	Kabale University	58	75	64	68.2	63.6
7	Kyambogo University	48	68	72	69.8	60.2
8	Lira University	61	81	75	77.3	70.1
9	Makerere University	32	78	55	64	50.2
10	Makerere University Business School (MUBS)	63	100	80	88	77

11	Muni University	53	89	100	95.6	77.3
12	Soroti University	63	100	100	100	83.9
13	Mbarara University	45	73	75	74.2	61.6
14	UMI	53	64	60	61.8	57.6
15	UNEB	88	50	50	50	66.1

3.4.8.1 The Ministry of Education and Sports

441. The Ministry of Education is the program lead for the Human Capital Development Programme. Over the next five (5) years, the ministry and the education MDAs will contribute mainly to four fundamental objectives as outlined in the Human Capital Development Programs. These are to (i) Improve the foundations for human capital development (ii) Produce appropriate knowledgeable, skilled, and ethical labour force (iii) Streamline STEI/STEM in the education system (iv) Promote Sports, recreation and physical education. This assessment therefore evaluates the alignment of the budget towards achieving these objectives and the corresponding HCD output indicator targets. Details of the results are reported in the following sections:

442. Overall, The Ministry is moderately satisfactory compliant at 62.8 percent. This is a weighted score comprising 54.2 percent and 74.3 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

443. At this level, the MOES is 54.2 percent complaint. This is a weighted score comprising 50 percent and 56.9 percent for BFP and AB respectively. The above average performance is attributed to a fairly less deviations in the indicators and targets in the planning and budgeting instruments.

444. The Ministry registered alignment on the following NDPIII indicators: Adoption of ICT in Learning/ ODeL curricula, the commitment to strengthen the foundation of Human Capital Development by training ECD caregivers in Public PTCS, and the strive towards the achievement of BRMS at all levels.

445. The non-alignment is registered in the following indicators: distribution of solar, TV sets, and radios to the households and villages to aid distance learning; international accreditation of TVET programs, adoption of education for sustainable developments, science and innovation at primary and secondary education levels and their linkages to the innovation hubs, implementation of double-shifts at secondary school levels, modularization of training programs and implementation of internship and apprenticeship programs.

Projects' alignment

446. At this level, the ministry is 74.3% percent compliant. This performance was mainly attributed to by the fact that most project are ongoing (from NDPII) and the ministry was able to receive over 96% of its budget coupled by impressive expenditure outturns all above 90%.

3.4.8.2 The Education Service Commission (ESC)

447. Overall, the ESC is moderately satisfactory compliant at 61.1 percent. This is a weighted score comprising 65.7 percent and 55.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

MDA Alignment of the BFP and Annual Budget

448. At this level, the ESC is 65.7 percent complaint. This is a weighted score comprising 57.1 percent and 71.4 percent for BFP and AB respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

449. ESC registered alignment on the following NDPIII indicators: number of teachers recruited; number of teachers whose appointments were validated; number of local governments service commissions supported to recruit primary school staff and lobbying for the implementation of the teachers' scheme of service.

450. The non-alignment was registered on the following indicators: number of teachers whose appointments are confirmed and regularized; recruitment of ICT teachers in secondary schools; and number of science teachers recruited for secondary schools.

Projects' alignment

451. At this level, the ESC is 55.0 percent compliant. This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to poor expenditure out-turn. Whereas the BFP and AB allocated UGX 0.192bn compared to the NDPIII target of UGX 0.19bn in the current year, only 75 percent of the resources released were spent.

452. The key emerging issues are:

i) Non-prioritization of recruitment of science teachers for secondary schools which is in contravention of objective two of the Human Capital Development Programme that aims at mainstreaming STEM/STEI in the education system.
ii) Non-prioritization of recruitment of ICT teachers for secondary schools which threatens the achievement of the NDPIII interventions for digitalizing education.

3.4.8.3 National Curriculum Development Centre (NCDC)

453. Overall, the NCDC is unsatisfactorily compliant at 59.3 percent. This is a weighted score comprising of 83.3 percent and 27.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

MDA Alignment of the BFP and Annual Budget

454. At this level, NCDC is 72 percent complaint. This is a weighted score comprising 80 percent and 66.7 percent for BFP and AB respectively. This performance is attributed to good performance in the indicators that appear in the planning and budgeting instruments.

455. The NCDC registered alignment on a number of NDPIII indicators, include among others: Training of Secondary School on the New curriculum, Review and Dissemination of ECD Learning Frameworks / Curriculum, review of PTC Curriculum, Procurement and Distribution of EGRA & EGMA Materials

Projects Alignment

456. At this level, NCDC is 27.5 percent compliant. This is a weighted score of 00 percent, 100 percent and 00 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the late release of funds for the projects and delayed procurement process and therefore, the funds were not spent.

457. The key emerging issues are:

i) There is still need to align the budgeting frameworks with the planning instruments.
ii) There is also need for release of project funds that are commensurate with the NDPIII targets.

3.4.8.4 Uganda National Examinations Board (UNEB)

458. Overall, the UNEB is moderately satisfactorily compliant at 66.1 percent. This is a weighted score comprising 50.0 percent and 87.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

459. At this level, the DEI is 50.0 percent complaint. This is a weighted score comprising 50.0 percent and 50.0 percent for BFP and AB respectively. The above performance is attributed to significant deviations in the indicators and targets in the planning and budgeting instruments.

460. The MDA registered alignment on the following NDPIII indicators: number of quality assurance frameworks established; and number of quality assurance audits and checks undertaken.

461. Non alignment was registered on the following indicators: continuous assessment criteria and exemplars; number of schools sensitized on continuous assessment and the lack of project-based assessment guidelines aimed at promoting STEM/STEI.

Projects' alignment

462. At this level, UNEB is 87.5 percent compliant. This is a weighted score of 50 percent, 100 percent and 87.5 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to high expenditure out-turn and project performance. UNEB has two projects and these are: Institutional Support to UNEB – Retooling; and the Uganda National Examination Board (UNEB) Infrastructure Development Project.

463. The key emerging issues are:

i) Perpetual lack of funding for continuous assessment threatens the desired NDPIII shift from summative to continuous assessment and NAPE
ii) Non-prioritisation of project-based assessment threatens the mainstreaming of STEM/STEI in the education system.

3.4.8.5 Busitema University

464. Overall, the Busitema University is a moderately satisfactorily compliant at 61.3 percent. This is a weighted score comprising 100.0 percent and 10.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

465. At this level, Busitema University is 100 percent complaint. This is a weighted score comprising of 100 percent and 100 percent for BFP and AB respectively. The above excellent performance is attributed to non-deviations in the indicators and targets in the planning and budgeting instruments.

466. The University registered alignment on a number of NDPIII indicators, including among others: number of university students benefiting from internship/apprenticeship programmes, and the percentage of those completing these programmes; number of research outputs; presence of an approved quality research system; Open Distance Learning; staffing levels, availability of campus Wi-Fi; ICT-enabled learning infrastructure installed and number of lecture theatres/teaching facilities constructed to conform to NCHE standard.

Projects Alignment

467. At this level, Busitema University is 10.0 percent compliant. This is a weighted score of 0 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This low performance was mainly attributed to the low release of funds for the projects, below the NDPIII target and low absorption levels of the released funds. For example, whereas UGX6.843Bn was planned in the NDPIII PIP, only UGX1.531Bn was actually released and UGX1.046Bn was spent by the end of FY 2020/21.

468. The key emerging issues are:

i) The BFP falls short of capturing most NDPIII indicators, and therefore making the compliance exercise somewhat challenging. For example, some indicators in the NDPIII framework, but not in the BFP or AB documents are: non-alignment was observed in the following indicators, including among others: innovations and patents; number of centres of excellence established commissioned and functional; Number of centres of excellence established commissioned and functional standard recreation facilities and number of sports competitions participated in by the national professional teams. These should therefore be captured by Busitema's BFP and Annual Budget in the subsequent years.

ii) In other instances, the units of tracking these indicators differs across the NDPIII frameworks and the BFP &AB Frameworks. For example, some of them which are tracked as numbers in the former are shown as percentage in the latter and vice-versa. Additionally, some indicators are not consistently or continuously used for subsequent years in the BFP and AB frameworks. This therefore makes their tracking difficult.

iii) The project resources released were not only low but were also underutilized, leading to a low score for the projects section.

3.4.8.6 Gulu University

469. Overall, the Gulu University is unsatisfactorily compliant at 53.65 percent. This is a weighted score comprising 54.8 percent and 52.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

470. At this level, Gulu University is 54.8 percent complaint. This is a weighted score comprising 52.4 percent and 57.1 percent for BFP and AB respectively. The above unsatisfactory performance is attributed to a number of deviations in the indicators and targets in the planning and budgeting instruments.

471. The University registered alignment on the following NDPIII indicators, among others: Approved quality assurance system, Open Distance Learning System in place, Libraries in HEIs that are accessible to all categories of learners, Campus Wifi in place, No. of STEM/STEI incubation centres.

472. The non-alignment was registered on the following indicators, among others: Number of lecture theatres/teaching facilities constructed in universities (HEIs) that conform to NCHE standard, ICT-enabled learning infrastructure installed, Number of locally designed remote learning platforms, Number of university students benefiting from internship programme, Number of tracer studies undertaken by universities, MoES, and NCHE.

Projects' alignment

473. At this level, Gulu University is 52.5 percent compliant. This is a weighted score of 0.0 percent, 0.0 percent and 75.0 percent for budget outturn, expenditure outturn and project performance respectively. This poor performance was mainly attributed to a great deviation in the BFP allocation compared to the NDPIII target. Gulu University has one retooling project which is ongoing. The BFP and AB allocated UGX 2.835bn which is below the NDPIII target of UGX 10.463bn in the first year.

474. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome;
ii) There's some underutilization of released resources for projects.

3.4.8.7 Kabale University

475. Overall, Kabale University is moderately satisfactorily compliant at 63.6 percent. This is a weighted score comprising 68.2 percent and 57.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

476. At this level, the Kabale University is 68.2 percent complaint. This is a weighted score comprising 75.0 percent and 63.6 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

477. The University registered alignment on the following NDPIII indicators: Open Distance Learning System in place; Libraries in HEIs that are accessible to all categories of learners; ICT-enabled learning infrastructure installed; Number of locally designed remote learning platforms; Number of university students benefiting from internship programme; Number of University programmes restructured for dual mode delivery by 2025; Number of research outputs; and Number of sports competitions participated in by the national professional teams.

478. Non-alignment was registered on the following indicators: Number of lecture theatres/teaching facilities constructed in universities (HEIs) to conform to NCHE standard; Approved quality assurance system (binary); Campus Wifi in place; Number of students accessing campus Wifi;

Number of tracer studies undertaken by universities, MoES, and NCHE; Number of centres of excellence established commissioned and functional; "Number of MoUs signed between employers providing work-based training and training institutions; % Staffing levels; % of academic staff with PhD; Number of Science laboratories constructed in universities; Ratio of STEI/STEM students to Arts students; Research and Innovation fund established in public universities (binary); % of staff STEM/STEI PhDs levels; and Number of standard Sports and recreation grounds/facilities.

Projects' alignment

479. At this level, the Kabale University is 57.5 percent compliant. This is a weighted score of 50.0 percent, 0.0 percent and 75.0 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the low budget release and low absorption of the released funds for the projects, UGX 1.13bn was budget for Infrastructure Project out of which UGX 0.4bn, notably, 35.2% of the budget was released out of which 28.6% of the releases was spent. Additionally, 70.7% of the budget was released to the retooling project, out of which 49.7% of the releases was spent. This implies that there is low absorption by the University. The university's projects are all ongoing, however behind schedule as the low absorption means that the University might not achieve the intended planned outputs and outcomes. The BFP and AB allocated UGX 1.38bn which is below the planned target of UGX 1.68bn in the first year.

480. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome;
ii) There is need to revise the university strategic plan to fully capture the NDPIII indicators and targets to aid proper M&E as well as future CoC assessments.

3.4.8.8 Kyambogo University

481. Overall, Kyambogo University is moderately satisfactorily compliant at 60.2 percent. This is a weighted score comprising 69.8 percent and 47.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

482. At this level, Kyambogo University is 69.8 percent complaint. This is a weighted score comprising 68.2 percent and 72.2 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

483. The University registered alignment on the following NDPIII indicators: number of teaching facilities; approved Quality Assurance System; Open Distance Learning System; Library that is accessible to all categories of learners; Access to campus WiFi; CT-enabled learning infrastructure; Number of locally designed remote learning platforms; Number of university students benefiting from internship programme; Number of University programmes restructured for dual mode delivery; Number of research outputs; and Number of sports competitions participated in by Kyambogo University.

484. The non-alignment was registered on the following indicators: Number of Centres of Excellence established; Staffing levels; % of Academic Staff with PhDs; Ratio STEI/STEM students to Arts; Number of tracer studies undertaken by Kyambogo University; Number of Innovation outputs/Patents; Access to Research and Innovation Fund and Number of STEI/STEM PhD staff.

Projects alignment

485. At this level, Kyambogo University is 47.5 percent compliant. This is a weighted score of 100 percent, 0.0 percent and 62.5 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the low absorption of the released funds for the projects occasioned by lags in procurement process. For instance, out of UGX3.783Bn released to Kyambogo (at quarter 2) for the two projects (infrastructure development and retooling), only UGX0.096bn was spent, implying that 97.5% was unspent.

486. The key emerging issues are:

i) The university continues to operate at low staffing levels;
ii) The university is not prioritizing innovations mainly due to its lag on STEM/STEI indicators and lack of access to Research and Innovation Fund.

3.4.8.9 Lira University

487. Overall, Lira University is moderately satisfactorily compliant at 70.1 percent. This is a weighted score comprising 73.5 percent and 27.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

MDA Alignment of the BFP and Annual Budget

488. At this level, Lira is unsatisfactory compliant at 55.1 percent. This is a weighted score comprising 81.1 percent and 74.7 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

489. The University registered alignment on the following NDPIII indicators: Number of lecture theatres/teaching facilities constructed in universities (HEIs) to conform to NCHE standards, Open Distance Learning System in place, Libraries in HEIs that are accessible to all categories of learners, Campus Wi-Fi in place, Number of students accessing campus Wi-Fi, Number of university students benefiting from internship programme, Number of research outputs, Number of Science laboratories constructed in universities, Ratio of STEI/STEM students to Arts students, remote ICT-enabled learning infrastructure installed, Number of locally designed remote learning platforms, Number of University programmes restructured for dual mode delivery by 2025, and Number of STEM/STEI incubation centers, Research and Innovation fund established in public universities, Number of standard Sports and recreation grounds/facilities, Libraries in HEIs that are accessible to all categories of learners

490. Non alignment was registered on the following indicators: Number of tracer studies undertaken by universities, MoES, and NCHE, Number of centers of excellence established commissioned and functional, Approved quality assurance system (binary), Number of innovation outputs/patents, Number of sports competitions participated in by the national professional teams, Number of MoUs signed between employers providing work-based training and training institutions

Projects alignment

491. At this level, Lira University is 60.5 percent compliant. This is a weighted score of 00 percent, 80 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the low release of funds for the projects below the NDPIII target. The BFP and AB allocated UGX 1.8bn below the NDPIII target of UGX 2.5bn in the first year. Not all the resources were spent as only 0.75bn was spent.

492. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.8.10 Makerere University

493. Overall, Makerere University is unsatisfactorily compliant at 50.2 percent. This is a weighted score comprising 77.5 percent and 31.9 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

494. At this level, Makerere University is 64.0 percent complaint. This is a weighted score comprising 77.5 percent and 55.0 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

495. The University registered alignment on the following NDPIII indicators: Approved Quality Assurance System; Open Distance Learning System; Library that is accessible to all categories of learners; Campus WiFi; CT-enabled learning infrastructure; Number of remote learning platforms; Number of university students benefiting from internship programme; Number of Centres of Excellence established; Number of University programmes restructured for dual mode delivery; Number of MoUs signed between employers providing work-based training and Makerere University; % of academic staff with PhDs; Number of research outputs; establishment of a Research and Innovation Fund; Number of innovation outputs/patents; Number of Science Laboratories; and Number of STEM/STEI Incubation Centres.

496. Non-alignment was registered on the following indicators: Number of Teaching Facilities constructed; Staffing levels; University students benefiting from internships and apprenticeships; and Number of tracer studies undertaken by Makerere University.

Projects alignment

497. At this level, Makerere University is 31.9 percent compliant. This is a weighted score of 0.0 percent, 0.0 percent and 53.1 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to lack of budgets for projects which were planned to start in FY2020/21, the low release and low absorption of the released funds for the projects. For instance, out of the 8 projects for MUK within the NDPIII, majority (7) have no budgets, while the only one with a budget (retooling MUK) had UGX 4.86Bn released in quarter two, out of which UGX 2.2bn was spent. This implies that 54.7 percent remained unspent.

498. The key emerging issues are:

i) There are no budgets for majority of the NDPIII projects for Makerere University;
ii) The annual budget is not aligned to achieving the NDPIII results.

3.4.8.11 Mbarara University

499. Overall, Mbarara University is moderately satisfactorily compliant at 61.6 percent. This is a weighted score comprising 74.2 percent and 45.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

500. At this level, Mbarara University is 74.2 percent complaint. This is a weighted score comprising 73.3 percent and 74.8 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

501. The University registered alignment on the following NDPIII indicators: Approved Quality Assurance System; Open Distance Learning System; Library that is accessible to all categories of learners; Access to campus WiFi; CT-enabled learning infrastructure; Number of remote learning platforms; Number of university students benefiting from internship programme; Number of Centres of Excellence established; Number of University programmes restructured for dual mode delivery; Number of MoUs signed between employers providing work-based training and MUST; Number of research outputs; No. of innovation outputs/patents; Number of Science Laboratories; Ratio STEI/STEM students to Arts; and Number of sports competitions participated in by Mbarara University.

502. The non-alignment was registered on the following indicators: Number of Teaching Facilities constructed; Staffing levels; % of Academic Staff with PhDs; Number of tracer studies undertaken by Mbarara University; Number of STEM/STEI Incubation Centers; and Establishment of a Research and Innovation Fund.

Projects' alignment

503. At this level, Mbarara University is 45 percent compliant. This is a weighted score of 0.0 percent, 0.0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low release and low absorption of the released funds for the projects due to poor project implementation planning. For instance, out of UGX 0.24Bn released to Mbarara (in quarter 2) for the retooling project, only UGX 0.04bn was spent, implying that about 83.3% was unspent.

504. The key emerging issues are:

i) There is evidence of poor project implementation planning;
ii) Whereas the university budgeting tools are moderately aligned to NDPIII results, key interventions including staffing levels, establishment of incubation centers, and undertaking tracer studies are not prioritized.

3.4.8.12 Makerere University Business School

505. Overall, Makerere University is moderately satisfactorily compliant at 77.0 percent. This is a weighted score comprising 88.0 percent and 62.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

506. At this level, Makerere University Business School is 88.0 percent complaint. This is a weighted score comprising of 100 percent and 80 percent for BFP and AB respectively. This performance is attributed to alignment in the indicators and targets in both the planning and budgeting instruments. However, the non-alignment of the establishment of the center of excellence in the Annual Budget, drove down the AB score to 80 percent.

Projects Alignment

507. At this level, Makerere University Business School is 62.5 percent compliant. This is a weighted score of 0 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low expenditure out-turn of UGX 1.84Bn as compared to the planned and released figure of UGX4.83 bn.

508. The key emerging issues are:

i) There is still need to align the indicators in the Budgeting instruments with those in the planning frameworks.
ii) There still exists a low absorption rate in the re-tooling of MUBs project that needs to be improved.

3.4.8.13 Muni University

509. Overall, Muni University is moderately satisfactorily compliant at 77.3 percent. This is a weighted score comprising of 95.6 percent and 53.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

510. At this level, Muni University is 77.3 percent complaint. This is a weighted score comprising 88.9 percent and 100 percent for BFP and AB respectively. The above performance is attributed to good performance in the indicators that appear in the planning and budgeting instruments.

511. The University registered alignment on a number of NDPIII indicators, include among others: approved quality assurance systems in place; campus Wi-Fi and ICT enabled learning infrastructure in place; percentage of students who successfully completed apprenticeship/ teaching practice; number of research outputs; and STEM/STEI incubation centres. However, non-alignment was registered in the number of STEM/STEI incubation centers.

Projects Alignment

512. At this level, Muni University is 53.0 percent compliant. This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the low release of funds for the projects, below the NDPIII target, that is, only UGX2.684Bn was released of the UGX4.2Bn that was budgeted for in the NDPIII. Additionally, only UGX1.721Bn of this UGX2.684Bn was absorbed.

513. The key emerging issues are:

i) There is still need to align the budgeting frameworks with the planning instruments.
ii) There is also need for release of project funds that are commensurate with the NDPIII targets.

3.4.8.14 Soroti University

514. **Overall, Soroti University is a satisfactorily compliant at 83.9 percent**. This is a weighted score comprising 100 percent and 62.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

515. **At this level, Soroti University is 100 percent complaint**. This is a weighted score comprising 100 percent and 100 percent for BFP and AB respectively. This performance is attributed to no deviations in the indicators and targets in the planning and budgeting instruments.

516. The MDA registered alignment on a number of NDPIII indicators, among others; Number of STEM/STEI incubation centres; Percentage compliance to NCHE BRMS.

517. However, non-alignment was registered on the following indicators, among others; Number of tracer studies undertaken by universities, MoES, and NCHE, number of University programmes restructured for dual mode delivery by 2025.

Projects alignment

518. **At this level, Soroti University is 62.5 percent compliant.** This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This average performance was mainly attributed to the low release of funds for the projects, below the NDPIII target. Soroti University has a retooling project which is at profile phase, and Support to the university infrastructure as the second project, which is ongoing. The BFP and AB allocated UGX3.2Bn below the NDPIII target of UGX4.1bn for the infrastructural development project. They also allocated UGX 2.8Bn above the NDP III target of UGX1.9Bn for the retooling project. For both projects, resources that were released were underutilized by the institution.

519. The key emerging issues are:

   i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome
   ii) For both of the projects, the resources released were under-utilized by the institution.

3.4.8.15 Uganda Management Institute

520. **Overall, the UMI is unsatisfactorily compliant at 57.6 percent**. This is a weighted score comprising 61.5 percent and 52.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. Below are details on performance of UMI.

Alignment of the BFP and Annual Budget

521. **UMI is 57.6 percent complaint**. The score is comprising of 63.6 percent BFP and 60 percent for AB. The performance is attributed to non-alignment of indicators to the NDPIII targets especially the following indicators: i) number of tracer studies undertaken by universities, MoES, and NCHE, % of staff STEM/STEI PhDs levels. Important to note also is the unavailable information on the NDPIII indicators thus the low performance in the BFP and AB.

MDA projects alignment

522. **UMI is 52.5 percent compliant.** This is a weighted score of 00 percent, 00 percent and 75 for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low actual outturn and expenditure. UMI has one project which is support to UMI infrastructure. This project is ongoing, UGX2.385Bn was allocated in the BFP, UGX2.4Bn was the AB allocation and outturn of UGX0.66Bn was received, which was below the NDPIII target of UGX 2.8bn in the first year. Not all the resources were released and the institution spent as well less than what was released.

523. The key emerging issues are:

i) The NDP PIAP captures MDA specific indicators as an aggregate of all institutions especially Universities.
ii) The MDA indicators & targets reported in the planning and budgeting instruments are not aligned to the NDPIII indicators and targets.
iii) Low absorption of funds released contribute to the institution's poor performance.

3.4.9 Social Development Sector MDA Level Assessment

Table 3.11: Summary of Social Development Sector MDA level of Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1	MGLSD	21.1	83.1	61.9	72.5	53.0
2	EOC	85	85.7	52	65.5	73.9

3.4.9.1 Ministry of Gender, Labour and Social Development

524. **Overall, the MGLSD is unsatisfactory compliant at 53.0 percent to the NDPIII**. This is a weighted score comprising 72.5 percent and 21.1 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

525. **MGLSD is 72.5 percent complaint.** This is a weighted score comprising 83.1 percent and 61.9 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

526. The Ministry registered alignment on the following NDPIII output indicators: addressing early childhood development; promotion of child welfare and rights; labour and employment at work place in both formal and informal places; mobilization of families, communities and citizens for national development; number of Equitable and Inclusive Social Services promoted especially among the children, elderly and persons with disability (PWDs); addressing gender based violence (GBV), gender and equity issues in planning and budgeting, social protection services to vulnerable persons; inspection and regulatory of the ECD centres was enhanced; child welfare and rights protected by using the sauti helpline and police taking action on child abuse or abandonment cases; labour inspection enhanced under occupational safety health, job creation and productivity; empowering and sensitizing families and communities; providing social safety to elderly and PWDs; and reducing GBV cases among the population.

527. The non-alignment was registered on the following output indicators: number of regulatory reforms in occupational safety health, cultural promotion, and number of targeted entrepreneurs for capacity building support, number of child sacrifices, child marriages and FGM; traditional institutions supported, number of cultural centers targeted and communities to be empowered on cultural practices and beliefs.

Projects alignment

528. At this level, the MGLSD is 30.1 percent compliant. This is a weighted score of 25.0 percent, 50.0 percent and 21.0 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low release of funds to the current projects below the NDPIII and PIP targets i.e. UWEP, SAGE and YLP phase II that has not taken of as planned. Secondly, most of the proposed projects are new and have not yet received funding for implementation.

529. In addition, one project - Strengthening Social Risk Management and Gender Based Violence Prevention and Response Project, didn't have allocation for FY 2021/22 because it will be ending. Two projects don't appear in the MFPED PIP that is: Promotion of Green Jobs and Fair Labour Market in Uganda (PROGREL) and Promotion of Culture and Creative Economy that is fully funded by UNDP and IDA respectively.

530. Implementation for SAGE roll out in FY2020/21 was budgeted at Shs142.46Billion. The Government of Uganda was expected to provide Shs108.46Bn while Development Partners were to provide Shs34 Bn. However, the budget and the MTEF for FY2020/21 –FY2024/25 provides Shs62.88Bn leaving a funding Gap of Shs45.580Bn for FY2020/21.

531. The key emerging issues are:

i) Some outputs by the MDA are not in the PIAP and therefore no resources allocated and targets in the BFP yet they are key deliverables for MGLSD to attain its goal.

ii) UWEP which has been one of the core projects in PIP has been transferred to recurrent with its budget of Shs32.19Bn. However, the ministry IPF has not changed and NTR (AIA) transferred to Non-Wage Recurrent and is part of the ceiling.
iii) Core projects that contribute to labour and employment have not been captured in the NDPIII PIP. They include: Promotion of Green Jobs and Fair Labour Market in Uganda (PROGREL) and Graduate Volunteer scheme.
iv) Two projects that are funded by Development partners don't appear in the MFPED PIP. There is need to fast track the new proposed projects in NDPIII under MGLSD which are at idea or concept level for implementation and mobilize more resources for the on-going such SAGE and YLP II.

3.4.9.2 Equal Opportunities Commission (EOC)

532. **Overall, the EOC is moderately satisfactorily compliant at 73.9 percent**. This is a weighted score comprising 65.5 percent and 75 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

EOC Alignment of the BFP and Annual Budget

533. **At this level, the EOC is 85.7 percent complaint**. This is a weighted score comprising 85.7 percent and 52 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

534. **The EOC registered alignment on the following NDPIII indicators:** Number of MDA Gender compacts developed , Number of MDAs complying with Gender and equity responsive planning and budgeting, Number of MDAs implement G&E COMMITMENTS, Number of MDAS trained, Number of LGs supported, Number of Pre-tribunal sessions conducted, Public awareness on EOC mandate and promotion of inclusive development enhanced from 2 – 10%, Programmes of State and non-State actors more inclusive of the needs of disadvantaged groups and communities,

535. **The non-alignment was registered on the following indicators:** number of LGs complying with Gender and equity responsive planning and budgeting, Statistics Strategy on G&E budgeting in place, Proportion of MDAs capacity built in Gender mainstreaming and responsive budgeting, Proportion of LGs capacity built in Gender mainstreaming and responsive budgeting, Proportions of BFPs for MDAs compliant with Gender and Equity Planning and Budgeting requirements.

Projects' alignment

536. **At this level, the EOC is 85 percent compliant.** This good performance was mainly attributed the alignment to NDPIII however the BFP and AB allocated UGX0.98Bn below the NDPIII target of UGX2.07Bn in the first year. Not all the resources were released for spending.

537. The key emerging issues are:

i) The commission did not receive funds as indicated in the NDPIII.
ii) The commission's budget did not change for the two years.
iii) The staff structure of EOC is not yet filled despite the periodic recruitment that were done. The current staffing stands at 41% against 65% recommended by MoPS

3.4.10 Public Sector Management MDA Level Assessment

Table 3.12: Summary of PSM MDA level Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
	OPM	55	66.7	100	86.7	73.1
	OP	40.0	41.8	38.1	39.6	39.8
	MoFA	25.0	66.3	47.4	54.9	42.1
	MEACA	92.5	100	50.0	100	79.7
	PSC	92.5	100	100	100	98.6
	MoPS	43.5	50.0	100	100	75.7
	NPA	51.0	61.5	72.4	60	60.7

3.4.10.1 Public Service Commission (PSC)

538. Overall, the PSC is satisfactorily compliant at 98.6 percent. This is a weighted score comprising 100 percent and 92.7 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

539. At this level, the PSC is 100 percent complaint. This is a weighted score comprising **100** percent and **100** percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

540. The PSC registered alignment on the following NDPIII indicators: Number of DSC audited, Proportion of appeals of DSC decisions handled, Number of staff trained in competence-based recruitment systems,

541. The non-alignment was registered on the following indicators: % of Commissions equipped with assistive devises, Number of job specifications aligned to Public Service Jobs, Number of career guidance sessions held with University finalists, % of LGs and Central Government agencies using Government e-recruitment platform, % of approved critical positions in LGs filled, % of LGs with critical positions filled up 100%, Partnerships with other Human Resource outsourcing and Research institutions established, Evaluation reports produce, % of vacancies declared within the year filled, Number of DLGs with fully constituted DSC, Number of Commissions trained, Revised performance standards and minimum conditions in place, Number of entities guided, % of disciplinary cases received and concluded within a financial year

Projects' alignment

542. At this level, the PSC is 92.5 percent compliant. This is a weighted score of 100 percent and 100 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the high release of funds for the projects below the NDPIII target. PSC has one retooling project which is at concept phase. The BFP and AB allocated UGX 0.18bn and it not provided for on the NDPIII projects (This is an NDPII retained project). I believe it received the same amount of money as in the MDA BFP. All the resources were released and spent.

543. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome
ii) The NDPIII did not capture this project (retooling PSC) and its cost
iii) There are indicators which are not captured by either the MDA or NDPIII.
iv) Some targets are just projections as explained in the tool

3.4.10.2 Ministry of Public Service (MoPS)

544. Overall, MoPS is moderately satisfactorily compliant at 75.7 percent. This is a weighted score comprising 100 percent and 43.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

545. At this level, MoPS is 100 percent complaint. This is a weighted score comprising **50.0 percent and 100** percent for BFP and AB, respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

546. MoPS registered alignment on the following NDPIII indicators: Client charters' coverage in MDAs and LGs, Number of Public Officers trained in performance management, Number of institutions engaged to review RIM programmes, %MDAs and LGs restructured and reports produced, Number of LG structures customized, % of Jobs in the Public Service with valid Job descriptions and Person Specifications, Number of public officers trained, % of Public Officers receiving salary according to the approved pay plan, Guidelines on Management of Wage, Pension and gratuity and issued to the public service, % of MDAs & LGs supported on payroll management, Number of MDAs and LGs where EDRMS is operational.

547. The non-alignment was registered on the following indicators: Number of Service centers and digital kiosks established, Number of citizens accessing services from the service Uganda centers, Number of cadres with an approved ICT requirements specification, Collaborative framework developed, Percentage of officers in Public Service with basic ICT competencies, Capacity Building scheme for public servants in place, Number of public servants benefiting from the national capacity building scheme, Capacity Building scheme for public servants in place. Number of public servants benefiting from the national capacity building scheme, Number of MDAs supported to Develop and implement Client Charters, % of MDAs and LGs implementing client feedback mechanisms, among others.

Projects' alignment

548. At this level, the MoPS is 27.5 percent compliant. This is a weighted score of 100 percent each for budget outturn, expenditure and 25 percent for project performance. This performance was mainly attributed to the low release of funds for the projects below the NDPIII target. DEI has one retooling project which is at concept phase. The BFP and AB allocated UGX 0.211bn below the NDPIII target of UGX 1.9bn in the first year. All the resources were released and spent.

549. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome
ii) There are indicators which are not captured by either the MDA or NDPIII.

3.4.10.3 National Planning Authority (NPA)

550. Overall, NPA is moderately satisfactory at 60.8 percent compliance. This is a weighted score comprising 68.1 percent and 50.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

551. At this level, NPA is moderately satisfactory at 68.1 percent compliance. This is a weighted score comprising 61.5 percent and 72.4 percent for BFP and AB, respectively. This satisfactory performance is attributed to less deviation in the indicators and targets in the planning and budgeting instruments.

552. NPA registered alignment on the following NDPIII indicators: Feasibility study on public financial institution including a capitalization framework, development of a comprehensive National Human Resource Development Plan was planned in the BFP, Human Rights Based SDPs and institutional strategic plans produced, proportion of LGs capacity built in development planning, number of users of spatial data, number of MDAs and LGs using the

NSDI system, number of MDAs and LGs trained in spatial data collection, manipulation and Usage, National Development Report (NDR) in place, functional Integrated NDP M&E system and Proportion of Plans aligned to Global agenda.

553. The non-alignment was registered on the following indicators: Number of reforms evaluated and reports produced, number of Public Officers trained in research and innovation; National Human Resource Plan Developed and disseminated; number of different users of the content on NDP III Planning, implementation, and performance monitoring and evaluation; Level of alignment /Compliance of the National Budget to NDP, among others

Projects alignment

554. At this level, NPA is 51.0 percent compliant. This is a weighted score of 0.0 percent, 20 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This score is mainly attributed to slow project implementation.

555. The key emerging issues are:

i) Some NDPIII results are not included in the budget documents thus affecting the overall score.
ii) The development of the National Human Resource Plan has not yet been finalized yet it is a very important aspect for the effective implementation of NDP III.
iii) There is no NDP III Communication Strategy in place and this may affect the easy and timely identification of target groups needed to be reached, the kind of message to be disseminated, the timing of disseminated and tools needed to be used.
iv) NPA planned for the production of a National Development Planning Research Agenda but this activity was taken up by Ministry of Science and Technology and NPA will only provide support.

3.4.10.4 Office of the Prime Minister (OPM)

556. Overall, OPM is moderately satisfactory compliant at 73.1 percent. This is a weighted score comprising 86.8 percent and 55.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

557. At this level, the OPM is 86.7 percent complaint. This is a weighted score comprising 66.7 percent and 100 percent for BFP and AB respectively. The above moderate performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

558. The OPM registered alignment on the following NDPIII indicators: Early warning systems and centres for disaster preparedness established; Number of LG performance assessment coordinated; No. of coordination platforms functional; Status report on the implementation of the SDGs across MDAs in Place; No. of GAPR reports produced to focus on the achievement of key national development result

559. The non-alignment was registered on the following indicators: Number of flagship projects fast tracked; Number of evaluation conducted; Number of flagship projects fast-tracked D81; Number of relief food reservoirs at national and regional levels; Relief mechanisms for vulnerable workers affected by COVID-19 pandemic in place; Number of risk maps produced for tourism areas; No. of refugees HHs mobilised & trained; Proportion of sub counties covered by the Barraza model; Number of project monitoring reports produced; No. of follow ups on implementation of recommendation conducted; A functional M&E system in place; Proportion of MDAs supported in the programme alignment; Number of quarterly spot check field visits in 40 PMDU districts; Number of Joint quarterly supportive supervision field conducted; Harmonized Oversight Committees roles in Place; Number of meetings with oversight committees; Number Inter ministerial meetings convened; Number of PACOB reports on Programme Budgets alignment to NDPIII (along the 5 NDPIII strategic Objectives)

Projects' alignment

560. At this level, the OPM is 55 percent compliant. This is a weighted score of 55 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the low release of funds for the projects below the NDPIII target. For example, Northern Uganda Social Action Fund (NUSAF) 3 project was expected to end by 2019/20 but was retained to achieve completion.

561. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.10.5 Ministry of East African Community Affairs (MEACA)

562. Overall, MEACA is moderately satisfactorily compliant at 75.7 percent. This is a weighted score comprising 100 percent and 92.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

563. At this level, the MEACA is 100 percent complaint. This is a **weighted score comprising 100.0 percent and 50.0 percent for BFP and AB respectively. The above good perf**ormance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

564. The MEACA registered alignment on the following NDPIII outputs: Forex expenditure in industrial sugar importation, Industrial and policy frameworks for investment and trade harmonized, identify and negotiate new markets for manufactured industrial sugar.

565. Areas of non-alignment incude: Review of re-solve non-tariffs barriers issues constraining trade and investment in EAC, and support continuous adherence to set standards by trade partners.

Projects' alignment

566. At this level, the MEACA is 92.5 percent compliant. This is a weighted score of 100 percent, 0 percent and 100 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the high release of funds for the projects which is not found in the NDPIII project profile, but exist in MoFPED PIP. MEACA has one retooling project, which is on-going. The BFP and AB allocated UGX0.92bn for the project however, it was not included among the NDPIII projects. The resources allocated were not completely absorbed, the absorption rate was only 13.1%.

567. The key emerging issues are:

i) The BFP falls short of capturing NDPIII indicators thus making the assessment cumbersome
ii) The MDA is believed to be in 4 four Programmes, Public Sector Transformation (PST), Public Sector Development (PSD), Manufacturing, Governance and Security (Gov&S), but after combing all the programmes, MEACA was only traced in two programmes i.e. Manufacturing and PSD
iii) The MDA contributes to so many outputs (Strengthen regional/ international networks and collaboration in cultural heritage promotion and development (EAC) IN Community Mobilization and Mindset change programme, Collaborate with MD Collaborate with the EAC/ COMESA /ACFTA countries to streamline the Policy environment for Free Zones As & EAC revenue authorities on standard development and harmonization, PSD, in some of the above, Regional Development, Governance and Security programmes, PST and Development Plan Implementation but it seems they are not catered for by the NDPIII.

3.4.11 Public Administration MDA Level Assessment

Table 3.13: Summary Public Administration sector MDA level Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1	Office of the President	40	41.8	38.1	39.6	39.8
2	Ministry of Foreign Affairs (MoFA)	25	66.3	47.4	54.9	42.1
3	Electoral Commission	100	0	0	0	43
4	State House	100	100	100	100	96.8

3.4.11.1 Office of the President (OP)

568. Overall, the OP is unsatisfactorily compliant at 39.8 percent. This is a weighted score comprising 39.6 percent and 40 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

569. At this level, OP is 39.6 percent complaint. This is a weighted score comprising 41.8 percent and 38.1 percent for BFP and AB respectively. This performance is attributed to deviations in the indicators and targets in the planning and budgeting instruments. The MDA registered alignment on the following NDPIII indicators: Number of RDCs with the necessary equipment to operate, Number of teachers and students trained in patriotism ideology, Number of training institutions conducting training for the National Service Program, Number of investor ceremonies conducted, among others

570. On the other hand, the Non-alignment was registered on the following indicators: Proportion of oversight committees with updated TORs, Number of bankable LED projects, Number of periodic performance score card assessments, Number of public-private partnership hospitality training institutions in the regions, Apex Platform Communication Strategy in place, Apex Platform MIS in place, Number of policies whose implementation has been monitored, Number of Cabinet decisions monitored, Number of stakeholders engaged on application of RBP/RIA, Number of MDAs trained in RBP/RIA, % of border points with police deployment, Hall of fame in place, Number of staff trained in management and administration of Honors, among others

Projects' alignment

571. At this level, OP is 40.0 percent compliant. This is a weighted score of 100 percent, 0 percent and 50 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the low budget absorption. OP has two NDPIII projects that are also included in the MoFPED PIP: Strengthening Office of the President and; Acquisition of land and construction of government offices. However, the project on Acquisition of land and construction of government offices was not allocated funds in both BFP and AB.

572. The key emerging issues are:

i) Most of the indicators have been planned for the FY 2021/2022 as shown in the OP BFP for FY 2021/22. This has affected the performance of OP in this financial year because most of the outputs had not been considered in their BFP for FY 2020/21.

ii) OP contributes to five NDPIII programmes as listed above, however they have focused on implementation of outputs of three of the programmes (Governance and Security, Development Plan Implementation and; Community Mobilization and Mindset change) at the expense of the outputs they contribute to from the other two programmes (Agro-industrialization and Regional Development). This has greatly affected their overall performance.

iii) Some of the outputs could only be delivered through field visits and stakeholder engagements, however this has been affected by the outbreak of COVID-19 and the subsequent lockdown. Some of these outputs include; oversight monitoring function of the RDCs, face to face trainings of staff and MDAs in Regulatory impact assessment and; conducting investure ceremonies among others.

iv) The project on Acquisition of land and construction of government offices has been totally ignored as evidenced by non-allocation of resources for the same in the BFP and AB for FY 2020/21 and the BFP for FY 2021/22.

3.4.11.2 Ministry of Foreign Affairs (MoFA)

573. Overall, the MoFA is unsatisfactorily compliant at 42.1 percent. This is a weighted score comprising 54.9 percent and 25 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

574. At this level, MoFA is 54.9 percent complaint. This is a weighted score comprising 66.3 percent and 47.4 percent for BFP and AB respectively. The above performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments. The MDA registered alignment on the following NDPIII indicators: Number of MoUs and Bilateral Agreements Signed, Number of Investments secured through partnerships with Missions Abroad, No. of visa and consular staff trained in customer care, Number of FDI attracted in the developed bankable strategic projects, number of symposiums, summits, engagements organized to market investment opportunities in Uganda, Value of remittances (USD Million), Number of engagements and interactions with the diaspora community, % of International conventions, treaties and protocols domesticated, No. of international and regional laws harmonized & domesticated, Number of briefs prepared to facilitate the engagements by national leaders with foreign dignitaries, Number of bilateral engagements undertaken, among others

575. On the other hand, the non-alignment was registered on the following indicators: Number of Attaches Placed, Number of investors attracted in LPG infrastructure, number of Labour attaches deployed, proportion of Uganda's border demarcated, Status of the framework for the implementation of UN sanctions in place and Number of reports on regional and international legal obligations coordinated.

Projects' alignment

576. At this level, MoFA is 25.0 percent compliant. This is a weighted score of 100 percent, 0 percent and 25 percent for budget outturn, expenditure outturn and project performance respectively. MoFA has four (4) projects under the NDPIII which are also included in the MoFPED PIP. These include; International integrated Foreign Service Communication System Project (ICS), Strengthening Foreign Affairs, Strengthening Missions Abroad and Uganda Institute for Diplomacy and International Affairs (UIDIA) Buildings.

577. This performance is mainly attributed to the fact that three (3) of the four (4) projects under MoFA have not been allocated resources under the MDA BFP and AB. Only the project on Strengthening Foreign Affairs has been allocated resources in the BFP and AB. This non-allocation of resources for the other three projects has greatly affected the project implementation performance for the MDA.

578. The key emerging issues are:

i) Targets set by MoFA to achieve the outputs are lower than those set in the NDPIII and this has affected their performance.
ii) Three (3) out of the four (4) projects under MoFA have not been allocated resources under the MDA BFP and AB. Only the project on Strengthening Foreign Affairs has been allocated resources in the BFP and AB. This non-allocation of resources for the other three projects has greatly affected the project implementation performance for the MDA.

3.4.11.3 Electoral Commission (EC)

579. Overall, the EC is unsatisfactorily compliant at 43.0 percent. This is a weighted score comprising 0 percent and 100 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

580. At this level, the EC is 0 percent complaint. This is attributed to so much deviations in the indicators and targets in the planning and budgeting instruments. The EC registered alignment on only one NDPIII indicator i.e. Voter turnout (%).

Projects' alignment

581. At this level, the EC is 100 percent compliant. This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This high performance was mainly attributed to the high release of funds for the projects above the NDPIII target. EC has one retooling project which is retainer project. The BFP and AB allocated UGX 50.72bn above the NDPIII target of UGX 12.9bn in the first year. All the resources were released and spent.

582. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.11.4 State House (SH)

583. **Overall, State House is satisfactorily compliant at 96.8 percent**. This is a weighted score comprising 100 percent and 100 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

584. **At this level, SH is 100 percent complaint**. This is a weighted score comprising 100 percent and 100 percent for BFP and AB, respectively. The above high performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

585. The State House registered alignment on the following NDPIII indicators, Number of youth benefiting from short term skilling programme, 75% of state scholarships and loans allocated towards critical skills training identified in the NHRDP by 2025, Number of Presidency programmes supported, Number of health facilities monitored for service delivery , Number of infrastructure works monitored, Number of corruption cases investigated, Number of Health facilities monitored by State House Health Monitoring Unit and Number of Corruption cases handled by State House Anti-Corruption Unit.

586. The non-alignment was registered on the following indicators: Number of Government infrastructural projects monitored by State House infrastructural Unit, No. of out-of-school youths benefiting from internship, Number of Health facilities monitored by State House Health Monitoring Unit

Projects' alignment

587. **At this level, SH is 100 percent compliant.** This is a weighted score of 100 percent, 0 percent and 100 percent for budget outturn, expenditure outturn and project performance respectively. This strong performance was mainly attributed to the supplementary budget given to SH for the projects which is way higher than the NDPIII target. SH has one retooling project which is a retainer project. The BFP and AB allocated UGX 12.34bn higher than the NDPIII target of UGX 7.3bn in the first year. All the resources were released and spent.

588. The key emerging issues are:

i) The BFP did not capture some of the NDPIII indicators thus making the assessment very tiresome.
ii) Statehouse receives supplementary budgets for development and support to the office of the President which is always more than 100% of the allocated budget always.

3.4.12 Local Government Sector MDA Level Assessment

Table 3.14: Summary of Local Government Sector MDA Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1.	MOLG	17.5	25.7	50.0	40.3	**30.5**
2.	LGFC	-	57.1	94.7	79.7	79.7

3.4.12.1 Ministry of Local Government (MoLG)

589. Overall, the MoLG AB is unsatisfactorily compliant at 30.5 percent. This is a weighted score comprising 40.3 percent and 17.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

590. At this level, the AB is 40.3 percent complaint. This is a weighted score comprising 25.7 percent and 50.0 percent for BFP and AB respectively. This performance is attributed to greater deviations in the indicators and targets in the planning and budgeting instruments.

591. The BFP and AB indicators that are aligned with the NDPIII's include: Number of modern markets, Proportion of MDAs/DLGs with functional HIV and AIDS structures (DACs & PHA Networks), Number of of LGs supported to develop ordinances and By-laws to promote ethical conduct, Number of districts where the LED policy and strategy are disseminated, Number of district level private sector engagement institutions formed and operationalized Number of sub-regions reviewing previous affirmative project on successes, challenges and design and Number of regional affirmative programmes coordination meetings.

592. The non-alignment was registered on the following indicators: Proportion of MDAs/DLGs with institutional HIV and AIDS strategic plans aligned to NDP, Number of parish chief recruited, Number of district/sub-regional based Agri-LED/commodity value addition industries, Number of district/sub-regional based Agri-LED/commodity value addition industries, Number of regional functional agricultural production databases/MIS's, Number of LGDP and NDPIII progress of implementation joint meetings, Number of beneficiaries and other stakeholders engaged in project identification and development, Number of Local Governments trained on good governance and public sector management.

Projects' alignment

593. At this level, the MoLG AB is 17.5 percent compliant. This is a weighted score of 0 percent, 0 percent and 25 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the low release of funds for projects. MoLG has several projects but only one is in the PIP. The projects that are not in the PIP for FY2020/21 include: Agro-Industrialization for Local Economic Development (Agri-Led) In Rwenzori Region, National Oil Seeds Project – (Component 2), Rural Development & Food

Security in Northern Uganda, Institutional Support to Local Government Sector and Local Government's Revenue Collection and Management Information Systems (Log Rev)

594. The BFP allocated UGX1.0 bn only to the Markets and Agricultural Trade Improvements Programme (MATIP 2), against the NDPIII target of UGX 75.0 bn. However, the AB allocated UGX3.75bn and 89.6 percent (UGX3.36bn) was release against which UGX3.03 bn was spent.

595. The key emerging issues are:

i) It is surprising that the Agro-Industrialization for Local Economic Development (Agri-Led) In Rwenzori Region of such magnitude and scale covering several LGs is not in the PIP.
ii) The MOLG AB for FY2021/22 does not prioritize operationalization of the Parish Model.

3.4.12.2 Local Government Finance Commission (LGFC)

596. Overall, the LGFC AB is moderately satisfactorily compliant at 79.7 percent. This is a score from the outputs given that the commission does not have any NDPIII project to implement.

MDA Alignment of the BFP and Annual Budget

597. At this level, LGFC is 79.7 percent compliant. This is a weighted score comprising 57.1 percent and 94.9 percent for the BFP and AB respectively.

598. The non-alignment is as a result of the Commission not prioritizing some outputs like; the grants allocation formula was not reviewed to inbuild crosscutting issues like poverty, HIV/AIDS, gender and environment among others, no policy brief on key findings from a study on the effectiveness and efficiency of transfers to LGs finalized and disseminated, no prioritization on opportunities for sustained local investments in Local Governments, no prioritization on developing the macro budget financial analysis framework that is aimed at linking with the national and local government annual budget, there was no focus on developing the non-traditional financing sources to finance the budget like the diaspora bonds, blended financing, infrastructure bonds, pension funds and sovereign wealth funds among others, the commission also paid no attention to providing support to LGs to tap into the PPP arrangement and finally no focus on funding of projects from royalties.

599. The key emerging issues are:

i) The BFP and the AB fall short of capturing some NDPIII indicators for the programmes that the commission contributes to.

3.4.13 Works and Transport Sector MDA Level Assessment

Table 3.15: Works and Transport Sector MDA Performance (percent)

S/N	MDA	PIP	Alignment	Overall Score

			BFP	AB	BFP&AB	
	MOWT	53.6	41.3	48.4	45.6	49.0
	UCAA	75.0	66.7	66.7	66.7	70.3
	URF	70	100	100	100	87.1
	UNRA	76.5	76.7	65.0	77.8	69.7
	URC	92.5	100	100	100	96.8

3.4.13.1 Ministry of Works and Transport (MOWT)

600. Overall, the MOWT is unsatisfactory compliant at 49.0 percent. This is a weighted score comprising 45.6 percent and 53.6 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

601. At this level, MOWT is unsatisfactorily compliant at 45.6 percent. This is a weighted score comprising 41.3 percent and 48.6 percent for BFP and AB, respectively. The above performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

602. MOWT registered alignment on the following NDPIII results: Gulu Logistics hub developed; civil works constructed at Kabaale Airport; aviation academies maintained; PAPs for the Tororo-Gulu MGR line compensated; Tororo - Gulu MGR Line rehabilitated; PAPs for the Bukasa Port compensated; civil works for inland Ports constructed (Bukasa); mechanical Workshops refurbished; availability of district and zonal equipment; availability of protocol fleet; availability of Government vehicles; acres of land for SGR corridor acquired; civil works undertaken on the One Stop Centre Building to house computerized driving permit issuance; streamlining the management and administration of Motor Vehicle registered; Number of Aids to Navigation installed and maintained; SAR boats acquired; District unsealed roads rehabilitated; among others

The non-alignment was registered on the following targets: civil works for inland Ports constructed (Bukasa), construction works on OSBPs (Mpondwe, Ntoroko, Goli, Katuna, and Malaba), ferry trips made, SEA Sector Level Framework Recommendations applied in all transport plans and strategies, Government vehicles inspected annually, bailey bridges inspected, district local governments visited for equipment monitoring and assessment of equipment operator performance, IWT safety campaigns conducted, accreditations received from regional and international bodies (i.e ICAO, ATO & IATA, IMO) among others.

Projects' alignment

603. At this level, MOWT is 53.6 percent compliant. This is a weighted score of 33.3 percent, 22.2 percent and 65.7 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the low release of funds for the projects below the NDPIII target and low absorb option of some projects. MOWT has a total of 57 NDPIII projects, of these only 7 projects are ongoing but below schedule.

604. The key emerging issues are:

i) There are a number of output indicators that were not captured in at Ministry level, as highlighted above.
ii) A number of projects have large variations between NDPIII proposed budgets and BFP funding allocations which negatively affect project implementation. These projects include; Bukasa Inland Port (whose NDPIII Planned Annual Cost and BFP planned allocations were UGX112.436Bn and UGX33.692Bn respectively), Rural Bridge Infrastructure Development Project (whose NDPIII Planned Annual Cost and BFP planned allocations were UGX90Bn and UGX17.8Bn respectively), Development of Kabaale Airport (whose NDPIII Planned Annual Cost and BFP planned allocations were UGX295.8Bn and UGX182.6Bn respectively), Bus Rapid Transit for Greater Kampala Metropolitan (whose NDPIII Planned Annual Cost and BFP planned allocations were UGX547.8Bn and UGX0.5Bn respectively), whose assessment results of these projects impacted on the overall results.
iii) The implementation of Bukasa Port Phase I, was supposed to be completed by June 2019. By close of quarter two, project progress was at 45%. This year's target comprised compensation of 1,100 Project Affected Persons (PAPs) and 65% of the dredging, piling and swamp surcharging works yet by close of quarter two the dredging contract was still at procurement stage. The project is partially affected by low release of funding. The projects' approved budget for FY2020/21 is UGX.97.35Bn out of which UGX 7Bn and UGX 6.18Bn were released spent respectively by close of second quarter.

3.4.13.2 Uganda Civil Aviation Authority (UCAA)

605. Overall, the UCAA is moderately satisfactorily compliant at 70.3 percent. This is a weighted score comprising 66.7 percent and 75.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

606. At this level, UCAA is 66.7 percent compliant. This is a weighted score comprising 66.7 percent and 66.7 percent for BFP and AB, respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

607. UCAA registered alignment on the following NDPIII indicators: the expansion and rehabilitation of Entebbe International Airport (Phase 1), Proportion of construction works awarded to local contractors, and the number of plans prepared.

608. According to NDPIII, the expansion and rehabilitation of Entebbe International Airport (Phase II) was expected to commence this FY2020/21. However, this project was not captured in both the BFP and MPS.

Projects alignment

609. At this level, UCAA is 75.0 percent compliant. This is a weighted score of 100 percent, 100 percent and 50 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to absorption of the released funds for the expansion and rehabilitation of Entebbe Airport phase I project. It should however be noted that the project lags behind schedule. This is delay is attributed to: -

a) The outbreak of COVID-19 pandemic significantly affected the project (which is of international nature) in terms of materials procurement, lockdown of key project personnel of the Contractor and restrictions on movement of locally based labour and materials in the Country.
b) Over one-year delayed payment of approved Interim Certificates nos.11-21 over due to deficiency in the loan agreement significantly slowed down speed of construction.
c) Challenge of getting additional fund from the Government to meet other necessary costs outside the Lump Sum contract for financing the Cargo Commercial Centre construction adjacent to the new Cargo Complex village for full operational business, and the cost of anticipated price adjustment since the Contract period is well over 18months and other contingency items are missing in the Contract.
d) Coordination challenges and difficulties in integrating and executing different airfield works in a live airport.

610. The key emerging issues are:

i) The Development of Kabaale Airport project commenced on 18th April 2018. It is expected to be substantially completed on 17th June 2022, and finally completed by 17th February 2023. According to the IT IS PIAP, operationalization of the airport was planned to begin in FY 2021/22. Whereas this intervention has been considered in the IT IS BFP for FY2021/22, it has not been allocated any MTEF. According to the IT IS PIAP, rehabilitation and upgrade of upcountry aerodromes of Kasese, Arua, and Mbarara should begin in FY2021/21. However, in the IT IS BFP for 2021/22, funding for these projects is not reflected.

3.4.13.3 Uganda Road Fund (URF)

611. Overall, the URF is satisfactorily compliant at 87.1 percent. This is a weighted score comprising 100 percent and 70 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

612. At this level, URF is 100 percent complaint. This is a weighted score comprising 100 percent and 100 percent for BFP and AB, respectively. This performance is attributed to the alignment in the indicators and targets in the planning and budgeting instruments.

613. URF registered alignment on all its NDPIII indicators; Kilometers (kms) of reduced maintenance backlog (through resealing 1km of each of the 20 selected Town Councils (TCs) every year, Kilometers of reduced maintenance backlog on District Urban Community Access Roads (DUCAR) by gravelling, Kilometers of reduced maintenance backlog by upgrading new cities network from gravel to paved surfaces.

Projects alignment

614. At this level, URF is 70 percent compliant. This is a weighted score of 100 percent, 50 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the low absorption of funds released for Retooling Uganda Road Fund project where only 24 percent of the released funds was spent, due to delayed works that resulted from COVID-19 closure.

615. The key emerging issues are:

i) URF has remained a conduit for financing the maintenance of National, Urban, District and Community Access roads. There is need for actualization of the second-generation road fund that will increase the revenue for maintenance of roads.

3.4.13.4 Uganda National Roads Authority (UNRA)

616. Overall, UNRA is moderately satisfactory compliant at 72.6 percent. This is a weighted score comprising 69.7 and 76.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

617. At this level, UNRA is 77.8 percent complaint. This is a weighted score comprising 76.7 percent and 65.0 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

618. UNRA registered alignment on the following NDPIII indicators: Number of landing sites constructed or rehabilitated, feasibility studies and detailed designs undertaken the national road network, Hectares of Right of way corridors for the national roads acquired, Kms of strategic roads upgraded from gravel to bituminous surface annually, Kms of paved and un paved national roads maintained periodically both routine mechanized and manually and the Number of bridges constructed on national road network

619. The non-alignment was registered in the following areas: construction of national roads using low-cost seal technologies, provision of Non-Motorized Transport (NMT) infrastructure (walkways), specific national road studies, weighing of vehicles, and training in specialized transport planning systems, among others.

Projects' alignment

620. At this level, UNRA is 76.5 percent compliant. This is a weighted score of 52.5 percent, 50.0 percent and 88.4 percent for budget outturn, expenditure outturn and project performance respectively. This moderate performance was mainly attributed to low release of funds for the projects below the NDPIII target and low absorption of funds for some projects. UNRA has a total of 57 ongoing projects that were assessed, the progress of almost all projects is behind schedule both physically and in terms of time. Seven (7) out of the fifty-seven (57) projects will be exited from the MOFPED PIP on account of reaching their completion date. A number of projects remain to be merged under the same code with others getting financing when they are not ready for implementation.

621. The key emerging issues are:

i) Some projects' performance continues to be affected by non-readiness of projects. Therefore, there is need to build their capacity in project preparation. These include; Koboko-Yumbe, Katuna-Muko, Kisoro-Nkuringo-Rubugiri-Muko,
ii) The merging of various projects under one code makes the tracking of performance difficult for example tourism roads like Kisoro-Nkuringo-Rubugiri-Muko Road, Kebisoni-Kisizi-Muhanga road. This issue also cuts across the oil roads that are captured under Hoima-Wanseko. Therefore, UNRA should fast track the preparation process with MOFPED and acquire different Project codes to ease tracking of progress.
iii) Land acquisition remains a big change to project performance therefore more money should be allocated to this component to minimize delays.
iv) The actualization of the local content is not clear as we can't track the amount of resources that goes to local contractors.

3.4.13.5 Uganda Railways Cooperation (URC)

622. Overall, URC is satisfactorily compliant at 96.8 percent. This is a weighted score comprising 100 percent and 92.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

623. At this level, URC is 100 percent complaint. This is a weighted score comprising 100 percent and 100 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

624. URC registered alignment on the following NDPIII indicators: upgrade of railway platforms, rehabilitation of passenger train stations, rehabilitation of existing train coaches, Rehabilitation of locomotives, procurement of railway coaches, maintenance of railway network, and construction of Gulu facility.

Projects alignment

625. At this level, URC is 92.5 percent compliant. This is a weighted score of 100, 100 and 75 for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to slow project progress that was caused by COVID-19 disruptions. URC has a total of 11 Projects in the NDPIII PIP, however only 3 are on ongoing and are lagging behind schedule both in physical and in terms of time. The Corporation faces a challenge of underfunding which has majorly affected its operations.

626. The key emerging issues are:

i) According to NDPIII, the rehabilitation of Tororo - Gulu Metre Gauge Line should have commenced in this FY2020/21. By close of quarter, only one percent of the budgeted funds were released. There is need to fast truck financial and physical progress for this project. Also, for the URC capacity building project, only 0.04 billion out of the budgeted 52 billion, was released.

3.4.14 Tourism Sector MDA Level Assessment

Table 3. 16: Summary Tourism Sector MDA level Performance (%)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1	MTWA	70.6	47.5	66.7	59	64
2	UTB	100	71.4	100.0	71.4	86.6
3	UWEC	100	50.0	100.0	50	80
4	UHTTI	0	100	100	100	60
5	UWA	40	40.0	40.0	40.0	40
6	UWRTI	0	20.0	100	68.0	62.6

3.4.14.1 Ministry of Tourism, Wildlife and Antiquities (MTWA)

627. Overall, the MTWA was moderately satisfactorily compliant at 64.0percent. This is a weighted score comprising 59.0 percent and 70.6 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

628. At this level, MTWA is unsatisfactorily compliant at 59.0 percent. This is a weighted score comprising 47.5 percent and 66.7 percent for BFP and AB, respectively. The performance is attributed to alignment in the indicators and targets in the planning and budgeting instruments.

629. The MTWA registered alignment on the following NDPIII targets: students enrolled at Uganda Wildlife Research Training Institute (UWRTI), Ugandans visiting National Parks, UWEC, Museums and cultural heritage sites and monuments, regulations and standards developed to operationalize the Uganda Wildlife Act 2019 and active Wildlife Clubs in the Country

630. The non-alignment was registered on the following targets: LGs supported to profile, develop and promote tourism; Private Sector Umbrella Associations supported to undertake self-regulation of the private sector; new tourism products developed and profiled; development of the framework to strengthen public/private sector partnerships; Key Wildlife and Natural Central Forest Reserves upgraded to National Park status and Sub-regional tourism products developed for Busoga, Teso, Bukedi and Karamoja.

Projects Alignment

631. At this level, the MTWA is 70.6 percent moderately compliant. This is a weighted score of 50, percent 100 percent and 43.8 percent for budget outturn, expenditure outturn and project performance respectively. This satisfactory performance was mainly attributed to the moderate release of funds for the projects compared to the NDPIII target and also low absorption. MTWA is currently implementing two projects that is Development of Museums and Heritage sites for cultural promotion and Mt Rwenzori Tourism Infrastructure Phase II. For Development of Museums and Heritage sites for cultural promotion, BFP and AB allocated UGX 1.73 bn above the NDPIII target of UGX7.6bn in the first year. UGX1.56 bn was spent of the UGX 1.77 bn that was released. For Mt Rwenzori Tourism Infrastructure Development Phase II, BFP and AB allocated UGX1.91 bn below the NDP III target of UGX7.6 bn in the first year and UGX1.7 bn was spent of the released UGX2.35 bn. For 2021/22, the BFP planned allocation for projects is half way the NDP III planned cost, hence the disparity caused the 0 score for projects

632. The key emerging issues are:

i) The BFP falls short of capturing most of NDPIII indicators.
ii) Budget allocation is still according to the old sector approach which affects alignment of the annual budget to NDP III.
iii) Only two projects are currently being implemented (Development of Museums and Heritage sites for cultural promotion and Mt Rwenzori Tourism Infrastructure Development Project Phase II) as per Vote BFP and MoFPED PIP.
iv) There is none alignment of interventions and output indicators in the NDP III PIAP and MDA BFPs and MPS (UHTTI, MTWA and UWEC). UHTTI had only one intervention on student enrollment aligned to NDP III PIAP interventions.

3.4.14.2 Uganda Tourism Board (UTB)

633. **Overall, the UTB is satisfactorily compliant at 88.6 percent**. This is a weighted score comprising 71.4 percent and 100 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

634. **At this level, the UTB is 88.6 percent complaint**. This is a weighted score comprising 71.4 percent and 100 percent for BFP and AB, respectively. This performance is attributed to alignment in the indicators and targets in the planning and budgeting instruments.

635. The UTB registered alignment on the following NDPIII targets MDR firms established and maintained in key source markets, Ugandan Embassies/ Mission Staff trained in support tourism marketing and handling, domestic promotional campaigns carried out and international expos attended.

636. The non-alignment was registered on the following targets: new tourism products marketed by 2025, number of international MICE (meetings, conferences) hosted in Uganda and Tour guides licensed

Projects Alignment

637. UTB does not implement any project. Instead, all the Tourism Development Projects are being implemented by MTWA.

638. The key emerging issues are:

i) The BFP does not capture some of NDPIII indicators like No of new tourism products marketed by 2025 and No of international MICE (meetings, conferences) hosted in Uganda
ii) UTB is not implementing any project other than the retooling project for the period under review

3.4.14.3 Uganda Wildlife Authority (UWA)

639. **Overall, the UWA was unsatisfactorily compliant at 40 percent**. This is a weighted score comprising 40.0 and 40.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

640. **At this level, the UWA is unsatisfactorily compliant at 40.0 percent**. This is a weighted score comprising 40.0 percent and 40.0 percent for BFP and AB, respectively. This performance

is attributed to deviations in the indicators and targets in the planning and budgeting instruments.

641. UWA registered alignment on the following NDPIII targets: trails and tracks maintained (km), Wildlife Protected Areas managed and protected, electric fencing installed/constructed at selected hotspots and hectares cleared of invasive species in Protected Areas

642. The non-alignment was registered on the following targets: completion of valuation of protected areas, buffer corridors created around conservation areas and Area of wildlife life habitats/corridors established (hectares).

Projects Alignment

643. UWA does not have any on-going project. All Tourism Development projects are implemented by MTWA

644. The key emerging issues are:

i) Budget allocation is still according to the old sector approach which affects alignment of the annual budget to NDP III
ii) There is nonalignment of some interventions and output indicators in the NDPIII PIAP and MDA BFP like number of buffer corridors created around conservation areas and Area of wildlife life habitats/corridors established(hectares)

3.4.14.4 Uganda Wildlife Education and Conservation Centre (UWEC)

645. Overall, the UWEC was satisfactorily compliant at 80 percent. This is a weighted score comprising 50.0 and 100 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

646. At this level, UWEC is satisfactorily compliant at 80.0 percent. This is a weighted score comprising 50.0 percent and 100.0 percent for BFP and AB respectively. The above satisfactory performance is attributed to alignment in the indicators and targets in the planning and budgeting instruments.

647. UWEC registered alignment on the following NDPIII indicators; number of awareness programs on Wildlife heritage conservation launched and number of Wildlife species maintained at UWEC. The non-alignment was registered on the following indicators: level of completion of UWEC modernization works and number of UWEC Regional Satellite centers established

Projects Alignment

648. UWEC is not implementing any project as it is a subvention under MTWA

649. The key emerging issues are:

i) The BFP falls short of capturing some of NDPIII indicators i.e., level of completion of UWEC modernization works and number of UWEC Regional Satellite centers established.
ii) Budget allocation is still according to the old sector approach which affects alignment of the annual budget to NDPIII.
iii) No projects are being implemented by UWEC, which negatively affected UWEC's overall scores.

3.4.14.5 Uganda Hotel Training and Tourism Institute (UHTTI)

650. Overall, the UHTTI is moderately satisfactorily compliant at 60 percent. This is a weighted score comprising 0 percent and 100 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

651. At this level, UHTTI is 60.0 percent compliant. This is a weighted score comprising 0 percent and 100.0 percent for BFP and AB respectively. The above performance is attributed to alignment in the indicator on number of students enrolled at UHTTI.

652. The non-alignment was registered on all the following NDPIII targets: implementation of the new UHTTI Curriculum, students from underserved regions especially Busoga, Teso, Bukedi and Karamoja enrolling at UHTTI and Institutes equipped with instruction material

Projects Alignment

UHTTI does not implement any project, it is a subvention under MTWA.

653. The key emerging issues are:

i) The BFP falls short of capturing key NDPIII indicators thus making the assessment cumbersome

3.4.15 Trade and Industry Sector MDA Level Assessment

Table 3.17: Trade and Industry Sector MDA Performance (percent)

S/N	MDA	P.I.P	Alignment			Overall Score
			BFP	AB	BFP&AB	
	MoTIC	1.1	47	52.6	49.5	29.1
	UEPB	n/a	42.5	25	44	32.0
	UNBS	n/a	100	100	100	79.4

3.4.15.1 Ministry of Trade, Industry and Co-operatives (MoTIC)

654. Overall, the MoTIC was unsatisfactorily compliant at 29.1 percent. This is a weighted score comprising 50.5 percent and 1.1 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

655. At this level, the MoTIC is 52.6 percent complaint. This is a weighted score comprising 47 percent and 52.6 percent for BFP and AB respectively. This unsatisfactory performance is attributed to deviations in the indicators and targets in the planning and budgeting instruments.

656. The MDA registered alignment on the following NDPIII indicators: Completion status of each constructed fruit factories; Number of MSMEs supported technically; Operational trade information portal; Number of product market frameworks with countries of export negotiated; Internationally recognised Bar code system in place and operational; number of Border Export Zone (BEZ)/ border markets established; Business Development Services framework; and Institutional and policy frameworks for investment and trade harmonized. There was however, non-alignment for the following: number of local contractors trained in investment partnership and management; number of Legal and regulatory frameworks amended to remove restrictions and number of firms registered as members of GSI Uganda.

Projects Alignment

657. At this level, the MoTIC is unsatisfactorily compliant at 45 percent. This is a weighted score of 0 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the low release of funds for the projects below the NDPIII target. MoTIC is currently implementing only one (1) project; Rural Industrial Development Strategy (OVOP Project Phase III), BFP and AB allocated UGX 1.208bn below the NDPIII target of UGX 100.4bn in the first year. UGX0.22bn was spent of the UGX0.29bn that was released. The other projects: DRC market expansion, Uganda Green Incubation Project - Songhai Model, Micro and Small Enterprise Sector Productivity and Investment Enhancement Program (MSE-PIEP), Supporting Agribusiness Growth and Development through Enhanced Marketing systems and Value Addition (SAGDEMVA); and Scaling up and Growing Inclusive Markets for Agricultural Commodities (GIMAC).

658. The key emerging issues are:

i) The BFP has captured most of NDPIII indicators: Number of beneficiary cooperative members trained, Completion status of each constructed fruit factories, Number of regional farm service centers in which agro-processing facilities are established, Number of MSMEs supported technically, Operational trade information portal, Number of product market frameworks with countries of export negotiated, Internationally recognized Bar code system in place and operational among others.

ii) There is nonalignment of interventions and output indicators in the NDPIII: Functional joint ventures and partnerships, Number of industries in industrial parks monitored, Number of people trained in industrial park Development, management and operation

iii) Budget release remain a big challenge to realise the industrialisation agenda especially when these initiatives are targeting the SMEs,

3.4.15.2 Uganda Export Board (UEPB)

659. Overall, the UEPB is unsatisfactorily compliant at 32.0 percent. This is a weighted score comprising 71.4 percent and 0 percent compliance for Results Level Assessment (Outputs) since the MDA does not implement any project. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

660. At this level, the UEPB is 44 percent complaint. This is a weighted score comprising 42.5 percent and 25 percent for BFP and AB, respectively. The above unsatisfactory performance is attributed to nonalignment in the indicators and targets in the planning and budgeting instruments.

661. The UEPB registered alignment on the following NDPIII indicators: number of market studies conducted, Number of export readiness assessments conducted, number of sensitization campaigns conducted, number of FSO's in charge of priority export markets trained and Number of expos and trade shows in and outside the country carried out. Non alignment was registered on the following indicators: percentage increase in the Value of exports, number of artisan trained, number of innovations (handicraft products) patented, number of promotion conducted (trade fairs etc), number of manufacturers/ exporters (EPZ operators) linked to export markets and number of export countries profiled.

Projects alignment

662. UEPB does not implement any project ongoing, all the projects that exist as project concepts have been deferred; linking producers to exporters via producer associations, linking Ugandan exporters to foreign buyers (UAE, China, and Britain) and export readiness assessment.

663. The key emerging issues are:

i) The BFP does not capture some of NDPIII indicators like; UEPB is not implementing any project other than the retooling project for the period under review; Deferring most of the projects that would create impact especially on the youth retards negates the goal of NDPIII of creating jobs.

3.4.15.3 Uganda National Bureau of Standards (UNBS)

664. Overall, the UNBS was moderately satisfactorily compliant at 79.4 percent. This is a weighted score comprising 100 percent and 52 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

665. At this level, the UNBS is 100.0 percent complaint. This is a weighted score comprising 100 percent and 100 percent for BFP and AB, respectively. The above satisfactory performance is attributed to alignment in the indicators and targets in the planning and budgeting instruments.

666. UNBS registered alignment on the following NDPIII indicators: number of decentralized quality infrastructure in place (food safety laboratories), number of fully functional UNBS regional offices in place, number of inspections on pre-packages, market surveillance and enforcement on local and imported goods undertaken, national conformity assessment system in place, number of consignments inspected, and number of products certified.

667. The non-alignment was registered on the following indicators: number of priority value chain standards developed, number of plastic products certified, number of fully equipped labs established in Industrial parks, number of compliance, sanitary and phytosanitary certificates issued and number of standards for goods and services developed that are subject to local content preference schemes

Projects Alignment

668. UNBS does not have any on-going project for which it is implementing other than the retooling project.

669. The key emerging issues are:

i) Budget allocation is still according to the old sector approach which affects alignment of the annual budget to NDP III

3.4.16 Water and Environment Sector MDA Level Assessment

Table 3.18: Water and Environment Sector MDA Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1.	MWE	48.3	70.5	80.3	76.4	62.3
2.	NFA	47	60	60	60	53.5
3.	UNMA	21	55	87.5	74.5	47.8
4.	NEMA	15	65.4	65.4	65.4	40.2

3.4.16.1 Ministry of Water and Environment (MWE)

670. **Overall, the Ministry of Water and Environment is moderately satisfactorily compliant at 62.3 percent**. This is a weighted score comprising of 76.4 percent and 48.3 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

671. **At this level, the MWE is 76.4 percent complaint**. This is a weighted score comprising 70.5 percent and 80.3 percent for BFP and AB, respectively. The above performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

672. The MWE registered alignment on the following NDPIII targets: number of completed irrigation schemes; number of new irrigation schemes constructed, number of new detailed dam designs developed, percentage of population with access to a hand washing facility; number of new water, sanitation and hygiene technologies developed; number of solid waste and waste-water treatment plants developed in urban areas, number of water management zones with gender sensitive management committees, number of forest and wetland management plans developed, and development of a greenhouse gas inventory and its Monitoring, Reporting and Verification system.

673. The non-alignment was registered on the following targets: number of multi-purpose dams constructed, 200km of wetland boundaries demarcated instead of the targeted 700km, number of industries/factories issued with carbon footprint and percentage of automation of standard agro-forestry practices monitoring system.

Projects Alignment

674. **At this level, the MWE is unsatisfactorily compliant at 48.3 percent.** This is a weighted score of 68.9 percent, 35.6 percent and 51.2 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to: (I) low release of funds for the projects below the NDPIII target and (II) majority of the projects (48 out of 82) being in the form of project ideas at concept stage. For instance, only UGX 6.17bn of the required 16.8bn was released for the Karamoja Small Town and Rural Growth Centers Water Supply and Sanitation project while UGX 9.8bn instead of UGX18.7bn was released for the Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda project.

675. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome. Key among these include; number of beneficiaries from key environment enterprise and percentage increase in financial resource inflow from external sources.

ii) The budget is allocated in a lumpsum manner at sub-programme level which constrains the output-based assessment of financial resource alignment between the BFP and the NDPIII Programme Implementation Action Plan.

iii) There is under targeting on some indicators such as: number of tree seedlings planted trough the District Forest Services – 2.5million below the NDPIII target of 4million; 200km of wetlands boundaries to be demarcated below the NDPIII target of 700km; and 5 irrigation scheme s completed instead of the targeted 8.

3.4.16.2 National Forestry Authority (NFA)

676. Overall, the National Forestry Authority is unsatisfactorily compliant at 53.5 percent. This is a weighted score comprising 60 percent and 47 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

677. At this level, the NFA is 60 percent compliant. This is a weighted score comprising 60 percent and 60 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

678. The NFA registered alignment on the following NDPIII targets: number of tree seedlings sold to the public (millions), a functional National Forestry Management Monitoring System in place and Number of communities covered in tourism community benefit sharing scheme under the Uganda Wildlife Authority. The non-alignment was registered on the following targets: number of tourists visiting the 4 ecotourism sites and number of hectares of fuel wood plantations planted and established.

Projects Alignment

679. At this level, the NFA is unsatisfactorily compliant at 47 percent. This is a weighted score of 50 percent, 40 percent and 50 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to low release of funds for the projects below the NDPIII target. National Forestry Authority has two projects (a Retooling project and National Tree Planting Project) one of which suffered a low budget outturn. Whilst both the two these projects required UGX 12bn for the second year of the NDPIII as per the NDPIII projects target, the National Tree Planting Project received UGX 10bn which falls short by UGX 2bn.

680. The key emerging issues are:

i) The BFP and AB fall short of capturing some NDPIII indicators such as; number of tourists visiting the 4 ecotourism sites and number of hectares of fuel wood plantations planted and established.

3.4.16.3 Uganda National Meteorological Authority (UNMA)

681. **Overall, the Uganda National Meteorological Authority is unsatisfactorily compliant at 47.8 percent**. This is a weighted score comprising 74.5 percent and 21 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

682. **At this level, the UNMA is moderately satisfactorily compliant at 74.5percent**. This is a weighted score comprising 55 percent and 87.5 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

683. The UNMA registered alignment on the following NDPIII targets: ICT-Weather equipment acquired, percentage of functional manual monitoring stations, percentage of functional automatic monitoring stations and number of research studies undertaken. The non-alignment was registered on the following targets: proportion of stations with status reports (%) and number of hydrological assessment reports produced.

Projects Alignment

684. **At this level, the UNMA is unsatisfactorily compliant at 21percent.** This is a weighted score of 0 percent, 20 percent and 25 percent for budget outturn, expenditure outturn and project performance respectively. With a poor budget outturn, the other parameters inevitably register unsatisfactory scores. This performance was mainly attributed to low release of funds for the projects below the NDPIII target. UNMA has one Retooling Project which registered a paltry budget outturn of UGX 3.88bn of the planned allocated UGX14.2Bn.

685. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators such as; proportion of stations with status reports and number of hydrological status reports produced.

3.4.16.4 National Environment Management Authority (NEMA)

686. **Overall, the National Environment Management Authority is unsatisfactorily compliant at 40.2 percent**. This is a weighted score comprising 65.4 percent and 15 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

687. **At this level, NEMA is moderately satisfactorily compliant at 65.4 percent**. This is a weighted score comprising 65.4 percent and 65.4 percent for BFP and AB respectively. This

performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

688. NEMA registered alignment on the following NDPIII targets: number of municipalities with air quality monitors, number of hectares of mountainous areas protected, number of hectares of fragile ecosystems restored, percentage of lead agencies submitting ENR management reports and number of regulations reviewed among others. The non-alignment was registered on the following targets: number of districts trained in enforcement of air quality standards, vehicle emissions standards developed and percentage increase in Environmental Fund Capitalization.

Projects Alignment

689. At this level, the NEMA is unsatisfactorily compliant at 15 percent. This is a weighted score of 0 percent, 0 percent and 25 percent for budget outturn, expenditure outturn and project performance respectively. A poor budget outturn has ripple effects on other scores particularly project implementation progress. This weak performance was mainly attributed to low release of funds for the projects below the NDPIII target. NEMA has one Retooling Project which registered a paltry budget outturn of UGX 0.28bn far below the NDPIII cost of UGX 6bn for the second year.

690. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators such as; percentage increase in Environmental Fund Capitalization, Vehicle Emission Standards developed, percentage increase in conditional grant advanced and number of hydrological status reports produced. There are indicators that are under targeted including; number of hectares of fragile ecosystems restored, number of municipalities supported in sustainable solid waste management and number of biodiversity offsets implemented.

3.4.17 Security Sector MDA Level Assessment

Table 3.19: Summary of the Security Sector MDA Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1.	MoDVA	75.0	65.7	62.9	64.0	70.2
2.	ESO	100	50	50	50	71.5

3.4.17.1 Ministry of Defense and Veteran Affairs (MoDVA)

691. Overall, the MoDVA is unsatisfactorily compliant at 70.2 percent. This is a weighted score comprising 64.0 percent and 75.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. However, the other details are provided in the following sections.

Alignment of the BFP and Annual Budget

692. At this level, MoDVA is moderately satisfactory at 64.0 percent compliance. This is a weighted score comprising 65.7 percent and 62.9 percent for BFP and AB respectively.

693. MoDVA was well aligned on the following NDPIII targets: revised establishment, Gender Policy, M&E Policy, Performance Enhancement programme in place, and segmented wage structure in place, security equipment acquired, security equipment acquired, transport equipment acquired and maintained, food and agricultural products, fuel and other Petroleum, Oils and Lubricants (POL) logistical items acquired and maintained, clothing items to security personnel, security personnel and families accessing medical care, medical equipment acquired, UPDF Staff and Families accessing medical services, UPDF infrastructure, children enrolled in army schools, production activities engaged in, veterans integrated in productive activities, Management of pensions and gratuity backlog cases and research programs/studies conducted in International and regional security.

694. However, there was non-alignment with the following NDPIII targets: MODVA Policies and laws reviewed (Defence Policy, UPDF Act, R&D Policy), In-service skilling programme implemented, foreign and strategic stations opened, Katonga International Technical Communication center constructed and operational, Military veterans regional enterprenual and vocational training institutes established and operated, Military veterans Associations/SACCOs supported to engage in productive activities, National Veterans' Association established, service men returned to their communities, security programs developed and training institutions conducting the National service program

Projects Alignment

695. At this level, MoDVA was moderately compliant at 75.0 percent. This is a weighted score of 33 percent, 100 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This score is mainly attributed to good budgetary release, expenditure and progress of implementation of projects.

3.4.17.2 External Security Organisation (ESO)

696. Overall, ESO was moderately satisfactory at 71.5 Percent compliant. This is a weighted score of 50 percent and 100 percent for alignment to NDPIII results and Public Investment Projects, respectively. The details are provided in the following sections.

Alignment of the BFP and Annual Budget

697. At this level, ESO is unsatisfactory at 50 percent compliance. This is a weighted score comprising 50 percent and 50 percent for BFP and AB respectively.

698. Alignment was registered in the following NDPIII targets: Strategic Headquarters constructed, modern situation rooms and centers established and reduction in trans-national organized crime. However, there was non-alignment with the following NDPIII targets: deployment at border points, ccoordination in countering terrorism and vetting reports on refugees and asylum seekers

Projects Alignment

699. At this **level, ESO is 100 percent compliant.** This is a weighted score of 100 percent, 100 percent and 100 percent for budget outturn, expenditure outturn and project performance respectively. This score is mainly attributed to good budgetary release, expenditure and progress of implementation of projects.

3.4.18 Justice, Law and Order Sector MDA Level Assessment

Table 3.20: Summary of the Justice, Law and Order Sector MDA Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1.	DGAL	45	73	80	61.2	63.4
2.	DPP	10	100	100	100	61.3
3.	LDC	100	50	50	50	78.5
4.	UPF	80	92	88	89.6	85.5
5.	UPS	95	100	100	100	97.9
6.	UHRC	72	83	100	93.1	84.1
7.	Judiciary	58	80	50	62	80.1
8.	MOJCA	55	60	60	60	57.9
9.	NIRA	72	82.9	100	93.1	84.1
10.	ULRC	70	70	60	64	66.6
11.	JSC	92.5	68.0	100	87.2	89.5
12.	DCIC	70.0	75.0	68.6	71.8	70.7
13.	MoIA	50.4	100	32.7	59.6	55.7
14.	URSB	92.5	62.5	76.0	70.6	80.0

3.4.18.1 Directorate of Government Analytical Laboratory (DGAL)

700. Overall, DGAL is moderately satisfactory compliant at 63.4 percent. This is a weighted score comprising 61.2 percent and 45 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

701. At this level, DGAL is 77.3 percent complaint. This is a weighted score comprising 73.3 percent and 80 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

702. DGAL registered alignment on the following NDPIII indicators: Value of technical equipment acquired; Number of computer/cyber forensic scientists trained and retrained tabs at DGAL; % of equipment serviced DGAL; Number of Research studies conducted; % of cases investigated using scientific evidence; Number of cases handled using scientific evidence; Number of equipment acquired for the National DNA Databank Infrastructure; Regional forensic laboratories operationalized; Laboratory Information Management System implemented and maintained; Analytical Laboratory equipment capacity acquired for fraud detection and questioned document examinations.

703. On the other hand, the Non-alignment was registered on the following indicators: Forensic Science Centres facilitated and equipped in R&D; R&D agenda institutionalized for DGAL; Number of ICT Innovations developed DGAL; Research and Development Agenda developed; Number of Laws and Policies enacted/developed; Percentage of legal aid service providers meeting service standards; and Comprehensive standards in place.

Projects Alignment

704. At this level, DGAL is 45.0 percent compliant. This is a weighted score of 100 percent, 0 percent and 50 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the low budget absorption. DGAL has two NDPIII projects: National Forensic DNA databank Infrastructure development project in Uganda; and Retooling for Directorate of Government Analytical Laboratory. However, National Forensic DNA databank Infrastructure development project was not allocated funds in both BFP and AB.

705. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome
ii) National Forensic DNA databank Infrastructure development project not included in the MOFPED PIP

3.4.18.2 Directorate of Public Prosecutions (DPP)

706. Overall, the Directorate of Public Prosecutions is moderately satisfactorily compliant at 61.3 percent. This is a weighted score comprising of 100.0 percent and 10.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

707. At this level, Directorate of Public Prosecutions is 100.0 percent compliant. This is a weighted of 100 percent each for the BFP and AB. This performance is attributed to alignment in the indicators and targets in both the planning and budgeting instruments. These include aspects like; Proportion of the public satisfied with public prosecution services; Proportion of districts with established ODPP office presence by location; and number of ODPP offices equipped with special office equipment to handle sophisticated crimes.

Projects Alignment

708. At this level, Directorate of Public Prosecution (DPP) is 10.0 percent compliant. This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low expenditure out-turn for the two DPP projects of Enhancing Prosecution Services for all and Retooling of Office of the Director of Public Prosecution. For example, regarding the Enhancing Prosecution Services for all (EPSFA) project, UGX0.07Bn was spent of the UGX0.32 Bn that was released and UGX0.6 Bn that was planned for. Additionally, regarding the Retooling of Office of the Director of Public Prosecutions project, UGX2.45Bn was spent of the UGX4.52Bn that was released and the UGX5.26Bn that was planned for. The reason for the low absorption rate was the challenges that existed in the procurement processes.

709. The key emerging issues are:

i) There is still need to align the indicators in the Budgeting instruments with those in the planning frameworks.
ii) There still exists a low absorption rate in the DPP projects, which should be solved.

3.4.18.3 Judicial Service Commission (JSC)

710. Overall, JSC is satisfactorily compliant at 89.5 percent. This is a weighted score comprising of 87.2 percent and 92.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

711. At this level, JSC is 87.2 percent compliant. This is a weighted score comprising of 68.0 percent and 100 percent for BFP and AB respectively. This performance is attributed to good performance in the indicators that appear in the planning and budgeting instruments. The JSC was well aligned on a number of NDPIII indicators, including: number of IEC materials produced; number of judicial officers recruited; and improved case management.

Projects Alignment

712. At this level, Judicial Service Commission is 92.5 percent compliant. This is a weighted score of 100 percent, 100 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to a high release and expenditure out-turn of funds.

713. The key emerging issues are:

i) There is still need to align the budgeting frameworks with the planning instruments.

3.4.18.4 Law Development Center (LDC)

714. Overall, LDC is moderately satisfactorily compliant at 78.5 percent. This is a weighted score comprising of the percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections

Alignment of the BFP and Annual Budget

715. At this level, LDC is 50 percent complaint. This is a weighted score comprising 50 percent and 50 percent for BFP and AB respectively. The average performance is attributed to a few deviations in the indicators and targets in the planning and budgeting instruments.

716. LDC registered alignment on two NDPIII indicators namely: the level of automation of the case management system; the number of MDAs that have rolled out a Clients' Charter and the number of indigent persons accessing legal aid services;

717. The non-alignment was registered on the following indicators: the number of functional legal aid clinics that were established; and % of legal aid service providers meeting service standards.

Projects Alignment

718. At this level, LDC is 100 percent compliant. This is a weighted score of 100 each for budget outturn, expenditure outturn and project performance respectively. LDC has one retooling project which on-going and on schedule.

719. The key emerging issues are:

i) The BFP falls short of capturing a number of NDPIII indicators as highlighted above thus the unsatisfactory score in respect to the alignment of the BFP and the Annual Budget to NDPIII. This made the assessment quite problematic.
ii) The key mandate of LDC which is to provide skilled legal training and develop law reports, where a significant percentage of their budget is spent, is not reflected in the NDPIII indicators under the programme.
iii) The "Retooling LDC" project is not part of current projects under NDPIII PIP

3.4.18.5 Uganda Law Reform Commission (ULRC)

720. Overall, the ULRC is moderately satisfactorily compliant at 66.6 percent. This is a weighted score comprising 64 percent and 70 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

721. At this level, the ULRC is 64 percent complaint. This is a weighted score comprising 70 percent and 60 percent for BFP and AB respectively. The above average performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

722. The ULRC registered alignment on the following NDPIII indicators: Number of compendia prepared, Number of laws, policies and standards simplified, Number of laws simplified, Number of laws translated, Constitution translated into local languages, Number of laws transcribed into brail, Number of publications, Comprehensive guidelines/standards on reparations, traditional justice and nation building developed, and Number of laws reviewed.

723. Non-alignment was registered on the following indicators: Number of policies developed/reviewed, Percentage of legal aid service providers meeting service standards, percentage of LC courts legally constituted,

Projects' Alignment

724. At this level, ULRC is 70 percent compliant. This is a weighted score of 0 percent, 0 percent and 100 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the timely release of funds for the projects to the NDPIII target. ULRC has one retooling project which is ongoing. The BFP and AB allocated UGX0.2bn which is the same as the NDPIII. UGX0.17bn was released and 0.15bn was spent.

725. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome
ii) Majority of MDA outputs are not quantified which makes it hard to align them to the NDP III targets.

3.4.18.6 Uganda Human Rights Commission (UHRC)

726. Overall, UHRC is unsatisfactorily compliant at 46.8 percent. This is a weighted score comprising 61.4 percent and 27.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

727. At this level, UHRC is 73.9 percent complaint. This is a weighted score comprising 66.7 percent and 81.0 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

728. UHRC registered alignment on the following NDPIII indicators: Number of civic programs developed and undertaken on electoral processes, Proportion of the population participating in civic activities (by sex, age, vulnerability, and location), Percentage of population sensitized, Proportion of the population participating in civic activities (by sex, age, vulnerability, and location), Percentage of population sensitized, Average length (months) of stay on remand for offenders, Reduced Pre-trial detention, GBV prevalence, % of GBV cases report that are investigated, Number of monitoring interventions undertaken, Timely presentation of annual report to Parliament.

729. However, non-alignment was registered on the following indicators: National Civic Education Program in place; NAP on Human Rights and NAP on Business and Human Rights popularized, No. of visiting Justices facilitated to inspect prison units, % of GBV cases report that are investigated, Monitoring guide.

Projects Alignment

UHRC has no project which is sponsored by government of Uganda.

3.4.18.7 Uganda Police Force (UPF)

730. Overall, the Uganda Police Force is satisfactorily compliant at 85.5 percent. This is a weighted score comprising 89.6 percent and 80.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

731. At this level, Uganda Police Force is satisfactorily compliant at 89.6 percent. This is a weighted score comprising of 92.0 percent and 88.0percent for BFP and AB respectively. This performance is attributed to alignment in the indicators and targets in both the planning and budgeting instruments. These include: Accident fatality rate, % of entitled police personnel provided with decent accommodation among others

732. However, there was non-alignment with the following indicators: Number of security staff trained and retrained; Value of security equipment acquired; Number (Percentage) of required Police Training Schools developed; Number of required Crime intelligence Police personnel deployed; and number of required Crime intelligence Police personnel deployed.

Projects Alignment

733. At this level, Uganda Police Force is 80.0 percent compliant. This is a weighted score of 100 percent, 0 percent and 100 percent for budget outturn, expenditure outturn and project performance, respectively. Notably, there was low expenditure out-turn for projects. For instance, UGX 212.25bn was planned for the Retooling of Uganda Police Forces Project, upon which UGX 189bn was released and only UGX 39bn was spent.

734. The key emerging issues are:

i) There is still need to align the indicators in the Budgeting instruments with those in the planning frameworks.

ii) There still exists a low absorption rate in UPF's project that needs to be improved.

3.4.18.8 Uganda Prisons Services (UPS)

735. **Overall, Uganda Prisons Services was satisfactorily compliant at 97.9 percent**. This is a weighted score comprising 100.0 percent and 95.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

736. **At this level, Uganda Prisons Services is 100.0 percent complaint**. This is a weighted score comprising of 100 percent and 100 percent for BFP and AB respectively. This performance is attributed to alignment in the indicators and targets in both the planning and budgeting instruments. These include: Percentage of staff housed in permanent houses and Proportion of remands to total prisoner population, among others.

Projects Alignment

737. **At this level, Uganda Prisons is 95 percent compliant.** This is a weighted score of 100 percent, 50 percent and 100 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to good releases in line with what was planned. However, the expenditure out-turn was low. For instance, UGX3.615bn was planned for the Retooling of Uganda Prisons Service Project, upon which UGX 1.68bn was released and only UGX 0.67bn was spent, reflecting a low absorption rate.

738. The key emerging issues are:

i) There is still need to align the indicators in the UPS budgeting instruments with those in the planning frameworks.
ii) There still exists a low absorption rate in the re-tooling of UPS project that needs to be improved.
iii) Three (3) of the four UPS projects are being exited, and won't therefore be available in the next financial year. These include: The maize seed and cotton production project under Uganda Prisons Service; Revitalisation of Prison Industries; and Prisons Enhancement - Northern Uganda

3.4.18.9 National Identification and Registration Authority (NIRA)

739. **Overall, NIRA is satisfactory compliant at 84.1 percent**. This is a weighted score comprising 93.1 and **72** percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

740. **At this level, the NIRA is 93.1 percent complaint**. This is a weighted score comprising 82.9 percent and 100 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

741. The NIRA registered alignment on the following NDPIII indicators: Number of public services offered online and accessed through e-citizens portal, % of citizens enrolled onto the National Identification Register, no of administrative units at sub-national levels with ID registration Services, No. of New Registration Equipment Purchased, % of all births registered issued with birth certificate, % of deaths registered in the year of occurrence

742. Non-alignment was registered on the following indicators: Proportion of Ugandans with a National ID, Average clearance times for, IDs, Number new registration equipment purchased, Number of new personalization production machines procured, Proportion of districts with effective and efficient birth and death registration services, Functional Integrated identification system

Projects Alignment

743. **At this level, NIRA is 72.0 percent** compliant**.** This is a weighted score of 100, 50 and 50 for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the receipt of all the resources under the projects of Implementation of Business Continuity and Registration of the remaining 11.4m people.

3.4.18.10 Judiciary

744. **Overall, the Judiciary is satisfactorily compliant at 80.1 percent**. This is a weighted score comprising 62 percent and 57.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

745. **At this level, the Judiciary is 62 percent complaint**. This is a weighted score comprising 80 percent and 50 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

746. Judiciary's budget was well aligned on the following NDPIII indicators: Percent of cases resulting in convictions or settlements; Number of Judicial officers recruited; Information management systems automated and integrated; and Proportion of successful election petitions by EC.

747. The non-alignment was registered on the following indicators: Percent of cases resulting in convictions or settlements; Comprehensive standards in place; number of JLOS institutions with improved case management systems; Percentage of court summons responded to

Projects alignment

748. **At this level, the Judiciary is 57.5 percent compliant.** This is a weighted score of 50 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low release of funds for the projects below the NDPIII target.

749. The key emerging issues are:

i) Judiciary objected to participate fully in the NDP III process and specifically to be put under the governance and security programme because of fear to compromise their independence guaranteed by the constitution. This limited the NPA technical team to integrate their projects, sub interventions, outputs, output indicators and targets into the PIAPs which is the biggest component for CoC assessment.

3.4.18.11 Ministry of Justice and Constitutional Affairs (MoJCA)

750. **Overall, the MOJCA is unsatisfactorily compliant at 57.9 percent**. This is a weighted score comprising 60 percent and 55.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

751. **At this level, the MOJCA is 60 percent complaint**. This is a weighted score comprising 60 percent and 60 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

752. **MOJCA registered alignment on the following NDPIII indicators:** No of outstanding court awards, mandamus, orders and compensation arrears settled; Witness Protection Law; Number of laws developed/reviewed; Number of Research studies conducted; Number of publications; Percentage of districts with a complete chain of JLOS service; Number of certificates of No objection issues, No of family arbitrations held; and Average number of days for case disposition.

753. **However, non-alignment was registered on the following indicators:** Witness Protection Law; Number of international and regional laws harmonised & domesticated; % of International conventions, treaties and protocols domesticated; Level of compliance to the international and Regional conventions, treaties and protocols; Legal Aid Law in place; Develop and operationalize a law on recovery of proceeds of crime management and disposal of the recovered assets in place; No of policies developed/ reviewed; Number of laws developed/reviewed; Research study and survey report; Number of Research studies conducted; Number of publications, among others

Projects Alignment

754. **At this level, the MOJCA is 55 percent compliant.** This is a weighted score of 55 percent, 100 percent and 75 percent for budget outturn, expenditure outturn and project performance,

respectively. This weak performance was mainly attributed to the low release of funds for the projects below the NDPIII target.

755. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.18.12 Uganda Registration Services Bureau (URSB)

756. Overall, the URSB is satisfactorily compliant at 80.0 percent. This is a weighted score comprising 70.6 percent and 92.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

757. At this level, the URSB is 70.6 percent complaint. This is a weighted score comprising 62.5 percent and 76.0 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

758. The URSB registered alignment on the following NDPIII indicators: laws and regulations reviewed on Intellectual property, Report on traditional knowledge, International conventions and treaties domesticated, MSMEs, women, youth sensitized and trained on usage of Security Interest in Movable Property Registry System(SIMPRS), Commercial laws reformed and updated to promote regional integration, communication strategy on registration in place, Programs broadcasted on marriage and licensing places of worship, Vulnerable group sensitized on business, formalization, promotional material tailored for targeted interest groups, time taken to register a business, URSB anticorruption strategy implementation.

759. Non-alignment was registered on the following indicators: enforcement unit operationalized, proportion of districts and sub-counties retooled and supported, level of system integration with institutions involved in the start of business, number of child friendly rooms established and equipped, number of publications, national formalization policy and action implementation plan, number of additional business services accessed at the One stop centers per year, number of public awareness events on insolvency undertaken, number of companies that successfully go through business rescue, Existence of National data base for traditional knowledge, National IP resource Center established.

Projects Alignment

760. At this level, the URSB is 92.5 percent compliant. This is a weighted score of 100 percent, 100 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the release of funds for the projects, though below the NDPIII target but spent. URSB has an NDP III project, Establishment of 34 regional offices, which is in preparation phase starting 2020/21 and ending in 2024/25. The NDP III project of has no annual costings in the PIP making it difficult to assess. URSB has a retooling project which is not in the NDP III PIP but appears in the BFP and URSB reports as institutional support to URSB which is being accessed.

761. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome
ii) Majority of MDA outputs are not quantified which makes it hard to align them to the NDP III targets.
iii) Some projects are not NDP III projects which affects the overall score if not included.

3.4.18.13 Directorate of Citizenship and Immigration Control (DCIC)

762. Overall, DCIC is moderately satisfactory compliant at 70.7 percent. This is a weighted score comprising 71.8 percent and 70.0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

763. At this level, DCIC is 71.1 percent complaint. This is a weighted score comprising 75.0 percent and 68.6 percent for BFP and AB respectively. This performance is attributed to minimal deviations in the indicators and targets in the planning and budgeting instruments. The MDA registered alignment on the following NDPIII indicators: Average time taken to issue passports(days); Average clearance time for work permits (in days); Number of Vehicles procured; Number of complete One Stop Border Points & regional offices constructed; Average time taken to issue passport (days); Number of e-government systems integrated with e-immigration system; and Level of compliance to immigration laws.

764. On the other hand, the Non-alignment was registered on the following indicators: Number of surveys to determine illegal migration undertaken; Proportion of Ugandans employed in foreign owned companies; %age of border posts manned for 24 hours a day; Number of border posts with document examination laboratory; Number of immigration border posts with staff accommodation; and Percentage of personnel recruited (%).

Projects Alignment

765. At this level, DCIC is 70.0 percent compliant. This is a weighted score of 100 percent, 0 percent and 50 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to actual release of planned allocation, however, with low budget absorption. However, DCIC has no project in the NDPIII PIP.

766. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome
ii) DCIC has no project in NDPIII PIP.

3.4.18.14 Ministry of Internal Affairs (MoIA)

767. Overall, MoIA is unsatisfactory compliant at 55.7 percent. This is a weighted score comprising 59.6 percent and 50.4 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

768. At this level, the MoIA is 59.6 percent complaint. This is a weighted score comprising 100 percent and 32.7 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

769. The MoIA registered alignment on the following NDPIII indicators: No of transport equipment acquired and maintained; % of completion CCTV project; Reviewed structure in place; Number of victims of human trafficking supported; Number of national awareness campaigns conducted; Number of coordination meetings held; Reviewed structure in place; Number of national awareness campaigns conducted; SALW Law in place, among others

770. Non-alignment was registered on the following indicators: Ministry of Internal Affairs Headquarters constructed; % of border points with police deployment; Number of Detectives trained; % of counter terrorism activities managed; No of modern situation rooms and centers established; Number of district peace committees established; Number of SNMCs established; Number of Bureau regional offices established; No of regions to which regulatory framework is disseminated; A new Explosives Act in place; Number of magazines constructed; Turnaround time (days); Make NGO Bureau a one stop NGO registration and advisory centre; Number of laws reviewed; Number of JLO institutions with improved case management systems; Time taken to resolve disputes among NGOs(days); and NGO Adjudication Committee established and facilitated.

Projects Alignment

771. At this level, the MoIA is 50.4 percent compliant. This is a weighted score of 0.0 percent, 100.0 percent and 29.2 percent for budget outturn, expenditure outturn and project performance respectively. It is worth noting that the ministry has only one ongoing project as per the planning documents, which is the retooling project. This project performance was mainly attributed to the fact that only 59.2% (UGX 4.4bn) of the approved funds (UGX 7.43bn) were released, further, the agency spent 35.8% (UGX 1.57bn) of the funds released. This means that the planned outputs might not be achieved over the medium term. The BFP and AB allocated UGX 7.43bn which is UGX 6.78bn below the planned target in the first year.

772. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.

3.4.19 Accountability Sector MDA Level Assessment

Table 3.21: Summary of the Accountability Sector MDA Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1.	FIA	25	84	70	75.6	53.8
2.	DEI	27.5	62.4	27.5	61.4	46.8
3.	MFPED	79.7	87.8	90.5	89.4	85.2
4.	URA	63.5	100	100	100	83.9
5.	UBOS	100	55	68.8	63.3	79.1
6.	PPDA	26.3	50	50	50	39.8
7.	IG	73.8	29.0	44.4	38.3	53.5

3.4.19.1 Uganda Bureau of Statistics (UBOS)

773. Overall, UBOS is moderately satisfactorily compliant at 79.1 percent. This is a weighted score comprising 63.3 percent and 100 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

774. At this level, UBOS is 63.3 percent complaint. This is a weighted score comprising 55 percent and 68.8 percent for BFP and AB respectively. This performance is as a result of less deviations in the indicators and targets in the planning and budgeting instruments. In particular, having plans to undertake the Census and surveys.

775. The non-alignment was registered on the following indicators: finalization of the NSI framework; MDAs and HLGs trained in the use of statistical standards; CSOs and private sector associations trained in production of and use of statistics; Parishes with functional Community information system.

Projects Alignment

776. At this level, UBOS is 100 percent compliant. This is a weighted score of 100 percent, 0 percent and 25 percent for budget outturn, expenditure outturn and project performance respectively. Of the UGX 20.41Bn for Retooling project, only UGX6.63Bn for the Retooling component was released to the Bureau which is 32.3 percent performance.

777. The key emerging issues are:

i) The Uganda Bureau of Statistics has no strategic Plan. The Bureau continues to consider the Plan for National Statistics Development (PNSD) as its strategic plan and yet this is not in line with the planning guidelines. Going forward, the Bureau should therefore produce its strategic plan aligned to NDPIII.

3.4.19.2 Uganda Revenue Authority (URA)

778. Overall, the URA was satisfactorily compliant at 83.9 percent. This is a weighted score comprising 100 percent and 62.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

779. At this level, the URA was 100 percent complaint. This is a weighted score comprising 100 percent and 100 percent for BFP and AB, respectively. The good performance was attributed to the presence of the PIAP planned outputs for the FY 2020/21 in all the budgeting instruments (BFP and AB).

Projects Alignment

780. At this level, the URA was 62.5 percent compliant. This is a weighted score of 100 percent, 0 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This fair performance was mainly attributed to the good release of funds, which is in line with the planned Budget and the good project performance. However, the absorption of the released project funds was below average.

781. The key emerging issues are:

i) The Budgeting instruments needed to clearly indicate the outputs to be implemented per NDPIII programme for better alignment of the budgeting instruments to the respective NDPIII PIAPs.
ii) The outputs in the budgeting documents lacked targets making it difficult to compare between the PIAP intended outputs targets and those of the budget documents.

3.4.19.3 Ministry of Finance, Planning and Economic Development

782. Overall, the MFPED was satisfactorily compliant at 85.2 percent. This is a weighted score comprising 89.4 and 79.7 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

783. At this level, MFPED was 89.4 percent complaint. This is a weighted score comprising 87.8 percent and 90.5 percent for BFP and AB respectively. This performance was attributed to the presence of the planned outputs in the budgeting instruments (BFP and AB).

Projects Alignment

784. At this level, the MFPED was 79.7 percent compliant. This is a weighted score of 80 percent, 64 percent and 75 percent for budget outturn, expenditure outturn and project performance, respectively. This performance was mainly attributed to the good project performance and release of funds, which is in line with the NDPIII target. The released funds were fairly spent.

785. The key emerging issues are:

i) The outputs in the budgeting documents lacked targets making it difficult to compare between the PIAP intended outputs targets and those of the budget documents.

3.4.19.4 Financial Intelligence Authority (FIA)

786. Overall, FIA is unsatisfactorily compliant at 53.8 percent. This is a weighted score comprising 75.6 percent and 25 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

787. At this level, the FIA is 75.6 percent complaint. This is a weighted score comprising 84 percent and 70 percent for BFP and AB respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

788. The non-alignment was registered on the following indicators: Automated NGO registration system in place; A law on the recovery of proceeds, of crime management and disposal of the recovered assets enacted; Proportion of proceeds of transnational organized crimes detected and reported to LEAs.

Projects Alignment

789. At this level, the FIA is 25 percent compliant. This is a weighted score of 100 percent, 0 percent and 25 percent for budget outturn, expenditure outturn and project performance respectively. FIA has one retooling project, which is at concept phase.

790. The key emerging issues are:

i) There is inconsistence in the indicators in the budget documents where NDPIII indicators don’t have targets in the BFP thus affecting the assessment.

3.4.19.5 Directorate of Ethics and Integrity (DEI)

791. **Overall, the DEI is unsatisfactory at 46.8 percent level of compliance**. This is a weighted score comprising 61.4 percent and 27.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

792. **At this level, DEI is 61.4 percent complaint**. This is a weighted score comprising 60 percent and 62.4 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

793. DEI registered good performance on the following indicators: About 180 major Religious and Faith Organizations (RFOs) continued participating in Community and National Development; National Ethical Values (NEVs) were popularized in all regions in Uganda involving several categories of people; Several reports were produced by IAF and several stakeholders were implementing the zero tolerance to corruption policy; About 35 percent of districts had functional DIPFs; and About 23 percent of citizen aware of government measures instituted to fight corruption.

794. Under performance was registered on the following indicator: National Civic Education Program was not developed; RFO database development was ongoing; Business communities adhering to Code of business ethics were not quantified in the BFP; No laws, policies and standards were simplified; IAF Secretariat was not established though several activities of were coordinated; and No law was domesticated

Projects Alignment

795. **At this level DEI is 27.5 percent compliant.** This is a weighted score of 100 percent, 0 percent and 25 percent for budget outturn, expenditure outturn and project performance respectively. This weak performance was mainly attributed to the low release of funds for the projects below the NDPIII target. DEI has one project which is at concept phase. The BFP and AB allocated UGX 0.211bn below the NDPIII target of UGX 1.9bn in the first year. All the resources were released and spent.

796. The key emerging issues are:

i) Some indicators in the NDPIII results framework are not integrated in the budget documents while others are not targeted.

3.4.19.6 Public Procurement and Disposal Authority (PPDA)

797. **Overall, PPDA is unsatisfactorily compliant at 39.8 percent**. This is a weighted score comprising 50 percent and 26.3 percent compliance for Results Level Assessment (Outputs) and

Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

798. At this level, PPDA is 50 percent complaint. This is a weighted score comprising 50 percent and 50 percent for BFP and AB, respectively. This performance is attributed to moderate deviations in the indicators and targets in the planning and budgeting instruments.

799. PPDA registered alignment on the following NDPIII indicators: Proportion of contracts by value awarded to local providers, Number of compliance checks done, Number of Performance Audits done, Number of follow ups conducted on PPDA Audit recommendations, Number of procurement and disposal related investigations successfully completed.

800. Non-alignment was registered on the following indicators: Number bid preparatory audits conducted, Number of contract Audits done, Number of providers suspended, Number of Staff trained in Specialized Capacity building initiatives among the Anti-Corruption Institutions and Proportion of MDAs trained in contract management of large and complex projects.

Projects' alignment

801. At **this level, the PPDA is 26.3 percent compliant.** This is a weighted score of 0.0 percent, 0.0 percent and 37.5 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the low release and absorption of funds for the projects that is below the NDPIII target.

802. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome.
ii) The quantification of indicators is still a problem for the MDA planners due to the inconsistencies in the standard of reporting.
iii) PPDA budgeted for activities that are not planned in the NDP outputs for the period eg indicators such as; Level of adherence to service standards (Number of MDAs inspected), Number of entities rated satisfactory, Number of stakeholders trained etc which are not output indicators in the NDPIII PIP.

3.4.19.7 Inspectorate of Government

803. Overall, IG is unsatisfactorily compliant at 53.5 percent. This is a weighted score comprising 38.3 percent and 73.8 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

804. At this level, IG is 38.3 percent complaint. This is a weighted score comprising 29.0 percent and 44.4 percent for BFP and AB, respectively. This performance is attributed to big deviations in the indicators and targets in the planning and budgeting instruments.

805. IG registered alignment on the following NDPIII indicators: Compliance rate of Leaders declarations, develop sustainable partnerships and collaboration with other Government anti-corruption entities to enhance demand for accountability, % of IG complaints registered and managed through the ICT platform including feedback and Conviction Rate of High/Syndicated corruption cases.

806. The non-alignment was registered on the following indicators: Percentage of cases concluded within the set timelines, Number of systemic interventions conducted, No of Reports disseminated, % System recommendations implemented, Percentage of MDALGs supported, Number of LGs where the Client Charters have been rolled out, Number of institutions with active integrity programs, Number of Staff trained in Specialized Capacity building initiatives among the Anti-corruption Institutions, National Integrity Survey and other study reports detailing corruption trends and public trust in Government agencies, Number of MDALGs reached out, among others

Projects' alignment

807. At this level, the IG is 73.8 percent compliant. This is a weighted score of 0.0 percent, 100 percent and 62.5 percent for budget outturn, expenditure outturn and project performance, respectively. This weak performance was mainly attributed to the low release of funds for the projects that was below the NDPIII target.

808. The key emerging issues are:

i) The Outputs / activities and the respective indicators in the Budgeting Instruments (BFP & MPS) should be clearly mapped out according to the different NDPIII Programmes and Sub-programmes that the Vote contributes to for better alignment.

3.4.19.8 Uganda Investment Authority (UIA)

809. Overall, Uganda Investment Authority is unsatisfactorily compliant at 47.1 percent. This is a weighted score comprising of 47.1 percent and 0 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

810. At this level, Uganda Investment Authority is 47.1 percent complaint. This is a weighted score comprising 27.7 percent and 60 percent for BFP and AB respectively. This performance is attributed to absolute deviations in the indicators and targets in the planning and budgeting instruments.

811. UIA registered alignment on the following NDPIII indicators: Number of feasibility studies to develop Manufacturing investment profiles conducted, Number of investments (accommodation services) set up in/close the conservation areas, Numbers of Clusters developed, and Number of new industrial parks/economic zones developed, Number of Manufactures Supported in attracting FDI and DDI, Pharmaceutical Industrial Park developed.

812. Non-alignment was registered on the following indicators: No. of local manufacturers supported with low cost credit facilities, Number of sites for establishment of industrial parks acquired & secured, Number of investment promotion missions Undertaken, Number of Investor Forums, No. of local manufacturers supported with low cost credit facilities, No of Tourism investment projects developed, No of Tourism investment projects taken up, No. of Industrial Parks and free Trade zones connected to the national grid, Number of clients served by the Regional Business Development Service Centres, SME specific Business Development Service Framework, No. of investors targeted in the Priority Programme Areas using the FDI intelligence tools, Number of hands-on trainings in business automation held, Number of Partnerships in form of contractual linkages between skills-based enterprises with established manufacturing firms formed, Number of one stop centres established in (Fort Portal, Masaka, Hoima, Lira, Soroti, Gulu, Jinja & Entebe), MSMEs enterprises database in place, among others

Projects alignment

813. At this level, the Uganda Investment Authority does not have any projects included in the NDPIII PIP or the MoFPED for the period FY 2020-21 to 2024-25.

814. The key emerging issues are:

i) The UIA BFP for the FY 2020-21 planned for activities which did not appear in the NDPIII programmes result framework. These indicators included; Promoting Start-up innovation (Uganda rising project) with planned output of 1 unit, Number of feasibility studies for bankable projects to support investment decisions conducted with a planned output of 1 unit, Training SMEs equipped with BDS & Entrepreneurship with planned output of 4 units, Designs for 4 industrial parks prepared with planned output of 1 unit, Number of Investor Forums with a planned output of 3 and Number of sites for establishment of industrial parks acquired & secured planned at 4 units.

ii) UIA was able to report results on some of the following indicators for AB respectively. Some of these include; Number of sites for establishment of industrial parks acquired & secured with 1 unit; Number of feasibility studies to develop Manufacturing investment profiles conducted with 1 study; Number of Investor Forums with 3 forums; Designs for 4 industrial parks prepared with 1 park realized; Training SMEs equipped with BDS & Entrepreneurship with a result of 4 SMEs trained; Number of individual city investment profiles & bankable projects developed and implemented with 200 profiles; Number of feasibility studies for bankable projects to support investment decisions conducted with 1 study conducted

3.4.20 Science, Technology and innovation Sector MDA Level Assessment

Table 3.22: Summary Science, Technology and innovation Sector MDA Performance (percent)

S/N	MDA	PIP	Alignment			Overall Score
			BFP	AB	BFP&AB	
1	MoSTI	85.8	83	83	88.3	87.2
2	UIRI	70	50	50	50	58.6
3	KMC	92	100	67	80	85.2

3.4.20.1 Ministry of Science Technology and Innovation (MoSTI)

815. Overall, MoSTI is satisfactorily compliant at 84.4 percent. This is a weighted score comprising 83.3 percent and 85.8 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

816. At this level, MoSTI is 83.3 percent complaint. This is a weighted score comprising 83.3 percent and 83.3 percent for BFP and AB respectively. The performance is attributed to uniformity in the indicators and targets in the planning and budgeting instruments. Additionally, most of indicators being assessed (17of the 26) were not expected to be delivered in the reporting period (FY 2020/21).

817. MoSTI registered alignment on the following NDPIII indicators: Number of program review reports, Number of Ugandans trained in specialized STEM fields, Number of schools supported with tools to promote STEM learning, No. of policies, laws and regulations developed, reviewed, implemented and monitored

818. The non-alignment was registered in: Number of Biosciences centres established, Number of R&D projects, plans and program in emerging areas, A National STEI Advancement and Outreach Strategy in place, No. of schools engaged on STEM oriented curriculum, No of students supported by region through science mentorship, Number of programs developed and implemented, No. of Sectors with STEI mainstreamed in their plans, Number of citizens skilled in various science and technology practical skills, Existence of a functional STEI information system, among others

Projects Alignment

819. At this level, the MoSTI is 85.8 percent compliant. This is a weighted score of 33.3 percent, 100 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. MoSTI has three retooling projects which are at concept phase.

820. The key emerging issues are:

i) The NDP III PIP does not make any allocations for ongoing projects under MoSTI such as Uganda Industrial Research Institute, UIRI; Banana Industrial Research and Development Centre, BIRDC (formerly Presidential Initiative on Banana Industrial Development, PIBID); National Science, Technology, Engineering and Innovation Skills Enhancement Project, NISTEP
ii) While the planned activities and allocations in the BFP indicate an intent to meet NDP III PIAP output targets, many output indicators have different naming and targets
iii) Most of the outputs being assessed were not expected to be delivered in the reporting period as indicated in the NDP III PIAP annualized output targets.

3.4.20.2 Uganda Industrial Research Institute (UIRI)

821. Overall, UIRI is unsatisfactorily compliant at 58.6 percent. This is a weighted score comprising 50 percent and 70 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

822. At this level, UIRI is 58.6 percent complaint. This is a weighted score comprising 50 percent and 50 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

823. UIRI registered alignment on the following NDPIII indicators: Number of Research projects undertaken to support private sector development.

824. Non-alignment was registered on the following indicators: No. of Engineering and skills enhancement Centres established, No. of machining, manufacturing training centres established, Existence of packaging Centre of Excellence, Existence of industrial designing centre, No. of new products scaled for commercial production.

Projects Alignment

825. At this level, the UIRI is 70 percent compliant. This is a weighted score of 0 percent, 0 percent and 100 percent for budget outturn, expenditure outturn and project performance respectively. This performance was mainly attributed to the low release of funds for the projects below the NDPIII target. UIRI has one retooling project which is ongoing. The BFP and AB allocated UGX 5.5bn.

826. The key emerging issues are:

i) The Uganda Industrial Research Institute project was not allocated funds in the NDP III PIP because it is being fully funded by a donor.
ii) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.4.20.3 Kiira Motor Corporation (KMC)

827. Overall, KMC is satisfactory compliant at 85.4percent. This is a weighted score comprising 80.0 percent and 92.5 percent compliance for Results Level Assessment (Outputs) and Projects Implementation, respectively. The specific details are presented in the following sections.

Alignment of the BFP and Annual Budget

828. At this level, the KMC is 85.4 percent complaint. This is a weighted score comprising 100 percent and 66.7 percent for BFP and AB, respectively. This performance is attributed to less deviations in the indicators and targets in the planning and budgeting instruments.

829. KMC registered alignment on the following NDPIII indicators: %ge level of equipping the Kiira Vehicle Plant; number of agreements, joint ventures and partnerships.

830. Non-alignment was registered on the following indicators: number of spin off industries from the automobile factory.

Projects Alignment

831. At this level, the KMC is 92.5 percent compliant. This is a weighted score of 100 percent, 100 percent and 75 percent for budget outturn, expenditure outturn and project performance respectively. This high performance was mainly attributed to the high release of funds for the projects below the NDPIII target. KMC has one retooling project which is ongoing. The BFP and AB allocated UGX 20bn below the NDPIII target of UGX 43bn in the first year. All the resources were released and spent.

832. The key emerging issues are:

i) The BFP falls short of capturing some NDPIII indicators thus making the assessment cumbersome

3.5 LOCAL GOVERNMENT LEVEL ASSESSMENT

833. The LG COC Assessment is based on 168 LGs. Therefore, level of compliance (average) excludes 16 LGs. There are standalone reports for the 168 LGs assessed (A list of 168 LGs showing levels of compliance of the AB to the NDPII is presented in the Annex 2).

3.5.1 Overall LG Assessment

834. At Local Government level, the FY2020/21 AB is unsatisfactorily compliant at 51.5 percent to the NDPIII. This performance is attributed to: inadequate allocation to local governments at 13.7 percent of the national budget compared to the NDPIII target of 30 percent; weak alignment of annual work plans and budgets to programmes; a total of 42 local governments do not have development plans; and Local Governments over budgeted for locally raised revenue and donor funding which affected the outturn at 33.3 percent and 16.2 percent, respectively.

835. The drop in the budget performance to 25.0 percent in FY2020/21 is attributed to a change in methodology where release included other revenue sources like local revenue and donor funding. Secondly, the decline in development planning is attributed to the fact that 42 LGs don't have plans. Alignment of the budget instruments (AWPB) with the NDPIII outputs reduced to 55.6 percent. The detailed LG compliance scores are presented below and a summary provided in Annex 2.

Table 3.23: Overall LG Compliance Score

No.	Financial Year	FY2020/21 (%)
	Overall Compliance	**51.5**
1.	LG Planning	75.6
2.	Alignment of Budget Instruments (AWP and AB)	55.6
3.	Budget Performance	26.0

3.5.2 Alignment of Local Government Development Plans (LGDPs) to NDPIII

836. At the level of planning, Local Government are 75.6 percent compliant. This is because most of the LGs have output indicators aligned to the NDPIII.

3.5.3 Alignment of Local Governments Annual Work Plan and Budget to NDP III

837. At this level, LGs are unsatisfactory at 55.6 percent compliance. There are varying levels of alignment of LG Annual Work Plans and Budgets (AWP&B) to programmes of the NDPIII. The most aligned programmes are; Development Plan Implementation (74.7 percent), Regional Development Programme (73.0 percent), and Natural Resources, Environment, Climate change, Land and Water Management (69.5 percent). The least prioritized programmes are: Innovation, Technology Development and Transfer (25.3 percent); Sustainable energy development (5.8 percent); Sustainable Development of Petroleum Resources (3.2 percent); and Mineral Development has not been prioritized at all (0.0 percent). The details by programme are provided below:

a. **Sustainable Energy Development**

838. **On the alignment to sustainable energy development, LG AWP are unsatisfactorily (5.8 percent) compliant.** While there are some efforts in the building technical capacity in renewable energy solutions (10%), Increasing uptake of improved cook stoves (9%) and increasing the population using alternative and efficient cooking technologies (electric cooking, domestic and institutional biogas and LPG) (10%), only 1 percent of the LGs are prioritising the use of solar as an alternative source of energy for heating, drying and cooking.

b. **Integrated transport infrastructure and services**

839. **On the alignment to Integrated Transport and Infrastructure Services, LG are moderately satisfactory 72.2 percent compliant.** LGs have adequately prioritised roads inspection, monitoring and evaluation, rehabilitation, periodic, routine and mechanized maintenance of roads. There were moderate provisions for Bridge construction on the DUCAR network, production of reports informed by data from the system and construction of roads using low-cost seals on DUCAR. The least prioritized at only 9 percent is the road safety campaigns.

c. **Digital Transformation**

840. **On the alignment to the Digital Transformation programme, LGs AWP are unsatisfactorily 37.9 percent compliant.** 47, 44 and 41 percent of LGs are prioritising connecting district administrative service delivery units (schools, LLGs, Health Centers etc) connecting to NBI supporting ICT statistics system and development of ICT centres of excellence respectively. The least prioritized are services enabled through the E-payment gateway and Computer Emergency Response Team (CERT) services.

d. **Sustainable Development of Petroleum Resources**

841. **On the alignment to the Sustainable Development of Petroleum Resources programme, LGs AWP are unsatisfactorily 3.2 percent compliant.** LGs are not prioritizing upskilling local businesses in oil and gas, developing Local suppliers in agricultural capacity, preparation of disaster preparedness and contingency, and development of environment and social management plans among others.

e. **Mineral Development**

842. **On the alignment to the mineral development, LGs AWP are unsatisfactorily 0.0 percent compliant.** This is mainly because the programme interventions and results have not yet been integrated in the LGDPs since they are still handled by the mother ministries. These results include: artisanal miner groups formalized by gender, artisanal miners utilizing the appropriate technology, skilled artisans/ miners, institutions offering industrial training and apprenticeship, companies/miners complying with regulations and mining sites having safe working conditions and clean/protected environment.

f. **Community Development and mind set change**

843. **On the alignment to the Community Development and mind set change programme, LGs AWP are unsatisfactorily 40.5 percent compliant.** The areas of satisfactory compliance

include: Community Development Initiatives (CDIs) by beneficiaries, Civic Education programmes, Local Service trainings and Community mobilisation and empowerment. The areas of unsatisfactory compliance are: dissemination activities for the National Vision, interests and common good; patriotic clubs; rewarding or sanctioning individuals, communities and institutions; profiling Community intangible cultural heritage; and conducting campaigns to promote Local intangible cultural heritage among others.

g. Innovation, Technology Development and Transfer

844. On the alignment to the Innovation, Technology Development and Transfer programme, LGs AWP are unsatisfactorily 25.3 percent compliant. The areas noncompliance include: products commercialized by the private sector, private sector players engaged, STI surveys conducted, private sector investment in STI mobilized, and Business Incubation, Technology Transfer and Entrepreneurship Centres (BITECs) established in LGs among others.

h. Agro-Industrialisation

845. On the alignment to the Agro-Industrialisation programme, LGs AWP are moderately satisfactory with 65.2 percent compliance. The most prioritized areas are: farmers access extension services; demonstrations sites for the different value chain innovations demonstrated; District extension staff trained in inspection, certification and regulation of inputs; District extension trained staff accredited to conduct inspection, certification and regulation of inputs; youth and farmer cooperatives that are functional and well managed; pests and disease diagnosis applications in use; community access and feeder; youth participating in agro-industry value chain and rural and urban agricultural markets developed.

846. The areas on noncompliance are: supporting training and skilling centers for agro-industry; water for production user association; registration of farmers in e-voucher and agro chemicals dealers; isolation units for infected material, products, animals, plants, fish; and ICT-enabled agricultural extension supervision system among others.

i. Human Capital Development

847. On the alignment to the Human Capital Development programme, LGs AWP are unsatisfactorily 46.3 percent compliant. The most prioritized areas are: women entrepreneurs empowered under UWEP, youth empowered under YLP, eligible adults accessing disability benefit, workplaces inspected, washing hands with water & soap, access to improved sanitation (Improved toilet), Quarterly supervision visits, children under one year fully immunized, Capacity Building scheme for public servants, child abuse cases settled, VHTs with youth members, DPT3HibHeb3 Coverage (%).

848. The least prioritized are: work places with breastfeeding corners, schools providing feeding to children, health facilities providing adolescent friendly service package including information on positive health and development and risk factors, community male champions, CCTs facilitated to provide support supervision of ECCEs, schools with Early Grade Maths and Early Grade Reading primers, schools using ICT enabled teaching and learning, households that received radio sets from GoU, secondary schools with virtual science labs, girls immunized against cervical cancer by 10 years (%), hospitals with functional Neonatal Intensive Care Units, District physical exercise days held, warning systems and centres for disaster preparedness established and sports clubs with formal structures among others.

j. Public Sector Transformation

849. On the alignment to the Public Sector Transformation programme, LGs AWP are moderately satisfactorily 62.8 percent compliant. The most prioritized areas are: Technical Planning Committees supported on strategies that lead to self-reliance, quarterly Project Monitoring Implementation monitoring and follow up field visits, parish chief recruited, fully constituted DSC, vacancies declared within the year filled, public Offices trained in mainstreaming cross cutting issues and performance management, Public Officers receiving salary according to the approved pay plan, staff trained in Records and Information Management, LGs inspected among others.

850. The areas of noncompliance include: sub counties covered by the Barraza model, citizens cases concluded within the set timelines, LGs using biometric machines to monitor attendance, and Reports on corruption disseminated among others.

k. Governance and Security Strengthening

851. On the alignment to the Governance and Security Strengthening programme, LGs AWP are unsatisfactorily 46.5 percent compliant. The most prioritized areas are: audit recommendation implemented, follow ups conducted on PPDA Audit recommendations, infrastructure works monitored and health facilities monitored for service delivery.

852. The areas of noncompliance include: constituting and training of LC courts, Client Charters that have been rolled out, Local Government councillors sensitized, refugees received and settled with documentation and functional labour complaints management system among others.

l. Regional Development Programme

853. On the alignment to the Regional Development Programme programme, LGs AWP are moderately satisfactorily 73.0 percent compliant. The most prioritized areas are: formation of farmers in cooperatives/ associations, Youth and Women cooperatives supported, functional agricultural extension services, parishes connected to motorable community access roads, communities that have received sensitization on environment, projects generated through a participatory and consultative process and feedback mechanisms/methods, post-harvest handling, storage and processing infrastructure in the LG, LLG agro-enterprise products and certified farm input dealers. The only area of noncompliance is Agri-LED enterprises in refugees and host communities.

m. Development Plan Implementation

854. On the alignment to the Development Plan Implementation programme, LGs AWP are moderately satisfactorily 74.7 percent compliant. The areas that are most prioritized are: annual statistical abstracts with integrated cross cutting issues, audit reports in emerging areas produced by public auditors, Functional Integrated DDP M&E system, Quarterly and monthly

DDP implementation reports, Oversight DDP III monitoring Reports on the Performances of LGs produced, A results and reporting framework for LGs in place, growth in taxpayer register, tax payer engagements undertaken.

855. The areas of noncompliance are: CSOs /Private sector trained in production of and use of statistics, Asset management and LG re-oriented on community Development to focus on mindset change and poverty eradication.

n. Sustainable urbanization and housing

856. On the alignment to the Sustainable urbanization and housing programme, LGs AWP are moderately satisfactorily 64.0 percent compliant. The areas that are most prioritized are: Town Councils using the revenue management and administration system, coverage of access to safe water, Urban Councils with PDPs guiding social services provision, compliance to building code/standards, wetlands restored, urban forest restored, green belts protected, cities with integrated physical and economic development plans, Town councils with Integrated physical and economic development plans, compliance to land use regulatory frameworks.

857. The areas of non-compliance are: early warning systems set in Urban Areas, urban areas recycling waste, coverage of solid waste management, and Urban Authorities with PPP action plans among others.

o. Manufacturing

858. On the alignment to the Manufacturing programme, LGs AWP are unsatisfactorily 48.9 percent compliant. This is attributed to inadequate provision for products produced from local raw materials, SMEs accessing credit and Information management system set in place.

p. Private Sector Development

859. On the alignment to the Private Sector Development programme, LGs AWP are unsatisfactorily 41.2 percent compliant. The areas that are most prioritized are: sub-county skills-based enterprise associations (EMYOGA) benefitting from the Presidential Initiative, support measures undertaken to foster organic bottom-up formation of cooperatives, measures implemented from a savings mobilization strategy, private firms with certified quality products and availability on the private sector.

860. The areas of noncompliance are: fully functional trade unions in place, functional chamber of commerce in place, private firm transacting using ICT and private firms using the warehouse system.

q. Natural Resources, Environment, Climate change, Land and Water Management

861. On the alignment to the Natural Resources, Environment, Climate change, Land and Water Management programme, LGs AWP are moderately satisfactorily 69.5 percent compliant. The areas that are most prioritized are: local governments and communities sensitized on sustainable natural resource management, collaborative meetings, sensitization campaigns undertaken on climate change response, ENR management reports prepared and submitted, Physical planning priorities profiled, land titled, survival rate of planted tree seedlings, District Strategy on the Management of District and Private Forests in place, fragile ecosystems protected, degraded wetlands restored, wetland Management Plans developed and implemented, hectares of fuel wood plantations planted and established, Tree Seedlings planted through District Forestry Services, stakeholders sensitized on pollution thresholds and wetland management plans among others.

862. The areas of noncompliance are: government land captured in the inventory, titles processed for bona fide occupants, land management institutions trained in land management, Functional Land Valuation Management Information System (LAVMIS), Renewable Energy Sector NAMAs financing, and District Disaster Risk Management Plan.

r. Tourism Development

863. On the alignment to the Tourism Development programme, LGs AWP are moderately satisfactorily 64.0 percent compliant. The areas that are most prioritized are: accommodation and restaurant facilities registered, Tourism marketing strategy, Functional data base in place, development of the Tourism Information Management System, tourism information centers established, Tourist Protected areas with fast accessible and reliable internet connectivity, Tourism service providers (Tour operators, accommodation, recreational/tourism site) that offer online services such as bookings, tourist stopovers developed, Tourism Products upgraded/ developed, Tourism enterprises inspected, graded and classified, Key Tourist sites and Natural Central Forest Reserved, trainings conducted to nurture local hospitality sector enterprises among others.

864. The areas of noncompliance are: ordinances and regulations and standards developed to operationalize District Museums and Monuments, tourism establishments accessing affordable financing from BOU, district museum upgraded, souvenir and craft facilities /centres established/ rehabilitated.

3.5.4 FY2020/21 LG Budget Allocations and Performance

865. At this level, Local Governments unsatisfactorily compliant at 25.0 percent. This is because, financing of local governments remains a very big challenge hence hindering adequate prioritization of NDPIII anticipated results. While the proportion of the total budget for LGs' government of Uganda budgetary allocation funding increased from 11 percent in FY2019/20 to 13.7 percent in the FY2020/21. The releases are still not as planned. For instance, in the first half of the financial year, government released only 43.2 percent of the budgetary allocations to LGs and local revenue performed at only 33.3 percent while donor funding outturn was 16.2 percent. The inadequate release of resources directly affects the LGs' ability to deliver on the NDPIII planned results.

866. The key emerging issues are:

i) There are 42 LGs that don't have development plans that are aligned to NDPIII.

ii) There are varying levels of alignment of LG Annual Work Plans and Budgets (AWP&B) to programmes of the NDPIII.
iii) Financing of local governments remains a very big challenge hence hindering adequate prioritization of NDPIII anticipated results.
iv) Some Local Government, especially refugees host districts don't capture key relevant outputs from off budget funding much as they may be making significant contributions on indicators for cross-cutting issues such as HIV/AIDs, climate change, SDG, among others.

SECTION FOUR: BUDGET ALIGNMENT TO CROSSCUTTING ISSUES

4.1 BUDGET ALIGNMENT TO SUSTAINABLE DEVELOPMENT GOALS

4.1.1 Overall Assessment

867. The FY2020/21 budget is 65 percent aligned to the SDGs. This is a slight increment from the previous FY2019/20 budget which had 63 percent alignment. The budget scored highly in goals; 6, 7,9,13, and 17 which are: Ensure availability and sustainable management of water and sanitation for all; Ensure access to affordable, reliable, sustainable and modern energy for all; Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; Take urgent action to combat climate change and its impacts; and Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development, respectively owing to substantial allocation of resources towards the areas of; water and sanitation, infrastructure development, access to energy and strengthening the means of implementation. On the other hand, low performance was found in goals: Achieve gender equality and empower all women and girls (5); Reduce inequality within and among countries (10); Ensure sustainable consumption and production patterns (12); Take urgent action to combat climate change and its impacts (13); and Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (15), which scored 60 percent and below.

868. The budget is weak in the following specific areas:

i) SDG 5 (Achieve gender equality and empower all women and girls); the budget has low alignment for interventions on empowering all women and girls. This is due to, lack of focus on interventions that recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as;

ii) SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all); the budget had limited attempts to improve resource efficiency in consumption and production and endeavouring to decouple economic growth from environmental degradation; and

iii) SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable); the budget had no clear strategies on promoting and enforcing the use of pollution mitigating technologies in industrial parks and developing green belts and leisure parks;

iv) SDG 12 (Ensure sustainable consumption and production patterns); there was no evidence on the development and implementation of a 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns. Furthermore, little attention is put to implement the National Solid Waste Management Policy; and

v) SDG 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development); the budget had limited support to strategies aimed at conserving fisheries resource, as well as development of research capacity and marine technology transfer.

869. The summary scores of the goal are provided in Table 7.1and detailed performance at Macroeconomic and Programme levels are presented in the subsections below

Table 4.1: Summary of Alignment of the BFP&AB of FY2020/21 to SDGs

Goal	Sustainable Development Goal Description	NBFP (%)	AB (%)	AB Weighted Score (%)
1	End poverty in all its forms everywhere	80	60	66
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	78	60	65
3	Ensure healthy lives and promote well-being for all at all ages	71	65	66
4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	75	60	65
5	Achieve gender equality and empower all women and girls	61	56	57
6	Ensure availability and sustainable management of water and sanitation for all	88	70	75
7	Ensure access to affordable, reliable, sustainable and modern energy for all	70	70	70
8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	70	58	62
9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	86	64	71
10	Reduce inequality within and among countries	69	56	60
11	Make cities and human settlements inclusive, safe, resilient and sustainable	71	64	66
12	Ensure sustainable consumption and production patterns	64	64	64
13	Take urgent action to combat climate change and its impacts	83	67	72
14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	63	63	63
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	63	50	54
16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	70	65	67
17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	77	68	71
	Overall Score	**73**	**62**	**65**

Source: NPA assessment 2021

4.1.2 SDG Macroeconomic Level Assessment

870. An assessment of the alignment of the AB for FY2020/21 to the macroeconomic sustainable development goals (SDGs) was conducted. Selected targets in the following macroeconomic-biased SDGs were assessed: (i) SDG 8- promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; (ii) SDG 9 -building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovations; (iii) SDG 10 -reducing inequality within and among countries; and (iv) SDG 17- strengthening the means of implementation and revitalizing the global partnership for Sustainable Development

871. The overall alignment score of the FY2020/21 AB with the macroeconomic-biased SDGs of the NDPIII is 60percent which is moderately satisfactory. This score is on account of non-alignment (0.0percent) of SDG8 and SDG10, 80percent alignment of SDG9, and 50percent alignment score for SDG17. The 0.0percent score in SDG8 is because real GDP growth has fallen short of the planned growth on account of COVID-19 pandemic and other shocks in the country. The status of employment and decency of work has not been assessed due to data unavailability. Further, SDG10 registers a 0.0percent score as a result of the worsening of the financial soundness indicators of NPL to total gross loans and NPL to total deposits which points to challenges facing the quality of the credit portfolio in the financial sector that could have declined as a result of the restructuring of loans in response to the COVID-19 pandemic.

872. SDG9 registers a higher compliance value at 80percent largely owing to improvements in manufacturing value added. Besides, the proportion of the manufacturing employment to total employment registered a decline from 9.4percent to 7.6percent though the deviation is within the compliance range. SDG17 registered a score of 50percent on account of relatively moderate alignment of the domestic tax and international tax collections. Similarly, FDI to GDP, remittances and debt service to exports of goods and services in the AB are aligned with the NDPIII targets.

873. The macroeconomic areas of non-compliance are: lower sustainable growth; a deterioration in financial soundness indicators of NPL to total gross loans and NPL to total deposits. There is a challenge of assessing unemployment by the various categories and aggregation of south-south cooperation in the budget. Going forward, development interventions to resuscitate growth to the pre-covid trajectory and beyond should be prioritized. Further, the monetary authorities may need to strengthen the macroprudential function for the purpose of improving asset quality of the banking sector. And lastly, the statistical bureau needs to collect regular disaggregated data on employment, unemployment to support the tracking of all SDGs on unemployment.

4.1.3 Programme Level SDG Assessment

4.1.3.1 Agro-industrialisation

874. The Agro-industrialisation programme is fully aligned to SDG2 which SDG 2 calls for ending hunger, achieving food security and improved nutrition. To achieve this the programme committed resources towards food and nutrition security. For example, NAADS and OWC distributed planting materials of key food security crops. NARO was involved in research of biofortified crops such iron and zinc rich beans, pro- vitamin A maize and sweet potatoes. Agro-industrialisation programme is moderately aligned to SDG 1 of ending poverty in all its forms. Through its projects and industrialization jobs were created but also planting materials of cash crops were distributed to farmers.

875. The MoTIC did not budget towards achievement of industrial food fortification a key component of achieving food nutrition in urban and peri-urban populations.

4.1.3.2 Community Mobilisation and Mindset Change (CMMC)

876. CMMC programme contributes directly to ***Goal 1*** on **Poverty reduction** – the sector has been addressing this by empowering and mobilizing communities, targeting the vulnerable and marginalized persons such as the children, youth, PWDs, women and elderly. The slowdown in poverty reduction has led to more people living in extreme poverty, entrenched deprivation often exacerbated by violent conflicts and vulnerability to disasters. Strong **social protection systems** and government spending on key services often will help those left behind get back on their feet and escape poverty which has been prioritized under the Programme. ***Goal 2*** on **Hunger** – emphasis has been on undernutrition affecting children, strengthening the resilience and adaptive capacity of small-scale and family farmers for productivity under livelihood projects. ***Goal 5:*** Gender equality and empower all women and girls by promoting women empowerment and addressing the imbalances , gender based violence, elimination of FGM, girl child education and skilling, women in governance, and reducing inequalities by targeting Persons with Disability (PWDs); and ***Goal 8***: Promote sustained, inclusive and productive employment and decent work for all for economic growth – this has been through creation of green jobs, youth initiatives for employment and skilling, Jua-kali support, apprenticeship programs and Graduate Volunteer Scheme. ***Goal 10***: Reduce inequality - efforts aimed at equity by narrowing disparities of opportunity, income and power.

4.1.3.3 Digital Transformation

877. Digitalization in general plays a catalytic role and accelerates achievement of all SDGs. For instance: achievement of SDG 1 - No Poverty is being accelerated through: the use of ICT in agricultural extension to provide information promptly and enable people even those in rural areas to improve their farming methods and productivity; provision of digital financial services to increase financial inclusion; and transformation of public services and making them accessible among others. Therefore, the DT Programme contributes to the attainment of all SDG goals because it supports MDAs and LGs to review, re-engineer their processes, automate and deliver services online and provides the foundational elements (digital infrastructure, digital skills and digital platforms) that enable digitalization across all programmes.

878. On the other hand, the DT programme integrated specific SDG indicators through projects and interventions. Several interventions such as the extension of broadband ICT infrastructure coverage countrywide in partnership with the private sector; implementation of last mile connectivity in public service delivery areas; deployment of Wireless hotspots (MyUg) at strategic locations, and digital literacy training contribute to the achievement of SDG 17.6.2 Fixed Internet broadband subscriptions per 100 inhabitants, by speed; SDG 17.8.1 Proportion of individuals using the internet.

4.1.3.4 Natural Resources, Environment, Climate Change, Water and Land Management

879. The programme is sound on its contribution to the implementation of key Sustainable Development Goals particularly; Goal 13 on Climate Action, Goal 14 on Life under Water and Goal 15 on Life on Land. It has allocated resources to implement interventions that work towards delivering on combating climate change, environmental sustainability and effective management of water and aquatic resources. key among these interventions include; establishing a functional Greenhouse Gas Monitoring, Reporting and Verification system to track the country's greenhouse gas emissions, economic valuation of natural resources through development of accounts for soils, water, forest and tourism, restoration of 5,000 hectares of degraded fragile ecosystems, development of seven wetland management plans, monitoring of 100 water use permit holders, and implementation of at least 67 percent of planned interventions in Catchment Management Plans.

4.1.3.5 Governance and security

880. The Governance and Security programme has prioritized SDG 16 in the areas of; Public legal awareness and judicial education, Territorial and Specialised Policing, Crime Prevention and Investigation, Protection and promotion of human rights, Combat Trafficking in Persons, Recruitment and Discipline of Judicial Officers, Judicial services Peace Building among others.

4.1.3.6 Human Capital Development

881. The HCD programme directly contributes to about eight SDGs which are 1, 2, 3, 4, 5, 6, 8 and 10. In addition, all its respective projects are linked to more than 10 SDGs which indicates high levels of alignment to the SDGs.

882. Goal 1: End poverty in all its forms everywhere. The programme focuses on reducing poverty and vulnerability through social protection interventions, economic empowerment programmes such as youth livelihood, women entrepreneurs programme and skills development.

883. Goal 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture: The HCD programme focuses on interventions and targets to reduce malnutrition in children and adults. It targets to reduce stunting to 19% from 29% and reducing undernutrition in the population from 40% to 20%.

884. Goal 3 Ensure healthy lives and promote well-being for all at all ages. The programme focuses on improving health, safety and management of the population through addressing both communicable and non-communicable diseases, with emphasis on health promotion and disease prevention. Overall, the programme focuses on accelerating Universal Health Coverage from 44% to 64%.

885. Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all: The programme focuses on quality and equitable ECD, UPE and USE as well as skills and higher education. It has targets for increasing retention in primary and secondary and increasing transition rates at all levels.

886. Goal 5 Achieve gender equality and empower all women and girls: The programme has interventions and targets for promoting gender equality and empowerment of women and girls. A programme on women entrepreneurship, addressing gender-based violence and increasing women participation in all sphere and addressing teenage pregnancies.

887. Goal 6 Ensure availability and sustainable management of water and sanitation for all: The programme: The programme focuses on increasing access to improved sanitation and hygiene. Improved toilet coverage is targeted to increase from 19% to 45%, handwashing with water and soap to increase from 34% to 50% and treated drinking water to increase from 51% to 65% in the next 5 years.

888. Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all: The programme focuses on social protection to address exclusion of vulnerable groups. It also focuses on creating a conducive environment for job creation in the key growth sectors. It provides for a labour market information system.

889. Goal 10 Reduce inequality within and among countries: The programme provides for reducing gender inequality, reducing vulnerabilities, addressing social exclusion through social protection. It also provides from expanding ECD to unserved areas.

4.1.3.7 Innovation, Technology Development and Transfer

890. The programme contributes to goal 9 of the UN strategic development goals particularly the target of substantially increasing the expenditure for scientific research and development as a proportion of GDP.

4.1.3.8 Integrated Transfer Infrastructure and Services

891. ITIS program is cognizant of the Sustainable Development Goals (SDGs) 9 and 11. Goal 9: “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”. Goal 11: “Make cities and human settlements inclusive, safe, resilient and sustainable”. Most projects such as Rehabilitation of Tororo-Gulu Railway line, Construction of

Kampala flyovers, Construction of a New Kampala Port at Bukasa and Development of Kabaale Airport contribute towards the achievement of SDGs 9 and 11.

4.1.3.9 Minerals Development

892. The programme contributes to goal 9 of the UN strategic development goals particularly the target of substantially increasing the expenditure for scientific research and development as a proportion of GDP.

4.1.3.10 Private Sector Development

893. The budget is 100 percent compliant with the SDGs since funds were allocated to all the 10 SDG targets to which the PSD Program contributes. The Private sector Development Program contributes to 3 of the 17 Goals, namely; Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation and Goal 13: Take urgent action to combat climate change and its impacts.

894. Under goal 8, the PSD Program contributes to 4 targets. The budget is aligned to these targets as follows.

i. Target 8.2 is to achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors. The budget planned for the technological upgrading and innovation through the following interventions; establishment and management of a more effective One Stop Center; Increasing the services offered by Government Agencies at the One Stop Center; Development of prototypes to commercial production, provision of incubation services; digitizing business processes, and strengthening a warehouse receipts system.

ii. Target 8.3 is to promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. The budget indicates a plan to increase the tax payer register, provide BDS services, strengthening the Security Interest in Movable Assets Register, and capitalization of public corporation to provide ow cost funding.

iii. Target 8.5 is by 2030, to achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value. The budget document provides for the provision of business development services to help SMEs thrive; promotion of local content for instance having many Ugandans take up jobs in the oil and gas sector; and having a specific contractual value in public investment procurements awarded to Nationals.

iv. Target 8.10 is to strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all. The budget has allocated funds for the capitalization of financial institution to increase their capacity to lend at lower interest rates, implementing National Financial Inclusion Strategy and operationalizing of the Agricultural Insurance Scheme and provision of affordable financing (Islamic and Conventional financing) and disbursement of credit funds to target groups like SACCOs, Cooperatives, Group Loans/ VSLAs, MSMEs, Artisans and Cottage industries.

895. Under goal 9, the PSD Program contributes to 4 targets. The budget is aligned to building of resilient infrastructure, promotion of inclusive and sustainable industrialization and fostering innovation as follows;

i. Target 9.2 is to promote inclusive and sustainable industrialization. In line with this, the budget plans to construct industrial parks to promote industrialization.

ii. Target 9.5 is to enhance scientific research, upgrade the technological capabilities of industrial sectors, encouraging innovation and substantially increasing public and private research and target 9.b is to support domestic technology development, research and innovation. The budget documents indicate plans to enhance research and innovation through scaling prototypes to commercial production, provision of incubation services and undertaking research.

v. Target 9.3 is to increase the access of small-scale industrial and other enterprises, to financial services, including affordable credit, and their integration into value chains and markets. The budget provides for the disbursement of credit funds to target groups like SACCOs, Cooperatives, Group Loans/ VSLAs, MSMEs, Artisans and Cottage industries.

896. Under goal 13, the PSD Program contributes to target 13.2, which is to integrate climate change measures into national policies, strategies and planning. In line with this, the budget plans to undertake the following interventions; building staff capacity for mainstreaming environment and climate change in programmes; conducting environment and climate change awareness campaigns; promoting partnerships with key stakeholders for environmental protection and climate change and producing IEC on environment and climate change.

4.1.3.11 Public Sector Transformation

897. Programme contributes to SDG 16 which is about "Peace, Justice and strong Institutions, it emphasizes that all forms of violence should be eliminated, this potentially includes widespread criminality or the least visible forms of all, this match with the NDPIII objective of Strengthen strategic human resource management function of Government for improved service delivery

4.1.3.12 Sustainable Urbanization and Housing Programme

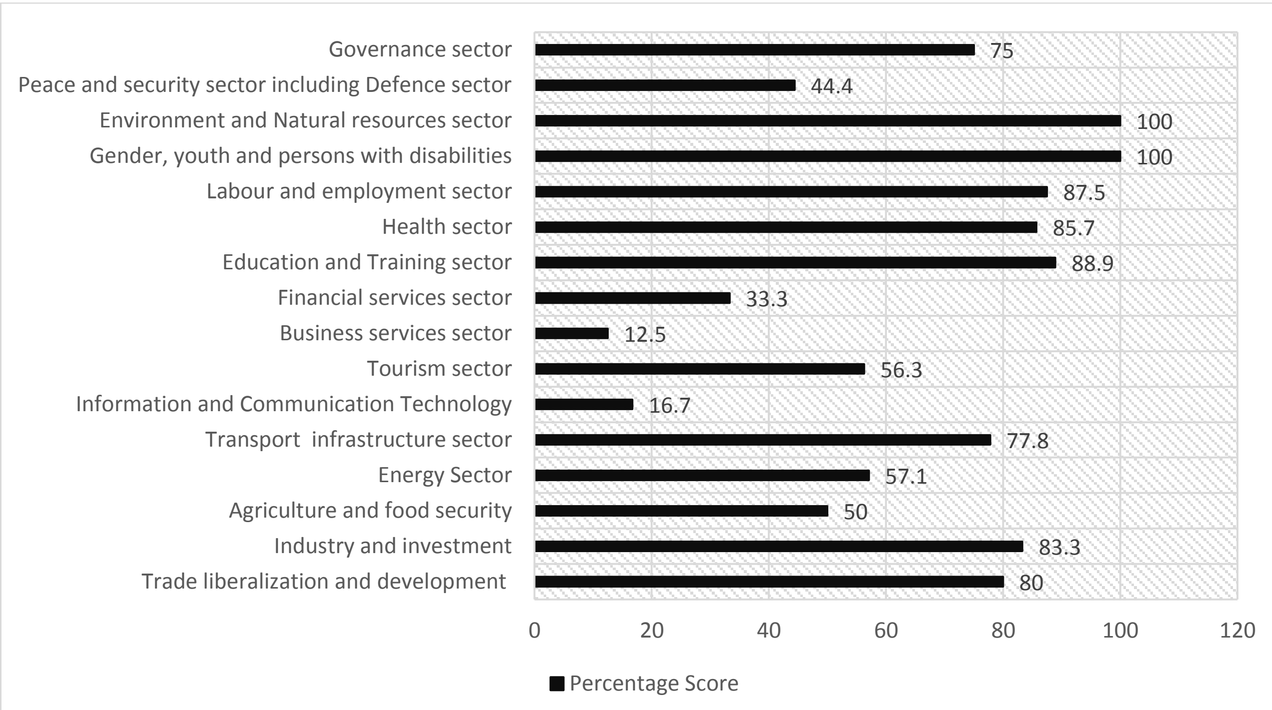
898. The Sustainable Urbanization and Housing Programme contributes to: Goal: 1 End poverty in its forms everywhere, Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable; Goal 12: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, and Goal 8: Inclusive and sustainable economic growth, full and productive employment and decent work for all.

4.2 BUDGET ALIGNMENT TO EAST AFRICAN COMMUNITY PROTOCOLS

4.2.1 Overall Assessment

899. The AB for FY2021/22 is moderately satisfactory at 61.5 percent compliance to the East Africa Community commitments. This assessment was based on the National Policy on EAC Integration which provides for mainstreaming indicators to be used to measure progress. The results by sector are shown in the figure 4.1:

Figure 4.1: Alignment of the budget to the East African Community commitments



900. Financial services sector (33.3%); Information & Communication Technology (16.7%); and Business services sector (12.5%). The detailed analyses by sector are provided in the table 4.2 below:

Table 4.2: Sector specific analysis of EAC Agenda

Sector – Policy Objectives		Area of noncompliance (detailed analysis)
1	Trade liberalization and development	• Training courses offered for skilling Ugandans in export trade • Regular reviews and updates to Uganda's trade & investment policies
2	Industry and investment	• Adoption of Good Manufacturing Practice (GMP) by manufacturing sector; review and enhancing of Ugandan industrial development policy
3	Agriculture and food security	• Agricultural commodity exchange & market information for Ugandan farmers on available opportunities in the regional market; structured

Sector – Policy Objectives		Area of noncompliance (detailed analysis)
		trading systems' (STSs) for agricultural products; 'Green' Box programmes consistent with the provisions of the WTO Agreement on Agriculture; early-warning systems for information, education and alerting agricultural producers on climate change and its impacts; local capacity for carbon stock inventory and analysis; regional guarantee / insurance mechanisms.
4	Energy Sector	• Development and implementation of internationally harmonized standards for environmental protection, that include toxic waste management and restoration of drilling sites; Disaster management plans for oil spills and leakages at the drilling, storage and refining sites; Developments in regional power markets;
5	Transport infrastructure sector	• Putting in place institutions offering skills training to support the logistics industry • Regular review and updating of policy and regulatory regimes relating to the regional transport sector
6	Information and Communication Technology	• Review and development of relevant Laws and Acts to address the gaps in the existing legal framework for e-commerce and cyber-crime to be in conformity with the EAC Cyber laws framework • No. of initiatives supported in training and re-training of all personnel in the Justice, Law and Order Sector (JLOS) in applying and using IT to improve the delivery of justice • Existence of established converged technology & neutral licensing regimes that are consistent with the regulation of advanced broadband technologies • No. of harmonized regulations in areas such as interconnection, spectrum management at the regional level • National ICT and broadband strategies developed and implemented to provide affordable communication services to all citizens in Uganda • Investments in ICT including broadband infrastructure using public and private resources or through public and private partnerships • Mechanisms for quality assurance and harmonized standards in ICT infrastructure implemented • Increase in Internet geographic coverage by Internet Service Providers (ISPs) across the country • Development of a comprehensive plan for human resource development in ICT to meet present and future manpower needs • ICT training institutions and ICT centres of excellence for the development of the requisite skills in ICT established • Existence of an accreditation council in ICT education and training • Harmonized EAC standards for ICT equipment developed • Development of an e-waste management and consumer awareness programme and recycling centres supported by the ICT industry • Manufacturers that adopt bar coding on items sold in Uganda • Implementation of a National Information Security Strategy and

Sector – Policy Objectives		Area of noncompliance (detailed analysis)
		Information Security Working Group • Community communication centres providing ICT services including cybercafés, schools and other access points such as libraries, post offices and municipal centres
7	Tourism sector	• Infrastructure developed along the regional transport highways in form of stop over points, lay-bys and tourist information signage • Investment initiatives in the tourism –related transport infrastructure (water, rail, air and road) • New hotels and accommodation facilities to support regional and international tourists developed • Development and adoption of standards for the hospitality industry to ensure competitiveness of the tourism sector • Rural sites with tourism potential connected to the national electricity grid • Development of a tourism management information and coordination system, to support the collection and analysis of tourism statistics for the planning and promotion of the sector • Health services and emergency rescue facilities for visitors established • Initiatives to protect the wildlife populations and national biodiversity from poaching and illegal trade in the protected flora and fauna • On-line availability of tourist security information that enhances security intelligence to protect visitors especially visiting remote areas • No of tourism circuits – such as Lake Victoria tourism circuit, Mt. Elgon conservation areas, and the Virunga conservation area - enhanced with appropriate infrastructure • No. of wildlife restocking and translocation programmes including re-introducing key native species - such as rhino. • No of cultural and faith tourism sites supported to promote tourism • Implementation of a high-impact national and regional tourism marketing brand • No. of regional tour packages developed • No of regional tourism and hospitality training centres established • Review and development of a harmonized EAC tourism and wildlife training curriculum for the industry
8	Business services sector	• Ugandan B&P service providers accessing programmes to develop their skills and competencies for doing business in the EAC region • B&P service providers joining regional professional networks or associations • Ugandan professional bodies aware of the CM Protocol and the commitments made by Uganda related to trade in services • Memoranda of understanding of cooperation signed by chambers of commerce or business associations in all the EAC Partner States • MRAs by Ugandan professional bodies with their counterparts in the region concluded • Training institutions that provide B&P services skills development

Sector – Policy Objectives		Area of noncompliance (detailed analysis)
		• Audits undertaken of professional services accreditation bodies based in Uganda • Ugandan business professionals taking out public and professional liability insurance
9	Financial services sector	• Development of safe and sound national clearing and payments system which meets international standards for the financial sector • No. of strategic partnerships between Ugandan financial institutions and other EAC partners, specializing in long-term project finance established • Development of effective cross-border credit information to enhance lenders' ability to collect debts • Existence of national legal and regulatory framework that supports financial sector to serve the EAC regional market • Financial literacy programmes offered to the Ugandan public
10	Education and Training sector	• Education centers of excellence in selected priority areas established
11	Health sector	• Existence of an equitable pre-payment, risk pooling health financing mechanism such as Social Health Insurance and Community Health Insurance redeemable throughout the EAC
12	Labour and employment sector	• List of policies, laws and programs harmonized and enacted to facilitate the Free Movement of Labour within EAC
13	Gender, youth and persons with disabilities	• The sector was 100 percent compliant in this sector.
14	Environment and Natural resources sector	• Trans boundary and international environmental protocols adopted & implemented
15	Peace and security sector including Defence sector	• Effective exchange of criminal intelligence and other security information with Partner States • Existence of shared databases for security information • Cross border meetings held with a view of sharing security and crime information • Extradition agreements with Partner States concluded • common training institutions for Defence personnel • An early warning system for disasters (natural or man-made) • disaster management protocols
16	Governance sector	• Corporate laws and regulations harmonized in EAC;

901. The key emerging issues are:

i) There is generally weak collaboration among the partner states. For instance, there has been weak collaboration on: i) management of emergencies such as outbreaks of Ebola, Corona virus (COVID- 19), Desert Locusts etc.; ii) development of cross border projects such as the standard gauge rail, electricity transmission among others; and iii) sharing of information for in security, ICT, health, disaster, and emergencies.

ii) There is a slow pace in resolving border conflicts which undermines the spirit of regional integration and blocking trade links between the member states. In particular, the issues that led to the closure of the border between Rwanda and Uganda. In addition, there is protectionism by some partner states which often leads to NTB's thereby undermining the spirit of the integration.

4.3 BUDGET ALIGNMENT TO CLIMATE CHANGE

4.3.1 Overall Assessment

902. Overall, the alignment of the FY2021/22 AB to climate change interventions is moderately satisfactory at 64.7 percent. This score represents an improvement from the previous FY2020/21 where the Annual Budget was found to be unsatisfactory at 35 percent. The improvement in the score is attributed to the improved transition to NDPIII programme-based approach by the budgeting instruments. The 2021/22 national budget was the first of its kind conceptualized around the 18 NDPIII programmes which explains the improved performance in terms of compliance in comparison with the FY 2020/21 budget. A summary of the results of the assessment is presented in table 4.3.

Table 4.3: Summary of climate change assessment results (%)

S/N	NDPIII Programme	Score FY2021/22
1	Agro-industrialization	71.4
2	Tourism Development	50.0
3	ENR, Climate Change, Land and Water Management	72.0
4	Private Sector Development	70.0
5	Manufacturing	57.1
6	Integrated transport infrastructure and services	75.0
7	Sustainable Energy Development	65.7
8	Sustainable Urbanization and Housing	54.3
9	Human Capital Development	66.7
Average score		**64.7**

903. The key emerging issues are:

i) Whilst several NDPIII climate change responsive interventions featured in the budget, the allocations to these interventions were meagre and inadequate to generate the desired results and transformative change. In other cases, there is no direct budget line tagged to climate change interventions. For instance, only UGX 0.07bn was allocated to generate and disseminate early warning information at all levels.

ii) There is a high deviation between the NDPIII targets and those committed to by the budget documents. This scale and pace is inadequate to deliver the NDPIII in its specified timeframe.

iii) Limited appreciation of what really constitutes a climate change intervention. Many programmes conceptualise climate change interventions as growing of trees and awareness creation and ignore other tangible climate change interventions. It should be noted that some of the interventions such as mass transportation, rainwater harvesting, post-harvest handling and food storage and processing are indirect climate change responsive actions that contribute to the desired climate change outcomes.

4.3.2 Programme Level Assessment

904. This section presents the scores and details of the assessment for each of the eight NDPIII programmes that were assessed.

4.3.2.1 Agro-Industrialization

905. Overall, the Agro-industrialization programme is moderately satisfactory at 71.4 percent compliance with regards to integration of climate change in its budgeting frameworks. This score represents an improvement from the previous FY2020/21 where the Annual Budget was found to be unsatisfactory at 45 percent. Climate change issues have been addressed under objectives (1) and (2) of: Increase production and productivity; and improve post-harvest handling and storage of agricultural products.

Areas of Compliance

906. The areas of compliance include: establishment of climate smart technology and demonstration centres in Zonal Agricultural Research Development Institutes (ZARDIs); Completion of construction of Doho Phase II, Mubuku Phase II, Wadelai, Tochi, Ngenge, Rwengaaju, Olweny and Agoro irrigation schemes; construction of new community valley tanks/ farm ponds; construction of individual valley tanks for livestock watering; and undertaking feasibility studies, designs and construction of facilities for post-harvest handling, storage and processing.

907. Areas of Non-Compliance: Inadequate strategies and financial resources allocated to Animal husbandry related climate change interventions. In addition, there is no quantification of the prioritized solar powered irrigation schemes to be constructed.

908. The key emerging issues are:

i) The program intends to promote sustainable land and environment management practices in line with the agro-ecological needs. However, most of the climate change interventions in the programme are inclined towards crop resources with few on animal husbandry.
ii) There are big deviations between the NDP III financing framework and the budget allocation to the agro-industrialization programme, yet, agro-industrialization is one of the NDPIII flagship programmes that is central to the country's envisaged socioeconomic transformation.
iii) A greater proportion of financial resources towards research in the budget documents are skewed to crop resources research at the expense of animal resources.
iv) Climate change was not visibly tackled at the higher levels of the value chain of Agro-industrialization programme but mostly tackled at the production levels. For example,

MoTIC and its subventions did not implement and has not planned any intervention regarding mitigation of and adaptation to climate change e.g. at processing and marketing levels.

909. The key recommendations are:

i) Agro forestry should also incorporate other various aspects such as soil fertility management, land productivity enhancement, water conservation, and livelihood support and diversified production of food and forestry products in a sustainable basis. Recently, agroforestry program and practices are being realized to contribute to multiple aspects of rural livelihood, capacity building of the communities, food production, forestry services, and land productivity. In the context of climate change impacts on rural livelihood, package-based agroforestry practices can contribute to climate change adaptation.
ii) The allocations to the programme's climate change interventions are also meagre to generate any transformative change. The Programme should design strategies on instituting sustainable (climate smart) livestock production given the impact livestock production
iii) The programme should also be allocated adequate resources in FY2021/22 consistent with the NDP III financing framework
iv) The output which aimed at introducing and up scaling agro-forestry for mitigation of climate change and climate resilience only mentions the procuring and distributing of tree seedlings as an activity to achieve the resilience. Agroforestry practices that sequester carbon dioxide should be promoted.
v) Both mitigation and adaptation to climate change needs to be more visible at higher levels of the value chain especially at processing and marketing levels. This calls for robust measures to tackle climate change such as construction of post-harvest facilities that are climate proofed.

4.3.2.2 Manufacturing

910. Overall, the manufacturing programme is unsatisfactory at 57.1 percent compliance with regards to integration of climate change in its BFPs. The programme aims to increase the product range and scale for import substitution and improved terms of trade. The key objectives addressing climate change in this programme include: Develop the requisite infrastructure to support manufacturing in line with Uganda's planned growth corridors (triangle); and strengthen the legal and institutional framework to support manufacturing.

911. Areas of Compliance: The programme planned to promote adoption of environmentally sustainable clean, green technologies, systems and industrial practices. While this activity has many climate change benefits, budgetary resources are not earmarked for its implementation. Priority has been put to recognizing companies who have invested in green technologies at

Investor of the Year Award (INOY); Government planned to develop Masterplans and ESIAs for industrial parks under MTIC (2); UIA (1) and UFZA (1). The BFP thus has provided for only conducting feasibility study, Master Plan, Engineering Design & ESIA for one Free zone. This implies that the BFP target is less ambitious than the NDPIII target and at that rate, it threatens the attainment of NDP III; Waste recycling enterprises and decentralized waste management centres have been planned for establishment as planned in the NDPIII.

912. Areas of Non-Compliance: Lack or low level of prioritisation of climate change issues/concerns under the NDP III cooperative related interventions. In particular, provision of government support for installation of recycling facilities for Polyethylene terephthalate (PET), High-Density Polyethylene (HDPE) Low-Density Polyethylene (LDPE) and Polypropylene (PP).

913. The key emerging issues are:

i) Targets set under the budget instruments indicate lower ambition in comparison to the NDPIII targets on climate change response.
ii) There is a sequencing concern as the budget has deferred most of the important issues to the forthcoming years, yet climate change requires short and medium interventions.
iii) There are many cooperatives in climate sensitive areas e.g. the agricultural based ones, but no clear actions and resource allocation on the identified climate change interventions.
iv) NDP III manufacturing programme identifies many climate change related interventions but most of them are not prioritized for resource allocation. In addition, there is limited prioritisation of climate change interventions yet most of the exports, industries and trade activities targeted under the programme are climate sensitive.
v) Most of the climate related interventions are under the industrial and technological development sub-programme. It is difficult to clearly identify the priority climate change interventions.

Recommendations

i) Fast track prioritization and sequencing of climate change issues in the budget instruments.
ii) Link the priorities of climate change in the budget instruments to the NDPIII specific interventions. This should also be followed up with clear resource allocation to the planned actions.

4.3.2.3 Integrated Transport Infrastructure and Services

914. Overall, the Integrated Transport Infrastructure and Services programme is unsatisfactory at 57.1 percent compliance with regards to integration of climate change in its BFPs. The programme aims to develop a seamless, safe, inclusive and sustainable multi-modal transport system. Climate change issues have been addressed under objective (1) and (5) of; Optimize transport infrastructure and services investment across all modes; and strengthen and harmonize policy, legal, regulatory and institutional framework for infrastructure and services, respectively.

915. Areas of compliance: Government has planned to: construct, upgrade and climate proof strategic transport infrastructure (tourism, oil, minerals and agriculture) across the country; Implement an inclusive mass rapid transport system; and Provide Non-Motorized Transport infrastructure within urban areas. In particular, government seeks to rehabilitate the two existing Ports (Port bell and Jinja).

916. Areas of Non-Compliance: Despite plans for an inclusive mass rapid transport system, government is still short of implementing passengers moved by high-capacity vehicles. Implementation of mass transport will drastically reduce emissions from the use of fossil fuels. Other areas include; the application of Social and Environmental Effects (SEA) Sector Level Framework recommendations in all transport plans and strategies.

917. The key emerging issues are:

i) There is minimal correlation between the planned interventions and budget allocations on climate change issues.

Recommendations

i) Provide dedicated financing for climate change issues identified. For instance, there are no allocations for addressing negative social and environmental effects despite being directly planned.

4.3.2.4 Sustainable Energy Development

918. Overall, the Sustainable Energy Development programme is moderately satisfactory at 65.7 percent compliance with regards to integration of climate change in its BFPs. The program has four objectives assessed on climate change namely; i) Increase access and utilization of electricity, ii) Increase generation capacity of electricity, iii) Increase adoption and use of clean energy and iv) Promote utilization of energy efficient practices and technologies.

919. Areas of compliance: The assessment of the BFP indicated that only objectives i, iii and iv are aligned to climate change and all respond to climate change mitigation (GHG emission reduction) through; promoting energy efficiency, renewable energy and the production of clean energy. In particular, the budget has prioritized the following: construction of mini-grids in northern (25) and south western (15) Uganda; developing and implementing a financing facility to facilitate uptake of new renewable energy solutions (solar water heaters, solar water pumping, irrigation, driers); and construction of Nyagak III.

920. Areas of Non-Compliance: The assessment indicated that there were no financial resources allocated to key NDPIII Energy Porgramme climate change interventions covered under the following indicators:

i) Number of adaptation and mitigation activities undertaken; Energy Efficiency and Conservation Act Enacted; Number of households, SMEs connected to off-grid solar for lighting; Number of mosquito killers installed; Water pumping systems disseminated; Number of wind water pumping solutions installed; Number of MW of grid connected wind energy systems added to the grid; Percentage of the electric transport adapted; Number of laboratories established; Number of personnel trained; Number of Financial Institutions (FIs) supported to develop credit products for renewable energy technologies.

ii) Others include: Minimum quality standards for renewable energy solutions in place; Number of households using improved cook stoves; Proportion of population using alternative and efficient cooking technologies (electric cooking, domestic and institutional biogas and LPG; Proportion of households (7.3millions) using LPG; Number of LPG cylinders and accessories distributed; Number of investors attracted in LPG infrastructure; Construction of LPG main and regional plants completed; Number of LPG wagons for Lake and rail transport acquired; and number of electric charging transport stations established.

921. The key emerging issues are:

i) **Many critical intervention areas for promoting sustainable energy such as sustainable use of biomass, energy efficiency initiatives and use of LPG were not prioritized in the budget allocation process**. Yet, these interventions have lower budget implications and directly impacts on household incomes and the quality of life compared to energy generation, transmission and mineral development that were prioritised.

ii) The Ministerial Policy Statement (MPS) for Ministry of Energy and Mineral Development (MEMD) considers climate change under crosscutting issues for mainstreaming, but there are no specific actions and budget allocations to support the mainstreaming process.

iii) The MPS considers more of energy generation and transmission, mineral development such as oil and gas with minimal attention to climate directly interventions prioritized in the NDPIII such as adaption and use of clean energy and energy efficient practices and technologies.

iv) The Budget Framework Paper (BFP) analyzed however, presents sub-sequential alignment to NDPIII compared to the MPS though with some variance existing in indicator targets when compared to NDPIII annual targets. Therefore, there is little alignment of the MPS for both FYs to NDPIII climate actions, indicators and targets are not aligned as well.

Recommendations

i) There is need to balance budget allocation between energy generation and transmission, mineral development specifically oil and gas and other critical climate change interventions identified under the NDPIII programme of Sustainable Energy development.

ii) The programme needs to reconsider its priority setting to ensure more accommodation of the many of the NDP III identified climate change interventions with direct and immediate impacts on household income and the quality of life. Otherwise, at this rate there is an eminent risk of not implementing the NDP III priority interventions many of which have lower budgetary implications.

iii) Program actors should endeavor to align MPS and BFP to NDPIII. This will allow consistency in planning, budgeting and easy tracking of implementation of NDPIII objectives, interventions and targets.

4.3.2.5 **Sustainable Urbanization and Housing**

922. Overall, the Sustainable Urbanization and housing programme is unsatisfactory at 54.3 percent compliance. This has improved by 4.3 percentage points realized during the FY2020/21 assessment. Climate change issues have been addressed under the objective of "*Support inclusive green cities development*".

923. Areas of Compliance: Over the reporting period, solid waste management strategies were developed for 8 municipal LGs while the remaining 8 MCs will have theirs developed in the second quarter. Also, storm water drainage master plans prepared for 8 municipal LGs. Over the next financial year 2021/22, the urbanization programme is to implement climate change interventions to contribute towards the achievement of one of its key outcomes of sustainable, livable and inclusive cities. Key among these interventions include; preserving at least 5 percent of green areas such as water ways and reservoirs, reducing per capita Green House Gas (GHG) emissions (tons of CO_2), safe disposal of 34 percent of municipal solid waste generated, greening 6 acres of land and planting 1,000 trees in Kampala city alone.

924. In terms of financial resource allocation, 18.5Bn has been allocated to feasibility study and design for phase 1 of the Bus Rapid Transit in the City Center (Bwaise, Kireka, Mukono, Kalerwe and Entebbe Road), 2Bn for implementing the 4R – Reuse, Reduce, Recycle, Recover in both residential and commercial settings, 2Bn for solid waste and waste-water treatment plants, 1Bn for a feasibility study of GKMA wide solid waste management facility, 3Bn for community sensitization campaigns on the importance of waste-free metropolitan area, 200M for engaging recycling companies and other companies to work with local governments to deliver waste collection and processing services.

925. Areas of non-compliance: In the FY2020/21, focus on wetlands and Forests is inclined to only awareness creation such as number of workshops on protection of wetlands and fragile ecosystems conducted. There are no financial resources earmarked to protection of wetlands and forests in urban areas which is detrimental to climate change action. This will undermine the achievement of the NDPIII target on the proportion of urban wetlands and forests restored which is 0.1100 and 0.114 for wetlands for 2020/21 and 2021/22 respectively and 0.1028 and 0.1164 for forests for FY2020/21 and 2021/22 respectively. There are no targets on functional light railway and functional mass rapid bus transport for all the four years which casts doubts on climate change mitigation intervention in the new cities.

926. The key emerging issues are:

i) Only Kampala city has a climate change action plan or strategy.

ii) There are no financial resources allocated to procurement of effective early warning systems.

iii) There is need to replicate activities in the 12 municipalities and cities.

Recommendations

i) Ensure full alignment in terms of targets and required financial allocations between the NDPIII the Programme budgeting documents. This will ensure achievement of the NDP;

ii) The new Cities should benchmark from Kampala and develop City Climate Change Action Plans to manage effects of climate change;

iii) Procurement of early warning systems should be prioritized in the next budget since these are essential in building the adaptive capacity of cities and urban areas to climate change; and

1) Scale up the sustainable waste management practices beyond the 12 Municipalities that benefited from the Clean Development Mechanism (CDM).

4.3.2.6 Human Capital Development

927. Overall, the Human Capital Development (HCD) programme is moderately satisfactory at 66.7 percent compliance with regards to integration of climate change in its BFPs. Climate change issues have been addressed under objectives (4) and (5) of: Improve population health, safety and management; and Reduce vulnerability and gender inequality along the lifecycle.

928. Areas of Compliance: Areas of compliance include: increasing access to inclusive safe water, sanitation and hygiene (WASH) with emphasis on increasing coverage of improved toilet facilities and handwashing practices; and establishing early warning systems for disaster preparedness. Under crosscutting issues, the Ministry of Health MPS 2020/21 planned to promote environmentally friendly energy sources e.g. solar and water harvesting in Health Facilities. However, the specific actions and budget allocations to these climate responsive interventions are not clearly articulated.

929. Areas of Non-Compliance: Despite governments effort to establish early warning systems, and centres for disaster preparedness, the targets and allocations are less than planned. For instance, only two out of the seven regions have been considered in the BFP. In addition, awareness campaigns to be conducted in four quarters has been reduced to only once at 0.6bn.

930. The key emerging issues are:

i) There are variations in climate change indicators and targets in the budget documents and the NDPIII thus pointing to slow delivery of NDP outcomes.
ii) The programme is not very emphatic on the critical and strategic linkages between climate change and human capital development.
iii) There is a high deviation between the NDPIII targets and those committed to by the budget documents.

Recommendations

i) Fully align the programme climate change interventions to those in the NDPIII especially at the targeting and financial allocation level;
ii) Climate change should also feature among the cross-cutting issues sections of the Programme's budgeting documents.

4.3.2.7 Tourism Development

931. Overall, the Tourism Development programme is unsatisfactory at 50.0 percent compliance with regards to integration of climate change in its budgeting frameworks. The key tourism programme objective addressing climate change issues in the NDPIII is promote conservation of natural and cultural heritage.

932. Areas of Compliance: enhancement and maintenance of ecological integrity of wildlife conservation. In particular, government seeks to construct dams in protected areas aimed at promoting conservation of wildlife to avert starvation during prolonged dry spells.

933. Areas of Non-Compliance: the non-prioritization of restoration and establishment of areas of degraded wildlife habitats/corridors. This NDPIII intervention was neither mentioned in the budget document nor allocated any financial resources.

934. The key emerging issues are:

i) The tourism budget pays less attention to conservation of nature based tourism products.

Recommendations

i) The tourism stakeholders ought to prioritize conservation of nature since Uganda's tourism industry is largely nature based.

4.3.2.8 Environment, Natural Resources, Climate Change, Land and Water Management

935. **Overall, the Environment, Natural Resources, Climate Change, Land and Water Management programme is moderately satisfactory at 72.0 percent compliance** with regards to integration of climate change in its budgeting frameworks. The key ENR programme objectives addressing climate change issues in the NDPIII include: Assure availability of adequate and reliable quality fresh water resources for all uses; Reduce human and economic loss from natural hazards and disasters; and Promote inclusive climate resilience and low emissions development at all levels.

936. **Areas of Compliance:** development of a national risk atlas, undertaking of quarterly climate change sensitization campaigns, issuance of seasonal climate advisories, finalization of the GHG inventory and its monitoring, reporting and verification system, review of Uganda's Nationally Determined Contributions (NDC) plan, implementation of 80% of water resources catchment management plan interventions, rehabilitation of transboundary catchments and development of wetland management plans.

937. **Areas of Non-Compliance:** failure to allocate financial resources such as; percentage of automation of standard agro-forestry practices monitoring system, issuance of carbon certificates to industries so as to foster carbon neutrality among industries and the establishment of plantation woodlots to reduce pressure on natural forests driven by demand for cooking energy in form of charcoal and firewood.

938. The key emerging issues are:

i) The Government should commit to allocate 1.6 percent of its GDP to climate change responsive interventions.

Recommendations

i) There is need to fast track climate change budget tagging and approval of the climate change bill as a mechanism to be used to lobby local climate finance.

4.3.2.9 Private Sector Development

939. **Overall, the Private Sector Development (PSD) programme is moderately satisfactory at 70.0 percent compliance**. The key PSD programme objective addressing climate change issues in the NDPIII is "*Strengthen the enabling environment and enforcement of standards*".

940. **Areas of Compliance:** The Private Sector Development Programme intends to build private sector capacity to access climate finance to support local green enterprises. It also highlights sustainability as one of the principles that will be enforced among micro, small and medium enterprises.

941. **Areas of Non-Compliance:** These are in the form of variations between the NDPIII targeting and that of the private sector development programme budgeting documents. For instance,

whilst the NDPIII targets to recognize five climate sensitive companies annually, the programme budget document only targets four.

Recommendations

i) The Programme should ensure full alignment between the annualized NDPIII targets and those captured in the Programme budgeting documents. Inclusion of all interventions but with lower ambition relative to the NDPIII will undermine timely achievement of climate change goals.

4.4 BUDGET ALIGNMENT TO DEMOGRAPHIC DIVIDEND

4.4.1 Overall Assessment

942. The AB for FY2021/22 is moderately satisfactory at 71.9 percent compliance to demographic dividends. The assessment was undertaken at programme and Local Government levels to ascertain if the budget intent is focused towards achieving demographic dividend priorities. The moderate performance is on account of:

i) **Weak planning and budgeting for demographic dividend road map results.** There is a mismatch between the demographic dividends results in the budget documents. Some results and targets are missing in the budget documents.

ii) **Budget allocations fall short of demographic dividends results projections.** The resources earmarked in the budget are inadequate to deliver most of the demographic dividend's results.

943. The detailed assessment at the two levels is provided in the subsections below.

4.4.2 Programme Level Assessment

944. At the Programme level, the FY2020/21 AB is 74.7 percent aligned to the demographic dividend road map. This performance is attributed to moderately satisfactory alignment of planning and budgeting instruments to demographic dividend road map anticipated results. The summary programme score and specific assessment are presented Table 4.4 and subsections below

Table 4.4: Summary Programme Level DD Compliance (percent)

	Summary of Performance	**Score (%)**
1	Tourism Development	100.0
2	Private Sector Development	100.0
3	Digital Transformation	33.3
4	Sustainable Urbanization and Housing	62.2
5	Human Capital Development	78.5
6	Community Mobilization and Mindset Change	95.0
7	Governance and Security	65.0
8	Agro-industrialisation	68.0
	Overall Programme Level DD Performance	**74.7**

4.4.2.1 Tourism Development

945. **The Tourism Development programme is satisfactory at 100 percent compliance to demographic dividends.** The satisfactory score is attributed to the AB prioritizing all the demographic dividend results which include: people directly employed along the tourism value chain and labour productivity in tourism services.

4.4.2.2 Private Sector Development

946. **The Private Sector Development programme is satisfactory at 100 percent compliance to demographic dividends.** The satisfactory score is attributed to the AB prioritizing the key demographic dividend results such as proportion of jobs taken on by Ugandans by age & sex and percentage of MSMEs utilizing the services of Research and innovation facilities.

4.4.2.3 Digital Transformation

947. **The Digital Transformation programme is unsatisfactory at 33 percent compliance to demographic dividends.** The unsatisfactory score is attributed to the AB non-prioritization of key demographic dividends results which include: population covered by broadband services; proportion of population accessing services online; and ICT directly created jobs.

4.4.2.4 Sustainable Urbanization and Housing

948. **The Sustainable Urbanization and Housing programme is moderately satisfactory at 62.2 percent compliance to demographic dividends.** The key non-prioritized demographic dividend results include: urban poverty rate; proportion of urban population that has convenient access to public transport; urban unemployment rate by age and sex; and proportion of urban informal employment in non-agricultural employment.

4.4.2.5 Human Capital Development

949. **The Human Capital Development programme is moderately satisfactory at 78.5 percent compliance to demographic dividends.** The satisfactory score is attributed to the AB prioritizing the key demographic dividend results which include: improved Learning outcomes; improved child development in learning health and psychological wellbeing; increased labour force in decent employment; increased employability of the labor force; improved Skills Mix; lifelong Learning; reduced morbidity and mortality of the population; reduced NCDs.

950. The key non-prioritized results are: improvement in the social determinants of health and safety; reduced fertility and dependence ratio; all key forms of inequalities reduced; increased coverage of social protection; improved health, income and national image; and proportion of jobs taken on by Ugandans by age & sex and percentage of MSMEs utilizing the services of Research and innovation facilities.

4.4.2.6 Community Mobilization and Mindset Change

951. The Community Mobilization and Mindset Change programme is satisfactory at 95 percent compliance to demographic dividends. The satisfactory score is attributed to the AB prioritizing all the demographic dividend results which include: improved morals, positive mindsets, attitudes and patriotism; increased household saving; empowered communities for participation in the development process; and increased reproductive efficiency (fewer births & child deaths).

4.4.2.7 Governance and Security

952. The Governance and Security programme is moderately satisfactory at 65 percent compliance to demographic dividends. The key non-prioritized demographic dividend results include: increased transparency and accountability; increased observance of Human Rights; migration Management- enhanced national response to refugee protection and migration management.

4.4.2.8 Agro-industrialization

953. The Agro-industrialization programme is moderately satisfactory at 68 percent compliance to demographic dividends. The key non-prioritized demographic dividend results include: number of jobs created in the agro-industrial value chain and labour productivity in agriculture (USD)

4.4.3 Local Government Level Assessment

954. The FY2020/21 AB is moderate satisfactory at 69.7 percent compliance to demographic dividend. The score is based on a total of 113 Local Governments assessed. This assessment considered the consistence of the AWPB with the DD priorities (indicators and interventions) in the DD roadmap and integrated in the NDPIII programmes. The moderate score is mainly due to modest consideration of the selected DD indicators in the AWPBs (*see table 4.5).*

955. Most of the Local Government AWPBs demonstrated progress in mainstreaming interventions geared towards harnessing the demographic divided. The Integrated transport infrastructure and services was very satisfactory 90.1% aligned to DD priorities. The Natural Resources, Environment, Climate change, Land and Water Management; Tourism Development; Community Development and mind set change; Agro – Industrialization and Governance and Security were satisfactory with scores 70% and above.

956. The interventions and indicators in the Private Sector Development, Manufacturing, Sustainable Urban Development and Housing, Mineral Development, Sustainable Development of Petroleum Resources and Innovation, Technology Development and Transfer were weakly aligned to the DD priorities in the AWPBs.

Table 4.5: Summary LG AWPBs Programmes level alignment with DD priorities in NDP III

No	Programme	Average Score (%)	Areas of Non-Compliance
1.	Sustainable energy development	64.3	Evidence of limited interventions for scaling up utilization of alternative and efficient cooking technologies among households (Households with access to renewable energy and electricity);
2.	Integrated transport infrastructure and services	90.1	There are still challenges of limited provisions in the budget for increasing access to convenient access to public transport (road network)
3.	Digital Transformation	51.5	Limited evidence for provisions of development/enhancement of the ICT centres of excellence and District Data Centres (IT infrastructure) in most LGs
4.	Sustainable Development of Petroleum Resources	16.3	Limited provisions for operationalizing the Industry Enhancement Centres; Limited evidence on skills enhancement for youth required in the oil and gas industry and facilitating youth employed in oil & gas
5.	Mineral Development	6.6	Limited evidence on mapping and Artisanal miners formalized-Skills building of artisanal miners and formalizing their enterprises; and Enhancing youths' skills relevant to mineral sector; failure to provide for mineral exploration,
6.	Community Development and mind set change	76.0	Limited interventions for reviving Home and village improvement campaigns; awareness campaigns and enforce laws enacted against negative and/or harmful religious, traditional/cultural practices and beliefs such as FGM, Child marriage, Early intuition into sex and mobilization for mind set and uptake of government initiatives such as Emyoga, parish model initiatives; expanding senior citizens grants initiatives have not yet been taken up including lowering the age
7.	Innovation, Technology Development and Transfer	33.6	Limited activities for promoting enrollment in established Business Incubation, Technology Transfer and Entrepreneurship Centres (BITECs); as well developing capacity and investment in research and development (R&D) by the private sector
8.	Agro - Industrialization	77.4	Areas of none compliance in planning and expanding human resources and logistical facilities for agricultural extension to increase access extension services for farmers; Enhancement/establishment of the research-extension-farmer linkages such as demonstrations sites for the different value chain innovations; Farmer access of quality agricultural inputs; well managed farmer cooperatives that are functional and well managed especially for youth; Investments in training and skilling centers for agro-industry targeting youth; post-harvest handling & storage facilities at subcounty and parish levels ; Activities for development of agricultural market information digitization system; Development of rural and urban agricultural markets at district and community levels
9.	Human Capital Development	57.8	**Health:-**Limited consideration in the following areas: - Designated mother-baby friendly (Hospitals, HC IVs and IIIs); Nutrition to address underweight & wasting among children under 5years; Promoting exclusively breastfed for 6 months for non-HIV+;

No	Programme	Average Score (%)	Areas of Non-Compliance
			Providing adolescent friendly service package including information on positive health, development and risk factors; Promoting community male champions; documenting availability of interventions for Ending Child marriages and teenage pregnancy cases. There is limited reflection what is being done eliminate Malaria, mitigate HIV-AIDs infections, enrolled on Anti-Retroviral Treatment and NCDs conditions detection and management. In addition, ANC and PNC coverage, family planning and access to safe water are limited in some of the annual plans **Education:-**Limited reflection of interventions for ending school drops, enforcement of universal and compulsory primary & secondary education; Upgrading of the Education Management Information System (EMIS); Support to relevant and accredited TVET training programmes; documenting the No. of students benefiting from apprenticeship programs, TVET Enrollment ('000) by sex, No of schools with senior-teacher /peer mentors, No. of schools providing feeding to children and Parish-based school retention strategy as well as recording Nos. of parishes reporting school-age going children in parishes who have been out of school at least for a term and No. of young people in and out of school accessing age appropriate information and services not reflected in some plans. **Water and Sanitation: -** Interventions for increasing access to safe water, sanitation & hygiene especially girls accessing proper menstrual hygiene **Population and development planning: -** limited interventions for build capacity for LLGs/Non-State actors on Demographic Intelligence and Innovations, including data management, projections **Social Protection: -** limited in proving existing mechanisms for social protection mechanisms
10.	Public Sector Transformation	64.2	Limited interventions in support of recruitment for critical positions and staffing norms and strong service Delivery and Accountability mechanisms.
11.	Programme: Governance and Security Strengthening	72.2	Areas of non-compliance include accessing justice for vulnerable groups, Audit and coordination arrangements for NGOs and partners for improved service delivery, joint monitoring of health facilities and other service delivery aspects by the politicians and technocrats
12.	Sustainable Urbanization and Housing	48.5	None compliance in providing rigorous intervention for increasing access to safe water and Solid waste management services; Expanding Physical Development plans for designated Urban Areas; Restoration and preserving of gazetted urban wetlands
13.	Manufacturing	47.6	Limited interventions for mobilizing and encouraging locally produced products, SMEs accessing credit, data on products produced

No	Programme	Average Score (%)	Areas of Non-Compliance
			from local materials, skills and capacity enhancement for business management especially for the youth
14.	Private Sector Development	28.3	The EMYOOGA new concept – not yet established, *encouraging locally produced products and EMYOOGA;* Limited interventions for formation of producer cooperatives and pooling of resources for credit; documentation on the No. of Sub-county skills-based enterprise associations (EMYOGA) benefitting from the Presidential Initiative
15.	Natural Resources, Environment, Climate change, Land and Water Management	88.1	Limited interventions on Wetland management plans and addressing adverse effects of environmental degradation, climate change and associated rapid population growth affecting encroachment eco fragile systems for settlement and production of goods and services
16.	Tourism Development	76.6	Limited considerations of interventions for developing skilled personnel along the tourism value chain and ensure decent working conditions. Profiling tourism sites are some of unfunded priorities in LG budgets
	Overall Score	**60.8**	Moderately satisfactory performance

Key messages

957. The key emerging issues are:

i) Most of the indicators captured in the demographic dividend (DD) compliance assessment tool is not in the PBS or reflected in the AWPB tool, hence assessment picks proxy intentions/indicators or effort on other variables/interventions with similar objective in the District annual work plan. In addition, some indicators in the DD compliance assessment tool which are implemented through partner support are not captured in the District Annual Work plan and budgeting tool for FY 2020/21. This affects the results of the assessment.

ii) There is limited understanding of DD/Population mainstreaming into development planning process, hence a need for continuous capacity building for LG staff in identification and integration of DD priorities in the plans. This is coupled with limited production of DD/Population demographic intelligence/analytical reports on key population and development issues to inform planning. There is need to expand training for DD/population integration to all planners, district technical committees as well as Sub-County and Parish staff on issues of DD integration into annual plans and Budgets.

iii) The assessment tools are designed in Programme based approach while the district's FY2020/21 AWPBs tools being assessed were done under sector approach. There is, need to expedite the adoption and adaptation process for LGs to align subsequent plans and budgets to programme based planning and budgeting approach proposed in the NDP III

iv) Limited or lack of clear indication of the NDP III programmes indicators associated with DD priorities in the annual workplans and budgets.

v) Some indicators such as (Female Genital Mutilation, OIL and Gas) could be national or regional specific issues/ indicators hence may not be applicable at some Local Government settings. However, LGs could focus on identifying and nurturing skills of young people relevant to oil and gas; mineral development and similar sectors

Recommendations

958. The recommendations reflect areas for action regarding the key messages and emerging issues above.

i) National Population Council working with NPA further work on standardization of the DD/Population indicators for mainstreaming into development plans and budgets in line with the plan's execution period.

ii) There is need for NPA/ NPC to strengthen capacity of planners, district technical committees as well as subcounty and parish staff at Local Governments in planning and budgeting processes, conducting demographic intelligence and utilization of evidence to inform planning and DD drivers integration into development plan processes, annual plans and Budgets.

iii) There is need for the AWP&B to provide resources for, interventions to stop child marriage and teenage pregnancy, school feeding, community male champions, child protection, encouraging locally produced products

iv) LGs consider integrating interventions for harnessing the demographic dividend into the Sustainable energy development, Mineral development, Innovation, Technology development and transfers, manufacturing and private sector programmes and other areas.

v) In Community Mobilization and Human Capital Development Programs, indicators targeting community male champions, teenage pregnancy and child marriage mitigation, *TVET, NCDs* ANC and PNC coverage including, family planning and access to safe water and solid waste management under Sustainable urbanization and housing should be considered

vi) The LGDP should plan for mineral endowment exploitation and EMYOOGA under private sector into the annual plans and budgets

959. In conclusion, there is need to fast-track the transition to a full programme-based planning and budgeting. All budget documents should be reviewed to reflect demographic dividends results as well as increasing budget allocation to demographic dividend interventions.

4.5 BUDGET ALIGNMENT TO DIGITALIZATION OF GOVERNMENT

960. **Overall, the FY 2019/20 AB is 59.5 compliant to the digitalization of Government.** This unsatisfactory performance is attributed to the fact that some planned interventions under the programmes are not in the budget. They include broadband extension to all the key service delivery points such as (LGs, schools, hospitals, post offices, tourism sites, police etc) which is a foundational pillar for the transformation and is key to achieving the set NDPIII goals. Budget alignment to digitalization at the programme level is presented in the sections below.

4.5.1 Agro-Industrialization

961. **The Agro-industrialisation programme is moderately satisfactory at 76 percent compliance with regards to integration of NDPIII digitalization interventions in the BFP.** This indicates that Agro-industrialisation took significant cognizance of ICT both at planning and budgeting levels for the current financial year 2020/21. Increasing Agricultural Production and productivity as an objective of NDPIII contributed more to digitization especially in the fusing ICT in Agricultural Extension. ICT has also been widely used in agricultural weather forecasting. At Agricultural research level, NARO planned to develop a data sharing policy, establish an Agricultural intelligence bigdata centre, develop 10 digital research platforms to support research management, develop 5 value chain online digital platforms to enhance technology promotion, develop 6 Knowledge products for technology dissemination, enhance staff competence and identify and recommend 3 digital based agricultural productivity solutions for upscaling.

962. However, the ICT for Agricultural Development, a Project that was designed and planned to improve the use of ICT in Agriculture has not taken off. This caused a gap in the achievement of the intended activities. The gap is caused by activities that will start in the next financial year.

963. Furthermore, delay to implement the Agricultural inputs traceability system continues to allow substandard and counterfeit inputs on the market which negatively affects production and productivity.

4.5.2 Natural Resources, Environment, Climate Change, Water and Land Management

964. **The programme is moderately satisfactory at 64.9 percent compliance with regards to integration of NDPIII digitalization interventions in the BFP.** This satisfactory performance is owing to the prioritization of key digitalization interventions such as; procurement of 20 automatic weather stations that send data to the center, establishment of an environmental monitoring information system, construction of an automated Greenhouse gas inventory, establishment of 15 geodetic control points in Moroto, Soroti, Masaka and Entebbe, commenced the digitalization of land records and land registration operations, rollout of the online land management services to a tune of 15 percent albeit this is below the NDPIII target of 20% for the FY 2020/21, establishment of a digital library at the National Meteorological Training School, and automation of the forestry monitoring system.

965. Areas of non-compliance which include interventions that were under targeted include: development of a land valuation system, procurement and installation of 100% automaton of a system for monitoring stocks of agro-forestry practices and rollout of online land management services.

4.5.3 Private Sector Development

966. The Private Sector Development programme is moderately satisfactory at 65.9 percent compliance with regards to integration of NDPIII digitalization interventions in the BFP. The Average performance is driven by the fact that some key interventions aimed at digitizing the economy were not planned for in the budget documents. Of the 12 interventions aimed at incorporating digitization in the economy through the private sector development program, only 9 were provided for in the budget documents. Of these, only three had targets in the budget documents, namely; a) new e-services launched on the online e-Biz portal; b) Number of one stop centres established; c) and a database of SMEs and marginalized groups developed.

967. The rest of the six interventions were provided for in the budget documents but targets were not given. These include; a) private firms transacting using EFRIS and Digital Tax Stamps, b) Automation of key government business processes for investment and licensing through establishment of one stop centres, c) increased automation of businesses through transactions under the Electronic single window, d) development of product and market information systems, e) strengthening of the warehouse receipt system, and f) implementation of the Automatic Exchange of Information and common reporting standards for tax purposes.

968. However, the following key interventions aimed at digitization were not provided for in the budget documents; a) Establishment and integration of Management Information Systems to support Associations, trade unions and Cooperatives; b) an e-commerce transaction register, c) Establishment of a unique identifier for all businesses across agencies through a single registration form reform.

4.5.4 Integrated Transport Infrastructure and Services

969. The Integrated Transport Infrastructure and Services programme is moderately satisfactory at 60.0 percent compliance with regards to integration of NDPIII digitalization interventions in the BFP. The ITIS program seeks to promote digitalization through a number of interventions. For example, under enforcement of relevant transport infrastructure and services policy, legal, regulatory and institutional frameworks, some of the digital planned outputs are Digital ticketing and payment system installed on MV Kalangala, and development of an E-payment portal. While, under the intervention of scaling up transport infrastructure and services information management systems, the program has planned to develop computerized fleet management system for various modes of transport and implementation of the Integrated Management Information Systems with 3 modules in phase 1 (Road Monitoring and Management, Monitoring and Evaluation and Audit and Risk)

4.5.5 Sustainable Urbanization and Housing

970. **The Sustainable Urbanization and Housing programme is unsatisfactory at 50 percent compliance with regards to integration of NDPIII digitalization interventions in the BFP.** The Sustainable Urbanization and Housing Programme embraces digitalization as an integral part for scaling up the physical planning and urban management. Emphasis is put on integrating different information systems with the Physical Planning and Urban Management Information System (PPUMIS), setting up a Building Industry Management system and the use of Geographic Information System in running day to day operations.

4.5.6 Digital Transformation

971. **The Digital Transformation programme is unsatisfactory at 53.3 percent compliance with regards to integration of NDPIII digitalization interventions in the BFP.** The interventions to be implemented in the FY 2020/21 include: development of a data sharing and integration platform, Wireless hotspots (MyUg) deployed at strategic locations, development of frameworks to guide interoperability of Government systems, the establishment of Mobile ID, the establishment of partnerships with innovation hubs, and deployment of Wi-Fi Services and public institutions supported to review, re-engineer their processes, automate and deliver services online.

972. However, the critical areas of non-compliance that affected the score are: roll out of the National Postcode and Addressing system, connectivity of Government service delivery units (schools, hospitals, post offices, tourism sites, police, LGs etc.) to the NBI, the establishment of regional eGovernment support Service Desks, development of the Government Public Key Infrastructure (PKI) services developed, Digital Repository Infrastructure and Facilities for MDAs & LGs provided and development of the National ICT statistics system.

4.5.7 Public Sector Transformation

973. **The Public Sector Transformation programme is unsatisfactory at 50 percent compliance with regards to integration of NDPIII digitalization interventions in the BFP.** The BFP captured several planned interventions from the plan such as development of the Electronic Document Management System, training public officers managing HR functions in the use of the human resource information management systems, development of the NDPIII monitoring and evaluation system and development of an integrated data sharing bus. The areas of non-compliance include: Implementation of E-learning programmes at the civil service college, Upgrade of the civil service college into a technology enabled teaching and learning centre, establishment of regional Service Uganda Centres, roll out of the Human Resource Management System and development of e-inspection tools.

4.5.8 Governance and Security

974. **The Governance and Security programme is unsatisfactory at 57.1 percent compliance with regards to integration of NDPIII digitalization interventions in the BFP.** Areas of alignment in the BFP are: deployment of ICT Infrastructure in the Court Stations, development

of an Electronic Court Case Management Information System (ECCMIS), development of a Judiciary ICT Strategy for the NDPIII period and development of a biometric system that will capture all biometric features of alive and dead soldiers in UPDF for verification purposes as well as printing of UPDF IDs.

4.6 BUDGET ALIGNMENT TO HUMAN RIGHTS

975. This section provides an overview of the FY2020/21 Annual Budget compliance to human rights, issues based on the programme assessment frameworks. Particularly, the the assessment evaluated the presence of human rights indicators and the budget allocation and expenditure attributed to the realization of those particular human rights indicators. This compliance assessment is based on the 18 programmes and the detailed findings are provided in the sections below.

4.6.1 Agro-industrialisation

976. The Agro-industrialisation Programme is moderately satisfactory at 73 percent in its alignment to HRBA. The programme majorly contributes to 'right to food'. The score is explained by the following reasons that all geared with the goal to end hunger: (i) National Agricultural Advisory Services (NAADS) and OWC distributed planting materials to ensure food security at local government level; (ii) National Agricultural Research Organization (NARO) intensified its research on biofortification to produce nutrient dense crops; (iii) Significant funding went to the purchase of pos-harvest technology and construction of storage facilities for the farmers. This is a big drive by Agro-industrialisation to reduce post-harvest losses and also make sure food is safe and available all year round.

977. Agro-industrialisation programme has enhanced participation through the e-voucher system where farmers exercise choice for the agricultural inputs of their choice. This has also enhanced accountability reduces waste and corruption. The programme also ensured inclusivity by focusing on interventions that focus on women and children including: provision of micro-solar powered water supply and small-scale irrigation systems technologies to farmers.

978. Gender and equity concerns have been planned for example NARO engaged and trained all 16 NARO institute gender focal persons and other stakeholders not only to analyze gender concerns but also prioritize and plan for strategies that ensure their integration and inclusion in technology development and promotional processes. NARO further deliberately coordinated the transfer and dissemination of gender sensitive crop, animal, fish, production, post-harvest and labour-saving technologies to farming communities while ensuring inclusion of the different categories of people and for proper management and coordinated the implementation of all institute gender action plans. A budget of 1 billion shillings was dedicated to achieving these interventions.

4.6.2 Digital Transformation

979. The Digital Transformation Programme is moderately satisfactory at 68.6 percent compliance to HRBA. The moderate performance is on account of the following interventions: (i) Developing the data protection and privacy regulations with the aspect of legality under HRBA; and (ii) Awareness and sensitization of the data protection and privacy law and regulations which leads to empowerment of the citizenry.

980. The areas that were not budgeted for and yet would contribute immensely to the realization of a number of rights including the 'right to an adequate standard of living' and 'the rights of PWDs' include: (i) connection of the Government service delivery units (schools, hospitals, post offices, tourism sites, police, LGs etc) to the NBI; (ii) digitization of delivery platforms for PWDs (sign language, different languages, PWDs digital programmes); (iii) development of Educational platform with Assistive Technologies for all Digital Educational Content; (iv) deployment of Assistive technologies at PWD Institutions; (v) awareness and empowerment of women and girl child for the use of ICT products.

4.6.3 Natural Resources, Environment, Climate change, Water and Land Management programme

981. The Natural Resources, Environment, Climate change, Water and Land Management Programme is satisfactorily 89.9 percent compliant with regards to prioritization of the Human Rights Based Approach in its planning and budgeting. This performance is owing to budgeting and implementation of several Human Rights Based Approach responsive interventions including: enhancing monitoring of oil and gas development activities to ensure compliance to environmental and social safeguards stipulated in the Environmental and Social Impact Assessment, undertaking air and noise pollution enforcement exercises; establishment of 350 water stand posts to provide clean water access to people living in informal poor settlements; processing and issuance of 45,000 land titles to bona fide occupants, review and dissemination of the Gender Strategy for the National Land Policy, undertaking quarterly sensitizations on hand washing and environmental management in district local governments; and 79% and 100% of Catchment Management Committees and Sub-Catchment Management Committees respectively have women in key decision-making positions.

4.6.4 Governance and Security Programme

982. The governance and security programme is unsatisfactory at 51.3 percent in its alignment to HRBA. Within this assessment, the police, UHRC, JSC contribute the most in planning and budgeting for achievement of indicators that lead to the realisation of human rights. For instance, the following indicators were human rights sensitive: Training of the security personnel on sophisticated crimes such as cybercrime; Improving staff welfare by enhancing staff salaries and constructing modern staff house and providing specifically for the special needs of HIV positive staff; and Development of a number of judicial educational programs

983. The unfunded human rights indicators included: The number of ILO conventions ratified; number of laws translated into local languages; number of LC courts legally constituted

4.6.5 Public Sector Transformation Programme

984. The Public Sector Transformation programme is satisfactorily 85.7 percent compliant to the human rights approach. There are a number of indicators budgeted for that contribute to the realization of human rights. For example: the increased public participation in the fight against corruption, which is one principle of HRBA.

4.6.6 Sustainable Urbanization and Housing Programme

985. **The Sustainable Urbanization and Housing Programme unsatisfactory at 57.7 percent in its alignment to HRBA.** The performance is attributed to the following human rights indicators: establishment of labor-intensive manufacturing, services, and projects for employment creation; investment plan for adequate and affordable housing for all income groups; inclusive housing finance mechanism; infrastructure upgrading in slums and informal settlements; integrated physical and economic development plans for job creation; strengthening urban policies, governance, planning and finance; promotion of tenure security and sensitization of the community on land rights; and implementation of the National Land Use Regulatory and Compliance Framework

4.6.7 Private Sector Development

986. **The Private Sector Development Program is 77.1 percent compliant to the Human Rights based approach (HRBA) to planning and budgeting.** HRBA focuses on those who are most marginalized, excluded or discriminated against and requires an analysis of different forms of discrimination and power imbalances to ensure that interventions reach the most marginalized segments of the population. In light of this, the Private Sector Development Program budget incorporates the HRBA through the following interventions; provision of BDS support to 1000 MSMEs to grow their businesses; sensitizing the business community about the benefits of security interest in movable property registry to increase access to credit by small businesses; increased staffing level for judicial officers to 52% to reduced turnaround time of commercial civil cases; awareness and advocacy campaigns on social protection programmes under the Youth Livelihood Project; provision of MSMEs with access to business incubation and industrial infrastructure; review and reform of regulatory barriers to formalization of MSMEs; BUBU and Local content policies implemented; and revitalizing the cooperative movement by mobilizing resources through cooperatives.

987. However, the budget does not provide for the following key NDPIII interventions that are in line with ensuring that the most marginalized segments of the population, particularly SMEs, women and youth get the necessary support to develop; developing a regulatory and supervisory framework for informal sector retirement benefit arrangements; establishment of a micro-pension scheme(s) to facilitate extension of coverage to Informal Sector; simplifying, popularizing and massively training MSMEs in the processes of credit rating; and mobilising resources under the Global Environment Facility small grants programme to support private sector in undertaking biodiversity, land degradation and climate change related activities.

SECTION FIVE: RESULTS OF THE ASSESSMENT FOR ALIGNMENT OF THE BFP FY2021/22 TO NDPIII

988. This section provides preliminary findings on the assessment of the FY2021/22 National Budget Framework Paper (NBFP) to ascertain its intent and direction with respect to the NDPIII. The assessment was undertaken at five (5) levels. These are: (i) Macroeconomic; (ii) National Strategic Direction; (iii) Programmes; (iv) MDAs; and (v) Local Governments.

5.1 Overall Assessment

989. Overall, the FY2021/22 AB is 61.9 percent aligned to the NDPIII, compared to the benchmark of 70 percent. This is on account of aggregated performance at the five levels of; Macroeconomic (67 %), National Strategic (72.3%), Programmes (62.9%), MDA (64.6%) and Local Governments (51.8%).

Table 5.1: Summary Weighted Compliance Scores for AB FY2020/21

No.	Level of Assessment	Weighted Score (%)
1.	Macroeconomic	67.0
2.	National Strategic Direction	72.3
3.	Programmes	62.9
4.	MDAs	64.6
5.	Local Governments	51.8
	Overall Score (Weighted)	**61.9**

5.2 Macroeconomic Level Assessment

990. The overall goal of the NDPIII macroeconomic strategy is to accelerate and sustain inclusive economic growth, while maintaining macroeconomic stability and debt sustainability. To this end, the strategy particularly focuses on: (i) enhancing the impact of public investment on growth; (ii) increasing domestic revenue mobilization effort; (iii) maintaining price stability; (iv) maintaining external balance and (v) building international foreign currency reserves to cushion the economy against external shocks.

991. The macroeconomic level assessment broadly covers two areas: (i) the assessment of the alignment of the Annual Budget (AB) macroeconomic policy objectives to those of the NDPIII macro-economic level objectives; and (ii) assessment of alignment of the AB's macroeconomic targets with those of NDPIII. Hence, the macroeconomic sector accounts assessment involves the examining the alignment of the four blocks of the macroeconomy, namely the real, fiscal, monetary and external sectors to the NDP III.

992. At the macro-economic level, the AB is aligned to the NDPIII at a level of 67 percent. this performance is on account **of:**

i) Lower targets of GDP in the AB FY2021/22 (4.3%) compared to those in the Plan (5.9%);

ii) Deviation of the NDPIII (72.6%) and AB (64.3%) Programme allocations by 8.3 percent of the discretionary allocation (*see Table 5.2*);
iii) Increments in the nominal public debt at 49.4 Percent in the AB against NDPIII target of 47.8 percent;
iv) Levels of domestic financing as percent of GDP in the AB (1.5%) are higher than those in the NDPIII (1.03%).

993. In what follows, the various detailed scores that contribute to the overall weighted score of 67.0percent is illustrated. The scores have been awarded to (i) the macroeconomic policy objective alignment and (ii) the targets of the four macroeconomic sector accounts of the real, fiscal, external and. monetary

Macroeconomic policy objectives

994. The FY2021/22 NBFP's macroeconomic policy objectives are aligned to the NDPIII macroeconomic policy objectives at a level of 80percent. The NBFP's traditional macroeconomic policy objectives of price stability, fiscal sustainability, domestic revenue mobilization, sustainable debt management objectives are well aligned with those of the NDPIII. Additionally, the NBFP targets creation of 500,000 new jobs which is in line with the Plan's target of 512,000. This is a move in the right direction because employment generation is at the centre of NDPIII development outcomes. Never the less, the NBFP, has not set any targets on poverty reduction and the level of international foreign currency reserves which are part of the NDPIII macroeconomic objectives. Going forward, the budget especially the macroeconomic policy objectives and target setting should as well focus on the non-traditional objectives of poverty reduction and employment generation in order to address deficiencies in some socioeconomic outcomes.

Macroeconomic sectors Assessment

Real Sector Assessment

995. Alignment of the real sector targets stands at 55 percent. While Government revised the GDP targets from 6.5 to 5.9 percent to take care of the COVID-19 effects, the lagged effects of COVID have tended to take longer than projected. This has led to lower AB growth targets of 4.3 percent which defer from the NDPIII projections. The NDPIII projected GDP growth of 5.9 percent in FY 2021/22, but the AB target is 4.3 percent for this period largely due to the lagged effects of COVID-19, locusts' invasion and floods in several parts of the country that negatively impacted economic activities in the recent past. This has fed through the current GDP growth trajectory, thereby resulting in lower than planned growth levels. In addition, the AB inflation target for FY 2021/22 is 3 percent, which is much lower that the NDPIII target of 4.88 percent. These deviations are likely to impact the attainment of the key macroeconomic objectives.

996. Furthermore, the lower GDP growth of 4.3percent targeted in the AB does not match the stock of jobs amounting to 500,000 that is to be created. Whereas NDPIII targeted 5.9percent growth for the same period, the corresponding jobs matching this growth was meant to be 512,000. To increase on the creation of new jobs, the country needs to attain high growth and also address the vulnerability to poverty that has increased with COVID-19. The budget should vote more resources to the productive sectors of agriculture, and manufacturing which will support job creation.

Fiscal Sector Assessment

997. **The fiscal sector is aligned at 65 percent to the NDPIII an improvement from the FY 2020/21 performance of 40.6percent.** This is mainly attributed to the improved alignment of the AB revenue and grants targets to the NDPIII, with each of the targets attaining full alignment to the NDPIII targets. The 14percent target for revenue and grants in both the NDPIII and AB is perfectly aligned, so are the targets of grants and non-tax revenue. To be able to actualise these targets, it is assumed that the partial lockdown of some sectors of the economy will be lifted and people's perceptions towards vaccination against COVID-19 will improve.

998. **The alignment of the AB Programme allocations to the NDPIII Programme allocations is at 35.7 percent.** This unsatisfactory performance is largely due to the lower total AB resource envelop of UGX 44,778.8Bn compared with the NDPIII planned allocation of UGX49,763.0Bn for FY2021/22 (Table 3.0). Programs which have been affected the most following the reduction in the overall resource allocation include: Tourism Development, Digital Transformation, Sustainable Development of Petroleum Resources, Community Mobilisation & Mindset Change, Manufacturing and Mineral Development.

999. **While some programs such as governance and security continue to get higher resources than planned, a number of productive programs save for** agro-industrialisation, human capital development and Private sector development programs have been allocated less than what the NDPIII targeted. For instance, Manufacturing, Digital Transformation, Mineral development, Tourism Development and Sustainable Development of Petroleum Resources that are supposed to spur growth were allocated significantly lower resources. The AB Program allocations for this budget are not sufficient to fully drive economic recovery and the employment generation agenda of NDPIII.

Table 5.2: FY2021/22 AB Programme Allocation Alignment to the NDPIII

Programme	Prioritisation	Nominal (UGX, billions)			Shares (%)		
		NDPIII	AB	Difference (NDPIII-AB)	NDPIII	AB	Difference (NDPIII-AB)
Human Capital Development	Complimentary	5,901	7,598.5	(1,697)	16.3	17.0	-0.6
Governance and Security	Complimentary	6,951	6,971.9	(21)	19.2	15.6	3.7
Integrated Transport Infrastructure and Services	Complimentary	3,827	5,024.9	(1,198)	10.6	11.2	-0.6
Agro-industrialisation	Productive	1,721	1,686.5	35	4.8	3.8	1.0
Regional Development	Productive	3,889	1,242.1	2,647	10.8	2.8	8.0
Energy Development	Productive	943	1,150.2	(207)	2.6	2.6	0.0
Development Plan Implementation	Complimentary	1,883	1,101.8	781	5.2	2.5	2.8

Programme	Prioritisation	Nominal (UGX, billions)			Shares (%)		
		NDPIII	AB	Difference (NDPIII-AB)	NDPIII	AB	Difference (NDPIII-AB)
Legislature	Complimentary		831.9	(832)	0.0	1.9	-1.9
Natural Resources, Climate Change, Environment, Land and Water Management	Productive	1,899	668.5	1,231	5.3	1.5	3.8
Private Sector Development	Productive	544	587.9	(44)	1.5	1.3	0.2
Judiciary	Complimentary		373.1	(373)	0.0	0.8	-0.8
Innovation, Technology Development and Transfer	Productive	594	344.3	250	1.6	0.8	0.9
Public Sector Transformation	Complimentary	3,476	325.8	3,150	9.6	0.7	8.9
Sustainable Urbanisation and Housing	Productive	825	312.8	512	2.3	0.7	1.6
Tourism Development	Productive	613	178.9	434	1.7	0.4	1.3
Digital Transformation	Productive	645	134.9	510	1.8	0.3	1.5
Sustainable Development of Petroleum Resources	Productive	683	106.4	577	1.9	0.2	1.7
Community Mobilisation and Mindset Change	Complimentary	722	56.9	665	2.0	0.1	1.9
Manufacturing	Productive	481	54.4	427	1.3	0.1	1.2
Mineral Development	Productive	515	49.0	466	1.4	0.1	1.3
Total Programme Allocation		**36,112**	**28,801**	**7,311**	**72.6**	**64.3**	**8.3**
Productive Sector Allocation		13,352	6,516	6,836	37.0	22.6	14.4
Complementary Sector Allocation		22,760	22,285	475	63.0	77.4	-14.4
Interest & Amortization	N/A	13,651	6,819	6,832	27.4	15.2	12.2
Other Non-Discretionary Allocations	N/A		9,159	(9,159)		20.5	-20.5
Total		**49,763.0**	**44,778.8**	4,984			

Source: NDPIII and BFP 2021/22

Note: *Out of the 20 NDPIII programmes, 12 (60%) are Productive sectors and 8 (40%) are Complimentary*

1000. **Interest payment and amortization of the AB is fully aligned to that in the NDPIII**. Whereas the NDPIII planned for a higher interest payment in anticipation of external borrowing to finance public infrastructure projects, these are yet to take-off. Hence the AB interest payment is lower than that projected in the Plan.

1001. **The AB is not aligned to the NDPIII domestic financing target.** Domestic financing of the budget was estimated at 1.5 percent of GDP, higher than the NDPIII target of 1.03 percent. Of concern is the domestic refinancing of UGX8,547 Bn which is short term in nature with a high roll over risk and thereby reducing the discretionary budget allocation. This continued increase in domestic refinancing has negative implications on the economy especially private sector investment as it crowds out private sector credit. This is a critical issue during this period of economic recovery where private sector credit is vital in boosting investment.

1002. **The public gross debt target is fully aligned. While the public gross debt target in the AB of 49.4percent is aligned to the NDPIII's of 47.8percent, it is edging towards an undesirable path. With an interest payment to revenue target exceeding the public debt management threshold of 15percent, there is evidence that the country's debt capacity holding capacity is being stressed.** This raises concern with regard to debt management as well as undertaking prudent fiscal measures to prevent any likelihood of defaulting on the debt obligations given the constrained resource envelope amidst the pandemic and other development challenges.

1003. **The revenue and grants targets are fully aligned as evidenced by the NDPIII target of 14.0percent and the AB target of 14.4percent.** Further, expenditure targets for both recurrent and development are aligned to the NDPIII targets. While the NDPIII targeted overall expenditure to GDP as 20.2percent the AB target is 21percent. The recurrent expenditure of the AB of 11.3percent just slightly below the NDPIII target of 11.5percent. In contrast, the NDPIII development expenditure target of 8.7percent is slightly below the AB target of 9.5percent. Overall, regarding the revenue and expenditure targets together, the alignment is satisfactory.

External Sector

1004. **The External Sector alignment of the AB to the NDPIII is 100 percent.** The good performance is on account of the fact that the AB external sector targets were fully aligned to the NDPIII. The AB targeted exports and imports of goods and services amounting to 11.9 percent and 20.1 percent of GDP respectively, in line with the NDPIII targets of 11.9 percent of GDP and 20.1 percent of GDP. In addition, the AB targets Gross international reserves in months of next year's total imports worth 5 months of imports which more than the NDPIII target of 3.53. The 5 months of next year's total imports implies that the country will have adequate buffers against external economic shocks.

1005. Notwithstanding the good alignment of the AB to the NDPIII in this sector, it is noted that some key indicators that measure performance of the external environment of the economy were not included in the AB which limits the assessment. These include; the current account balance (including and excluding grants), trade balance and workers' remittances. These should be stated explicitly in the BFP macroeconomic strategy.

Monetary Sector

1006. **The AB monetary sector is aligned at 70 percent.** This is as a result of private sector credit to GDP and its growth being aligned to the NDPIII targets. The annual percentage growth of credit to the private sector, the private sector credit to GDP, in both the NDPIII and AB are well aligned save for the annual change in broad money (M3). However, the overall size of private sector credit ranging between 12-13percent remains too low to drive socioeconomic transformation.

1007. The key emerging issues from the assessment of the macroeconomic alignment:

i) The AB indicates that it is consistent with Government's Macroeconomic Objectives spelt out in the Charter for Fiscal Responsibility and the NDPIII. However, the next financial year will be the first year of the new government. MoFPED should therefore ensure that this AB is aligned to the objectives of the new Charter of Fiscal Responsibility in line with the plan of the new Government. Given that the new Charter of Fiscal Responsibility is yet to be disseminated, we advise that the new targets are held until a new charter of fiscal responsibility is provided.

5.3 National Level Assessment

1008. At this level, the FY2021/22 AB is 72.3 percent aligned to the NDPIII strategic direction level. Overall, the intent of the AB reflects the intent of the NDPIII strategic direction with regard to the goal and objectives. However, there are still challenges with the implementation of Core Projects.

i) Out of the 69 NDP core projects, 37 projects were scheduled for implementation by FY2021/22 of which the AB allocated resources to 35 projects, translating to 78.4 percent alignment to the NDPIII. It should be noted that the remaining 7 projects are yet to complete the appraisal process up-to feasibility stage (see Table 5.3)

ii) Out of the 859 non-core projects, 498 projects were scheduled for implementation in FY2021/22 of which the AB allocated resources to 402, translating into 80.7 percent alignment to the NDPIII. However, 96 NDPIII prioritised projects are not captured in the AB, because they are yet to finalize the appraisal process.

Table 5.3: NDPIII Projects prioritisation by the FY2021/22 AB

Project Category	Total	NDPIII Target (Y1+Y2)	AB Projects	Variation (NDPIII-AB)	Projects Under Implementation (%)
NDPIII Core	69	37	35	2	95
NDPIII Non-core	859	498	402	96	81
Total	928	535	437	98	82

1009. The FY2021/22 AB allocations to the NDPIII core projects and status of implementation are provided in the Table 5.4.

Table 5.4: NDPIII Core Projects FY2021/22 AB Allocation and status of implementation as at Dec 2020

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020
AGRO-INDUSTRIALISATION				
1	Increase access to affordable mechanization at sub-county level project (Tractors at cheaper cost)	1	22.45	Procurement of tractors to commence in FY 2021/22
2	Establishment of irrigation systems project.	1	181.31	Farm Income Enhancement and Forest Conservation (FIEFOC) Phase 2 is progressing on schedule; The AfDB granted a no cost extension of the project for a period of 18 months to undertake all works that weren't done due to the pandemic. Below is the progress on the irrigation schemes; • Tochi (Oyam District) – 98% • Ngenge (Kween District) – 99% • Doho – II (Butaleja District) - 95% • Mubuku–II (Kasese District) - 98% • Wadelai (Pakwach/Nebbi) – 70.4% • Developed 3,060 hectares of new irrigated area; Tochi – 500 ha, Mubuku II – 480 ha, Doho II – 1200 ha, Ngenge – 880 ha • Established Irrigation Water User Associations and Farmer Field Schools • 8,525 farmers in 4 irrigation schemes trained irrigated agronomy (Mubuku II – 1,581. Doho II – 2,616. Ngenge – 1,994. Wadelai -2,334)

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020
3	Markets & Agriculture Improvement Project (Phase II)	1	72.73	**Under implementation but some are Behind schedule:** Construction of 12 markets physical progress was as follows: Lugazi (95 percent); Kitooro (96 percent); Tororo Central (100 percent); Busia (92 percent); Kasese Central (99 percent); Masaka Central (82 percent); Mbarara Central (82 percent); Moroto (99 percent); Soroti Central (92 percent); Arua Central (82 percent); Kitgum (33 percent); Kabale Main (25 percent).
4	Coffee value chain development project	1	3.06	Under implementation but Behind schedule on account of on-going contracting procedures (due diligence of the Contractor) With support from the EU, for processing, storage and post harvesting.
	MINERAL DEVELOPMENT			
5	Establishment of Steel Industry	0	-	Feasibility study completed.
	SUSTAINABLE PETROLEUM DEVELOPMENT			
6	Hoima Oil Refinery	1	9.31	Feasibility study and Front-End Engineering Designs were finalized. Investor was secured, RAP finalized up to 99.7%, and 100% land has been acquired for the refined products pipeline.
7	East Africa Crude Oil Pipeline (EACOP)	1	2.40	On April 1st, 2021, the Host Government Agreement, the Lake Albert Tariff and Transportation Agreement (TTA), and the EACOP Shareholders Agreement were all signed. The refinery's front-end engineering design is 97 percent complete, with completion scheduled for July 2021. The RAP for the pipeline between Hoima and Mpigi has been finalised. Resources are for resettlement of the

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020
				project affected persons
	TOURISM DEVELOPMENT			
8	Development of Source of the Nile and Kagulu hills	1	6.13	Undergoing Feasibility study; 20year Master Plan for the development of the Source of the Nile was Developed. Construction of two docking piers at the Source of the Nile. Construction of; Refreshment areas, viewing points, metallic rails and steps on site, fencing the parking area, monuments and visitor information Centre and fencing of the site
9	**Tourism Roads Development Project**			
	Kabale - Lake Bunyonyi (8.0km)	1	27.09	**Under procurement:** Preparation of the solicitation document.
	Mgahinga National Park Headquarters (14.0km)	1	41.48	**Under procurement:** Preparation of the solicitation document.
10	Mt. Rwenzori Tourism Infrastructure Development Project (Phase II)	1	2.79	Project has established 3500M of Board walks and more than 1000M of metallic climbing ladders at various trails. Construction for Board walks, 35 Park cold proof accommodation, dining site, refreshment, water collection facilities, facilities at Elena and Nyabitaba Camps at 4500mt.
	NATURAL RESOURCE, ENVIRONMENT, CLIMATE CHANGE, LAND AND WATER RESOURCES MGT			

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020
11	Support to rural water supply and sanitation project.	1	69.77	**Under implementation and on schedule** Project intends to; Construct 4 gravity flow schemes; 5 water supply systems; 16 out of 32 Rural growth center piped water systems; Drilling of 285 hand pumps, 100 production wells, 70 large diameter wells, and rehabilitation of broken-down boreholes.
12	Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda	1	11.07	**Under implementation and on schedule:** Projects intends to; Restore 100ha of degraded and deforested land Maziba, Awoja, Aswa. Restore 300ha of degraded river banks and buffer zones and 3 catchment areas of Maziba, Awoja and Aswa. Implement one catchement level drought management plan. Construct 3 demonstration centres in Maziba, Awoja and Aswa catchment areas.
	PRIVATE SECTOR DEVELOPMENT			
13	Capitalisation of strategic Public Corporations (UDB, UDC, UTL and UNOC)	1		**Under implementation and on schedule:** Secured loans from IDB (USD 10m), Kuwait Fund (USD 10.2m), BADEA (USD 4.5m), AfDB (USD 20m), IMF (USD 150m) and AfDF (USD 19.7m).
	MANUFACTURING			
14	Industrial Parks Development (Namanve, Bweyogerere, Luzira, Soroti, Moroto, Mbale, Masaka, Jinja, Mbarara, Kasese, Luwero-Nakaseke, Arua, Gulu, Fort-Portal, Kabale, Hoima, Oraba, Onaka)	1	115.33	The masterplans for all parks were approved and designs and building infrastructure (roads, water and electricity) in the parks initiated. Partial maintenance of roads in Luzira, Soroti and Bweyogerere industrial parks done. One works space renovated at the Mbarara SME park. Partial renovation of Kampala Industrial Business Park

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020
				Development of infrastructure, that include; roads, ICT, power, water network, drainage, solar street lighting, and CCTV at the Namanve. Maintenance of Roads and extension of power and water to industrial parks
	INTEGRATED TRANSPORT INFRASTRUCTURE AND SERVICES			
15	Standard - Gauge Railway	1	39.79	Feasibility study, RAP and negotiation of financing ongoing.
16	**Regional Trade Roads**	1		
	Koboko – Yumbe – Moyo (105Km)		11.02	Undergoing Feasibility study; Secured grant funding from IDA worth USD 130.8m.
	Rukungiri-Ishasha-Ruthuru (78.5km)		45.50	**Under implementation but Behind schedule** The cumulative physical progress was at 33.2% of works out of the 61% programmed. Time progress is 69.7% and financial progress stands at 28.9% against the planned 64.1%.
17	Community Roads Improvement Project (Total 7,905 Kms; North 1,975Kms, East 2,300Kms, Central 1,540Kms, West 2,090Kms)	1	46.00	**Under implementation but Behind schedule** Approximately 700kms of Community Access roads have been rehabilitated. In FY2021/22, 887kms are to be rehabilitated across the country.
18	Rehabilitation of the Meter Gauge Railway (Tororro - Gulu; Kampala - Malaba)	1	-	**Under implementation and on schedule:** Sourcing for financing is ongoing; 3200 PAPs for the Tororo-Gulu MGR line are to be compensated.

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020
19	Kampala-Jinja Express Highway	1	55.86	**Awaiting financing:** Feasibility for the project was finalized. Secured financing from AfDB, AFD, EU and private investor. Only AfDB financing agreement has been signed. AFD and EU agreements are yet to be signed. Additionally, Kampala - Jinja Express Highway (77km) and Kampala - Southern bypass (17.9km); 90.23 hectares of land were acquired and 436 PAPs paid since the start of FY2020/21.
20	Busega - Mpigi Expressway (23.7km)	1	37.74	**Under implementation but Behind schedule:** Cumulative progress was at 0.48% against the planned 50.4%. Time progress is at 44.6% and financial progress is 2.83% against 46.22% planned.
21	Iganga-Bulopa/Buwenge-Kaliro/Bugembe-Kakira-Bulongo	1	-	Finalisation of feasibility study and detail design on going. Procurement to commence in July 2021 and actual works to commence in June 2022
22	Kampala Flyover Construction and Road Upgrading Project	1	33.03	**Under implementation but Behind schedule:** Cumulative progress was at 7.07% against the planned 41.5%. Time progress is at 62.68% and financial progress is 23.22% against 63.7% planned.
23	Rwenkunye-Apac-Lira (Lot1: Rwenkunye - Apac (90.9km); Lot 2: Apac - Lira - Puranga (100.1km))	1	66.61	**On schedule:** **Lot1: Rwenkunye - Apac (90.9km)** Civil works contract commenced on 7th Dec 2020, the contractor is mobilising personnel and equipment, establishing a camp and maintaining the existing road. **Lot 2: Apac - Lira - Puranga (100.1km)** Civil works contract commenced in Dec 2020

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020
24	Bukasa Inland Port	1	15.98	• Feasibility Study, Preliminary designs and Master Plan Finalized. • 57.8 acres of land for development of • Bukasa Port were acquired • 1,149 Project Affected Persons in Bukasa Area compensated • 85% of Construction Works of Kinawataka-Bukasa Road completed; • Procurement of a Contractor for Dredging, pilling and swamp surcharging works is in advanced stage
25	Bridge Project (including Karuma, Laropi, Mpondwe, & Semliki Bridges among others,	1	100.31	Undergoing Feasibility study. Financing has been secured for the Karuma Bridge Project.
26	Improvement of Ferry Services Project	1	29.45	**Under implementation and on schedule:** Project entails Construction of Wanseko Ferry and landing site; Construction of the BKK ferry landing site; Construction of Sigulu Ferry and landing Site; Amuru Rhino camp Ferry and landing site. **Sigulu Ferry:** Ferry construction was completed on 31 March 2020 and handed over to UNRA on 1 May 2020. Sigulu Ferry was commissioned by H.E. the President of the Republic of Uganda on 03 December 2020 and operations commenced on 04 December 2020. **Rehabilitation of the Former Bukakata Ferry:** Overall, 100% of ferry construction works were completed and ferry commissioned into operations by the Hon. Minister of Works and Transport on 24 July 2020. This is the new MV Buvuma. **Buyende - Kasilo - Kaberamaido (BKK) ferry:** Overall, 15% of works have been completed since the start of FY 2020/21. Project is under design review and a

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020
				request for a change order for the new ferry design was approved. **Amuru-Rhino Camp Project:** Overall, 30% of ferry construction works have been completed. Preparation of the ferry equipment (engines, pontoons and tail ends) is ongoing in the ferry workshop at Luwero. Letter of Credit (LC) for Hydro master parts was opened, awaiting delivery. **Kiyindi - Buvuma ferry and landing construction:** Overall, 58% of ferry construction works have been completed. Construction of the hull (keel laying, bottom plates, transverse and longitudinal bulkhead) is ongoing.
	SUSTAINABLE ENERGY DEVELOPMENT			
27	LPG Infrastructure Development Project	1	15.50	**Under implementation but Behind schedule:** The Ministry received an inception report on the LPG awareness and communication strategy. Burhani Engineering Company has been awarded the contract for the supply of LPG cylinder kits for public awareness campaigns.
28	Grid Extension in North East, Lira and Buvuma Islands	1	10.25	Feasibility finalized, RAP ongoing for 50% of area, under tendering.
29	Kabaale-Mirama Transmission Line	1	20.70	Feasibility was finalized, RAP at 10%, tendering ongoing.
30	Masaka-Mbarara Grid Expansion Line (400kv);	1	28.70	Feasibility study was finalised. Prequalification document for EPC contractors has been submitted to the Financier for approval. Provided UGX 28.7bn in GY2021/22 for the right of way and construction of transmission line and related substations.
31	Opuyo-Moroto 220Kv (Transmission of Industrial power to Karamoja)	1	1.50	Under implementation and on schedule
	DIGITAL TRANSFORMATION			
32	IT Shared Platform (GOVNET)	0	-	Feasibility study was finalised; Discussions on-going with IDA and

No.	Programme/Project Title	Is the Project in AB? (Yes=1; No=0)	AB Allocations (UGX, Bn)	Status of Implementation as at Dec 2020
				China Exim Bank on project financing.
	HUMAN CAPITAL DEVELOPMENT			
33	Develop a Centre of excellence for cardiovascular services	1	8.65	Feasibility study was finalised and the project construction will commence at the heart institute
34	Develop 2 regional oncology centres (Gulu and Mbarara centers)	1	9.10	Feasibility study was finalised; Awaiting financing; Secured financing from UniCredit Bank Austria worth USD 8.87m for Gulu Regional Oncology Centre
35	Health Facilities Functionality and Referral system Project.	1	53.47	
36	Basic Requirements and Minimum Standards (BRMS) for education institutions.	1	121.45	
37	Skills for Employment and Productivity.	1	102.42	Undergoing Feasibility study

5.4 Programme Level Assessment

1010. At this level, the FY2021/22 AB is 62.9 percent aligned to the NDPIII. This performance is attributed to weak budgeting for programme results.

1011. The key emerging issues are:

i) The Programme budget shares fall short of the NDPIII allocations due to variances in conceptualisation of programme value chains by the AB.
ii) There is no money allocated to programme coordination which will impede programme implementation and attainment of results.
iii) Despite the continuous recommendations to mainstream off-budget financing, a significant amount of this off-budget financing in FY2020/21 was directed towards non-NDPIII interventions.
iv) Development results of Public Corporations and State-Owned Enterprises are not mainstreamed in the AB.
v) While the results are articulated in the AB, some of the institutions that deliver these results are not allocated resources. Therefore, there are outputs not linked to the results

1012. The detailed programme level performance is presented in the subsections below.

5.4.1 Agro industrialization

1013. **The Agro-industrialisation programme is moderately satisfactory at 76.7 percent compliance.** In particular, the programme is 85.6 and 67.8 percent at NDPIII intermediate outcome level and percent for Project Implementation. The moderate performance is on account of significant harmonization of BFP and NDPIII program indicators and targets. However, the areas of non-alignment include: percentage increase in yield of priority commodities; production volumes of priority agricultural commodities; proportion of generated improved technologies adopted; proportion of farm households accessing subsidized agricultural inputs; total available storage capacity; quantity of cotton lint value added locally; export value of priority agricultural commodities and proportion of farmers accessing agricultural finance.

1014. On the projects alignment, the performance is attributed to moderate deviations in planned budgets for projects under the programme between NDPIII and BFP. However, most of these projects are those carried over from NDPII and majority of the planned projects under NDPIII have not been fully developed and are not ready for implementation.

5.4.2 Mineral Development

1015. **The Mineral Development Programme is unsatisfactory at 24.9 percent compliance.** In particular, the programme is 62.9 percent and **0** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. While the BFP captured targets for all the seven intermediate outcome indicators, two of them were lower than the NDP III PIAP. These are: establishment of regional offices, beneficiation centres and functional seismological stations

1016. On the Project alignment, the unsatisfactory performance is due to all the project allocations deviated from the NDP III allocations. There were two unfunded projects which were recommended to exit the MoFPED PIP; - Mineral Laboratories equipping and Systems improvement and Design whose outputs are being transferred to another project and Construction and Installation of Uganda National Infrasound Network (DCIIN).

5.4.3 Sustainable Development of Petroleum Resources

1017. **The Sustainable Development of Petroleum Resources Programme is unsatisfactorily compliant at 36.1 percent.** In particular, the Programme is **27.4** and **44.8**percent compliant at programme intermediate outcomes planning and project performance, respectively. The specific details are presented in the following sections. This performance is partly attributed limited allocation of resources to key MDAs in this programme for example it is important to note that only 30% of UNOC's budget requirement of UGX 104.5 Billion was funded, leaving a funding gap of UGX 73.1 Billion (Wage UGX 9.164 Billion and Non-Wage UGX 63.94 Billion). And that in FY 2020/21, UNOC sought funding equivalent to USD 113.853 Million for key priority projects like the bulk trading, refinery, EACOP, among others. However, all this was unfunded given the current UNOC budget ceiling of UGX 31.47 Billion for the FY 2020/21.

1018. On the project's alignment, the unsatisfactory performance is attributed to delayed compensation of Projects Affected Persons (PAPs), protracted negotiations and delayed signing of the Final Investment Decision (FID) between the government and the International Oil Companies (IOCs), which has stalled the take-off of key projects in this programme and issues associated with COVID-19 pandemic.

5.4.4 Tourism Development

1019. The Tourism Development programme is unsatisfactorily compliant at 42.0 percent. In particular, the Programme is 84.0 and **0.0** percent compliant at programme intermediate outcomes planning and project performance, respectively. The unsatisfactory performance is on account of deviation in project allocations in the BFP compared to the NDPIII. All the project allocations deviated from the NDP III allocations by more than 10 percent. Development of Museums and Heritage Sites for Cultural Promotion and Mt. Rwenzori Tourism Infrastructure Development Project (Phase II) were allocated some resources while the rest of the proposed projects were not allocated any resources namely: Mt. Rwenzori Cable Car Project, Hot springs and Waterfalls Tourism Development, Enhancing Wildlife Research Capacity in Uganda, Development of Source of the Nile Phase II and Kigulu hills, Mitigating Human-Wildlife Conflict Project, Redevelopment of Namugongo and the surrounding areas, L. Victoria Tourism Circuit development Project, Establishment of Regional Satelite Wildlife Conservation Education Centers in Uganda, Tourism Roads Development Project (Kabale - Lake Bunyonyi (8.0km); Kisoro - Mgahinga National Park Headquarters (14.0km); Kisoro - Nkuringo - Rubuguri - Muko (54.0km); Rubuguri-Nteko Road (22.0km); Hamurwa-Kerere-Kanungu/Buleme-Buhoma-Butogota-Hamayanja-Ifasha-Ikumba (149.0Km); Ishasha-Katunguru (88.0Km); Kitgum-olumu-Kalenga-Kapedo-Kaabong (184Km); Kebisoni-Kisizi-Muhanga/Kambuga Road (117km)), Mt. Elgon Tourism infrastructure Development Project, Improve and upgrade Kidepo Aerodrome

5.4.5 Natural Resources, Environment, Climate Change

1020. The Natural Resources, Environment, Climate Change, Water and Land Management Programme is unsatisfactorily compliant at 54.7 percent. Specifically, the Programme is **65 and 44.4** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. Whilst the BFP has prioritized all the NDPIII outcomes, it falls short by under targeting them for the FY 2021/22. Key among the under targeted interventions that contribute to intermediate outcomes include; issuance of 100 water user permits below the NDPIII target of 306 permits, monitoring of 400 water user permit holders instead of 1,230 as committed in the NDPIII and no allocation of resources to ensuring that 100,000 hectares of land are titled, consolidated and banked.

1021. On the project's alignment, the programme has 86 projects of which 36 are under implementation whilst 48 are still at project idea level which partly explains the unsatisfactory performance. 30 of the 36 projects under implementation are underbudgeted relative to the NDPIII annualized cost. Some of these include; Enhancing Resilience of Communities to Climate Change to which a paltry UGX1.5bn is allocated instead of 26.77bn, UGX 23.437bn instead of 113.08 for Irrigation Development and Climate Resilience Project and UGX 5.445 instead of 78bn for the Water Management Zone Project Phase 2.

5.4.6 Private Sector Development

1022. **The Private Sector Development programme is satisfactorily compliant to the NDPIII at 85.4 percent.** In particular, the BFP intermediate outcomes are 70.8 percent compliant whereas the projects are 100 percent compliant to the NDPIII. The good performance is attributed improved understanding of the program approach to planning which improved the alignment of the budget documents to the NDPIII as more of the NDPIII indicators were included in the budget documents. Nonetheless, some intermediate results were not included in the BFP including; Interest rate spreads in Banking Sector; number of new financial products in non-bank sectors; MSMEs transacting using digital platforms; exports processed in industrial parks and free zones; businesses start-ups surviving beyond 3 years; and the proportion of start-up processes that can be done online.

1023. In addition, some of the targets greatly deviate from the NDPIII results for instance; the BFP indicates a plan for a 15% growth in the tax payer register which greatly deviates from the 25% target of the NDPIII. In addition, the BFP plans for only 3 prototypes to be scaled to commercial production as compared to the 100 prototypes planned for in the NDPIII. Furthermore, BFP targeted 100 incubatees as compared to the NDPIII target of 550.

1024. On the projects alignment, there was full alignment of the planned allocation to the BFP for the CEDP project. However, the BFP indicates a plan for Capitalization of Postbank and UDB for onward lending to support private sector investment

5.4.7 Manufacturing

1025. **The Manufacturing programme is unsatisfactorily compliant at 33 percent. In particular,** the Programme is **66** and **0** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII respectively. The unsatisfactory performance is attributed to limited prioritisation of NDPIII results in the BFP. For example, the BFP had targets for 8 of the 11 programme intermediate outcome indicators. Under project alignment, none of the projects were allocated funds. These include: Industrial Parks Development (Namanve, Bweyogerere, Luzira, Soroti, Moroto, Mbale, Masaka, Jinja, Mbarara, Kasese, Luwero-Nakaseke, Arua, Gulu, Fort-Portal, Kabale, Hoima, Oraba, Onaka)

5.4.8 Integrated transport infrastructure and services

1026. **The Integrated transport infrastructure and services programme is moderately satisfactorily compliant at 77.4 percent.** In particular, the Programme is **96.6** and 58.1 percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. The BFP has not prioritized the following intermediate outcomes; SEA Programme level framework recommendations applied in all transport plans and strategies, and reduced causality per mode of transport, for FY2021/22. The low score on projects is attributed to the low BFP funding allocation of major projects.

5.4.9 Sustainable Energy Development

1027. **The Sustainable Energy Development Programme is moderately satisfactorily compliant at 69.0 percent.** In particular, the Programme is **91.7** and **46.2**percent compliant at programme intermediate outcomes planning and project performance, respectively. The moderate performance is attributed to prioritisation of the NDPIII results in the BFP except for renewable energy initiatives like use of solar power and other off-grid options to increase electricity access and coverage. Under project alignment, the poor performance is attributed to non-prioritization and allocation of funds for priority projects in the NDP III like extension of transmission grid to evacuate excess electricity generated from Tilenga and Kingfisher projects.

1028. Going forward, renewable energy options like solar power and biogas should be promoted to counter deforestation and vegetation depletion due to biomass use for charcoal for cooking. Also, more efforts and resources should be focused on evacuation of power through upgrading, building and revamping transmission and distribution lines, networks and sub-stations. Such lines should target key potential productive areas that can utilize the electricity for productive activities.

1029. Furthermore, institutions like ERA, UEGCL, UETCL and UEDCL which spend the non-tax revenue at source should consider transferring the revenue to the consolidated fund as highlighted in all the previous CoC reports but it has not been implemented.

5.4.10 Digital Transformation

1030. **The Digital Transformation Programme is satisfactorily compliant at 81.3 percent.** Specifically, the programme is 87.5 and 75 percent compliant at the programme intermediate outcomes planning and project planning to the NDPIII respectively. The good performance is attributed to the alignment of the BFP to NDPIII results at the intermediate outcome level. However, the BFP does not provide the projects and approved budget to be implemented in the FY 2021/22. Also, the BFP considered only agencies with votes: MoICT & NG and NITA. Interventions to be implemented by the other agencies like UCC, UICT, POSTA and the funding were not captured.

5.4.11 Sustainable Urbanization and Housing

1031. **The Sustainable Urbanization and Housing Programme is moderately compliant at 75 percent.** In particular, the Programme is **100** and 50 percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. Projects have continued to be allocated less budget. For instance, USMID-AF proposed budget is 52.84bn against the NDPIII target of 293.627bn. This translates to 82 percent deviation. Also, many projects under the Programme are still at concept/idea level. These need to be fast tracked if the Programme results are to be realized.

5.4.12 Human Capital Development

1032. **The Human Capital Development Programme is un-satisfactorily compliant to the NDPIII at 47.4 percent.** In particular, the Programme is **42.6** and **52.2** percent compliant at programme intermediate outcomes planning and project planning respectively. Some of the programme intermediate results that the programme BFP has not prioritized include: Proportion of children with age-appropriate development, Child poverty rate, Proportion of children protected from abuse and violence, Percentage of children aged 5- 17 years engaged in child labour, Proportion of children able to learn, play and grow up in safe, clean and stimulating environment, Prevalence of Violence Against Children (VAC), Proportion of primary school children accessing a school meal, ratio of TVET graduates to university graduates among other, number of physicians per 10,000 population, Employment to population ratio (EPR), Proportion of labour force in the informal sector, employment elasticity of growth among others.

1033. There is limited prioritization and funding for interventions that can mitigate the emerging risks and shocks caused by Covid-19. This has affected progress on education, health and social development targets. The Covid 19 restrictions also affected performance on projects across the programme, but majorly in education MDAs. Therefore, there is need to fast-truck implementation of projects in the remaining period.

5.4.13 Innovation, Technology Development and Transfer

1034. **The Innovation, Technology Development and Transfer programme BFP is moderately satisfactorily compliant 78 percent.** The Programme is **56.0** and **100** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. Some NDPIII interventions were not provided for in the BFP. In line with the project alignment, although the BPF captures most programme projects, the resources allocated fell short of the NDP III allocations. Furthermore, some projects were not allocated resources, these are: Retooling of Uganda Industrial Research Institute; Enhancing Research and Development in Indigenous Medicine; The National Space Program; The Shea Industrial Development Project; Enhancing Research and Development in Materials Science and Nanotechnology.

5.4.14 Community Mobilization and Mindset Change

1035. **The Community Mobilization and Mindset Change Programme is moderately satisfactorily compliant to the NDPIII at 70.5 percent.** In particular, the Programme is **83** and **57** percent compliant at programme intermediate outcomes planning and project planning implementing respectively. The unsatisfactory performance at project level is attributed to poor funding for existing projects. Most of the NDPIII projects are at concept level and have not been funded yet. About sixteen (16) projects are new under this programme against only four (4) that are on-going.

5.4.15 Governance and Security

1036. The Governance and Security Programme is moderately satisfactorily compliant to the NDPIII at 70.5 percent. In particular, the Programme is **83.8** and **57.1** percent compliant at programme intermediate outcomes planning and project planning implementing respectively. Although the Programme BFP captures most the NDPIII indicators and targets, there is a misalignment between the NDPIII targets and the BFP targets. These are: Turnaround time (hours/days), Proportion of annually planned equipment acquired, Proportion of security personnel with advanced training, Level of Combat readiness, Level of Compliance by security agencies to Security planning and budgeting instruments to NDP III (%), among others.

1037. In line with the projects' assessment, in addition to the low budget releases to projects, there is also low absorption of the released funds for some of the MDAs. This means that the planned outputs and intended outcomes might not be achieved in the planned time, impeding the achievement of the country's vision aspirations.

5.4.16 Public Sector Transformation

1038. The Public Sector Transformation Programme is satisfactorily compliant at 90.7 percent. In particular, the Programme is **81.3** and **100** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. The BFP has not prioritized the following intermediate results: Improved talent management and retention in the public service, Improved Knowledge retention in the public service, Improved Corporate culture, Improved ROI and Impact of all Change Initiatives, Improved staff competence, Enhanced Talent Management & Retention.

5.4.17 Regional Development

1039. The Regional Development Programme is satisfactorily compliant to the NDPIII at 83.3 percent. In particular, the Programme is **66.7 percent** and **100** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. The improved performance of the intermediate outcomes is due to the introduction of PIAP which improved the alignment of the budget documents to the NDPIII as more of the Programme outcome indicators were included in the budget documents.

1040. However, some intermediate results were not considered in the BFP including; acreage of agricultural land under irrigation, proportion of processed agricultural produce, increase in the mobile wireless internet subscription. Others are: share of royalties (from oil &minerals) spent on development projects, level of involvement of local political leadership in investment matters, engagement of private sector in local political decision-making process, percentage of Rural Productive Infrastructure that is functional (Operation & Maintenance), participation of community leaders in accountability platforms, smallholder farmers producing for the market. Under projects, majority of the Regional Programme Projects are ideas and new projects, requiring feasibility studies and approval for resource allocation.

5.4.18 Development Plan Implementation

1041. **The Development Plan Implementation Programme is satisfactorily compliant at 99.1 percent.** In particular, the Programme is **98.2 percent** and **100** percent compliant at programme intermediate outcomes planning and project planning to the NDPIII, respectively. This excellent performance is attributed to prioritization of all results anticipated in the NDPIII and adequate provision for the Resource Enhancement and Accountability Program (REAP) of 141.7bn compared to planned 84.1bn.

5.5 MDA Level Assessment

1042. **At this level, the FY2021/22 AB is 64.6 percent aligned to the NDPIII**. This is on account of:

i) **Weak budgeting for results.** Budget allocations fall short of the NDPIII allocations. Whereas the NDPIII provides MDA specific allocation across all programmes, majority of MDAs are still budgeting within sectors and along outputs instead of results. This is largely attributed to the gradual transition towards programme-based planning.

ii) **Off-budget allocation to the MDAs is not well articulated in the AB.** Whereas MDAs access off budget support to deliver the results, the budget does not explicitly provide these resources given their impact on attainment of NDPIII results.

iii) Weak planning, budgeting and implementation **of projects.**

5.6 Local Government Level Assessment

1043. **At this level, the FY2021/22 AB is 51.8 percent aligned to the NDPIII.** This performance is attributed to Inadequate allocations to local governments. The AB allocates about 11 percent compared to the NDPIII target of 30 percent. To this end, government needs to think of models which support 30 percent transfer of resources to the local governments

SECTION SIX: RECOMMENDATIONS

1044. The recommendations in this section should facilitate improvement in performance by implementing entities towards achievement of the NDP and Uganda Vision 2040 targets and goals. They serve as a guide for corrective performance measures in planning and budgeting weaknesses. The following are therefore the overall recommendations arising out of the analysis.

1) **Increase resource allocation to productive areas in order for the economy to revert to the pre-COVID growth trajectory.** In this regard, innovation, technology development and transfer, manufacturing, agro-industrialisation and digital transformation should be prioritised.
2) **Strengthen tax administration by integrating pertinent databases** such as the land registry, motor vehicle registration, company registry, licensing bodies, utilities payment and the national ID registry for increased domestic revenue mobilisation. This should go hand in hand with empowering URA to access relevant third party data and data from other agencies.
3) **Expedite the transition to a full programme-based planning and budgeting through reconfiguring the budgeting systems and strengthen the required capacity at all levels.** There is need for continuous review of the budgeting instruments and description of AB programmes to reflect the NDPIII programmes by the third year of Plan. The budget allocation for the programmes should follow the whole programme value chain.
4) **Strengthen programme coordination by providing dedicated resources to operationalize programme secretariats to facilitate delivery of results.**
5) **Prioritize preparation and fast-track investments for NDPIII core projects.** There is need to finance preparation of core projects through operationalization of the project preparation fund. Further, government should implement all the Public Investment Management System (PIMS) reforms for efficient and effective project implementation.
6) **Design and implement a system to capture and integrate all off-budget support into the national planning and budgeting processes.** There is need to mainstream off-budget donor financing into the development budget and develop a tracking system for financing.
7) **Mainstream all Public Corporations and State Enterprises into the budget system as voted resources.** These agencies should be required to prepare detailed annual work-plans and budgets in line with their contribution to the achievement of NDPIII Programme results.

8) **In addition to increasing transfers to LGs, there is need to prioritize investments in Local Economic Development to increase capacity for local revenue mobilisation in local governments.**

9) **The PFMA, 2015 Section 13(7) should be amended to provide for compliance assessment of the proceeding budget alignment to the National Development Plan.** This will enable Government assess allocative efficiency at the; Programme, MDA and LG level in a forward looking way.

APPENDIXES

Appendix 1: Summary of assessment at all levels, FY2020/21

S/N	Level of assessment	2020/21 (%)	Areas of Non-compliance
A	**Macro level Assessment**	59.1	The Annual Budget's macroeconomic policy objectives are not aligned to: (i) increasing the stock of jobs annually by an average of 512,000 jobs; (ii) gradually reducing poverty from 21.4percent to 18percent by 2024/25; and (iii) reducing the fiscal deficit to 3percent by 2024/25. On the targets of the macroeconomic sector accounts non-compliance is registered in the following areas: (i) lower real GDP growth; (ii) lower real GDP per capita incomes; (iii) Non-tax revenue and grants; (iv) fiscal deficit; (v) interest payment to revenue; (vi) NDPIII programme expenditure allocations; (vii) current account balance; (viii) Broad money (M3) annual growth. In addition, the AB and NBFP ought to incorporate more targets for the monetary and external sector accounts such as private sector credit, remittances, gross international reserves, broad money among others.
B	**National Level Assessment**	61.0	**Core Projects:** Majority of the NDPIII core project ideas have not registered any progress indicating a serious threat to the realization of the NDPIII goal. Several, i.e. 29% (20) projects are still project ideas without any preparatory work having started on them. Only 13% are under implementation and on schedule. There was no significant effort towards preparation or implementation of NDPIII project ideas. Many of them are stuck at either concept, profile, or pre-feasibility stage. This could be a result of COVID 19 pandemic as results are expected to improve next FY. **Increasing penetration of ICT services**: The NDPIII strategies to increase penetration of ICT services included: extension of the broadband ICT infrastructure coverage countrywide in partnership with the private sector and all Government entities; and implementation of the National Postcode and addressing system. Whereas the AB provides allocations for improvement of ICT services and to support establishment of ICT incubation centres, there was no allocation of resources for these two critical projects. This is likely to affect the penetration of ICT services.

S/N	Level of assessment	2020/21 (%)	Areas of Non-compliance
			Access to decent housing/shelter: The NDPIII identified the need for redevelopment of Slums and Informal Settlements as well as the provision of High-density affordable housing. However, whereas the AB strategy commits to address constraints of access to electricity as well as access to Safe Water, Sanitation and Hygiene (WASH) to enable decent standard of living, access to decent housing/shelter received less attention despite a big decent housing deficit in the country. Actually, there was a reduction in funding for housing from UGX1.66Bn in 2019/20 to only UGX1.34Bn in FY2020/21. **Development of physical plans for new cities:** The allocation made towards development of physical plans for the approved cities, including the district and lower local governments is still inadequate to facilitate healthy growth of urban centres.
C	**Programme level**		
1	Agro industrialization	63.5	The programme was weakly aligned in areas of: agricultural extension services; agricultural inputs distribution; fertilizer use; use of E-voucher Management System; irrigation; access to water for agricultural production; access to labour saving technologies; storage; post-harvest losses; agro-processed products; size of agricultural value added; exports; and agriculture financing among others. At the projects level, the moderately satisfactory performance was mainly attributed to the low budget release of funds for the projects, low absorption and delays in projects implementation. All projects behind schedule were externally financed projects.
2	Mineral Development	35.7	The non-alignment is attributed to non-existence of NDPIII performance indicators in the BFP and AB as only 2 out of 7 intermediate outcome indicators in the programme PIAP provided for. It also set a lower target for mineral beneficiation facilities. At the NDP III PIP Project Implementation, the non-alignment is due to low absorption of released funds for the projects. This is also attributed to the COVID-19 pandemic, where many planned activities were deemed non-essential and therefore could not be undertaken.
3	Sustainable Development of Petroleum Resources	35.8	This performance is partly attributed to limited allocation of resources to key MDAs in this programme for example it is important to note that only 30% of UNOC's budget requirement of UGX 104.5 Billion was funded, leaving a funding gap of UGX 73.1 Billion (Wage UGX 9.164 Billion and Non-Wage UGX 63.94 Billion). And that in FY 2020/21, UNOC sought funding equivalent to USD 113.853 Million for key priority projects like the bulk trading, refinery, EACOP, among others.

S/N	Level of assessment	2020/21 (%)	Areas of Non-compliance
			However, all this was unfunded given the current UNOC budget ceiling of UGX 31.47 Billion for the FY 2020/21. **At the Programme projects alignment level,** this unsatisfactory performance is attributed to delayed compensation of Projects Affected Persons (PAPs), protracted negotiations and delayed signing of the Final Investment Decision (FID) between the government and the International Oil Companies (IOCs), which has stalled the take-off of key projects in this programme and issues associated with COVID-19 pandemic.
4	Tourism Development	35.9	The programme was not aligned in the following areas: skills for internship; stopover points as new as part of product development; increasing national to total tourists, specialized trainings in the Tourism sector including trainings of museologists, museography, curatorship and heritage experts; Facilitate formation of tourism groups in target communities (e.g. Art and Craft) in Busoga, Teso, Bukedi and Karamoja; number of locals taking up management positions among others.
5	Natural Resources, Environment, Climate Change, Land and Water Management	52.7	This performance is largely attributed to the misalignment between the NDPIII targets and those captured in the budget documents. The COVID-19 undermined implementation of planned interventions such as demarcation and surveying of degraded fragile ecosystems, but also resulted into budget cuts to address COVID-19 related concerns. **Under the Programme Projects Alignment, the** weak performance is largely attributed to low absorption of released funds for the projects. The programme has 86 NDPIII projects of which 38 are under implementation while 48 exist in the form of project ideas at concept stage which partly explains the unsatisfactory performance. In addition, there is under budgeting for some projects where the planned financial resources are below the NDPIII planned annual cost. For instance, 11.949bn instead of 26.775bn was planned for enhancing resilience of communities to climate change while 9.804bn instead of 18.713bn was planned for building resilience of communities, wetland ecosystems and associated catchments in Uganda.
6	Private Sector Development	46.0	This performance is mainly attributed to the impact of the mitigation measures of the COVID-19 pandemic including the lockdown of the economy that interrupted the implementation of planned activities as well as increased government spending to stimulate economic recovery and also treat the sick. In addition, many of the indicators provided for in the NDPIII PIAPs are not reported on in the budget documents

S/N	Level of assessment	2020/21 (%)	Areas of Non-compliance
			The released funds were also not fully utilized, which also contributed greatly to the low performance. For instance, with regard to the funds for capitalization of public corporations, particularly UDB, the low uptake of funds is likely attributed to the generally high lending rates as compared to other development banks in the region, long procedures and requirements to access the funds, coupled with low capacity of many SMEs to access the funds due to lack of documentation. With regard to the absorption of the CEDP project funds, the lockdown of the economy that interrupted the implementation of many of the planned activities likely contributed to the low absorption of funds.
7	Manufacturing	56.5	The BFP and AB captured targets for only 8 out of 11 outcome indicators in the programme PIAP.
8	Integrated transport infrastructure and services	71.3	The moderately satisfactory performance is attributed to the low budget outturns for some of the major projects such as Hoima-Wanseko Road (83Km) _ Critical Oil Roads, Tirinyi-Pallisa-Kumi/Kamonkoli Road, and Develoment of Kabaale Airport. The program was non-compliant in budgeting for a number of activities contribute to intermediate results such as; Strategic Environmental Assessment Sector Level Frameworks, reduced freight transportation cost etc.
9	Sustainable Energy Development	46.8	The non-alignment is partly attributed to the subventions which are meant to deliver on the programme intermediate outcomes. These subventions are not only hesitant to report on such intermediate outcomes but they do not submit their quarterly reports, annual budgets and strategic plans for CoC assessment. Such subventions include UEGCL, UETCL and UEDCL. Such intermediate outcomes that they could be assessed on include primary energy consumption, transmission capacity of high voltage, grid reliability, unit cost of power, electricity consumption per capita, electricity generation, share of clean energy used for cooking, among others. The non-alignment is further attributed to the impact of COVID-19 pandemic. Most of the planned activities could not be undertaken and even the resources were channeled to emergency areas.
10	Digital Transformation	63.9	This moderate performance is because several programme intermediate outcome results/ targets in the NDPIII are not included in the BFP and the AB. Areas of non-compliance include extending broad band connectivity to Parishes, beneficiaries satisfied with the QOS over the NBI, Stakeholder engagement plan and communication strategy not implemented among others.

S/N	Level of assessment	2020/21 (%)	Areas of Non-compliance
			Under the **programme projects alignment,** the budget outturn and expenditure outturn presented poor performance because the funding received was below planned amounts for some projects. In addition, MDAs failed to absorb all projects resources received by the second quarter.
11	Sustainable Urbanization and Housing	73.2	The moderately satisfactory performance at project level is attributable to delayed start of the Uganda Support to Municipal Infrastructure Development Program - Additional Financing (USMID-AF), low release and low absorption of released funds for the projects. In FY 2020/21, USMID-AF budget in NDPIII was 229.3Bn but the BFP annual planned allocation was 52.84. For the Albertine Region Sustainable Development Project, NDPIII budget was 21.6bn while the FY2020/21 BFP annual planned allocation was 24.82bn. Regarding the Support to National Physical Development Planning NDPIII budget was 4.1 while the FY2020/21 BFP annual planned allocation was 2.85. Twelve (12) projects that are meant to contribute to the attainment of the Programme results are still at concept level and therefore not in the Public Investment Plan (PIP). There is need to urgently develop and implement these projects if the intended Programme results are to be achieved.
12	Human Capital Development	61.6	• Most of the targets in the BFPs for the HCD programme and its respective MDAs are not aligned to NDPIII targets which explains the moderately satisfactory performance of 43.6 percent at BFP intermediate outcome level. Among the areas of nonalignment are: readiness capacity of health facilities to provide general services, workplaces with occupational health services, Occupational injury rate, Occupational disease rate, food secure, Gender gap index, Gender inequality index among others. • AB performance is below satisfactory compliance levels because many of the MDAs' MPS targets are not aligned to those of NDPIII. Some of the targets include; vulnerable groups accessing justice, GBV prevalence, accessing Universal health care, (Universal Health Coverage Index), access to social care services, access to Direct income support, social insurance, among others. • Performance for project planning and implementation was poor because of the COVID-19 restrictions that forced a pause to project funding and eventual implementation. In addition, there is generally low absorption of released funds for the projects following the closure of education institutions as a COVID-19 containment measure which led to almost all projects targeting education and training institutions to be paused. This also explains the low expenditure outturn of 14.7%. Examples of projects with low absorption capacity include; Institutional Support to Mbale

S/N	Level of assessment	2020/21 (%)	Areas of Non-compliance
			Regional Hospital, UVRI Infrastructural Development Project, Mubende Rehabilitation Referral Hospital, Support to Makerere University, Retooling of Soroti University, Retooling for health service commission among others.
13	Innovation, Technology Development and Transfer	55.0	There is misalignment at between the budget and the AB sub-programme results and targets which impacts on the attainment of the overall programme results. The AB does not allocate resources to the programme results reflected in the NDPIII.
14	Community Mobilization and Mindset Change	60.3	The program was non-aligned in areas of: National Service scheme in place; national youth service scheme, Proportion of child sacrifices, child marriages and FGM; Establishing a feedback mechanism to capture public views on Government performance that are new in the BFP with no targets. **Regarding the project's alignment, the** weak performance was mainly attributed to the low release of funds for the projects below the targets. Secondly, most of the proposed projects are new in NDPIII (at proposal or concept or level) and have not yet received funding for implementation.
15	Governance and Security	69.0	There is inconsistence between the NDPIII intermediate results and the AB results. The AB misses some programme results. They include; Turnaround time (hours/days), equipment acquired, security personnel with advanced training, Combat readiness, Compliance by security agencies to Security planning and budgeting instruments to NDP III, responding to emergencies, reduction of armed or organized criminal groups, crime committed using small arms and light weapons and Laws enacted. Others are: citizens engaged in electoral process, registered election disputes analyzed and resolved, human rights recommendations implemented, Disposal rate of Human Rights cases, remand prisoners, and Level of implementation of the Settlement Transformative Agenda, among others.
16	Public Sector Transformation	64.5	There is misalignment between results and targets in the NDPIII and the AB. The AB falls short of some NDPIII results as well as providing lower targets.
17	Regional Development	44.4	Many BFP result targets are significantly lower than the Programme targets for FY2020/20 and in some instances are completely missed out. Areas with lower targets include: increasing commercial scale agriculture, functionality of LED Forums, increasing share of tourism earnings in household income and smallholder farmers producing for the market. While the areas not prioritized at all are: value addition, local political leadership involvement in investment matters, operation and

S/N	Level of assessment	2020/21 (%)	Areas of Non-compliance
			maintenance of productive infrastructure and community participation in Accountability Platforms. On the other hand, the AB result targets focused only on enhancing commercial agriculture and irrigation but missed out on most of the other key programme results and targets in agricultural financing and regional infrastructure were not prioritized in the AB. **Under the Programme Projects Alignment,** Northern Uganda Social Action Fund (NUSAF) 3 is currently the only project in the PIP that is being implemented that directly contribute to poverty reduction in the subregions.
18	Development Plan Implementation	75.2	This performance is mainly attributed to the good alignment of the Budget documents in terms of outcomes and the respective indicators and targets to those in the Development Plan Implementation programmes. **Under the Project implementation alignment.** This average performance was mainly attributed to the less alignment of the BFP cost of REAP to that of the NDPIII planned.
D	MDA level	60.8	There is low project implementation. The low project alignment is largely due to delays in implementation of projects. A number of MDA projects for NDPIII are characterised with delayed commencement and slow implementation progress. MDA programme allocations fall short of the NDPIII projections. Whereas the NDPIII provides MDA specific allocation across all programmes, majority of MDAs are still budgeting within sectors and along outputs instead of results. This is largely attributed to the slow transition towards programme-based planning. There is continued off-budget support which undermines planning and budgeting process. This because government resources are used to implement off budget activities instead of focusing on delivery of NDPIII results. It also creates room for duplication of resources.
E	Local Government level	54.3	The Local Governments' alignment of annual budgets to the NDP has reduced from 64.8 to 54.3 compared to the previous financial year. This is a weighted score at three levels of development planning, budget allocation and annual work planning. Performance at the three levels is as follows: 1. **Alignment of LGDPs to NDPIII.** The AB was 76.0 percent compliant; this score is attributed to several LGs having plans that are not aligned to NDPIII. For instance, out of the 32 municipalities 13 have not aligned their plans to NDPIII, out of the 9 cities, only 4 have aligned their plans to NDPIII and 18 out of the 135 districts have aligned their plans to NDPII.

S/N	Level of assessment	2020/21 (%)	Areas of Non-compliance
			2. **Alignment of LG AWP and Budget to NDPIII.** LGs are 55.9 percent compliant. The performance is attributed to LGs not prioritizing results anticipated in the NDPIII. The most aligned programmes are Development Plan Implementation (74.7%); Regional Development Programme (73.0%) and Natural Resources, Environment, Climate change, Land and Water Management (69.5%) while the least prioritized programmes are: Innovation, Technology Development and Transfer (25.3%); Sustainable energy development (5.8%); Sustainable Development of Petroleum Resources (3.2%); while Mineral Development has not been prioritized at all (0.0%). However, the non-alignment in some of the programmes can be attributed to the current dispensation of the decentralisation policy that devolved some services and retained some at the centre. In addition, LGs receive conditional transfers whose focus areas are determined in the guidelines issued from time to time. 3. **LG Budget Allocations and Performance.** LGs are 28.1% percent compliant at this level. This unsatisfactory performance is as a result of low release performance across all funding sources. In the first half of the financial year, government released only 43.2 percent of the budgetary allocations to LGs and local revenue performed at only 33.3 percent while donor funding outturn was 16.2 percent. The inadequate release of resources directly affects the LGs ability to deliver on the NDPIII planned results.
Total Compliance		**54.8**	

Appendix 2: Project status as of March 2021

No.	Core Project	Status	Programme
1.	Uganda Digital Acceleration Programme(UDAP)	Awaiting financing	Digital Transformation
2.	Hoima Oil Refinery	Awaiting financing	Sustainable Development of Petroleum Resources
3.	East Africa Crude Oil Pipeline (EACOP)	Awaiting financing	Sustainable Development of Petroleum Resources
4.	Develop a Centre of excellence for cardiovascular services	Awaiting financing	Human Capital Development
5.	Develop 2 regional oncology centres (Gulu and Mbarara centres)	Awaiting financing	Human Capital Development
6.	Kampala-Jinja Express Highway	Awaiting financing	Integrated Transport Infrastructure and Services
7.	Kibuye – Busega Express Highway	Awaiting financing	Integrated Transport Infrastructure and Services
8.	Establishment of Steel Industry	Awaiting financing	Mineral Development
9.	Tourism Roads Development Project Kisoro	Awaiting financing	Tourism Development
10.	Markets & Agriculture Improvement Project (Phase II)	Behind schedule	Agro-industrialization
11.	Coffee value chain development project	Behind schedule	Agro-industrialization
12.	Establishment of irrigation systems project.	Behind schedule	Agro-industrialization
13.	LPG Infrastructure Development Project	Behind schedule	Energy Development
14.	Grid Extension in North East, Lira and Buvuma Islands	Behind schedule	Energy Development
15.	Kabaale-Mirama Transmission Line	Behind schedule	Energy Development
16.	Masaka-Mbarara Grid Expansion Line (400kv);	Behind schedule	Energy Development
17.	Community Roads Improvement Project (Total 7,905 Kms; North 1,975Kms, East 2,300Kms, Central 1,540Kms, West 2,090Kms)	Behind schedule	Integrated Transport Infrastructure and Services
18.	Busega - Mpigi Expressway	Behind schedule	Integrated Transport Infrastructure and Services
19.	Kampala Flyover Construction and Road Upgrading Project	Behind schedule	Integrated Transport Infrastructure and Services
20.	Rwenkunye-Apac-Lira	Behind schedule	Integrated Transport Infrastructure and Services
21.	Bukasa Inland Port	Behind schedule	Integrated Transport Infrastructure and Services
22.	Rukungiri-Ishasha-Ruthuru	Behind schedule	Integrated Transport Infrastructure and Services
23.	Construction of Border Export Markets especially for South Sudan and Eastern DRC	Behind schedule	Manufacturing
24.	National Service Scheme	Feasibility study	Community Mobilisation and

No.	Core Project	Status	Programme
			Mindset Change
25.	Establishment of the National Productivity centre (GKMA and Regional Cities)	Feasibility study	Community Mobilisation and Mindset Change
26.	National apprenticeship scheme	Feasibility study	Community Mobilisation and Mindset Change
27.	MSMEs Nurturing for Youth Employment Project	Feasibility study	Community Mobilisation and Mindset Change
28.	Feasibility study for Ayago (840MW); Oriang HPP (392MW); Kiba HPP (330MW)	Feasibility study	Energy Development
29.	Expansion and rehabilitation of transmission and distribution network (Masaka – Mwanza 220kV); (Nkenda – Mpondwe - Beni 220kV); and (Olwiyo – Nimule – Juba 400kV)	Feasibility study	Energy Development
30.	Skills for Employment and Productivity.	Feasibility study	Human Capital Development
31.	Four (4) Science and Technology Parks	Feasibility study	Innovation, Technology Development and Transfer
32.	Improve and upgrade Kidepo Aerodrome	Feasibility study	Integrated Transport Infrastructure and Services
33.	**Regional Trade Roads** - Rakai – Isingiro-Kafunjo-Kikagati (135km); Koboko – Yumbe – Moyo (105Km); Nabumali Corner-Butaleja-Namutumba; Rwebisengo-Budiba-Bunia Road;	Feasibility study	Integrated Transport Infrastructure and Services
34.	Bridge Project (including Karuma, Laropi, Mpondwe, & Semliki Bridges among others,	Feasibility study	Integrated Transport Infrastructure and Services
35.	Industrial Parks Development (Namanve, Bweyogerere, Luzira, Soroti, Moroto, Mbale, Masaka, Jinja, Mbarara, Kasese, Luwero-Nakaseke, Arua, Gulu, Fort-Portal, Kabale, Hoima, Oraba, Onaka)	Feasibility study	Manufacturing
36.	Comprehensive inventory of Land	Feasibility study	Natural Resources, Environment, Climate Change, Land and Water Management
37.	National Community Tree Planting Project	Feasibility study	Natural Resources, Environment, Climate Change, Land and Water Management
38.	Development of Source of the Nile and Kagulu hills	Feasibility study	Tourism Development
39.	Industrial Substations Upgrade - (Lugogo: Mutundwe: Nkonge: Kampala North: Jinja: Rakai: Bushenyi: Kole: Mubende)	On schedule	Energy Development
40.	Opuyo-Moroto 220Kv (Transmission of Industrial power to Karamoja)	On schedule	Energy Development
41.	Standard - Gauge Railway	On schedule	Integrated Transport Infrastructure and Services

No.	Core Project	Status	Programme
42.	Rehabilitation of the Meter Gauge Railway	On schedule	Integrated Transport Infrastructure and Services
43.	Automotive Assembly Project	On schedule	Manufacturing
44.	Support to rural water supply and sanitation project.	On schedule	Natural Resources, Environment, Climate Change, Land and Water Management
45.	Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda	On schedule	Natural Resources, Environment, Climate Change, Land and Water Management
46.	Capitalisation of strategic Public Corporations (UDB, UDC, UTL and UNOC)	On schedule	Private Sector Development
47.	Mt. Rwenzori Tourism Infrastructure Development Project (Phase II)	On schedule	Tourism Development
48.	Production, Testing and Commercialization of pesticides, acaricides, and herbicides project	Pre-feasibility	Agro-industrialization
49.	Fertilizer Blending Plant and Utilization Project	Project idea	Agro-industrialization
50.	Tractor Assembly Plant	Project idea	Agro-industrialization
51.	Increase access to affordable mechanization at sub-county level project	Project idea	Agro-industrialization
52.	Agriculture Storage and Post-harvest handling Infrastructure	Project idea	Agro-industrialization
53.	Regional Agricultural Processing and Marketing (cassava; meat; grains; dairy; potatoes; Rice)	Project idea	Agro-industrialization
54.	Textile milling and garmenting Project	Project idea	Agro-industrialization
55.	Tea value chain development project (Research & Development and Processing Plants)	Project idea	Agro-industrialization
56.	Fish and Fish products value chain development project. (restocking endangered species, preservation of breeding grounds and aquaculture parks)	Project idea	Agro-industrialization
57.	National Postcode and addressing Geographic Information System	Project idea	Digital Transformation
58.	Health Facilities Functionality and Referral system Project.	Project idea	Human Capital Development
59.	Multi-sectoral community Health Promotion & Prevention Project	Project idea	Human Capital Development
60.	Basic Requirements and Minimum Standards (BRMS) for education institutions.	Project idea	Human Capital Development
61.	Labour Market Information System project	Project idea	Human Capital Development
62.	Forty (40) Technology and Business Incubators (TBIs)	Project idea	Innovation, Technology Development and Transfer
63.	Labour Intensive Public Works	Project idea	Community Mobilisation and Mindset Change

No.	Core Project	Status	Programme
64.	Micro, Small and Medium Enterprise (MSME) Competitiveness Project	Project idea	Private Sector Development
65.	Co-operatives revitalization for increased production and productivity	Project idea	Private Sector Development
66.	GKMA High density affordable housing	Project idea	Sustainable Urbanisation and Housing
67.	Redevelopment of Slums and Informal Settlements Project	Project idea	Sustainable Urbanisation and Housing
68.	Mt. Elgon Tourism infrastructure Development Project	Project idea	Tourism Development
69.	Iganga-Bulopa/Buwenge-Kaliro/Bugembe-Kakira-Bulongo	Under Procurement	Integrated Transport Infrastructure and Services

Annex 3: Local Government compliance to NDPIII

No	Name of LG	Plan	AWPB	AB performance	Total
1	Abim	100	63.2		
2	Adjumani	100	61.9	33.3	60.0
3	Agago	100	62.5	33.3	60.4
4	Alebtong	100	59.0	33.3	58.0
5	Amolator	100	61.0	33.3	59.4
6	Amudat	100	48.4	33.3	50.5
7	Amuria	100	66.6	60	68.6
8	Amuru	100	68.3		
9	Apac	100	58.3	33.3	57.5
10	Apac MC	100	61.1	0	52.8
11	Arua	100	62.4	0	53.7
12	Arua MC	100	49.3		
13	Budaka	100	66.6	26.7	62.0
14	Bududa	100	61.7	26.7	58.5
15	Bugiri	100	69.3	40	66.5
16	Bugiri MC	100	55.1	0	48.6
17	Bugweri	100	67.7	0	57.4
18	Buhweju	100	54.5	33.3	54.8
19	Buikwe	100	71.9	20	64.3
20	Bukedea	100	65.5	33.3	62.5
21	Bukomansimbi	100	60.5	93.3	71.0
22	Bukwo	0	48.8	0	34.2
23	Bulambuli	100	43.9	50	50.7
24	Bulisa	100	44.3		
25	Bundibugyo	100	47.8	66.7	56.8
26	Bunyangabu	100	46.2	33.3	49.0
27	Bushenyi	100	46.6	33.3	49.3
28	Bushenyi-Ishaka MC	0	30.2	40	29.1
29	Busia	100	40.9	33.3	45.3
30	Busia MC	0	30.1	0	21.1
31	Butaleja	100	35.4	33.3	41.4
32	Butambala	100	34.2	66.7	47.3
33	Butebo	100	32.1		
34	Buvuma	0	42.0	33.3	36.1

No	Name of LG	Plan	AWPB	AB performance	Total
35	Buyende	100	40.3	53.3	48.9
36	Dokolo	100	50.3	0	45.2
37	Entebbe MC	100	43.1	33.3	46.8
38	Fortportal City	0	44.0	50	40.8
39	Gomba	100	52.6	66.7	60.2
40	Gulu	100	42.1	0	39.5
41	Gulu City	0	54.5		
42	Hoima	100	72.9	33.3	67.7
43	Hoima MC	0	45.0		
44	Ibanda	100	49.5	46.7	54.0
45	Ibanda MC	0	45.5	30	37.9
46	Iganga	100	43.5	33.3	47.1
47	Iganga MC	0	45.5	50	41.9
48	Isingiro	100	51.7	0	46.2
49	Jinja	100	40.6	33.3	45.1
50	Jinja City	0	43.9	50	40.7
51	Kaabongo	100	43.2	40	48.2
52	Kabale	100	48.6	0	44.0
53	Kabale MC	0	48.0	50	43.6
54	Kabarole	100	50.9	0	45.6
55	Kaberamaido	100	35.0	33.3	41.2
56	Kagadi	100	50.3	0	45.2
57	Kakumiro	100	48.4	0	43.9
58	Kalaki	0	43.9	26.7	36.1
59	Kalangala	100	46.3		
60	Kaliro	100	51.3	30	51.9
61	Kalungu	100	46.7	0	42.7
62	Kamuli	100	45.1	66.7	54.9
63	Kamuli MC	0	44.1		
64	Kamwenge	100	60.8	0	52.6
65	Kanungu	100	56.9	26.7	55.2
66	Kapchorwa	0	50.0	33.3	41.7
67	Kapchorwa MC	100	58.4	40	58.9
68	Kapelabyongo	100	60.5	0	52.3
69	Karenga	100	60.4	33.3	58.9
70	Kasese	100	67.4	0	57.2
71	Kasese MC	100	62.7	33.3	60.6

No	Name of LG	Plan	AWPB	AB performance	Total
72	Kassanda	100	58.3	0	50.8
73	Katakwi	0	63.5	33.3	51.1
74	Kayunga	0	67.2	33.3	53.7
75	Kazo	0	57.3	66.7	53.5
76	Kibale	100	70.6	0	59.4
77	Kiboga	0	59.3	66.7	54.8
78	Kibuku	100	57.5	33.3	56.9
79	Kikuube	100	74.1	0	61.9
80	Kira MC	100	48.3	33.3	50.5
81	Kirayndongo	100	33.5	0	33.5
82	Kiruhura	0	42.8	33.3	36.6
83	Kisoro	100	44.5	33.3	47.8
84	Kisoro MC	0	31.7	50	32.2
85	Kitagwenda	100	23.6	0	26.5
86	Kitgum	100	58.4	33.3	57.5
87	Kitgum MC	0	48.5	50	44.0
88	Koboko	100	63.1	0	54.2
89	Koboko MC	100	57.0	33.3	56.6
90	Kole	100	66.6	0	56.6
91	Kotido	100	68.9	33.3	64.9
92	Kotido MC	0	43.2	10	32.2
93	Kumi	100	65.8	0	56.1
94	Kumi MC	0	60.2	50	52.1
95	Kwania	100	66.5	0	56.6
96	Kween	0	66.8	0	46.8
97	Kyankwanzi	0	59.9	60	53.9
98	Kyegegwa	100	68.6	0	58.0
99	Kyenjojo	100	63.1	33.3	60.8
100	Kyotera	100	55.7	33.3	55.7
101	Lamwo	100	61.0	33.3	59.4
102	Lira	0	73.4	0	51.4
103	Lira City	0	68.0		
104	Lugazi MC	100	46.5		
105	Luuka	100	55.8	26.7	54.4
106	Luweero	100	69.6	53.3	69.4
107	Lwengo	100	65.3	33.3	62.4
108	Lyantonde	100	67.5	33.3	63.9

No	Name of LG	Plan	AWPB	AB performance	Total
109	Madi-Okollo	100	36.7	60	47.7
110	Makindye-Ssabagabo MC	100	69.3	33.3	65.2
111	Manafwa	100	62.4	33.3	60.3
112	Maracha	100	64.5	66.7	68.5
113	Masaka	100	72.0	0	60.4
114	Masaka City	100	67.2		
115	Masindi	100	59.5	40	59.7
116	Masindi MC	0	66.9	0	46.8
117	Mayuge	100	72.7	33.3	67.6
118	Mbale	0	69.0	6.7	49.6
119	Mbale City	100	69.2	50	68.4
120	Mbarara	100	68.8	66.7	71.5
121	Mbarara City	100	35.2	50	44.6
122	Mitooma	100	69.2	20	62.4
123	Mityana	100	68.4	50	67.9
124	Mityana MC	100	70.0	30	65.0
125	Moroto	100	53.9	33.3	54.4
126	Moroto MC	0	53.9	50	47.7
127	Moyo District	100	66.8	33.3	63.4
128	Mpigi	100	66.0	0	56.2
129	Mubende	100	67.9	0	57.5
130	Mubende MC	100	65.0	50	65.5
131	Mukono	100	59.8	33.3	58.5
132	Mukono MC	100	51.8	33.3	52.9
133	Nabilatuk	0	64.2	50	54.9
134	Nakapiripirit	0	68.7	50	58.1
135	Nakaseke	0	53.4	53.3	48.0
136	Nakasongola	100	63.2	26.7	59.6
137	Namayingo	100	63.4	60	66.4
138	Namisindwa	100	50.4	13.3	47.9
139	Namutumba	100	47.3	33.3	49.7
140	Nansana MC	100	39.5	33.3	44.3
141	Napak	100	63.9	33.3	61.4
142	Nebbi	100	64.2	33.3	61.6
143	Nebbi MC	0	55.1	33.3	45.2
144	Ngora	100	65.0	20	59.5

No	Name of LG	Plan	AWPB	AB performance	Total
145	Njeru MC	0	52.0	40	44.4
146	Ntoroko	100	63.7	93.3	73.2
147	Ntungamo	100	56.0	33.3	55.9
148	Ntungamo MC	100	55.6	0	49.0
149	Nwoya	100	66.9	0	56.9
150	Obongi	100	52.8	66.7	60.3
151	Omoro	100	63.0	33.3	60.8
152	Otuke	100	59.2	33.3	58.1
153	Oyam	0	58.9	0	41.2
154	Pader	100		20	14.0
155	Pakwach	100	56.1	0	49.3
156	Pallisa	0	62.5	0	43.7
157	Rakai	100	64.7	6.7	56.6
158	Rubanda	100	69.6	0	58.7
159	Rubirizi	100	65.0	33.3	62.2
160	Rukiga	100		33.3	16.7
161	Rukungiri	100	64.8	60	67.4
162	Rukungiri MC	0		50	10.0
163	Rwampara	100	59.7	33.3	58.5
164	Sembabule	100	65.3	46.7	65.0
165	Serere	100	68.7	0	58.1
166	Sheema	100	62.3	33.3	60.3
167	Sheema MC	100	58.2	20	54.8
168	Sironko	100	68.1	33.3	64.4
169	Soroti	0	74.4	6.7	53.4
170	Soroti City	0	53.4		
171	Tororo	100	73.9	0	61.7
172	Tororo MC	0	56.0	0	39.2
173	Wakiso	100	71.2	33.3	66.5
174	Yumbe	100	54.4	33.3	54.7
175	Zombo	100	54.0	33.3	54.5

*Districts where budget performance was not assessed don't have a final score because the physical progress reports were not readily available.

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