



ANNUAL PERFORMANCE REPORT 2021/22

October 2022





NATIONAL PLANNING AUTHORITY ANNUAL PERFORMANCE REPORT 2021/22

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to the Executive Board

NPA

AT A GLANCE



OUR VISION

To foster socio-economic transformation through establishing development planning systems and producing comprehensive and integrated development plans.”

OUR MISSION

To be a Centre of excellence for development planning propelling socio-economic transformation

OUR CORE VALUES



Professionalism

The Authority embraces evidence based and objective decision-making. It endeavors to offer quality service by adding value to our stakeholders and clients. All our staff skillfully use knowledge to solve problems.



Innovation

The Authority continuously looks for new ways to deliver service to its stakeholders. NPA as an institution attaches significant importance to creativity, strategic thinking and promotion of best practices, recognized through scientific processes.



Partnership

NPA attaches great significance to participatory collaborations with State and Non-state actors. This is done so as in order to maximize the range of expertise, foster-shared ownership and ensure necessary commitment to the implementation of development plans.



Integrity

The Authority upholds moral principles reflected in our code of conduct including honesty, transparency trustworthiness and accountability, based on high ethical standards.



Teamwork

The authority’s work ethic is built on a principle under which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group, because “together each one achieves more”.

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ACRONYMS

APRM	African Peer Review Mechanism
AUDA	African Union Development Agency
CoC	Certificate of Compliance
CTA	Cotton Textile and Apparel
DC	Development Committee
DD	Demographic Dividend
EAC	East African Community
EACOP	East African Crude Oil Pipeline
FAO	Food and Agricultural Organization
GDP	Gross Domestic Product
GIS	Geographical Information System
GKMA	Greater Kampala Metropolitan Area
HRDP	Human Resource Development Plan
IMP	Industrial Master Plan
KFW	Kreditansalt Fur Wiederaufbau
LG	Local Government
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MPS	Ministerial Policy Statement
MTR	Mid-Term Review
NDP II	Second National Development Plan Two and Three
NDP III	Third National Development Plan
NDPF	National Development Policy Forum

NEPAD	The New Partnership for Africa’s Development
NGC	National Governing Council
NHRDP	National Human Resource Development Plan
NHRDPF	National Human Resource Development Planning Framework
NIP	National Industrial Policy
NPOA	National Programme of Action
NSDI	National Spatial Data Infrastructure
OPM	Office of the Prime Minister
PBMIS	Parish-Based Management Information System
PDM	Parish Development Model
PEC	Presidential Economic Council
PFA	Priority Focus Areas
PFMA	Public Financial Management Act
PIAPs	Programme Implementation Action Plans
PSST	Permanent Secretary/ Secretary to the Treasury
PWG	Programme Working Group
SDGs	Sustainable Development Goals
ToT	Training of Trainers
TRM	Targeted Review Mission
TVET	Technical and Vocational Education and Training
UDC	Uganda Development Corporation
UGSDI	Uganda Spatial Data Infrastructure
UNBS	Uganda National Bureau of Standards
UNDP	United Nations Development
UNICEF	United Nations International Children’s Emergency Fund
UWEC	Uganda Wildlife Education Centre

FOREWORD



Rt. Honourable Speaker and Honourable Members,

As you are aware, The National Planning Authority (NPA) was established by an Act of Parliament No.15 of 2002, in compliance with Article 125 of the Constitution of the Republic of Uganda of 1995. The primary function of NPA is to produce comprehensive and integrated development plans for the country, elaborated in terms of the National Vision, long-term perspective plans, and the medium-term plans.

The Annual Performance Report is also produced in accordance with Section 18(1) of the NPA Act, 2002, which requires the Authority to submit to the Minister an Annual Report of its activities containing such information as the Minister may direct, and Section 18(3) which requires the Minister to lay the Annual Report of the Authority before Parliament, upon receiving it.

The FY 2021/22 Annual Performance Report is the second in the implementation of the Third National Development Plan (NDPIII) 2020/21-2024/25 and the Third NPA Strategic Plan (2020/21-2024/25). Accordingly, it highlights the performance of the Authority against the planned NPA outputs in its Strategic Plan and FY 2021/22 Ministerial Policy Statement (MPS).

Rt. Hon. Speaker and Hon. Members, despite the COVID-19 pandemic and its associated effects on the economy and the operations of the Authority, a number of milestones were registered during the reporting period. These are as listed here

- a) Produced the FY 2021/22. Certificate of Compliance (CoC);
- b) Finalized the Industrialization Master Plan (IMP) for the period (2020-2040), the Industrial Database and Guidelines for Industrial Parks and Free Zones development;
- c) Prepared 18 Feasibility Studies and Project Proposals to inform Priority Investment;
- d) Finalized and launched the NDP Web-based M&E system.
- e) Undertook the second 2nd Assessment Report on Implementation of Uganda's APRM National Programme of Action (NPOA) and Targeted Review Mission (TRM).
- f) Undertook the Reprioritization of NDP III Programme Implementation Action Plans (PIAPs).
- g) Organised the eleventh (11th) National Development Policy Forum (NDPF)
- h) Finalized 3 policy research and corresponding PEC papers, including the;
 1. Development of a Competitive, Sustainable and Equitable Cotton and Apparel Industry for Enhanced Incomes, Job Creation and Export Growth;
 2. Addressing Uganda's Affordable Decent Housing Deficit; a meaningful development strategy; and
 3. Reducing the Cost of Credit in Uganda: The Case for Public Investment in Banking.

- i) Commenced the Mid-Term Review of NDP III and End Evaluation of NDP II

As I conclude, I wish to recognize the valuable contribution of the NPA Executive Board, which has provided oversight, support and guidance to the Management. I would also like to thank the; Parliament, Ministry of Finance Planning and Economic Development (MoFPED), Development Partners, MDAs, LGs, Private sector, and Civil Society organizations for their technical and financial support.

Finally, my sincere appreciation goes to the entire NPA Staff for their dedicated services and commitment to making NPA deliver on its functions.

Rt. Hon Speaker and Hon. Members, I, therefore, beg to lay on the table the NPA Annual Performance Report for FY 2021/22.



Hon. Amos Lugoloobi (M.P)

Minister of State for Planning and Economic Development (Planning)

ACKNOWLEDGEMENT



This is the second Annual Performance Report for the third National Planning Authority (NPA) Strategic Plan (2020/21 – 2024/25). It presents the Authority's performance for the period July 2020 to June 2021, in line with the outputs and Targets in the Strategic Plan and the Ministerial Policy Statement.

I am grateful to the Hon. Minister of State for Finance, Planning and Economic Development (Planning) for his political stewardship and supervision over the National Planning Authority during the FY and for providing a foreword to the Report.

FY 2021/22 started with the second country lockdown due to COVID-19, which greatly affected planning and budget performance. This was due to movement restrictions and the economy's slowdown, resulting into low revenue collection and intermittent budget cuts. Under its mandate of advising the President on development policies and strategies for Uganda, NPA, using its COVID-19 projection model, played a critical role in guiding H.E. The President on how to lift the lockdown measures in July 2021. NPA modelled the COVID-19 effects on the economy for the different scenarios of fully or partially opening up or maintaining the total lockdown. NPA proposed a gradual opening up, starting with a partial lockdown, which eventually informed H.E.'s decision to bring the lockdown to an end.

Notwithstanding the COVID-19 shocks, the Authority registered remarkable milestones, including: Production of Certificate of Compliance (CoC) FY 2021/22; Finalized the Industrialization Master Plan (IMP) for (2020-2040), the Industrial Database and developed Guidelines for Industrial Parks and Free Zones development; Preparation of 18 Feasibility Studies and Project Proposals to Inform Priority Investment; Finalization and Launch of the NDP Web-based M&E system; Undertook the second 2nd Assessment Report on Implementation of Uganda's APRM National Programme of Action (NPOA) and Targeted Review Mission (TRM); Reprioritization of NDP III Programme Implementation Action Plans (PIAPs); Organized the Eleventh (11th) National Development Policy Forum (NDPF), among other milestones; and Supported the establishment of the Science Technology and Innovation Secretariat in the Office of the President, among others.

Despite these achievements, the Authority still grappled with a number of challenges, including: inadequate funding; small office space; disruption by COVID-19 and its associated effects on the economy; and inadequate staff against the established structure to meet the increased demand for technical support in development planning, budgeting and implementation planning.

I applaud the Ministry of Finance Planning and Economic Development (MoFPED), Development Partners, Sectors, MDAs, LGs, the Private sector, and Civil Society organizations for their guidance and support in executing our mandate. My sincere appreciation goes to the NPA Staff for their dedicated services towards making NPA deliver on its functions and making the Authority shine.

For God and My Country

Prof. Pamela Kasabiiti Mbabazi,
CHAIRPERSON, NATIONAL PLANNING AUTHORITY

CHAPTER 1: INTRODUCTION



Hon. Amos Lugolobi (M.P) opening speech at the 11th National Development Policy Forum

1.0 Introduction

1.1 Background

The Constitution of the Republic of Uganda (1995) under Article 125 provides for creating the National Planning Authority (NPA) as the principal body responsible for development planning. This is operationalized by the NPA Act 15 of 2002. The Authority's primary function is to produce comprehensive and integrated development plans for the country, elaborated in terms of the National Vision Framework, the long-term perspective plans, and the medium-term plans.

In pursuance of its primary planning functions, the Authority further undertakes the following functions highlighted below.

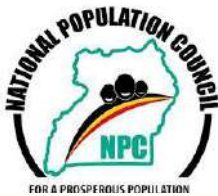
NPA PRIMARY FUNCTIONS

- » Co-ordinate and harmonize development planning in the country.
- » Monitor and evaluate the effectiveness and impact of development programmes and the performance of the economy of Uganda.
- » Advise the President on policies and strategies for the development of Uganda.
- » Support local capacity development for national planning by providing support and guidance to the national and local bodies responsible for the decentralized planning process.
- » Study and publish independent assessments of key economic and social policy issues and options to increase public understanding and participation in the economic and social policy debate.
- » Evaluate Government performance in liaison with the private sector and civil society and identifies and fills gaps in Government policies and Programmes.
- » Review high priority development issues and needs, and makes recommendations.
- » Ensure that all national plans are gender and disability sensitive. and
- » Design and implement programmes to develop planning capacity in local governments.

The Authority also has several bodies affiliated to it, with their Heads being ex-officio members of the Authority. These form what is known as the NPA Expanded Board. These advise the Authority on different policy issues, given their professionalism and expertise in various fields. These include: Ministry of Finance, Planning and Economic Development (MoFPED); Uganda Bureau of Statistics (UBOS); Economic Policy Research Center (EPRC); Equal Opportunities Commission (EOC); National Population Council (NPC); Local Government Finance Commission (LGFC); National NGO Forum; Uganda National Chamber of Commerce and Industry; Uganda National Farmers' Federation (UNFFE); National Environmental Management Authority (NEMA); National Agricultural Research Organization (NARO); Uganda Manufacturers Association (UMA), Town and Country Planning Board, Treasury, among others. These are as illustrated below.



Uganda Bureau of Statistics



LOCAL GOVERNMENT FINANCE COMMISSION



Uganda National Chamber of Commerce & Industry
'Enhancing Business Opportunity'



The body responsible for human resource development planning; Town and Country Planning Board; Treasury.

The Authority's organizational structure comprises of the Executive Authority and a Secretariat. The Executive Authority is full time, comprising five (5) Authority Members, including the; Chairperson, Deputy Chairperson and three (3) other Authority Members. The Secretariat is headed by the Executive Director, assisted by the Deputy Executive Director. The Secretariat currently has three Directorates with several Departments. The three Directorates include: Development Planning; Research and Development Performance; and African Peer Review Mechanism (APRM). The composition of the Executive Board and the related bodies mentioned earlier constitute the Expanded Board for Authority.

1.2 The Objective of the Report

The Annual Report is produced in accordance with Section 18 (1) of the National Planning Authority (NPA) Act, 2002. This mandates the Authority to submit an Annual Report of its activities and performance to the Minister responsible for planning, which then the Minister lays before Parliament. Therefore, this Report’s objective is to review and report on the annual performance of NPA on the planned deliverables set out in its five-year strategic plan, and the Annual Plan.

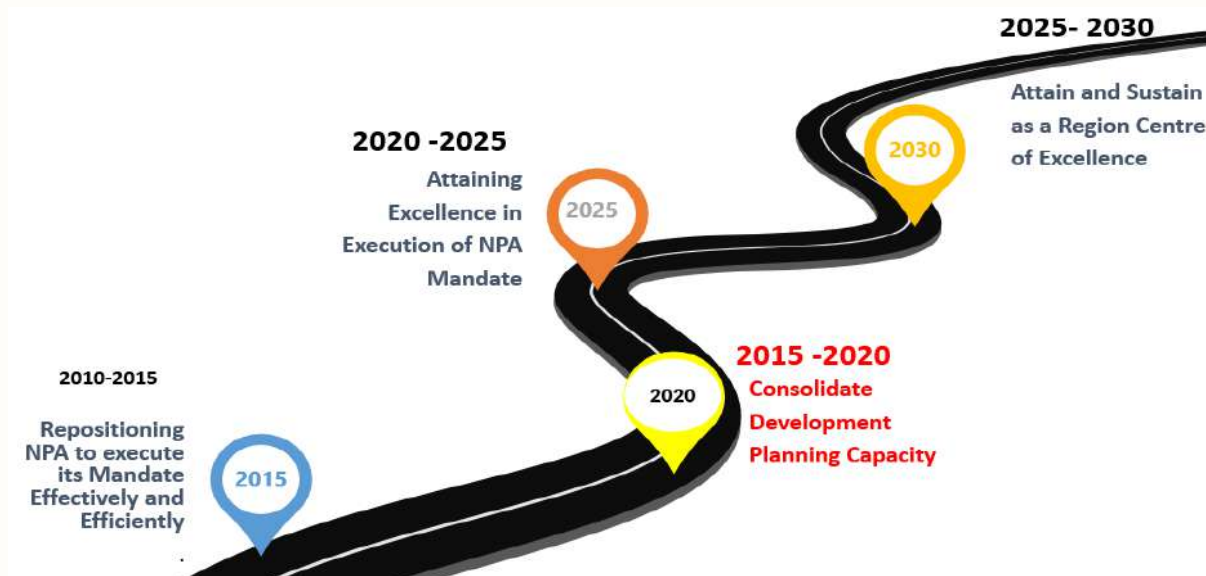
1.2. Core Values

NPA embraces and subscribes to a set of principles and norms that symbolize the moral fabric and culture of the institution and guide service delivery to all our stakeholders. The core values are: Professionalism, Innovation, Partnership Integrity and Teamwork (PIPIT).

1.3 The NPA Strategic Focus

Over the five year period, 2020/21 - 2024/25, NPA shall focus on attaining excellence in the execution of its mandate as demonstrated in figure 1 below.

Figure 1: Strategic Direction



The strategic plan is anchored on four Priority Focus Areas (PFAs), and these are:



CHAPTER 2:

Physical and Financial Performance in FY 2021/22



Prof. Pamela Kasabiiti Mbabazi opening speech at the 11th National Development Policy Forum



2.1 Performance under Integrated Development Planning

(i) Reviewed MDA and LG Development plans

By the end of FY 2021/22, NPA had provided technical support to all MDAs and LGs in the application and use of the revised Planning Guidelines for the preparation of MDAs' respective strategic plans (2020/21-2024/25) and Local Government Development Plans (LGDPs). As a result, by the end of the FY, 130 MDA plans had been approved by the Authority. In the same regard, all (176) LGDPs were reviewed, and 95 were approved by the end of the FY.

(ii) Developed the National Spatial Data Infrastructure (NSDI) Policy

As the Authority awaits the approval of UGSDI policy by the Cabinet Secretariat, the Authority produced and validated the Spatial data documents for operationalization of the UGSDI Policy. These included; the Standards Manual, Trainers Manual, Communications Strategy, Data integration, and the showcase of the web portal. In addition, the Authority undertook a field visit to monitor and ascertain the effectiveness of the support (hardware and skills training) given to the MDAs and LGs, that is, 26 LGs, 8 Cities, and 26 MDAs. Further, a dissemination and certification ceremony for the World Bank-financed project components of GKMA and Spatial Planning was held on 29th March 2022 at Hotel Africana for the MDAs and LGs Economic and Physical Planners who were trained in Geographic Information System (GIS) Mapping Technology.

(iii) Implementation of the Parish Development Model.

During the FY, the Authority developed the Parish Development Model (PDM) Conceptual, Results & Reporting framework as part of the PDM Implementation Guidelines that the MoLG issued.

Further, the Authority supported the development of the PDM Implementation Guidelines and 3 Manuals for the pillars of Financial Inclusion, Parish Based Management Information System (PB MIS) and Governance and Administration.

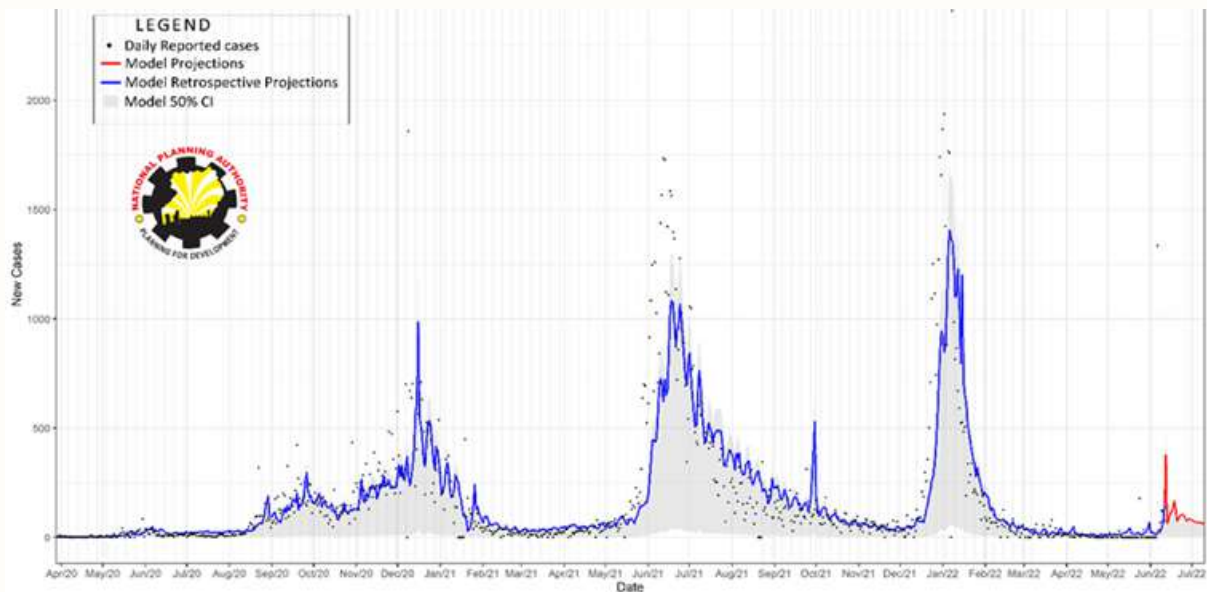
(iv) Developed the COVID-19 Model for bi-weekly new case projections

Following the prolonged 1st COVID-19 lockdown and its adverse effects on the economy, National Planning Authority developed a modelling tool to depict the number of new infections weekly, using a number of factors like geography, demographics, weather, and economic data to aid the country in the prediction of the spread of the COVID-19. During the 2nd lockdown, National Planning Authority using the model predictions produced an information paper to H.E. the President of the Republic of Uganda, with scenarios, options, and effects of either fully or partially opening up the economy or maintaining the total lockdown. The paper was adopted by H.E. and informed his decision on handling the lockdown and also formed part of his Speech on 30th July 2021 on lifting the 2nd lockdown. The weekly projections also informed the weekly Incident Management Team meeting chaired by MoH. This model is reflected in figure 2.

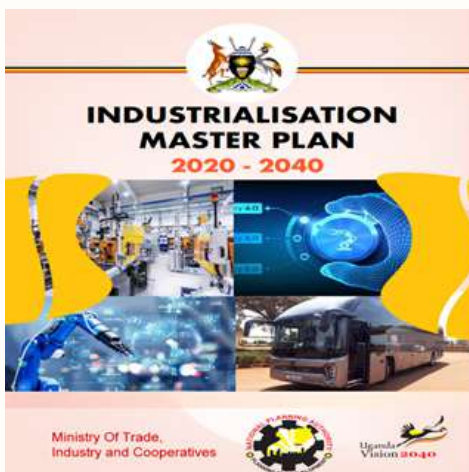


PFA 1: Integrated Development Planning

Figure 2 Sample of Weekly Covid-19 Projection Vs Reported Cases



(v) Development of the Industrial Master Plan (IMP)-(2020-2040)



For a country to reach its full economic and social development potential, there must be an advanced industrial sector. Vision 2040 highlighted and presented a phased approach to developing Uganda's industrial sector.

The IMP sets out the country's industrialization pathway through a guided stepwise approach identifying the priority sectors and industries and their phases and defining the role of key stakeholders, particularly the government and private sector. The Plan presents a practical pathway to focus and sequence interventions in

the industrial sector for national and economic transformation over 2020-2040. This is done in three phases beginning from National Development Plan III (NDP III) and National Industrial Policy (NIP 2020) periods. Phase I focuses on Agro-processing, Light Manufacturing and SME Development. Phase II focuses on Heavy and Capital-Intensive Industries while Phase III focuses on High-tech and Knowledge-based industries. The proposed phases are underpinned by the current national development policy framework, mainly Vision 2040, and it's important to note that they are not discrete.

The goal of this Industrialization Master Plan is to build a competitive and sustainable industrial sector for inclusive economic growth and transformation with six strategic objectives, including; i) Increase Manufacturing Value Added to GDP; ii), Increasing the stock of decent jobs, iii) Increasing the ratio of manufactured exports to total exports; iv) Improve green industrial processes for environmental sustainability; v), Increase participation of women and youth in manufacturing and; vi), Promote increased use of research, innovations, and adoption of appropriate technologies in industries. NPA worked with the Ministry of Trade Industry and Cooperatives in preparing the Industrialization Master Plan.

PFA 1: Integrated Development Planning

Effective implementation of the Industrial Master Plan (IMP) is expected to lead to a number of improved results, including; Increased stock of decent jobs in the industry sector from 1,152,500 to 6,257,808; increased manufactured exports to total exports from 13.5 to 36.1; increased Global Innovation Index from 25 to 58; and increased Manufacturing Value Add from 15.8 to 24.0.

(vi) Industrial Database

To better implement the Industrial Master Plan, the Authority and Ministry of Trade Industry and Cooperatives established the Industrial Database. The Industrial Database is intended to capture the profiles of all the industries in the country, including their trade, raw materials sources, products produced, amount of power consumed, the number employed, legal status, markets being served, and waste generated, among other things. Understanding the number of industries in the country plus their locations, and the challenges they face is crucial to enabling planning for their development. The database is an online platform hosted and managed by the Ministry of Trade Industry and Cooperatives and is updated annually. It will enable the timely provision of data on Uganda's industrialisation efforts.

(vii) Guidelines for Developing Industrial Parks and Free Zones

Further, the Authority and Ministry of Trade, Industry and Cooperatives developed the Guidelines for Industrial Park and Free Zones. The guidelines supported the development of Industrial Parks and Free Zones in Uganda and were designed to contribute to the operationalization of the Industrial Policy 2020. Their development was informed by the Cabinet Directive under Cabinet Information Paper CT (2019) 112 to National Planning Authority (NPA) to support Uganda Investment Authority (UIA) to fast-track preparation of Feasibility Studies for selected Industrial Parks. It was realized that, for the effective implementation of the directive, there was a need to have Guidelines for developing Industrial Parks (IPs) and Free Zones (FZs), which were non-existent at the time. NPA and the Ministry of Trade Industry and Cooperatives thus embarked on their development.

It is important to note that though the call was for Guidelines to inform the development, operation and management of Industrial Parks (IPs) and Free Zones (FZs), the developed Guidelines also cater for Special Economic Zones (SEZ), Export Processing Zones, Free Trade Areas and other Park models for business, industrial or service areas. Furthermore, as far as industrial park development is concerned, the international trend is toward Eco-Industrial Parks, which was also catered for in the Guidelines. They build on Green Growth principles following Uganda's greening aspirations spelt out in the Uganda Green Growth Development Strategy, the guidance provided by United Nations Industrial Development Organization (UNIDO) Global Program on Eco-Industrial Parks (EIP) and the Global Green Growth Institute (GGGI) and Green SEZ Manual and tools.

(viii) Prepared 18 Feasibility Studies and Project Proposals to inform Priority Investment

The Development Committee (DC) Guidelines 2016 requires all MDAs to prepare detailed feasibilities before they seek financing. Accordingly, NPA is mandated to support MDAs in preparing projects, including taking the lead in the implementation planning and monitoring of core projects.



PFA 1: Integrated Development Planning

During the FY, the Authority prepared 18 Pre-feasibility and Feasibility Studies. These included:

1. A feasibility to guide Public Investment in the Banking Sector to reduce the cost of credit;
2. Establishment of Farmer Owned Sugar Mills in the Busoga sub-region, in partnership with UDC;
3. Construction of Regional and Engineering Laboratories in collaboration with UNBS;
4. Modernization of Conservation Education Services and Infrastructure Project, in collaboration with UWEC;
5. Livestock vaccines manufacturing and commercialization in Uganda in partnership with UNDP;
6. Government intervention into the construction industry in collaboration with UDC;
7. Government intervention into the packaging industry in alliance with UDC;
8. Development of GKMA Tourism Circuit with the Infrastructure Development Department, supported by World Bank; and
9. Construction and equipping of the Planning House.

The other feasibility studies include: a feasibility study establishment of a shredder and sterilization facility in Uganda, in collaboration with UDC; Source of The Nile Infrastructure Development Project feasibility study, in collaboration with MTWA; Development of Enhancing Wildlife Research Capacity in Uganda Project Prefeasibility, in collaboration with MTWA; Coffee Value Chain Development Project; Government investment in Atiak sugar; Luwero fruit factory Business Plan for the Uganda Air Cargo; Establishment and operation of the National Military Hospital in Mbuya and valuation of the Electromaxx Thermal Power Plant and Simba Oil Limited Modular Mini Refinery (Topping plant).

(x) Review of Proposals to borrow for Government Projects

The Authority further reviews proposals to borrow for government projects. This is in line with Regulation 30 of the NPA Development Planning Regulations, 2018. To strengthen Uganda's Public Investment Management System, National Planning Authority supports Parliament during the review of loans as requested.

During the FY, the Authority reviewed the four (4) loan proposals. These included Proposals to Borrow up to; Euro 40.0 Million from Kreditansalt Fur Wiederaufbau (KFW); the German Development Bank to Finance the Construction of the Mbale-Bulambuli Transmission Line; reviewed loan proposal for assessing the viability of the Electro Maxx business proposal to the government to finance the establishment of a topping plant (Mini Refinery) of USD 20M; Reviewed the proposal to borrow for the East African Crude Oil Pipeline (EACOP) project of USD 130,000 million; and loan proposal for Kampala Lighting and Infrastructure Improvement Project.

PFA 1: Integrated Development Planning **(xi) Support to Development of Regional Development Plans**

NDP III proposed support for local governments to develop Regional Development Plans to address specific priorities and inequities in growth and household incomes. The plans are further intended to identify the regional investment potentials and priorities and achieve balanced regional development.

During the FY, NPA supported the development of the Regional Development Plan of Karamoja, Albertine Region, Southwestern Uganda, and Northern Uganda.

(xii) Aligned National Plans to the Global Agenda, like i.e. SDGs, Agenda 2063, APRM, and EAC, among others

During the FY, the Authority was involved in several activities aimed at the alignment of National, MDAs and LGs plans to global agendas. These included:

1. Undertaking and chairing the quarterly SDG Planning and Mainstreaming Technical Working Group (TWG);
2. Providing progress on SDG activities like, Integration of SDGs into the NDPIII Results and Reporting Framework;
3. Finalization of the Certificate of Compliance SDG Assessment Tool;
4. Development of SDG module in the web-based NDPIII M&E system; and Integration of SDGs into MDA strategic and LG development plans.
5. The Authority, together with other stakeholders received technical support from African Union by way of training on production of Annual A2063 country progress reports.

(vi) Reprioritization of NDP III Programme Implementation Action Plans (PIAPs)

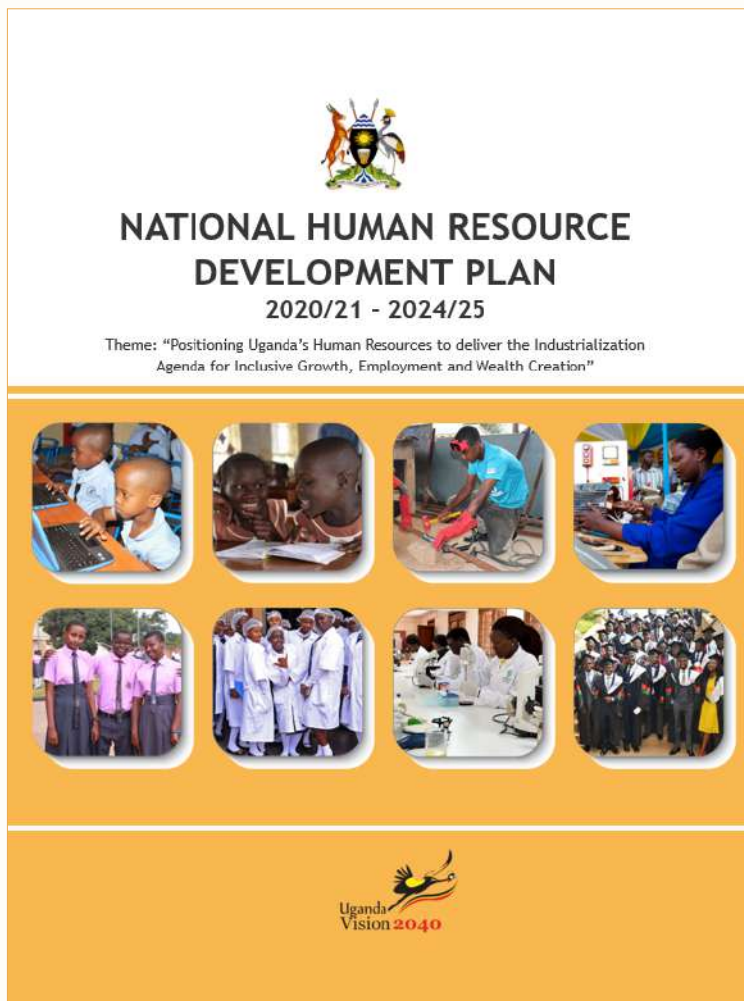
COVID-19 severely impacted the implementation of NDP III, and the attendant measures taken to curb its spread like: the closure of businesses; educational institutions; transport; social gatherings; and markets, among others. This resulted in supply chain disruptions, reduced aggregate demand, lower than anticipated economic growth, and low revenue amidst high debt level. These left the country with limited fiscal flexibility constraining the capacity to provide resources required for all that was planned in the NDPIII. In addition, the intermittent partial closures of the economy and public services further affected the implementation of NDP III interventions even where a budget could be available.

To mitigate the COVID-19 impacts, the NDP III was reviewed in light of the pandemic before it was launched for implementation in 2020. Thus, the NDPIII Reprioritization Report was prepared primarily to communicate priorities among priorities within the NDP III to guide the subsequent budgeting processes over the remaining NDP III implementation period and to inform the improved alignment of the national and MDA budgets to the identified priorities.



PFA 1: Integrated Development Planning

(vii) Development of the National Human Resource Development Plan (NHRDP)



The development of the National Human Resource Development Plan follows the Cabinet approval of the National Human Resource Development Planning Framework (NHRDPF) in 2018. This plan articulates the processes, structures, and mechanisms for integrated human resource development planning. The NHRDPF articulates the country's long-term human resource development planning needs, articulated in the 30-year National Human Resource Strategy, the 10-year National Resource Plans, the 5-year national human development plans, and the 5-year MDA and LG human resource development plans.

By the end of the FY, NPA had developed a final draft National Human Resource

Development Plan. The authority held consultations and validation meetings on the draft 5-year NHRDP with critical stakeholders, including MoGLSD, MoPS, MoES, MoICT&NG, NCHE, National Employment Council, MEMD and Ministry of Tourism, for their buy-in, ownership, and comments. Further, NPA conducted engagements and validation meetings with 20 selected LGs for input and buy-in to support the finalization of the NHRDP. These were; Kayunga, Mukono, Wakiso, Nakaseke, Luwero, Bududa, Busia, Sironko, Bugiri, Iganga, Mbarara, Isingiro, Hoima, Kiryandongo, Masindi, Moroto, Lira, Amolatar, Abim and Gulu. The plan was peer-reviewed by an external peer reviewer, and the comments were dully addressed. As a result, the executive director approved the final plan and submitted it to the Board for final approval.

(viii) To operationalize the NHRDP, the Authority developed National Human Resource Development Planning Guidelines for MDAs and LGs to adopt and adapt while developing their respective Human Resource Plans.

National and regional workshops were organized for stakeholders' input and buy-in. The authority has prioritized training both LG and MDA players on using these Guidelines in developing their respective Human Resource Development Plans ahead of the next planning phase.

PFA 1: Integrated Development Planning

(ix) Reviewed the Functionality of Programme Working Groups (PWGs)

The Authority prepared a Status Report on the functionality of Programme Working Groups. The Report indicated that Ten (10) PWGs are operational. These include: Governance & Security; Water, Climate Change; Land and ENR Management; Private Sector Development; Integrated Transport and Infrastructure Services; Digital Transformation; Public Sector Transformation; Agro-Industrialization; Development Plan Implementation; Administration of Justice (AJP); Legislature Oversight and Representation (LORP). On the other hand, ten (10) PWGs were recommended for improvement. These include Mineral-based Industrialization; Tourism Development; Sustainable Energy Development; Sustainable Urbanization and Housing; Human Capital Development; Community Mobilization and Mindset Change; Innovation, Technology Development and Transfer; Regional Development; Manufacturing and Petroleum Development. To have all PWGs fully functional, the Authority will continue providing technical support as well as proposing that PWG Minutes should be a prerequisite for approval of Policy Statements, Projects and Budgets.

(x) Participated in the Organisation of the Food Systems Summit in Uganda

The United Nations Secretary-General H.E. Antonio Guterres convened the first ever Food Systems Summit in September 2021 to launch game-changing solutions and actions to transform the way the world produces and consumes food, delivering progress on the Sustainable Development Goals (SDGs) with systemic approaches that interconnect solutions and challenges in and beyond the agri-food systems. The Summit was convened along 5 Action Tracks (ATs) that is; ensuring access to safe and nutritious food for all; shifting to sustainable consumption patterns; boosting nature positive production; advancing equitable livelihoods, and building resilience to shocks and a culmination of an 18-month process in which 148 countries hosted National Food System Summits (NFSDs) to voice out the issues affecting and influencing food systems and catalytic game-changing, transformative solutions.

Consequently, Uganda responded to the call by the UN Secretary-General and organized a national and grass-roots dialogue to generate consensus and a common position on the Summit agenda. The Office of the Prime Minister (OPM) convened the summit along the **National Planning Authority (NPA)** and the Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF), the co-conveners with the targeted stakeholders across Government Ministries, Departments, Agencies, and Local Governments, Development Partners, Civil Society, Academia, the Private Sector, Farmers, Entrepreneurs, Researchers, Women, and Youth groups, among others.

During the FY, the dialogue registered several outcomes, and these included; A Synthesis Report of the various dialogues held across the country; A Country Commitment Paper that highlights priorities that Uganda will implement to fast-track the transformation of the food systems; a road map for food systems transformation and a post-summit agenda has been put in place; and an Inter-Agency Coordination Committee for Food Systems was set up.

To achieve the desired level of food systems transformation in the Country, the government through the Agro-industrialisation Programme Committee should implement the food summit with support from, the private sector, different government MDAs, CSOs, and Development Partners.

PFA 1: Integrated Development Planning

In the FY, Uganda invited the African Union Development Agency (AUDA-NEPAD) to assess the country's position so as to develop targeted assistance towards the Food systems transformation in Uganda. AUDA-NEPAD guided that Uganda should focus on; Levers for food systems transformation, policies related to food systems transformation, Alignment to resolution, Food Systems Institutional mapping among other things..



H.E. Yoweri Kaguta Museveni arriving at Kololo for the Food Summit



NPA Chairperson, Prof. Pamela K. Mbabazi making a submission at the Food System summit

(xi) Support for Establishing the Science Technology and Innovation Secretariat in the Office of the President

In 2021, when the President announced a new Cabinet, he transformed the Ministry of Science Technology and Innovation (STI) into a Secretariat under Office of the President (OP). Consequently, in March 2022, NPA was requested to second a Senior Officer to support the establishment of the STI Secretariat in OP for a transitional period of 2 years. Given the limited man-power in the Authority, NPA assigned the Manager for Science Planning on a part-time basis to work with the Minister on setting up the Secretariat in the role of Policy and Planning.



Performance under Development Performance & Research

(i) Development of the NDP Web-based M&E System

The third National Development Plan (NDP III) proposed developing an integrated M&E system as a critical intervention under the Development Plan implementation. The Plan further emphasizes the role of the Office of the Prime Minister (OPM) in steering implementation monitoring of the Plan, including the tenant projects.

The Web-based M&E system aims at a number of things, including: improving timely progress assessment of the performance of the NDP; improving the accessibility, and quality of data; updating of M&E data; transparency of progress made; accountability for results; and consequently interest and engage stakeholders in reform and implementation processes.

During the FY 2021/22, the Authority and OPM completed and launched the NDP Web-based M&E system. Since this M&E system's launch, two training sessions were conducted for the users of the system. These included; Training of Trainers (ToT) and for MDAs.; Through these training, feedback was provided to the developers on how to improve the system and make it more user-friendly.

(ii) Production and Issuance of the Certificate of Compliance (CoC) FY 2021/22

The Public Finance Management Act (PFMA, 2015), the Charter of Fiscal Responsibility and the Budget Framework Paper require that NPA prepares an annual Certificate of Compliance to assess the extent of alignment of NDP to Central and Local Government planning instruments, budget, and reporting instruments.

During FY 2021/22, the Authority produced a CoC Report with an overall score of 63.4 percent alignment to the NDP III, an improvement from 54.8 percent in FY2020/21.

This performance was attributed to improvement in the alignment of macroeconomic targets with those of the NDP III, the moderate focus of the budget intent on the NDP III strategic direction, and core project implementation at the national level. However, allocative inefficiencies and weak programme coordination at the programme level affected planning and budgeting for results at MDA and LG levels.

(iii) Additionally, the Authority reviewed the Assessment Framework for the Certificate of Compliance to NDP III programmes.

This was due to the transition from the sector (NDPII) to the programme approach to Planning and Budgeting that necessitated a review of the Certificate of Compliance Assessment Framework/Manual. The reviewed manual was disseminated to MDAs between November and December 2021.

PFA 2: Development Performance & Research

(iv) Provided support to the National Planning Capacity Building and Greater Kampala Metropolitan Area (GKMA) Economic Development Project end of Results Dissemination and Certification Ceremony Workshop

The National Planning Authority (NPA) received funding from the Multi-Donor Trust Fund partnership to support the Implementation of Uganda's Second National Development Plan (NDPII) to specifically implement a two-year project titled; *"Support to the National Planning Capacity Building and Greater Kampala Metropolitan Area Economic Development Project"*. The project had two subcomponents, that is: Greater Kampala Metropolitan Area Economic Development Project and Spatial Planning Capacity Building.

The project registered a number of milestones including: Capacity building for one hundred twenty-one (121) planners in selected MDAs and LGs in integrating Spatial planning in development planning; capacity building of fifty-two (52) GKMA and selected MDAs planners in six (6) thematic areas; development of a Report and Guidelines for Land Banking; and undertaking a feasibility study for GKMA Tourism Circuit. The project also provided GIS tools, including computers, Tabs, UPSs, and printers for the trained MDAs.

Towards the end of the project, a beneficiaries' satisfaction survey was conducted from which a number of recommendations were proposed. These included:

- a) Land banking to be prioritized in the NDP III Mid-Term Review (MTR);
- b) Public Investment Management should be prioritized and improved for project success;
- c) There is a need to merge physical planning and economic planning as they are synonymous and their integration would accelerate economic growth and development among other recommendations.

On 29th March 2022, the Authority, with support from World Bank, organized a dissemination workshop for the project output and outcomes. Among the dissemination was also a presentation on the project beneficiaries' satisfaction survey and award of certificates to the trained officers. This was under the East and Southern Africa Management Institute (ESAMI) and the Makerere University of the Built Environment (MUK-SBE).



Hon. Minister Amos Lugoloobi giving his opening speech at the GKMA Project End and Results Dissemination and Certification Ceremony Workshop.



Dr. Ivan Lule - NPA Board Member, giving his remarks at the GKMA Project End Workshop.



M/s Winnie Nabiddo, NPA Manager M&E making a presentation on Satisfactory Survey findings.



Presentation on Project Brief by Mr. Joseph Tenywa, Manager ICT (NPA)



NPA Board Members Awarding of certificates to project beneficiaries

(v) Development of the National Development Report (NDR) FY 2020/21

The NPA Act of 2002 mandates the Authority to monitor and evaluate the effectiveness and impact of development. The aim of producing the NDR is to provide information/updates on the economy's overall performance, focusing on national development based on the NDP. The specific objectives of the NDR include: Reviewing progress made in implementing the NDP, including the implementation challenges faced during the year; Reviewing the macroeconomic performance of the economy for the year under review; Providing an assessment of the performance of thematic areas and local governments in line with the NDP and; Providing the status of the development progress made during the FY. The process of preparing of the Report is based on reviews of relevant available Reports, submissions of NDP monitoring and evaluation (M&E) results in matrices from Ministries, Departments, and Agencies (MDAs), MDA/sector reports and Ministerial Policy Statements, and field visits to all Local Governments and municipalities.

In FY 2021/22, the Authority produced an NDR FY2020/21 Report to inform the Government Annual Performance Report for FY2021/22. This report also includes a Progress Report on implementing the 23 Presidential directives and Guidelines for FY2020/21.

(vi) Development of the National Development Planning Research Agenda & Framework

The National Development Planning Regulations (Statutory instrument No.37, 2018) provide for the development of a National Research Framework and a National Research Agenda for development planning as tools to guide the conduct of research activities for planning and policy development. This framework implements the provisions of the National Development Planning Framework and affects the development of the National Research Agenda. The framework's objectives include: Providing a national mechanism for identifying strategic research priorities and themes; Strengthening coordination of the roles and research activities of different MDAs and partners along the research and development value chain, and aligning research efforts and funding to the national development agenda.

By the end of FY 2021/22, NPA had developed the National Development Planning Research Agenda Framework to inform the preparation of the National Research Agenda.

PFA 2: Development Performance & Research

However, the Ministry of Science, Technology, and Innovation which was responsible for the development of the National Research Agenda was subsumed under the Office of the President, and this has affected the smooth and timely completion of the Research Agenda.

(vii) Undertook High-level Strategic Policy Impact Evaluations, including evaluation of the Decentralization Policy and commencement of the NDPII End-term Evaluation and NDPIII Mid-Term Review

The NPA Act of 2002 provides for; Monitoring and Evaluating the effectiveness and impact of development programmes and the performance of the economy of Uganda. In FY 2021/22, the Authority evaluated the Decentralization policy under four thematic areas, that is: Institutional Framework and Systems; Service Delivery and Financing; Policy, Legal and Regulatory Framework; and Democracy and People Participation. Some of the critical findings from the evaluation include;

- a) While the LG institutional framework and LG systems have been impactful, they are not sustainable
- b) The Central Government continues to exercise considerable control over the operations of LG institutions and the performance of LG systems
- c) The decentralization policy substantially meets the relevance principle but partially for effectiveness
- d) The findings highlight that democracy has improved from the emergence of the decentralization policy, among other findings.

The Reports also recommended among other things, the: Review and streamline the current legislation; Development of the Decentralization Policy Strategy Document; and Revision of the PFMA, 2015, in light of the apparent conflict between the Financial and Accounting Regulations provided under the Local Government Act and the provisions in the PFMA, 2015. **In the same year, the Authority commenced the Mid-Term Review of NDP III and End Evaluation of NDPII.** These were intended to inform the extent to which NDP III is being implemented and also provide baseline information for the preparation of NDPIV.

(viii) Organization of the Eleventh (11th) National Development Policy Forum (NDPF)

During the FY, NPA organized the 11th NDPF on the topic of “Reducing the Cost of Credit in Uganda’: The Case for Public Investment in Banking. The World Bank’s Ease of Doing Business Report (2019) ranked Uganda 116th in the world as regards ease of doing business. This implied that Uganda still has a long way in improving its business environments. The high cost of credit is one such factor for the cause of this Uganda’s ranking in the ease of doing business.. The high cost of credit is also a constraint to national development goals.

In a bid to increase access to and lower the cost of capital, as a precondition for improving the business environment, National Planning Authority commissioned various thematic studies on reducing the cost of credit in Uganda, including one on Public Investment in Banking. The study made far-reaching recommendations for Government to implement. Consequently, the proposals had to be subjected to critical stakeholders to provide inputs before consideration by the Presidential Economic Council and Cabinet.



Chairperson NPA, Prof. Pamela K. Mbabazi, making opening remarks at the Forum



NPA Executive Director, Dr. Joseph Muvawala, addressing the Guests at the 11th National Development Plan Forum (NDPF)



Mr. Hennery Sebukeera, Manager Project Development and Investment Planning making a presentation on Reducing the Cost of Credit in Uganda



Mr. Ramathan Ggoobi (PS/ST), Hon. Amos Lugoloobi (Minister in charge of Planning) and Dr. Micheal Ating-Ego (Deputy Governor, Bank of Uganda), attending the Forum



PFA 2: Development Performance & Research

(ix) Undertook Policy research and corresponding Presidential Economic Council (PEC) papers

During the FY, the Authority produced 3 Presidential Economic Council Papers.

These included: a paper on "*Development of a Competitive, Sustainable and Equitable CTA Industry for Enhanced Incomes, Job Creation and Export Growth*"; "*Addressing Uganda's Affordable Decent Housing Deficit; a Meaningful Development Strategy*"; and "*Reducing the Cost of Credit in Uganda: The Case for Public Investment in Banking*".

In addition, the Authority commissioned a number of other policy studies.

These included: Profiling Demographic Dividend (DD) best practices in LGs to inform acceleration of the implementation of DD interventions; Assessment of girl child resilience in LGs and production of a national framework for the enhancement of girl child resilience in Uganda; and a study on assessment of the performance of TVET institutions covering aspects of; enrollment of learners, staffing levels, infrastructure, and funding.

The Authority also undertook a study on the Situation of Ethnic Minority Groups (EMGs) in Uganda and their involvement in Uganda's Development.

Uganda is a multi-ethnic country with different ethnicities. Some of these ethnic groups have a population of less than 25,000, known as "ethnic minorities". The National Population and Housing Census, 2014, recorded seventeen (17) minority ethnic groups who still experience limited access to economic opportunities, political power, and public resources. . These ethno-minorities include the: Aliba; Banyabindi; Bahehe; Banyabutumbi; Basongora; Batwa; Gimara; Ik; Lendu; Mening; Mvuba; Ngikutio; Nyangia; Reli; Shana; Tepeth; and the Vanoma. , These groups still face exclusion in terms of: evictions from their ancestral lands; limited access to education, health, and socioeconomic opportunities; and exclusion from governance processes. This contravenes various national, regional and international human rights frameworks.

The study made a number of findings. These include:

- a) On many occasions, some of members of Ethnic Minority Groups EMGs fail to register during electoral processes, due to a diverse factors including; pre-disposed 'forest', 'mountain' and 'lake' life, laidback mindset, constant movements, lack of legal documents such as birth certificates, poor record keeping, limited access to information, and limited awareness, among others;
- b) Service delivery for EMGs is primarily to do with decision making/influence, service targeting, and the consciousness for affirmative action at both National and Local Government Levels;
- c) Some EMGs like Batwa do not have permanent homesteads as they keep moving from place to another in search for new and fresh grounds for hunting and fruits gathering;
- d) Most areas occupied by EMGs have not been targeted for service delivery by both Government and large private corporat entities, especially due to their remoteness and economic inequalities, where such EMGs may not contribute much to the corporate world among other findings.

The study findings are helping to inform policy direction towards the ethnic minority groups and their involvement into Uganda's development planning process.

PFA 2: Development Performance & Research **(x) Produced Periodic Economic Updates and Analytical Reports**

The Authority continued to assess the economy's performance by producing monthly Economic Update. During the FY, eleven (11) monthly Economic updates (July 2021 to May 2022) were prepared. In addition, other subject specific Reports prepared included: Entrepreneurship and Capital as factors of production; and State of the Economy and Public Debt to the Parliament Committee on National Economy and rising commodity prices. Further, it produced the first results of the SDG-SIM model, including the baseline scenario. At the time of reporting, this model was being calibrated to inform the NDPIII mid-term review analysis.

(xi) Monitored the Implementation of the Green Growth Strategy

On behalf of Government, through the National Planning Authority, led the development of the Uganda Green Growth Development Strategy (UGGDS) 2017/18-2029/30 in 2017. This was developed to ensure that Uganda's economic development aspirations are attained along with a socially inclusive and environmentally sustainable pathway. However, there has been a glaring gap between the state and progress of Uganda's green economy transition and the realization of the dividends.

To address this gap, the NPA, in partnership with the Ministry of Water and Environment with financial support from the GIZ Natural Resources Stewardship Programme, developed the inaugural Green Growth Monitoring Report. The Uganda Green Growth Report (UGGR 2020), themed *"Stimulating Resource Use Efficiency in Manufacturing and Waste Management for Sustainable Development"*, is the second Monitoring Report on the Uganda's progress toward attaining the targets in UGGDS. The Report highlights the key observations and lessons from the UGGR 2020, key emerging issues and challenges and opportunities for scaling up green manufacturing and waste to wealth, and Recommendations from the UGGR.

Particularly, the Report provides significant insights on the status of Uganda's green economy transition and investment opportunities in sustainable waste management in emerging cities. The Report also recommends the pursuit of a human rights-based approach and social inclusiveness, so as to ensure an inclusive and just green economy transition. It articulates establishment of a precise green growth reporting mechanism through audits and pragmatic voluntary arrangements to generate reliable data and inform further National Green Growth Monitoring Reports.

Undertook a number of Field Monitoring Visits

One proposed strategy for achieving the NDP III is ensuring timely monitoring of project and budget spending of all major projects. Monitoring visits aim to assess progress, note challenges faced, and propose ways of addressing some of the challenges that hamper their progress.

During the FY, NPA undertook field Visits to Jinja and Nakasongola industrial parks to ascertain the progress in vehicle manufacturing in Uganda. The fieldwork was meant to assess the capacity of Kiira Motors Corporation (KMC) to provide buses for the proposed BRT project for the Greater Kampala Metropolitan Area (GKMA).



2.3 Performance under Strategic Partnerships & Collaborations

(i) Undertook the second Assessment Report on Implementation of Uganda's African Peer Review Mechanism (APRM) National Programme of Action (NPOA)

The **APRM National Programme of Action (NPOA)** is a summary of Actions or Recommendations that Uganda is expected to address to improve its governance index under 4 thematic areas. These include: Democracy and Political Governance (DPG); Economic Governance and Management (EGM); Social Economic Development (SED); and Corporate Governance (CG). This Reports tracks the recommendations of Uganda's Country's self-assessment Review process; and the Country Review Report by external stakeholders. Through the APRM/NGC, Uganda annually prepares a progress report to document its performance and recommendations.

In FY 2021/22, Uganda prepared the second report on the implementation of APRM NPOA, covering July 2020 to June 2021. The Report was prepared through a consultative process with all key APRM stakeholders, including; Private sector; MDAs; Civil Society; Academia; Media Women; Youth; Opposition; and Leading Political party, among others. The final Report was validated and presented by His Excellency, the President of the Republic of Uganda, to the African Peer Review (APR) Panel of Heads of State and Governments at the 31st summit in Jan 2022. The Report was reviewed by Heads of State and Governments and recommended areas that require improvement were discussed.



Hon. Amos Lugoloobi, Minister of State in charge of Planning addressing the participants at the validation workshop of the APRM National Program of Action

PFA 3: Strategic Partnerships & Collaborations 

Hon. Thomas Tayebwa, Deputy Speaker of the Parliament Uganda speaking on the state of Corporate Governance in Uganda



Dignitaries' Group photo at the National validation of 2nd Report on the APRM – National Programme of Action

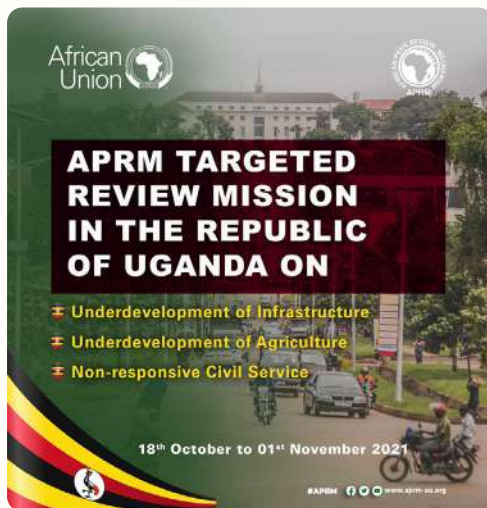
(ii) Undertook the APRM Targeted Review Mission (TRM)

The APRM Targeted Review are special kinds of reviews where a country is reviewed in specific targeted development issues of its interest. In line with this, Uganda requested to be reviewed, in details, on three of the thirteen strategic bottlenecks hindering Africa's development, as was earlier on articulated by His Excellency, the President of the Republic of Uganda, at the APR summit of Heads of States/Government held in February 2020 in Addis Ababa. These included: Underdeveloped Agriculture; Underdeveloped Infrastructure; and Non-responsive civil services.

PFA 3: Strategic Partnerships & Collaborations

By the end of the FY 2021/22, the continental APRM Secretariat hired three (3) national and three (3) International consultants to undertake these independent reviews for each thematic area. In design, one International Consultant and one National Consultant were attached to each thematic area under review. These were under the supervision of the APRM Secretariat and the National Governing Council (NGC).

As part of the targeted review process, the APRM Continental Secretariat and Representatives from the Panel of Eminent Persons visited Uganda, between October-November 2021. The Mission compiled a Report for review by the APRM National Secretariat and National Governing Council (NGC). The Final Report incorporating APRM NGC's comments was supposed to be submitted to His Excellency, the President of the Republic of Uganda. Consequently, H.E. The President of Uganda would present the Report that incorporates his comments to his peers at the Africa Peer Review Panel of Heads of State and Governments.



NPA Executive Board Member Hon. Lydia Wanyoto addressing participants at one of the Targeted Review Consultative Workshops



APRM National Governing Council Members and APRM Targeted Review Mission Team at NPA

PFA 3: Strategic Partnerships & Collaborations

(iii) Undertook the Country Consultation Process on the African Union Development Agency (AUDA) - New Partnership for Africa's Development (NEPAD) Data-Cipation Program

In FY 2021/22, Uganda was selected as one of the pilot countries for implementing the AUDA-NEPAD Data-cipation Program country consultation project alongside other 9 African countries. The National Planning Authority (NPA) was identified as a critical institution to take the lead in implementing the Project.

In this regard, the AUDA-NEPAD is seeking ways to enhance meaningful interactions between the AU, its Organs and the Member States on the one hand and African citizens on the other. This is to ensure the effective participation of all stakeholders in the conception, design, implementation, monitoring, and evaluation of Agenda 2063. Accordingly, AUDA-NEPAD promotes effective citizen engagement and participatory decision-making and fosters citizen participation methodologies to address the continent's challenges, focusing on Agenda 2063 and the strategic orientation towards the Second Ten Years Implementation Plan.

AUDA-NEPAD, through the Data-Cipation Programme (*coined from Data and Participation*) **seeks to enhance the use of data and digital & non-digital approaches to deepen engagement, empower citizens and foster citizen participation in the development process.** This would enable citizens to contribute to shaping AU Programmes and innovation, selecting the best ways to support the operations, and following progress in the continent's transformation. Through such approaches, new insights and ideas would be created and proven African solutions can be up-scaled to other Member States and institutions. Enhanced citizen engagement would ultimately lead to increased public participation in Agenda 2063 implementation.



NPA Executive Board Member, Dr Lule making a presentation during the Data-cipation program country consultation



2.4 Performance under Institutional Strengthening

(i) Produced the NPA Annual Performance Report FY 2020/21

NPA produced its Annual Performance Report FY 2020/21 as required by the NPA Act, 2002, Section 18 (1). This requires the Authority to prepare and submit an Annual Report of its activities and performance to the Minister responsible for planning for laying before Parliament. The report is anchored on Four (4) Priority Focus Areas (PFAs): Integrated Development Planning, Development Performance & Research, Strategic Partnerships & Collaborations and Institutional Strengthening.

The FY 2020/21 Report highlights a number of things, including: the institution's performance as drawn from the Authority's strategic plan (2020/21-2024/25) and implemented through the Ministerial Policy Statement of the same year; Challenges encountered; Mitigation measures adopted; and the attendant Recommendations and Conclusions. The Report indicated that overall, NPA performance stood at 64 percent.

(ii) Undertook Retooling of the NPA

Using the development budget for FY 2021/22, the Authority undertook significant retooling renovations, including; tiling all offices while replacing the old plastic tiles, fixing new doors, and re-roofing NPA House following the leaking roof. The Authority also acquired a number of asset and equipment during the reporting period. Specifically, the Authority procured twenty-four (24) Board room chairs; twenty eight (28) desktops; fourteen (14) UPSs; four (4) laptops; 114 official digital phones for staff; eight (8) high-back ergonomic chairs for various officers; 8 office desks; and 60 Conference Chairs. These chairs were locally purchased following the BUBU Framework.

In addition, the Authority procured; 9 printers; 17 Tabs; a video conference interaction Smart TV for use in NPA Conference Room; 2 smart TVs; 41 office doors; 2 vehicles, . A number of items were also disposed off, including: 169 used iron sheets, 41 used doors, 2 metallic filing cabinets, 4 printers, 2 scanners, 3 UPSs, 2 AC Units, and 51 assorted office chairs. All the works and services are aimed at providing a good and healthy working environment for NPA to deliberate on its mandate.

(iii) Undertook Staff Training

The Authority built staff capacity in a number of areas. These are as highlighted below.

a) Risk Management

With support from GIZ, the Authority sponsored six (6) staff to undertake Risk Analysis and Management training from the Global Academy of Finance and Management. All staff were awarded certificates of certified Chartered Risk Analysts (CRA). The trained staff reviewed and updated NPA's Risk Management Framework, Manuals and Procedures as a basis for completing their training. The staff who attended this course are as highlighted in Table 1.

Table 1: Staff that undertook the Risk Management Training

SN	NAME	SEX	DESIGNATION
1	Dr. Muvawala Joseph	Male	Executive Director
2	Mr. Sempijja Thadeus	Male	Manager Internal Audit
3	Ms. Nakanjako Tatu	Female	Senior Legal Officer
4	Mr. Kayongo Allan	Male	Senior Planner - Corporate Governance
5	Mr. Omara Isaac	Male	Internal Auditor
6	Mr. Kagolo Ronald	Male	Corporate Planner

b) Certified Training in Leadership and Management

GIZ also sponsored 26 staff who undertook Certified training in leadership and management conducted by ESAMI. NPA management needed to be equipped with transformative leadership and management skills to effectively position and benchmark NPA as a key national player in championing the implementation of Uganda Vision 2040. The training was conducted over six weeks, starting October 2021, with six contact hours per week. As a result, the following training objectives were achieved:

- i. The knowledge and capacity of the targeted officers in visionary and transformational leadership and management were enhanced.
- ii. The capacity of the Directors and Managers to integrate the usage and application of people management skills to sustain staff motivation and productivity was enhanced
- iii. The officers acquired an internationally recognized certification in management.

The officers who benefited from the leadership training are as indicated in table 2.

Table 2: Staff trained in Leadership and Management

SN	NAME	GENDER	DESIGNATION
1	Dr. Muvawala Joseph	Male	Executive Director
2	Mr. Oleny Ojok Charles	Male	Deputy Executive Director
3	Dr. Matte Rogers	Male	Director of Research and Development Performance
4	Dr. Guloba Asumani	Male	Director Development Planning
5	M/s. Angey Silvia Ufoyuru	Female	Coordinator APRM & Partnerships
6	Mr. Tenywa Joseph	Male	Manager Information Communication Technology
7	Mr. Ssenyange Godfrey A.M.K	Male	Manager Human Resource and Administration
8	Dr. Abraham J.B Muwanguzi	Male	Manager Science Planning
9	Dr. Gidudu Tom	Male	Assistant Coordinator APRM & Partnerships
10	Mr. Ssebulime Kurayish	Male	Senior Planner Manpower Planning and Development
11	Mr. Kaggwa Ronald	Male	Manager Production and Trade Planning
12	Mr. Sempijja Thadeus	Male	Manager Internal Audit
13	Mr. Nyanzi Hassan Sulaiman	Male	Manager Finance and Accounts
14	Dr. Olowo Patrick	Male	Manager Macroeconomic Planning



PFA 4: Institutional Strengthening

SN	NAME	GENDER	DESIGNATION
15	Mr. Nabiddo Winnie	Female	Manager Monitoring and Evaluation
16	Mr. Operemo Vincent	Male	Manager Strategic Planning
17	M/s. Kuhirwa Rosette Ndungutse	Female	Manager Governance and Public Sector Planning
18	Mr. Nokrach Chris Otim	Male	Manager Local Government Development Planning
19	Dr. Mugendawala Hamis	Male	Manager Policy Research and Innovation
20	Mr. Sebukeera Hennerly	Male	Manager Project Development & Investment Planning
21	Mr. Mukasa Robert	Male	Senior Procurement Officer
22	M/s. Mutabazi Judith	Female	Senior Planner Gender Population and Social Development
23	M/s. Nakanjako Tatu	Female	Senior Legal Officer
24	M/s. Chelangat Emily	Female	Communications and Public Relations Officer
25	M/s. Namyalo Jacqueline	Female	Senior Planner Information Comm and Technology
26	M/s. Sarah Faith Olol	Female	Administrative Officer GIZ

Increased NPA Staffing

During the FY, the staffing levels for substantive contract staff increased from 111 (61.3%) to 125 (69.1%). This resulted from filling a number of positions through regularizations, promotions and external appointments. Out of the 17 recruited staff, 14 assumed duty and the three externally recruited staff were issued appointments and are to assume duty in NPA effective 1st September 2022. A detailed analysis of the Authorities staff recruitment and selection is shown in table 3.

Table 3: Staff Recruitment and Selection

Salary scale	Number of Employees at the beginning of the year 1st July 2020	Employees to vote through internal and external recruitment	Number of employees retired or deceased transferred	Number of Employees as of 30th. 06.2021
NPA-SS (i)	1	0	0	1
NPA- SS (ii)	1	0	0	1
NPA –SS (iii)	3	0	0	3
NPA-OS-1(i)	1	0	0	1
NPA-OS-1(ii)	1	1	0	1
NPA-OS-2	3	0	0	3
NPA-OS-3	17	0	0	17
NPA-OS-4	22	4	1	25
NPA-OS- 5	21	15	2	34
NPA-OS-6	11	0	2	9
NPA-OS-7	6	1	0	7
NPA-OS-8	24	0	1	23
Total	111	21	5	125

PFA 4: Institutional Strengthening

The increment in the number of staff from 111 to 128, including the three who are to report during the next quarter, was possible due to the provision of additional wages from the Ministry of Public Service and the Ministry of Finance Planning and Economic Development. As a result, the salary arrears accumulated between January and May 2022 were cleared in June 2022.

The Executive Board, before the end of FY 2021/22, approved and issued letters for a number of appointments, regularizations and promotions, most of which were effective 1st January 2022. These are as highlighted in Table 4.

Table:4 List of staff-specific Appointments

SN	Name of Appointed Officer	Gender	Position	Scale	Method
1	Mr. Kasule Samuel	M	Senior Planner - Education and Skills Development	NPA-OS-4	Appointed on re-designation on transfer within the Authority Service
2	Mr. Kayongo Allan	M	Senior Planner - Strategic Planning	NPA-OS-4	Appointed on re-designation on transfer within the Authority Service
3	Mr. Arigye Eugene	M	Senior Planner - Democracy and Political Governance	NPA-OS-4	Appointed on fresh contract after external interviews upon release from Internal Security organization
4	M/s. Emily Chelangat	F	Senior Communications and Public Affairs Officer	NPA-OS-4	Appointed on promotion.
5	Mr. Aaron Werikhe	M	Senior Planner - Natural Resources and Environment	NPA-OS-4	Appointed on promotion
6	Mr. Kagolo Ronald	M	Senior Corporate Planner	NPA-OS-4	Appointed in an acting capacity
7	Mr. Sebulime Simon Peter	M	Senior Planner - Finance and Investment		Appointed on promotion
8	Mr. Ejim Charles	M	Senior Planner - Socio-Economic Development	NPA-OS-4	Appointed after external interviews. Assumes duty 1 st September 2022
9	Mr. David Baziwane	M	Senior Planner - Food Processing	NPA-OS-4	Appointed on fresh contract after external interviews but turned down the offer
10	Mr. Asiiimwe Johnpaul Rutaremwa	M	Planner Infrastructure - Energy		Appointed on fresh contract after external interviews and assumes duty 1 st September 2022
11	M/s. Nabaggala Annet	F	Planner (Works and Transport)	NPA-OS-5	Appointed on fresh contract after external interviews and assumes duty 1 st September 2022



PFA 4: Institutional Strengthening

SN	Name of Appointed Officer	Gender	Position	Scale	Method
11	Mr. Mugezi Israel	M	Planner - Veterinary	NPA-OS-5	Appointed on regularization of appointment from temporary to substantive Officer
12	Mr. Musimenta Hannington	M	Planner - Finance and Investment	NPA-OS-5	Appointed on regularization of appointment from Graduate Trainee to an officer.
13	Mr. Kabirizi Mark	M	Planner - (PPP and Contract Negotiation)	NPA-OS-5	Appointed on regularization of appointment from temporary to substantive Officer
14	Mr. Abbey Malwa Wadember	M	Planner - Environment and Social Assessment	NPA-OS-5	Appointed on regularization of appointment from Graduate Trainee to an officer.
15	Mr. Cotter Nassango Lilianne	F	Monitoring and Evaluation Officer	NPA-OS-5	Appointed on regularization of appointment from temporary to substantive Officer
16	Mr. Nambiro Racheal	F	Planner - Policy Research and Innovation	NPA-OS-5	Appointed on regularization of appointment from Graduate Trainee to an officer.
17	Mr. Esther Nakigudde	F	Planner - Policy Research and Innovation	NPA-OS-5	Appointed on regularization of appointment from temporary to substantive Officer
18	Mr. Nabasiye Racheal	F	Planner - Policy Research and Innovation	NPA-OS-5	Appointed on regularization of appointment from temporary to substantive Officer
19	Mr. Walubiri Moses	M	Planner - Justice Law Order Sector Security and Defence	NPA-OS-5	Appointed on regularization of appointment from temporary to substantive Officer
20	Mr. Mafabi Swaleh	M	Administrative Officer	NPA-OS-5	Appointed on Promotion
21	Mr. Cheptoek Sarah	F	Human Resource Officer	NPA-OS-5	Appointed on regularization of appointment from Graduate Trainee to an officer.
22	Mr. Mbalule Derrick	M	Planner - Manpower Planning and Development	NPA-OS-5	Appointed on regularization of appointment from temporary to substantive Officer
23	Chelagant Sharon	F	Planner - Manpower Planning and Development	NPA-OS-5	Appointed on Promotion and deployed in PDU
24	Ayebare Deborah	F	Planner - Manpower Planning and Development	NPA-OS-5	Appointed on regularization of appointment from temporary to substantive Officer
25	Bugonga Arnold	M	Planner - Trade and Tourism	NPA-OS-5	Appointed on regularization of appointment from temporary to substantive Officer
26	Ms. Alum Fiona	F	Communications Officer		Appointed on Promotion

PFA 4: Institutional Strengthening

Implementation of the Human Capital Management System (HCM)

The National Planning Authority is part of the first 60 votes to embrace the new HCM innovation. The system is about automating the Human Resource functions, processes, and procedures and integrate them with other systems. This is ultimately meant to promote efficiency and effectiveness in Service Delivery as well as improve the Human Resource (HR) Monitoring Reporting tools and Dash Boards. The Go-live of the HCM system initiative proves that the Ministry of Public Service is effectively undertaking its role in attaining the objectives of the Public Sector Transformation Programme.

HCM, through the lens of the NDPIII Public Sector Transformation Programme, aims to improve the Public Sector's response to the needs of the citizens and the private sector. This will go a long way in enhancing Government effectiveness, Productivity and increase the satisfaction levels of the Public and Clients. Since HCM is to be utilized by public officers on the GOU payroll, they need an efficient system to deliver services.

In the long run, HCM will handle a number of human resource aspects. These include: Establishment Management and Control (EMC); Human Resource Planning (HRP); Recruitment Management; On-Boarding; Employee Information Manager (EIM); Employee Life Cycle (ELC); Self Service and Mobile Application; Absence and Leave Management HCM Module; Performance Management; Training and Development; Disciplinary Management; Grievance Handling; Time and Attendance; Benefit Management; Payroll and Deductions Management; Retirement and Pension Management; Off Boarding.

All NPA staff, including Heads of Departments, Human Resource Officers, and Auditors, were trained in the Systems User Training for the HCM System, using the zoom platform between 14th and 21st September, 2021. The system was consequently rolled out. Further data cleaning was conducted between 17th and 25th January, 2022. The system was ultimately launched at NPA effective February 2022.

(iii) Undertook Fleet Management and Maintenance during the Financial Year

NPA fleet has an operational fleet of 30 vehicles, of which six (6) are allocated to the Board Members, five (5) to Top management and the rest are allocated to Departments and Units and categorized as pool vehicles. The entire fleet is managed under the designated Transport Officer (Senior Administrative Officer) and has been kept operational. The details of the vehicles maintained through repairs and servicing during the period are as illustrated in Table 5.

Table 5: Vehicles Maintained and Repaired during the Financial Year

Vehicle Allocation		MV REG NO.	MAKE	STATUS
Vehicle allocation Board Offices				
01.	Chairperson	UBG 353Y	Toyota L/C	New
02.		UBE 469K	Mitsubishi DC	Fair
03.	Deputy Chairperson	UBJ 731D	Toyota L/C	New
04.	Authority Member	UBG 366K	Nissan Patrol	Fair



PFA 4: Institutional Strengthening

Vehicle Allocation		MV REG NO.	MAKE	STATUS
05.	Authority Member	UBG 235K	Nissan Patrol	Fair
06.	Authority Member	UBG 656N	Isuzu S/W	Fair
Vehicle allocation to Top Management				
07.	Executive Director	UBL 316F	Toyota L/C	New
08.	Deputy Executive Director	UBG 234K	Nissan Patrol	Fair
09.	Director Research & Development Performance	UBG 236K	Nissan Patrol	Fair
10.	Director Development Planning	UAX 198Z	Toyota L/C	Fair
11.	Coordinator APRM and Partnerships	UBA 809I	Mitsubishi D/C	Fair
Vehicle Allocation to Departments and Units				
12.	Policy Research & Innovation	UAR 548Y	Pajero S/W	Fair
13.	Human Resource and Administration	UBD 508R	Mitsubishi D/C	Fair
14.	Local Government Development Planning	UBD 889Q	Pajero D/C	Fair
15.	Strategic Planning	UBL 610P	KIA SELTO	New
16.	Infrastructure, Ind & Physical Planning	UBB 491N	Mitsubishi DC	Fair
17.	Production, Trade & Tourism Planning	UBA 953A	Mitsubishi SW	Old
18.	Population & Social Sector Planning	UAN 746N	Toyota D/C	Old
19.	Science Planning	UBG 555N	Isuzu D/C	fair
20.	Governance & Public-Sector Planning	UBE 499K	Mitsubishi D/C	Fair
21.	Governance & Public-Sector Planning	UBH 834Z	Mitsubishi ASX Saloon	New
22.	Finance & Accounts	UBH 640K	Isuzu D/C	Fair
23.	Monitoring & Evaluation	UBG 557N	Isuzu D/C	Fair
24.	Macro-Economic Planning	UBA 136C	Mitsubishi SW	Old
25.	Manpower Planning & Development	UBD 541R	Mitsubishi DC	Old
26.	Information Communication and Tech.	UBG 556N	Isuzu D/C	Fair
27.	Procurement and Disposal Unit	UAR 573R	Pajero S/W	Old
28.	General Pool/Administration	UAR 097Y	Prado SW	Old
29.	Audit	UBJ 163B	SUZUKI GRAND VITARA	New
30.	Project Development & Invest Planning	UBL 745P	KIA SELTO	New

Relatedly, The Authority also managed and maintained 4 motorcycles. The details of these are as shown in Table 6.

Table 6: Motor Cycles Managed and Maintained in the Financial Year

NPA Motor Cycle ALLOCATION		MV REG NO	MAKE	STATUS
01	Security Personnel	UFA 846E	YAMAHA	Fair
02	General Administration	UER 544 F	YAMAHA	Fair
03	Security Personnel	UFA 864E	YAMAHA	New
04	NPA Records Management Unit	UFA 820E	YAMAHA	New

(iv) Maintained Staff Health, Welfare and Undertook Self-Development Initiatives**a) Medical Insurance**

NPA identified the need and contracted a reputable and competent medical insurance company (Jubilee Health Insurance) to render 24-hour Comprehensive Medical Insurance Services for preventive and curable medical insurance services.

This enabled the Authority to fulfil the commitment to its staff and beneficiaries on the provision of medical insurance services. Section M.13.4 of NPA HR Manual 2017 indicates that NPA shall provide medical insurance to cater for the medical treatment of employees. Some of the manual provisions are intended to implement the Staff welfare policy of 2008 and the NPA HIV/AIDS Work Place Policy of May 2013. Enforcing Staff health and Safety is not only a strategy for maintaining high staff morale and sustaining high productivity levels but also for attracting and increasing employee retention levels.

During the period under review, the Authority has been able to pay for insurance services for 589 members, including staff, respective spouses and specified children/dependents. This number is anticipated to rise to 700 hundred given the planned recruitments.

b) Meals and refreshments

As part of its welfare initiatives, the Authority has been in a position to provide meals and refreshments to its staff, security personnel and guest officials. In addition, the initiative enabled staff to utilize the official hours effectively. Given the staffing gaps, conducting official meetings and activities beyond the officially allocated work hours has always been possible.

c) National Planning Authority Staff Co-operative Savings and Credit Society Limited (NPA STAFF SACCO LTD)

The Authority, under the general principal of financial safety and soundness, 2016, encouraged the formation of a staff savings and credit co-operative society (SACCO). NPA SACCO was created to: provide its members with savings, deposits and related services; earning competitive rates of interest on dividends; minimizing financial risks on such savings; as well as delivering legally authorized and economically feasible financial services demanded by its members. As a result, by 30th June, the SACCO had grown to 144 members compared to 135 by June 2021.

The SACCO is administered and managed by a team of professional and dedicated members who have been serving it during the period under review. These are as highlighted in Table 7.



PFA 4: Institutional Strengthening

Table 7: NPA SACCO Ltd Leadership and Management

SN	Name	Role in SACCO	Designation in NPA
1	Dr. Matte Rogers	Chairperson	Director Research & Development Performance
2	Mr. Kurayish Ssebulime	Vice Chairperson	Senior Planner - Manpower Planning & Development
3	Mr. Sulaiman Nyanzi	Treasurer	Manager Finance and Accounts
4	Mr. Godfrey Ssenyange	General Secretary	Manager Human Resource and Admin.
5	M/s. Nakintu Margaret	Member	Administrative Secretary
6	M/s. Namyalo Jacqueline	Member	Senior Planner ICT
7	M/s. Nakanjako Tatu	Member	Senior Legal Officer

The net worth of the SACCO has been set at a share capital of UGX 1,000,000,000 (One billion shilling) divided into 100,000 shares of UGX 10,000 each. By 31st December 2021, a total of 47,257 shares had been subscribed to by members compared to 17,368 shares in the previous year; reflecting an increase of 172.1percent in one year. This performance is attributed to increased confidence in the SACCO by members who bought 11,498 new shares.

SACCO savings increased due to a change in the savings amount and the number of members. From a growing number of savers, total new savings deposits in 2021 grew by 8 percent to shillings UGX. 404.84 million from UGX. 355.7million in 2020.

The total amount of loans disbursed in 2021 was valued at UGX. 1,628,699,409 (one billion six hundred twenty-eight million, six hundred ninety-nine thousand, four hundred and nine only) compared to UGX 1.31 billion in 2020. The number of loans extended was seventy-two (72); this includes loan renewals. The number of loans extended is the number of loans based on the approved applications. Out of the UGX 2.89 billion outstanding during the year (1.26 billion outstanding at the start of the year, plus UGX 1.63billion new disbursements), repayments amounting to UGX. 1.067 billion were made; leaving a total of UGX 1.82 billion in the hands of borrowers.

d) Undertook a Fitness and Wellness Programme

Management has always encouraged and planned wellness programmes for staff. These are meant to enhance the physical wellness of the NPA family members as one way of improving productivity. However, it was becoming evident that the quality of life that enables staff to cope with their daily activities without undue fatigue or physical stress was being compromised; leading to absenteeism and being indisposed. Consequently, During the foregoing Financial Year, Management found it necessary to continue supporting the activity that makes staff healthier. Accordingly, NPA contracted a Fitness and Wellness Programme and was able to provide two (2) sessions per week at very affordable rates.

(v) Undertook NPA Corporate Social Responsibility

To foster mutual relationships with its stakeholders, the Planning Authority undertook several Corporate Social Responsibility (CSR) activities as a gesture of goodwill and support to religious institutions. Specifically, the Catholic and the Anglican Churches were supported financially to hold the 2022 Uganda Martyrs day celebrations.

PFA 4: Institutional Strengthening

The Uganda Martyrs Day celebration is one of the leading religious tourism events that enhance the country's revenue and development agenda because of the large numbers of people who come to Namugongo Martyrs shrines from within the country, across the African continent and from outside the continent. The previous year's Martyr's Day celebration were led by Fort Portal Diocese and Greater Ankole Diocese, for the Catholic and Anglican Shrines, respectively.



NPA Executive Director, Dr. Joseph Muvawala, handing over a dummy cheque to Bishop of Fort Portal Diocese to support the preparatory activities for Martyrs day celebration on 3rd, June 2022



Prof. Pamela K. Mbabazi (NPA Chairperson) and Dr. Joseph Muvawala (Executive Director) handing over a dummy cheque to Greater Ankole Diocese to support the preparatory activities for Martyrs day celebration on 3rd, June 2022

PFA 4: Institutional Strengthening

The Planning Authority also supported the event for the enthronement of the Bishop of Kigezi Diocese.



Mr. Charles Oleny Ojok (Deputy Executive Director) handing over a dummy cheque to the Diocese of Kigezi

Further, the Authority committed to supporting the Orthodox Church of Uganda in developing its Strategic plan. This was reached as a result of the Archbishop and the Top Leadership of the Orthodox Church paying a pastoral visit to the Authority.



Dr. Joseph Muvawala, NPA Executive Director handing over NDP III to the Archbishop of the Orthodox Church

2.5 Summary Physical Performance FY 2021/22

The Authority's summary physical performance for the FY 2021/22 is as highlighted in the Table 8.

Table 8: Authority's Summary Physical Performance FY 2021/22

Objectives	Planned outputs FY 2021/22	Achieved	% Achieved	Likely to be Achieved	% likely to be achieved	Not Achieved	% Not Achieved	No Assessment	% Not Assessed	Grand Total
Objectives (Overall Strategic plan performance)	83	45	54.21	11	13.25	27	32.53	0	0	100
Enhance effectiveness and efficiency in the production, dissemination and adoption of integrated development plans	21	6	28.57	3	14.28	12	57.14	0	0	100
Strengthen capacity for generation and use of evidence in national development planning, implementation, monitoring and evaluation	22	15	68.18	2	9.09	5	22.72	0	0	100
Consolidate strategic partnership and capacity for effective implementation of development initiatives	12	6	50	3	25	3	25	0	0	100
Strengthen institutional capacity to drive organizational excellence	28	18	64.28	3	10.71	7	25	0	0	100
Objectives (Overall Strategic plan performance)	83	45	54.20	11	13.30	27	32.50	0	0	100
Grand Total Performance			54.20%		13.30%		32.50%		0%	100%



PFA 4: Institutional Strengthening

The Authority's overall performance in FY 2021/22 was analyzed based on the planned outputs across the four (4) strategic objectives. In FY 2021/22, the Authority planned to deliberate on eighty-three (83) outputs.

Commendable performance was registered under strategic objective 2 of strengthening capacity for generation and use of evidence in national development planning, implementation, monitoring, and evaluation. Under this objective, out of 22 outputs, 15 outputs were achieved, 2 likely to be completed and 5 outputs were not achieved.

This was followed by strategic objective 4 of strengthening institutional capacity to drive organizational excellence. Out of the 28 outputs set to be achieved under objective 4, 18 were achieved, 3 were likely to be achieved, and 7 were not achieved.

Strategic objective 3 of consolidating strategic partnership and capacity for effective implementation of development initiatives ranked third. Under this objective, 12 out of the 6 outputs were delivered, 3 likely to be achieved and 3 outputs not achieved.

The least performance was registered under strategic objective 1 of enhancing effectiveness and efficiency in the production, dissemination and adoption of integrated development plans. In effect, out of the 21 outputs, 6 were achieved, 3 were likely to be achieved and 12 outputs were not achieved.

Overall, by the end of FY 2021/22, 54.2 percent of the planned outputs were achieved, 13.3 percent were partially implemented though not completed as planned while 32.5 percent were not implemented at all or little was done. It is important to note that all outputs were assessed.

2.6 Financial Performance FY 2021/22

NPA's approved budget for FY 2021/22 was **UGX 39.263 billion**, where **UGX 14.609 billion** was wage recurrent, **UGX 20.242 billion** was non-wage recurrent, and development budget was **UGX 4.414 billion**. **By the end of Q4, the NPA release was UGX 37.598 billion**. Of this UGX 37.594 billion was spent, representing a 99.9% absorption level. This is as highlighted in Table 9.

Table 9: Authority's Financial Performance for FY 2021/22

Category	Approved Budget	Released by End Q 4	Spent by End Q4	% Budget Released	% Budget Spent	% Releases Spent
Recurrent Wage	14.609	14.609	14.609	100.0%	100.0%	100.0%
Non -Wage	20.242	20.242	20.238	99.9%	99.9%	99.9%
Development GoU	4.414	2.747	2.747	62.2%	62.2%	100.0%
GoU Total	33.567	37.598	37.594	99.9%	99.9%	99.9%
Total Budget	33.567	37.598	37.594	99.9%	99.9%	99.9%
Grand Total	39.263	37.598	37.594	99.9%	99.9%	99.9%

CHAPTER 3:

Key Challenges, Mitigation Measures and Conclusion FY 2021/22



The panelists deliberating at the 11th National Development Policy Forum

3.1 Vote Challenges

- i. **Delays in finalising the anticipated rationalization of staff structure and establishment imply that NPA has to continue operating under the existing inadequate staff structure that is not aligned to implementing the programme approach NDPIII.** In addition, the Authority struggles to retain experienced and highly qualified staff due to attractive remuneration packages other sister institutions offer.
- ii. **The Human Capital Management System (HCM) came with challenges.** So far, one module has been implemented in February 2022. However, from then to the end of June, the Authority was not in a position to implement all the modules pending sorting out associated implementation issues.
- iii. **The Authority stiff suffers from inadequate office space.** Despite the low staffing levels, NPA House is full of capacity and does not provide a favourable working environment. In addition, the space available does not give room for hierarchy and is not attractive to match the respect associated with hierarchical work performed.
- iv. **Disruption of planned outputs/activities by COVID-19.** This has resulted in budget cuts and restrictions which affect the implementation of scheduled activities.
- v. Lack of adequate finances to fully execute the planned activities.
- vi. **The slow transition from sector to programme planning and budgeting approach.** This has slowed the expected coordination and engagement of programme working groups.

3.2 Mitigation Measures to the Challenges

- i. **The Authority continued to engage the services of temporary staff in the form of Graduate Trainees, Technical Assistants and Resident Consultants to alleviate the staffing gap.** In addition, the existing officers have been assigned additional assignments beyond the contracted scope of work and often work beyond the official working hours.

To further address the staffing gap, a number of positions are to be filled during the FY 2022/23. These are as indicated in table 10.

Table 10: Positions to be filled during FY 2022/23

SN	Title	No vacant positions	To be filled FY 2022/23
	Senior Planner Technology and Industry	1	1
	Senior Planner Policy Research & Innovation	2	2
	Senior Planner Economic Governance and Management	1	1
	Planner Technology and Industry	1	1
	Planner Strategic Planning	3	2

SN	Title	No vacant positions	To be filled FY 2022/23
	Senior Planner Justice Law Order Sector Security and Defence	1	1
	Senior Planner Public Sector Mgt & Admin.	1	1
	Planner Food Processing	1	1
	Planner Natural Resources & Environment	1	1
	Monitoring and Evaluation Officer	3	2
	Planner Population Gender & Social Development	1	1
	Macroeconomists	2	1
	Planner Accountability & Legislature	1	1
	Administrative Secretary	3	1
	Front Desk Officer	1	1
	Assistant Proc. Officer	1	1
	Office Attendant	1	1
	TOTAL	25	20

With more support from the Ministry of Public Service, NPA will continue implementing the Human Capital Management System even in the forthcoming financial year, starting July 2022. The technical officers from the responsible ministry shall be engaged in several ways, including electronic and physical platforms.

- ii. **To ensure extra office space, the Authority unconventionally uses the NPA conferences Hall and Resource centre to provide additional space for staff.** In addition, management has continued to refurbish the existing space for several activities to be handled. In addition, the Authority has advanced the construction and equipping of the Planning House, which will provide the required working space when completed.
- iii. The Authority also adopted and intensified the use of electronic methods of work delivery to mitigate against the disruption of physical work and engagements by COVID-19.
- iv. The Authority has continued to engage and work with Development partners to provide financial and technical support to fill the financing gap.
- v. **The Authority continued to sensitize stakeholders on the Programmatic Approach.** This was done especially for MDAs, LGs and Programme Working Group. This was to ensure buy-in into the programme approach and provide the necessary support to ensure the functionality of the Programmes.

3.3 Conclusion

The financial year 2021/22 registered a decline in performance from 64 performance in FY 2020/21 to 54.2 percent in FY 2021/22. This was attributed to the continued effects of COVID-19 restrictions, including the second lockdown, which affected the implementation of planned activities and government revenue collection, leading to budget cuts. This called for reprioritization of planned only to implement key outputs given budget and constraints. The Authority should therefore ensure the Mid-Term Review of the strategic plan is timely done to ensure the outputs not implemented in the first (1st) and second (2nd) years are given priority in the fourth and fifth years of implementing the plan.

Planned Outputs for FY 2022/23

1. Development Planning

- i. **Dissemination of the Uganda National Human Resource Plan (UHRDP) and developed Guidelines.** The 5-year Uganda National Human Resource Development Plan (UNHRDP) provides a roadmap for developing human resources with the right knowledge, skills, and behavioural competencies. In addition, the guidelines will help MALGs prepare their Human Resource development plans.
- ii. Support and build capacity for Programme Working Groups (PWGs), Ministries, Departments and Agencies (MDAs), and Local Governments (LGs) in development planning.
- iii. **Support the development of 3 Regional Development Plans.** The Regional Development Programme requires that NPA supports the development and implementation of Regional Specific Development Plans as a way of strengthening the regional-based value chain for Local Economic Development (LED). This is envisioned to be: through addressing area-specific challenges and inequalities; reducing the persistent vulnerabilities and wide regional disparities; defining the peculiar regional development needs and priorities; and actualizing the NDP III at the regional level in line with the area-based commodity planning approach and Local Economic Development (LED).
- iv. **Support pre-feasibility and feasibility studies to inform the implementation of NDP III priorities.** The studies to be undertaken in FY 2022/23 include: Animal Vaccines Manufacturing and Commercialization; Cold Chain post-harvest handling infrastructure; Developing a Local Packaging Industry; Feasibility studies of prioritized 5 Industrial Parks; Value Chain for the Construction Industry and Feasibility Study for investment in the local construction industry and, Establishment of Glass Manufacturing Facility.
- v. Support the preparations of the Budget Strategy to inform the preparation of the Budget and the Budget Framework Paper for FY 2023/24.

2. Development Performance and Research

- i. Undertake the Mid-Term Review of NDP III and End Evaluation of NDP II. This MTR will be vital in reprioritizing the NDP III in light of the COVID-19 impact. In addition, NPA will further evaluate the Development Financing Mechanisms in Uganda to provide medium to long-term finance to facilitate an expansion in the volume of low-cost credit and provision of advisory capacity-building services to SMEs, large private corporations, other state-owned enterprises whose financial needs are not best served by the private commercial banks.
- ii. **Produce annual Certificate of Compliance FY 2022/23.** 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 aims to ensure that the National Budget, comprising the programmes, MDA, and Local Government budgets, are focused on implementing the National Development Plans (NDPs).
- iii. **Produce the National Development Report FY 2021/22.** This report informs progress on the implementation of the National Development Plan. Also, it informs the authority's performance in the Government Annual Performance Report (GAPR), APEX Platform Report, and implementation of the NRM Manifesto and Presidential Directives.
- iv. **Deliver key research outputs that inform policy.** The Authority will produce two (2) Presidential Economic Council (PEC) Papers on African Continental Free Trade Area and Emyooga, as well as two (2) policy briefs.

3. Strategic partnership and Coordination

- i. **Prepare and coordinate a National and East African Community (EAC) planners Planning Forum.** This will involve organizing forums to bring district, MDAs, and EAC planners to collaborate better and enhance coordination and collaboration of planning efforts both at the country and regional levels
- ii. **Support the Africa Peer Review Mechanisms (APRM) and its attendant activities.** This will involve support to Uganda APRM National Governing Council, Assessment of the Annual APRM National Programme of Action (NPOA), progress report FY 2021/22, and participation in statutory APRM summits along with the African Union Summits.

4. Institutional Strengthening

The outputs under institutional strengthening aim at enhancing the capacity of the Authority to effectively and efficiently deliver its mandate.

- i. The **Development Budget** will be used for installing a Fire detection and suppression system, procurement of ICT equipment, transport equipment, furniture and fitting, Office equipment, furnishing of the eating place, staff capacity building, and equipment maintenance.

APPENDICES

4.0 APPENDICES

Appendix 4.1 Summary Number of positions per category (Existing and Proposed staff structure)

Job Grading Levels	Category	Existing NPA		Proposed	
		Salary scale	Approved Est	Salary scale	Establishment
1.	Chairperson	NPA-SS (i)	1	NPA-SS(i)	1
	Deputy Chairperson	NPA- SS(ii)	1	NPA- SS(ii)	1
	Authority Members	NPA –SS(iii)	3	NPA –SS(iii)	3
2.	Executive Director	NPA-OS-1(i)	1	NPA-OS-1(i)	1
	Deputy Executive Director	NPA-OS-1(ii)	1	NPA-OS-1(ii)	1
3.	Directors	NPA-OS-2	3	NPA-OS-2	4
4.	Head of Department	NPA-OS-3(i)	0	NPA-OS-3	18
5.	Managers	NPA-OS-3(ii)	18	NPA-OS-4	27
6.	Senior Officers / Senior Planners / Senior Executive Assistants	NPA-OS-4	49	NPA-OS- 5	89
7.	Officers / Planners / Executive Assistants	NPA-OS- 5	58	NPA-OS-6	109
8.	Assistant Officers / Admin Sec	NPA-OS-6	14	NPA-OS-7	9
9.	Admin Assistants / Inventory Mgt. and Records Assistants	NPA-OS-7	7	NPA-OS-8	13
10.	Drivers	NPA-OS-8	19	NPA-OS-9	30
	Office Attendants	NPA-OS-8	5	NPA-OS-9	8
		Total	181		327

Appendix 4.2 Detailed NPA Current Staff and Proposed Staff Establishment Levels as per Strategic Plan 2020/21-2024/25

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
(A)	EXECUTIVE AUTHORITY-NPA				
1	Chairperson	NPA-SS (i)	1	NPA-SS (i)	1
2	Deputy Chairperson	NPA-SS (ii)	1	NPA-SS (ii)	1
3	Board Member	NPA-SS (iii)	3	NPA-SS (iii)	3
4	Technical Advisor to the Chairperson	NPA-SS-3	1		0
5	Senior Administrative Secretary	NPA-OS-5	1		0
6	Senior Executive Assistant		0	NPA-OS-5	2
7	Administrative Secretary	NPA-OS-6	1		0
9	Office Attendant	NPA-OS-8	0	NPA-OS-8	1
	Sub-Total		8		8

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
	Totals for the Executive Authority		8		8
(B)	OFFICE OF THE EXECUTIVE DIRECTOR				
1	Executive Director	NPA-OS1(1)	1	NPA-OS-1(1)	1
2	Deputy Executive Director	NPA-OS1(2)	1	NPA-OS-1(2)	1
3	Administrative Secretary	NPA-OS-6	2		0
4	Senior Executive Assistant	NPA-OS-4	0	NPA-OS-4	2
5	Executive Assistant	NPA-OS-5	0	NPA-OS-5	1
6	Office Attendant	NPA-OS-8	0	NPA-OS-8	1
	Sub-Total		4		6
	Totals for the Office of the Executive Director		4		6
(C)	DIRECTORATE OF CORPORATE SERVICES				
(i)	Office of the Director				
1	Director- Corporate Services	NPA-OS-2	0	NPA-OS-2	1
2	Senior Executive Assistant	NPA-OS-4	0	NPA-OS-5	1
	Sub-Total		-		2
(ii)	Department of Finance and Accounts				
1	Head - Finance and Accounts	NPA-OS-3 (i)	0	NPA-OS-3(i)	1
2	Manager - Finance and Accounts	NPA-OS-3	1	NPA-OS-3	0
3	Senior Accountant	NPA-OS-4	1	NPA-OS-4	1
4	Accountant	NPA-OS-5	2	NPA-OS-5	2
5	Senior Accounts Assistant	NPA-OS-6	2	NPA-OS-6	2
6	Accounts Assistant	NPA-OS-7	0	NPA-OS-7	2
	Sub-Total		6		8
(iii)	Department of Human Resource Management and Administration				
1	Head Human Resource and Administration	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Manager -Human Resource and Administration	NPA-OS-3	1		0
3	Senior Human Resource Officer (HRP and Performance Management)	NPA-OS-4	0	NPA-OS-4	1
4	Senior Human Resource Officer (Payrolls, Rewards and Welfare)	NPA-OS-4	0	NPA-OS-4	1

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
5	Senior Human Resource Officer	NPA-OS-4	1	NPA-OS-4	0
7	Human Resource Officer	NPA-OS-5	2	NPA-OS-5	2
	Records Management Unit		0		0
8	Senior Records Management Officer	NPA-OS-4	0	NPA-OS-4	1
9	Senior Information Scientist	NPA-OS-4	1	NPA-OS-4	0
10	Information Scientist	NPA-OS-5	1	NPA-OS-5	0
11	Records Management Officer	NPA-OS-5	1	NPA-OS-5	1
12	Assistant Records Officer	NPA-OS-6	0	NPA-OS-6	2
13	Records Assistant	NPA-OS-7	1	NPA-OS-7	1
14	Administrative Assistant (Records)	NPA-OS-7	1	NPA-OS-7	1
15	Office Attendant	NPA-OS-8	0	NPA-OS-8	1
	Administrative Unit	0	0	0	0
19	Senior Administrative Officer	NPA-OS-4	1	NPA-OS-4	1
20	Administrative Officer	NPA-OS-5	2	NPA-OS-5	2
21	Front Desk Officer (Receptionist)	NPA-OS-5	0	NPA-OS-5	2
22	Front Desk Officer (Receptionist)	NPA-OS-6	2	NPA-OS-6	0
23	Assistant Inventory Management Officer	NPA-OS-5	0	NPA-OS-5	1
24	Assistant Security Officer	NPA-OS-5	0	NPA-OS-5	1
25	Inventory Management Assistant	NPA-OS-5	1	NPA-OS-5	1
26	Executive Assistant (Pool)		0	NPA-OS-5	2
27	Administrative Secretary (Pool)	NPA-OS-6	3	NPA-OS-6	0
28	Administrative Assistant - Transport	NPA-OS-7	1	NPA-OS-7	2
29	Administrative Assistant - Security	NPA-OS-7	1	NPA-OS-7	1
30	Driver	NPA-OS-8	18	NPA-OS-8	30
31	Office Attendant	NPA-OS-8	6	NPA-OS-8	6
	Sub-Total		44		61
(iv)	Systems Administration Unit		0		0
16	Manager ICT Systems	NPA-OS-3		NPA-OS-3 (ii)	1
16a	Senior Systems Analyst	NPA-OS-4	0	NPA-OS-4	1
16b	Senior Systems Administrator	NPA-OS-4	0	NPA-OS-4	1
17	Systems Administrator	NPA-OS-5	1	NPA-OS-5	0
18	Systems Analyst	NPA-OS-5	0	NPA-OS-5	1
19	Systems Administrator	NPA-OS-5	0	NPA-OS-5	1
	Sub-Total		1		5

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
(v)	Department of Internal Auditor				
1	Head Internal Audit	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Manager-Internal Audit	NPA-OS-3	1		0
3	Senior Internal Auditor (General Audit- Assurance Services) – 1 Post	NPA-OS-4	0	NPA-OS-4	1
4	Senior Internal Auditor (Value for Money Audits)	NPA-OS-4	0	NPA-OS-4	1
5	Senior Internal Auditor	NPA-OS-4	1	NPA-OS-4	0
6	Internal Auditor	NPA-OS-5	1	NPA-OS-5	2
	Sub-Total		3		5
(vi)	Procurement and Disposal Section				
1	Manager Procurement and Disposal	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
2	Senior Procurement Officer (Policy and Operations)	NPA-OS-4	0	NPA-OS-4	2
3	Senior Procurement Officer	NPA-OS-4	1	NPA-OS-4	0
4	Procurement Officer	NPA-OS-5	1	NPA-OS-5	2
5	Assistant Procurement Officer	NPA-OS-6	1	NPA-OS-6	2
	Sub-Total		3		7
(vii)	Communications and Public Relations Section				
1	Manager Communications and Public Relations	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
2	Senior Communications Officer and Public Affairs Officer	NPA-OS-4	1	NPA-OS-4	1
3	Communications Officer/Public Relations Officer	NPA-OS-5	1	NPA-OS-5	1
4	Communications and Public Relations Assistant	NPA-OS-6	0	NPA-OS-6	1
	Sub-Total		2		4
(viii)	Corporate Planning Section				
1	Manager Corporate Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
2	Senior Planner-Corporate Planning	NPA-OS-4	1	NPA-OS-4	1
3	Planner-Corporate Planning	NPA-OS-5	1	NPA-OS-5	1
	Sub-Total		2		3
(ix)	Legal and Board Affairs				
1	Manager Legal and Board Affairs	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
2	Senior Legal Officer	NPA-OS-4	1	NPA-OS-4	1
3	Legal Officer	NPA-OS-5	0	NPA-OS-5	1
	Sub-Total		1		3
	Totals for Directorate of Corporate Services		61		98
(D)	DIRECTORATE OF DEVELOPMENT PLANNING				
(i)	Office of the Director				
1	Director-Development Planning	NPA-OS-2	1	NPA-OS-2	1
2	Executive Assistant	NPA-OS-5	0	NPA-OS-5	1
3	Administrative Secretary	NPA-OS-6	1		0
	Sub-Total		2		2
(ii)	Department of Strategic Planning				
1	Head Strategic Planning	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Manager- Strategic Planning	NPA-SS-3	1		0
3	Senior Planner- Strategic Planning	NPA-OS-4	1	NPA-OS-4	2
4	Planner- Strategic Planning	NPA-OS-5	3	NPA-OS-5	4
	Sub-Total		5		7
(iii)	Department of Project Development and Investment				
1	Head- Project Development and Investment Sector Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (i)	1
2	Manager- Project Development and Investment Sector Planning	NPA-OS-3	1		0
3	Senior Planner- PPP and Contract Negotiation	NPA-OS-4	1	NPA-OS-4	1
4	Senior Planner- Mechanical Engineering	NPA-OS-4	1	NPA-OS-4	1
5	Senior Planner- Finance and Investment	NPA-OS-4	1	NPA-OS-4	1
6	Senior Planner- Environment and Social Assessment	NPA-OS-4	1	NPA-OS-4	1
7	Planner- PPP and Contract Negotiation	NPA-OS-5	1	NPA-OS-5	1
8	Planner- Mechanical Engineering	NPA-OS-5	1	NPA-OS-5	1
9	Planner - Finance and Investment	NPA-OS-5	1	NPA-OS-5	2
10	Planner- Environment and Social Assessment	NPA-OS-5	2	NPA-OS-5	2
	Sub-Total		10		11

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
(iv)	Department of Manpower Planning				
1	Head Manpower Planning	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Manager, Capacity Development	NPA-OS-3	0	NPA-OS-3 (ii)	1
3	Manager- Manpower Planning and Development	NPA-OS-3	1		0
4	Senior Planner Manpower Planning	NPA-OS-4	0	NPA-OS-4	2
5	Senior Planner- Capacity Development and Data Management	NPA-OS-4	1	NPA-OS-4	2
6	Planner Manpower Planning	NPA-OS-4	0	NPA-OS-5	3
7	Planner- Manpower Planning and Development	NPA-OS-5	3	NPA-OS-5	2
	Sub-Total		5		11
(v)	Department of Production, Environment, Trade and Tourism Planning				
	Head- Production, Trade and Tourism Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (i)	1
	Manager- Production, Trade and Tourism Planning	NPA-OS-3	1		0
	Manager Agro industrialization	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
	Manager Environment and Natural Resources Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
	Manager Trade and Enterprise Development Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
	Manager Tourism	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
	Senior Planner- Agriculture	NPA-OS-4	1	NPA-OS-4	1
	Senior Planner (Agro-Industry) Planning	NPA-OS-4	0	NPA-OS-4	1
	Senior Planner Agriculture (Crops Planning)	NPA-OS-4	0	NPA-OS-4	1
	Senior Planner Agriculture (Fisheries)	NPA-OS-4	0	NPA-OS-4	1
	Senior Planner Agriculture (Animal Industry) Planning	NPA-OS-4	0	NPA-OS-4	1
	Senior Planner Environment, Natural Resources	NPA-OS-4	0	NPA-OS-4	1
	Senior Planner- Climate Change	NPA-OS-4	1	NPA-OS-4	1
	Senior Planner- Trade and Enterprise Development	NPA-OS-4	1	NPA-OS-4	2
	Senior Planner Tourism Planning	NPA-OS-4	0	NPA-OS-4	2

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
	Senior Planner Trade and Enterprise Development Planning	NPA-OS-4	0	NPA-OS-4	1
	Planner- Agriculture	NPA-OS-5	1	NPA-OS-5	0
	Planner Agriculture (Research and Extension) Planning	NPA-OS-5	0	NPA-OS-5	1
	Planner Agriculture (Crops)	NPA-OS-5	0	NPA-OS-5	1
	Agriculture (Aquatic) Planning	NPA-OS-5	0	NPA-OS-5	1
	Planner Agriculture (Animal Industry)	NPA-OS-5	0	NPA-OS-5	1
	Planner- Trade and Tourism	NPA-OS-5	1	NPA-OS-5	0
	Planner Tourism Planning	NPA-OS-5	0	NPA-OS-5	2
	Planner Trade and Enterprise Development Planning	NPA-OS-5	0	NPA-OS-5	2
	Planner- Natural Resources, Environment and Climate Change	NPA-OS-5	2	NPA-OS-5	3
	Sub-Total		8		28
(vi)	Department of Human Capital Development and Social Protection				
1	Head Human Capital Development and Social Protection	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Manager- Population and Social Sector Planning	NPA-OS-3	1		0
3	Manager Education and Skills Development Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
4	Manager Health and Nutrition Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
5	Manager Gender Population and Social Development Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
6	Senior Planner- Gender, Population and Social Development	NPA-OS-4	1	NPA-OS-4	2
7	Senior Planner- Health and Nutrition Planning	NPA-OS-4	1	NPA-OS-4	2
8	Senior Planner- Education and Skills Development	NPA-OS-4	1	NPA-OS-4	2
9	Planner- Gender, Population and Social Development	NPA-OS-5	1	NPA-OS-5	2
10	Planner- Health and Nutrition	NPA-OS-5	1	NPA-OS-5	2
11	Planner- Education and Skills Development	NPA-OS-5	1	NPA-OS-5	2
	Sub-Total		7		16

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
(vii)	Department of Infrastructure Planning				
1	Head Infrastructure Planning	NPA-OS-3 (i)	0	NPA-OS-3 (i1)	1
2	Manager Transport Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
3	Manager Energy Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
4	Manager- Infrastructure, Industry and Physical Planning	NPA-OS-3	1		0
5	Senior Transport Economist	NPA-OS-4	0	NPA-OS-4	1
6	Senior Planner- Infrastructure (Energy)	NPA-OS-4	0	NPA-OS-4	1
7	Senior Planner Infrastructure, Energy, Minerals and Gas	NPA-OS-4	1	NPA-OS-4	0
8	Senior Planner Works & Transport /Senior Engineer.	NPA-OS-4	1	NPA-OS-4	1
9	Senior Planner- Physical and Spatial Planning	NPA-OS-4	1	NPA-OS-4	0
10	Transport Economist	NPA-OS-5	0	NPA-OS-5	1
11	Planner- Infrastructure (Energy)	NPA-OS-5	1	NPA-OS-5	2
12	Planner- Works & Transport/ Engineer	NPA-OS-5	1	NPA-OS-5	1
13	Planner- Physical and Spatial Planning	NPA-OS-5	1	NPA-OS-5	0
14	Planner- Housing and Urban Development	NPA-OS-5	1	NPA-OS-5	0
15	Information Systems Assistant (Data Base Management)	NPA-OS-7	1	NPA-OS-7	0
16	Information Systems Assistant (Mapping and Cartography)	NPA-OS-7	1	NPA-OS-7	0
	Sub-Total		10		10
(viii)	Department of Science, Technology and Innovation Planning				
1	Head Science, Technology and Innovation Planning	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Head Digital Transformation and Technology Transfer	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
3	Manager- Science Planning	NPA-OS-3	1		0
4	Manager Science, Technology, and Innovation Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
5	Manager Minerals and Petroleum Development Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
6	Manager Information Communication and Technology	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
7	Senior Planner- Mineral Development	NPA-OS-4	1	NPA-OS-4	1
8	Senior Planner Petroleum Planning	NPA-OS-4	0	NPA-OS-4	1
9	Senior Planner- Chemical Industry	NPA-OS-4	1	NPA-OS-4	1
10	Senior Planner ICT Planning	NPA-OS-4	0	NPA-OS-4	2
11	Senior Planner- Science Engineering	NPA-OS-4	1	NPA-OS-4	1
12	Senior Planner- Technology and Industry	NPA-OS-4	1	NPA-OS-4	1
13	Senior Planner- Veterinary	NPA-OS-4	1	NPA-OS-4	1
14	Senior Planner- Food Processing	NPA-OS-4	1	NPA-OS-4	1
15	Planner Petroleum Planning	NPA-OS-5	0	NPA-OS-5	1
16	Planner Mineral Development (Science Planning)	NPA-OS-5	1	NPA-OS-5	1
17	Planner Chemical Industry (Science Planning)	NPA-OS-5	1	NPA-OS-5	1
18	Planner- Science Engineering	NPA-OS-5	1	NPA-OS-5	1
19	Planner- Technology and Industry	NPA-OS-5	1	NPA-OS-5	1
20	Planner ICT Planning	NPA-OS-5	0	NPA-OS-5	1
21	Planner- Veterinary	NPA-OS-5	1	NPA-OS-5	1
22	Planner- Food Processing	NPA-OS-5	1	NPA-OS-5	1
	Sub-Total		13		22
(ix)	Department of Governance, Security and Public Sector Planning				
1	Head Governance, Security and Public Sector Planning	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Manager- Governance and Public Sector Planning	NPA-SS-3	1		0
3	Manager Governance and Security Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
4	Manager Public Administration and Management Planning	NPA-OS-3 (ii)	0	NPA-OS-3 (ii)	1
5	Senior Planner- Justice, Law & Order, Security and Defence Planning	NPA-OS-4	1	NPA-OS-4	1
6	Senior Planner- Legislature and Accountability	NPA-OS-4	1	NPA-OS-4	1
7	Senior Planner Civil Society Planning	NPA-OS-4	0	NPA-OS-4	1

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
8	Senior Planner Public Sector Management and Public Administration	NPA-OS-4	1	NPA-OS-4	0
9	Senior Planner- Public Sector Management	NPA-OS-4	0	NPA-OS-4	1
10	Senior Planner Public Administration Planning	NPA-OS-4	0	NPA-OS-4	1
11	Planner- Justice, Law and Order Sector, Security and Defence	NPA-OS-5	1	NPA-OS-5	3
12	Planner- Legislature and Accountability	NPA-OS-5	1	NPA-OS-5	2
13	Planner Public Sector Management and Public Administration	NPA-OS-5	1		0
14	Planner- Public Sector Management	NPA-OS-5	0	NPA-OS-5	1
15	Planner Public Administration	NPA-OS-5	0	NPA-OS-5	1
	Sub-Total		7		15
(x)	Department of Regional, Local Governments and Urban Development Planning				
1	Head Regional, Local Governments and Urban Development Planning	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Manager- Local Government Development Planning	NPA-OS-3	1		0
3	Manager Regional, Local Governments and Urban Development Planning	NPA-OS-3(ii)	0	NPA-OS-3(ii)	1
4	Manager Physical and Urban Development Planning	NPA-OS-3(ii)	0	NPA-OS-3(ii)	1
5	Senior Planner- Local Government Development Planning	NPA-OS-4	2	NPA-OS-4	0
6	Senior Planner Regional and Local Government Development Planning (Central)	NPA-OS-4	0	NPA-OS-4	1
7	Senior Planner Regional and Local Government Development Planning (Western)	NPA-OS-4	0	NPA-OS-4	1
8	Senior Planner Regional and Local Government Development Planning (Northern)	NPA-OS-4	0	NPA-OS-4	1

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
9	Senior Planner Regional and Local Government Development Planning (Eastern)	NPA-OS-4	0	NPA-OS-4	1
10	Senior Planner Physical and Spatial Planning	NPA-OS-4	0	NPA-OS-4	1
11	Senior Planner Geographical Information Systems	NPA-OS-4	0	NPA-OS-4	1
12	Senior Planner Urban and Physical Development Planning	NPA-OS-4	0	NPA-OS-4	1
13	Planner Local Government Planning	NPA-OS-5	4	NPA-OS-5	0
14	Planner Regional and Local Government Development Planning (Central)	NPA-OS-5	0	NPA-OS-5	2
15	Planner Regional and Local Government Development Planning (Western)	NPA-OS-5	0	NPA-OS-5	2
16	Planner Regional and Local Government Development Planning (Northern)	NPA-OS-5	0	NPA-OS-5	2
17	Planner Regional and Local Government Development Planning (Eastern)	NPA-OS-5	0	NPA-OS-5	2
18	Planner Physical and Spatial Planning	NPA-OS-5	0	NPA-OS-5	1
19	Planner Geographical Information Systems	NPA-OS-5	0	NPA-OS-5	1
20	Planner Urban and Physical Development Planning	NPA-OS-5	0	NPA-OS-5	1
21	Information Systems Assistant (Data Base Management)	NPA-OS-7	0	NPA-OS-7	1
22	Information Systems Assistant (Mapping and Cartography)	NPA-OS-7	0	NPA-OS-7	1
	Sub-Total		7		23
	Totals For Development Planning		74		145
(E.)	DIRECTORATE OF RESEARCH AND DEVELOPMENT PERFORMANCE				
(i)	Office of the Director				
1	Director-Research and Development Performance	NPA-OS-2	1	NPA-OS-2	1
2	Executive Assistant	NPA-OS-5	0	NPA-OS-5	1
3	Administrative Secretary	NPA-OS-6	1		0
	Sub-Total		2		2

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
(ii)	Department of Research				
1	Head Policy Research	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Manager- Policy Research and Innovation	NPA-OS-3	1		0
3	Senior Research Officer (Economic)	NPA-OS-4	0	NPA-OS-4	2
4	Senior Research Officer (Human Capital)	NPA-OS-4	0	NPA-OS-4	2
5	Senior Research Officer (Socio-Political)	NPA-OS-4	0	NPA-OS-4	1
5	Senior Research Officer (Statistics)	NPA-OS-4	0	NPA-OS-4	1
6	Senior Research Officer (Scientific Innovation)	NPA-OS-4	0	NPA-OS-4	1
7	Senior Planner- Policy Research and Innovation	NPA-OS-4	2	NPA-OS-4	0
8	Senior Information Scientist	NPA-OS-4	0	NPA-OS-4	1
9	Information Scientist	NPA-OS-5	0	NPA-OS-5	1
10	Research Officer	NPA-OS-5	0	NPA-OS-5	5
11	Planner- Policy Research and Innovation	NPA-OS-5	3	NPA-OS-5	0
	Sub-Total		6		15
(iii)	Department of Macroeconomic Analysis				
1	Head Macroeconomic Analysis	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1
2	Manager- Macro-Economics Planning	NPA-OS-3	1	NPA-OS-3	0
3	Senior Macroeconomist (Monetary Sector)	NPA-OS-4	0	NPA-OS-4	1
4	Senior Macroeconomist (Real Sector)	NPA-OS-4	0	NPA-OS-4	1
5	Senior Macroeconomist (External Sector)	NPA-OS-4	0	NPA-OS-4	1
6	Senior Macroeconomist (Fiscal Sector)	NPA-OS-4	0	NPA-OS-4	1
7	Senior Macroeconomist	NPA-OS-4	2	NPA-OS-4	0
8	Macroeconomist	NPA-OS-5	2	NPA-OS-5	4
	Sub-Total		5		9
(iv)	Department of Monitoring and Evaluation				
1	Head Monitoring and Evaluation	NPA-OS-3 (i)	0	NPA-OS-3 (i)	1

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
2	Manager- Monitoring and Evaluation	NPA-OS-3	1	NPA-OS-3	1
3	Manager, Standards and Compliance	NPA-OS-3	0	NPA-OS-3	0
4	Senior Monitoring and Evaluation (Evaluation)	NPA-OS-4	0	NPA-OS-4	1
5	Senior Monitoring and Evaluation (Vision and Manifesto)	NPA-OS-4	0	NPA-OS-4	1
6	Senior Monitoring and Evaluation (System Management and Reporting)	NPA-OS-4	0	NPA-OS-4	1
7	Senior Monitoring and Evaluation (Compliance)	NPA-OS-4	0	NPA-OS-4	1
8	Senior Monitoring and Evaluation Officer	NPA-OS-4	4	NPA-OS-4	0
9	Monitoring and Evaluation Officer	NPA-OS-5	3	NPA-OS-5	0
10	Monitoring and Evaluation (Evaluation)	NPA-OS-5	0	NPA-OS-5	2
11	Monitoring and Evaluation (Vision and Manifesto)	NPA-OS-5	0	NPA-OS-5	2
12	Monitoring and Evaluation (System Management and Reporting)	NPA-OS-5	0	NPA-OS-5	2
13	Monitoring and Evaluation (Compliance)	NPA-OS-5	0	NPA-OS-5	2
	Sub-Total		8		14
(v)	Department of Information and Communications Technology (ICT) Planning				
1	Manager- ICT Planning	NPA-OS-3	1	NPA-OS-3	0
2	Senior Planner- ICT Planning	NPA-OS-4	1	NPA-OS-4	0
3	Senior Planner- Geographical Information Systems (GIS)	NPA-OS-4	1	NPA-OS-4	0
4	Planner- ICT Planning	NPA-OS-5	1	NPA-OS-5	0
5	Systems Administrator	NPA-OS-5	1	NPA-OS-5	0
	Sub-Total		5		0
	Totals for Research and Development Performance		26		40
(F)	DIRECTORATE FOR AFRICAN PEER REVIEW MECHANISMS ND PARTNERSHIP (APRMP)				
(i)	Office of the Director				

No	Post Title	Existing Salary Scale	Existing Establishment (June 2020)	New Monthly Salary Scale	New Establish 2021/22
1	Coordinator (Director) - African Peer Review Mechanisms and Partnerships	NPA-OS-2	1	NPA-OS-2	1
2	Head - African Peer Review Mechanisms and Partnerships	NPA-OS-3 (i)	0	NPA-OS-3 (i)	0
2	Assistant Coordinator - African Peer Review Mechanisms and Partnerships	NPA-OS-2	1	NPA-OS-2	0
3	Executive Assistant	NPA-OS-5	0	NPA-OS-5	1
4	Administrative Secretary	NPA-OS-6	1	NPA-OS-6	0
5	Driver	NPA-OS-8	1	NPA-OS-8	0
	Sub-Total		4		2
(ii)	APRM Secretariat Technical Staff				
1	Manager- African Peer Review Mechanisms and Partnerships	NPA-OS-3	0	NPA-OS-3 (ii)	1
2	Manager- Partnership Development	NPA-OS-3	0	NPA-OS-3	0
3	Senior Planner- Democracy and Political Governance	NPA-OS-4	1	NPA-OS-4	1
4	Senior Planner- Social Economic Development	NPA-OS-4	1	NPA-OS-4	1
5	Senior Planner- Corporate Governance	NPA-OS-4	1	NPA-OS-4	1
6	Senior Planner- Economic Governance and Management	NPA-OS-4	1	NPA-OS-4	1
7	Senior Planner- SDG Mainstreaming	NPA-OS-4	0	NPA-OS-4	1
8	Senior Planner- Economic Integration	NPA-OS-4	0	NPA-OS-4	1
9	Senior Planner- CSOs and Non-State Actors	NPA-OS-4	0	NPA-OS-4	1
10	Planner- Democracy and Political Governance	NPA-OS-5	0	NPA-OS-5	1
11	Planner- Social Economic Development	NPA-OS-5	0	NPA-OS-5	1
12	Planner- Corporate Governance	NPA-OS-5	0	NPA-OS-5	1
13	Planner- Economic Governance and Management	NPA-OS-5	0	NPA-OS-5	1
14	Planner- SDG Mainstreaming	NPA-OS-4	0	NPA-OS-4	1
15	Planner- Economic Integration	NPA-OS-4	0	NPA-OS-4	1
16	Planner- CSOs and Non-State Actors	NPA-OS-4	0	NPA-OS-4	1
	Sub-Total		4		15
	Totals for APRMP		8		17
	GRAND TOTAL		181		327

Appendix 4.3: National Planning Authority Staff Establishment by Title, Name and Home Districts as of 30th June 2022

POST / TITLE	EST	F	V	Name of Employee	Sex	Home District
Executive Board						
Chairperson	1	1	0	Pamela Kasabiti Mbabazi	F	Mbarara
Deputy Chairperson	1	1	0	Obwoya Kinyera Sam	M	Gulu
Authority member	1	1	0	Kiremire Enos Rwantale Masheja	M	Rukungiri
Authority Member	1	1	0	Ivan Lule	M	Kampala
Authority Member	1	1	0	Lydia Wanyoto	F	Mbale
Top Management						
Executive Director	1	1	0	Muvawala Joseph Vincent	M	Jinja
Deputy Executive Director	1	1	0	Oleny Ojok Charles	M	Katakwi
Director -Research and Development Performance	1	1	0	Matte Rogers	M	Bundibugyo
Director - Development Planning	1	1	0	Guloba Asumani	M	Butaleja
Technical Advisor (Board)	1	0	1	Vacant	-	-
Procurement and Disposal Unit						
Senior Procurement Officer	1	1	0	Mukasa Robert	M	Wakiso
Procurement Officer	1	1	0	Lwanga Michael	M	Jinja
Assistant Procurement Officer	1	0	1	Vacant	-	-
Legal Unit						
Senior Legal Officer	1	1	0	Tatu Nakanjako	F	Kampala
Communications and Public Relations Unit						
Senior Communications Officer and Public Relations Officer	1	1	0	Chelangat Emily	F	Kapchorwa
Communications Officer / Public Relations Officer	1	1	0	Alum Fiona Joy	F	Lira
Administrative Secretaries						
Senior Administrative Secretary -	1	1	0	Allen Zawedde	F	Wakiso
Administrative Secretary	1	1	0	Nakintu Margaret Bbosa	F	Masaka
Administrative Secretary	1	1	0	Khainza Janet Betty	F	Mbale
Administrative Secretary	1	1	0	Nakatudde Fatuma	F	Kampala
Administrative Secretary	1	1	0	Matovu Ronald	M	Kalungu
Administrative Secretary	1	1	0	Zawedde Dorothy S	F	Wakiso
African Peer Review Mechanism and Partnerships (APRM)						
Coordinator (APRM)	1	1	0	Angey Silvia Ufoyuru	F	Nebbi
Assistant- Coordinator- (APRM)	1	1	0	Gidudu Tom	M	Sironko
Senior Planner -Democracy and Political Governance (DPG)	1	1	0	Arigye Angelo Eugene	M	Kabale
Senior Planner -Social Economic Development (SED)	1	0	1	Vacant	-	-

POST / TITLE	EST	F	V	Name of Employee	Sex	Home District
Senior Planner - Corporate Governance (CG)	1	0	1	Vacant	-	-
Senior Planner -Economic Governance and Management (EGMO)	1	0	1	Vacant	-	-
Administrative Secretary	1	0	1	Vacant	-	-
Driver	1	1	0	Higenyi Ali Hassan	M	Butaleja
Internal Audit Department						
Manager Internal Audit	1	1	0	Sempijja Thadeus	M	Masaka
Senior Internal Auditor	1	0	1	Vacant	-	-
Internal Auditor	1	1	0	Omara Isaac	M	Oyam
Corporate Planning Unit						
Senior Corporate Planner	1	1	0	Kagolo Ronald	M	Kayunga
Corporate Planner	1	0	1	Vacant	-	-
Finance and Accounts Department						
Manager Finance and Accounts	1	1	0	Nyanzi Hassan Sulaiman	M	Nakaseke
Senior Accountant	1	0	1	Vacant	-	-
Accountant	1	1	0	Kasajja Kateregga Geoffrey	M	Wakiso
Accountant	1	1	0	Bagaga Percy Habumugisha	M	Kisoro
Senior Accounts Assistant / Cashier	1	1	0	Nanono Rosette		F
Senior Accounts Assistant / Cashier	1	1	0	Mpagi James	M	Mukono
Human Resource and Administration Department						
Manager Human Resource and Administration	1	1	0	Ssenyange Godfrey A. M. K	M	Mukono
Senior Human Resource Officer	1	1	0	Joyce Bakita		F
Senior Administration Officer	1	1	0	Mwanje Edward	M	Luweero
Human Resource Officer	1	1	0	Cheptoek Sarah		F
Human Resource Officer	1	0	1	Vacant	-	-
Records Management Officer	1	1	0	Ssettema Daniel	M	Mubende
Administrative Officer	1	1	0	Mafabi Swaleh	M	Mbale
Administrative Officer	1	1	0	Acer Anthony	M	Abim
Records Assistant	1	1	0	Mbajja Sophie		F
Administrative Secretary (Pool)	1	1	0	Aidah Nakabugo Kasule		F
Administrative Secretary (Pool)	1	0	1	Vacant	-	-
Administrative Secretary (Pool)	1	0	1	Vacant	-	-
Front Desk Officer (Reception)	1	0	1	Vacant	-	-
Front Desk Officer (Reception)	1	1	0	Nassaka Mariah		F
Administrative Assistant	1	1	0	Dennis Katende	M	Mukono
Management Inventory Assistant	1	1	0	Kamukama Bambaiha David	M	Kamwenge
Administrative Assistant	1	1	0	Wandera Muhammed	M	Mbale

POST / TITLE	EST	F	V	Name of Employee	Sex	Home District
Administrative Assistant	1	1	0	Otim Timothy Ochoo	M	Gulu
Driver	1	1	0	Serwano Denis	M	Kampala
Driver	1	1	0	Kakoolwa Samuel	M	Jinja
Driver	1	1	0	Waiswa David	M	Kamuli
Driver	1	1	0	Buyungo Uthman	M	Wakiso
Driver	1	1	0	Komakech Julu David	M	Pader
Driver	1	1	0	Kato Abubaker Kitandwe	M	Busesa
Driver	1	1	0	Bukenya Ronald	M	Mpigi
Driver	1	1	0	Batte Yusuf	M	Masindi
Driver	1	1	0	Yiga Peter	M	Bukomansimbi
Driver	1	1	0	Musoke Abed	M	Jinja
Driver	1	1	0	Sagala Musa Ahmed	M	Mbale
Driver	1	1	0	Nuwabiine Vicent	M	Isingiro
Driver	1	1	0	Amisi Birungi	M	Kabalore
Driver	1	1	0	Buyinza Wilberforce Bwerere	M	Kamuli
Driver	1	1	0	Lwanga Zaid Mugerwa	M	Kalungu
Driver	1	1	0	Kasiko Joel Gallas	M	Jinja
Driver	1	1	0	Wanyaka Hussein	M	Mbale
Driver	1	1	0	Massa Alex	M	Mbale
Office Attendant	1	1	0	Mbalumya Luke	M	Kaliro
Office Attendant	1	1	0	Mudondo Olivia		F Iganga
Office Attendant	1	1	0	Kulabako Jackie Lillian		F Mbale
Office Attendant	1	1	0	Birungi Sarah		F Rukungiri
Office Attendant	1	0	1	Vacant	-	-
Office Attendant	1	0	1	Vacant	-	-
Strategic Planning Department						
Manager Strategic Planning	1	1	0	Operemo Vincent	M	Bukedea
Senior planner Strategic Planning	1	1	0	Kayongo Allan	1	0 Gomba
Planner Strategic Planning	1	0	1	Vacant	-	-
Planner Strategic Planning	1	0	1	Vacant	-	-
Planner Strategic Planning	1	0	1	Vacant	-	-
Manpower Planning and Development Department						
Manager - Manpower Planning & Development	1	1	0	Norah Nalule Katumba Wandera		F Wakiso
Senior Planner, Manpower Planning and Development	1	1	0	Ssebulime Kurayish	M	Mpigi
Planner Manpower Planning & Development	1	1	0	Chelangat Sharon		F Kapchorwa
Planner Manpower Planning & Development	1	1	0	Mbalule Derick	M	Mukono
Planner Manpower Planning & Development	1	1	0	Ayebare Dorah		F Kabale
Infrastructure, Industry and Physical Planning Department						

POST / TITLE	EST	F	V	Name of Employee	Sex	Home District
Manager Infrastructure, Industry and Physical Planning	1	1	0	Bwanga William George	M	Wakiso
Senior Planner - Works and Transport (Senior Engineer)	1	1	0	Ahabyona Manyiraho Evelyn	F	Kabarole
Senior Planner Physical and Spatial Planning	1	1	0	Tugume Denis	M	Hoima
Senior Planner Infrastructure, Energy, Minerals and Gas	1	0	1	Vacant	-	-
Planner Physical and Spatial Planning	1	0	1	Vacant	-	-
Planner - Works and Transport (Engineer)	1	0	1	Vacant	-	-
Planner Infrastructure - (Energy)	1	0	1	Vacant	-	-
Planner - Urban Development and Housing	1	1	0	Arineitwe Justine	F	Kanungu
Production, Trade and Tourism Planning Department						
Manager Production, Trade and Tourism Planning	1	1	0	Kaggwa Ronald	M	Kayunga District
Senior Planner - Trade and Tourism	1	1	0	Odoi L. Ool Othieno	M	Tororo
Senior Planner - Agriculture	1	1	0	Ollen Wanda	M	Kiruhura
Senior Planner - Environment and Natural Resources	1	1	0	Werikhe Aaron	M	Mbale
Planner, Agriculture	1	1	0	Bwengye Grace Bunanukye	M	Kazo
Planner - Natural Resources and Environment	1	0	1	Vacant	-	-
Planner - Natural Resources and Environment	1	0	1	Vacant	-	-
Planner, Trade and Tourism	1	1	0	Arnold Bugonga	M	Mpigi
Population and Social Sector Planning Department						
Manager Population and Social Sector Planning	1	1	0	Nahalamba Sarah	F	Butaleja
Senior Planner, Health and Nutrition	1	0	1	Vacant	-	-
Senior Planner Education and Skills Development	1	1	0	Kasule Samuel	M	Mukono
Senior Planner- Pop, Gender & Social Development	1	1	0	Judith Mutabazi Karungi	F	Mbarara
Planner, Gender Population and Social Development	1	0	1	Vacant	-	-
Planner, Health and Nutrition Planning	1	1	0	Twesigye Patrick	M	Kakumiro
Planner Education and Skills Development	1	1	0	Odongo Maxwell	M	Kole
Science Planning Department						

POST / TITLE	EST	F	V	Name of Employee	Sex	Home District
Manager Science Planning	1	1	0	Abraham Judah Bumalirivu Muwanguzi	M	Kampala
Senior Planner Mineral Development	1	0	1	Vacant	-	-
Senior Planner Science and Engineering	1	0	1	Vacant	-	-
Senior Planner - Chemical industry	1	1	0	Kandwanaho Jonan	M	Nakasongola
Senior Planner: Technology & Industry	1	0	1	Vacant	-	-
Senior Planner Veterinary (Science Planning)	1	0	1	Vacant	-	-
Senior Planner Food Processing	1	0	1	Vacant	-	-
Planner Mineral Development (Science Planning)	1	0	1	Vacant	-	-
Planner Chemical Industry (Science Planning)	1	0	1	Vacant	-	-
Planner Science Engineering	1	0	1	Vacant	-	-
Planner Technology and Industry	1	0	1	Vacant	-	-
Planner Veterinary	1	1	0	Israel Mugezi	M	Hoima
Planner Food Processing	1	0	1	Vacant	-	-
Project Development and Investment Planning Department						
Manager Project Development and Investment Planning	1	1	0	Sebukeera Hennery	M	Rakai
Senior Planner (PPP and Contract Negotiation)	1	0	1	Vacant	-	-
Senior Planner (Mechanical Engineering)	1	0	1	Vacant	-	-
Senior Planner Finance and Investment	1	1	0	Sebulime Simon Peter	M	Kalungu
Senior Planner Environment and Social Assessment	1	0	1	Vacant	-	-
Planner (PPP and Contract Negotiation)	1	1	0	Kabirizi Mark Mwidu	M	Jinja
Planner (Mechanical Engineering)	1	0	1	Vacant	-	-
Planner (Finance and Investment)	1	1	0	Hannington Musimenta	M	Kabale
Planner Environment and Social Assessment	1	1	0	Wadembere Abbey Malwa	M	Kampala
Planner Environment and Social Assessment	1	0	1	Vacant	-	-
Local Government Development Planning Department						
Manager - Local Government Development Planning	1	1	0	Nokrach Chris Otim	M	Pader

POST / TITLE	EST	F	V	Name of Employee	Sex	Home District
Senior Planner - Local Government Development Planning	1	0	1	Vacant	-	-
Senior Planner - Local Government Development Planning	1	1	0	Richard Wansambo	M	Kamuli
Planner Local Development Government Planning	1	1	0	Isabirye Swalik Kisige	M	Mayuge
Planner Local Development Government Planning	1	1	0	Mahebe Dennis	M	Bulambuli
Planner Local Development Government Planning	1	0	1	Vacant	-	-
Planner Local Development Government Planning	1	0	1	Vacant	-	-
Information Communication and Technology Department						
Manager Information, Communication Technology	1	1	0	Tenywa Joseph	M	Kamuli
Senior Planner - Information Communication and Technology	1	1	0	Namyalo Jacqueline		F
Senior Planner Geographical Information Systems	1	0	1	Vacant	-	-
Systems Administration Officer	1	1	0	Musanje Ndawula Andrew	M	Lwengo
Planner - Information Communication Technology	1	1	0	Lak Angela		F
Information Systems Assistant (Data Base Management)	1	1	0	Egunyu Emma Prince Prince Nobble	M	Kampala
Information Systems Assistant (Mapping and Cartography)	1	1	0	Ajidiru Rita		F
Governance and Public Sector Planning Department						
Manager Governance & Pub. Sector Planning	1	1	0	Kuhirwa Rosette Ndugutse		F
Senior Planner Justice Law Order Security and Defence	1	0	1	Vacant	-	-
Senior Planner Public Sector Management and Public Administration	1	0	1	Vacant	-	-
Senior Planner -Accountability and Legislature	1	1	0	Nassaka Catherine Mayanja		F
Planner -Justice Law Order Sector and Defence	1	1	0	Walubiri Moses	M	Kamuli
Planner - Public Sector Management and Public Administration	1	1	0	Ejang Judith		F
Planner -Accountability and Legislature	1	0	1	Vacant	-	-
Manager Policy Research and Innovation Department						

POST / TITLE	EST	F	V	Name of Employee	Sex	Home District
Manager Policy, Research and Innovation	1	1	0	Mugendawala Hamis	M	Kamuli
Senior Planner Policy, Research and Innovation	1	0	1	Vacant	-	-
Senior Planner Policy Research and Innovation	1	0	1	Vacant	-	-
Senior Information Scientist	1	1	0	Ssali Andrew	M	Mityana
Planner -Policy Research and Innovation	1	1	0	Nakigudde Esther	F	Kampala
Planner - Policy Research and Innovation	1	1	0	Nabasiye Racheal	F	Kampala
Planner - Policy Research and Innovation	1	1	0	Nambiro Racheal Nangobi	F	Kamuli
Information Scientist	1	1	0	Mulabiza Winnie	F	Kamuli
Monitoring and Evaluation Department						
Manager, Monitoring and Evaluation	1	1	0	Nabiddo Winnie	F	Mukono
Senior Monitoring and Evaluation Officer	1	1	0	Epiaka William	M	Serere
Senior Planner Monitoring and Evaluation	1	0	1	Vacant	-	-
Senior Planner Monitoring and Evaluation	1	1	0	Dhikusooka Gyaviira	M	Jinja
Senior Monitoring and Evaluation Officer	1	1	0	Kabagambe Sufian	M	Masindi
Monitoring and Evaluation Officer	1	1	0	Lilianne Cotter Nassango	F	Wakiso
Monitoring and Evaluation Officer	1	0	1	Vacant	-	-
Monitoring and Evaluation Officer	1	0	1	Vacant	-	-
Macroeconomic Planning Department						
Manager Macro Economic Planning	1	1	0	Olowo Patrick	M	Jinja
Senior Macro-Economist	1	1	0	Babirye Daphne	F	Jinja
Senior Macro-Economist	1	0	1	Vacant	-	-
Planner Macro-Economics	1	0	1	Vacant	-	-
Planner Macro-Economics	1	0	1	Vacant	-	-
	181	125	56		85	40

EST. – Established Structure



NATIONAL PLANNING AUTHORITY

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