



NATIONAL PLANNING AUTHORITY



THIRD NATIONAL DEVELOPMENT PLAN (NDPIII) 2020/21 – 2024/25

Citizen guide



July 2020



NATIONAL DEVELOPMENT PLAN III

2020/21–2024/25

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1

Background

Uganda's development ambition is to transform from a "Peasant to a Modern and Prosperous Country within 30 years". The vision is operationalised through national development plans. A National Development Plan (NDP) is formulated as a guide for a country's development and socio-economic transformation usually over a specified period. Uganda's 30-year vision comprises six 5-year National Development Plans.

Uganda's current National Development Plan is the third in the series of plans which started in 2010/11, and is to run from 2020/21 to 2024/25. The goal of NDPIII, as it is commonly known, is to raise household incomes and improve the quality of life of Ugandans, driven by industrialisation.

A number of major lessons from previous NDPs were considered while developing NDPIII. These include the need to:

- Increase investment in productive sectors of the economy
- Balance social and infrastructure spending
- Revisit the role of the government in the development process
- Resolve the problem of land compensation
- Produce relevant and appropriately skilled labour
- Bring the government closer to the people to improve responsiveness to their development needs

- Identify and exploit alternative revenue sources, and
- Have more holistic planning, budgeting and implementation

The NDPIII differs from its predecessors – NDPI and NDPII – mainly by the shift towards a programmatic approach to development that recognises the relatedness of various sectors, an increased role for the state in directing development rather than over-reliance on the market, emphasis on human capital (or people) and infrastructure development. The NDPIII is also characterised by:

- A regional approach to planning and implementation whereby different regions are earmarked for the production of certain commodities as a way to improve farm productivity and value addition (Area-Based Commodity Planning).
- A bottom-up development strategy anchored at the parish level – Parish Development Model (PDM)—which aims at helping people at this level to increase their household incomes and join the money economy.
- Integration of human rights in the planning and implementation process.

It aims to consolidate and expand the achievements of NDPI and NDPII which included:

- Continued nationwide peace
- A doubling in the size of the economy
- Growth in exports
- Improved infrastructure
- Increased use of health and education services.

UGX 411.681 trillion

*Cost of NDPIII planned
programme interventions*

At the same time, the NDPIII seeks to overcome the challenges that were experienced such as:

- A large population still living hand to mouth
- A high population growth rate
- The high cost of electricity
- The high cost of capital
- Corruption
- Insufficient revenues to finance service delivery
- Low quality education and high disease burden coupled with low functionality of health facilities.

NDPIII was developed through extensive consultation with various stakeholders, including government, the private sector, civil society, faith-based organisations, academia and development partners.

The overall cost of financing the NDPIII programmes is estimated at about UGX 411.681 trillion. Of this 67.3 per cent will come from the government's consolidated fund while 32.7 per cent will be contributed by the private sector.

2

Strategic Direction: Where is Uganda Heading?

2.1 Goal

The goal of NDPIII is “Increased household incomes and Improved quality of life of Ugandans.”

2.2 Strategic objectives

1. Enhance value addition in key growth opportunities.
2. Strengthen private sector capacity to drive growth and create jobs.
3. Maintain and increase production capacity.
4. Increase productivity and social wellbeing of the population.
5. Strengthen the role of the state in guiding and facilitating development.

2.3 Key development results

- Increased household incomes
- Improved quality of life for Ugandans
- Agro and mineral based industrialisation
- Increased tourism
- Increased adoption of information and communication technology (ICT) services
- Growth in the proportion of titled land
- Continued private sector growth
- Consolidation and increase in the stock of productive infrastructure
- Improved productivity of labour
- Improved social service delivery

With the implementation of NDPIII, it is expected that poverty rates will fall; there will

be an increase in the contribution of industry to the gross domestic product (GDP); the agriculture sector will enjoy higher growth rates; youth unemployment will be reduced; more value-added goods will be exported; and there will be a reduction in number of families depending on subsistence agriculture.

2.4 Core projects

Some of the 69 core projects under NDPIII will include the following:

- Fertilizer plant
- Establishment of irrigation systems
- Increasing access to affordable mechanization at sub-county level
- Coffee value chain development
- Tea value chain development
- Tractor assembly plant
- Automotive assembly plant
- Textile milling
- Steel industry
- Hoima oil refinery
- East Africa Crude Oil Pipeline
- Tourism roads
- Regional trade roads
- Kampala-Jinja Express Highway
- Bukasa Inland Port
- Improvement of ferry services
- Standard Gauge Railway
- Capitalisation of Uganda Development Bank (UDB), Uganda Development Corporation (UDC)
- Uganda National Oil Company (NOC) and Uganda Telecoms (UTL).
- Construction of border export markets
- Comprehensive inventory of land
- IT shared platform
- National Postcode and Addressing Geographic Information Systems
- Greater Kampala Metropolitan Area high density housing
- Centre for excellence for cardiovascular services
- Two regional oncology centres
- Industrial parks development
- Revitalisation of cooperatives
- Four science & technology parks
- 40 technology and business incubators
- National Service Scheme

2.5 NDPIII programmes

1. Agro-Industrialisation
2. Mineral Development
3. Sustainable Development of Petroleum Resources
4. Tourism Development
5. Natural Resources, environment, Climate Change, Land and Water
6. Private Sector Development
7. Manufacturing
8. Integrated Transport, Infrastructure and Services
9. Sustainable Energy Development
10. Digital Transformation
11. Sustainable Urbanisation and Housing
12. Human Capital Development
13. Innovation, Technology Development and Transfer
14. Community Mobilisation and Mindset Change
15. Governance and Security
16. Public Sector Transformation
17. Regional Development
18. Administration of Justice
19. Legislation, Oversight and Representation
20. Development Plan Implementation



3

Agro-Industrialisation Programme



Where we are

Growth of the agricultural sector has averaged 3.4 per cent per year over the last five years but falls short of the planned 6 per cent under the Vision 2040 and NDP II targets. The sector is still overwhelmingly climate-dependent and a large part of the labour force is informal, leading to low productivity.



Where we want to be

- Increased commercialisation and competitiveness of agricultural production and agro-processing.



How we plan to get there

- Increase agricultural production and productivity.
- Improve post-harvest handling and storage.
- Improve agro-processing and value addition.
- Increase market access and competitiveness of agricultural products in domestic and international markets.
- Increase mobilisation and equitable access to and utilisation of agricultural finance.
- Strengthen institutional coordination for improved service delivery.



The change we seek

- Increase the total export value of processed agricultural commodities – coffee, tea, fish, dairy, meat, and maize (and its products).
- Reduce the importation of cereals, oils and sugar products from USD931 million to USD500 million.
- Increase sector growth.
- Increase labour productivity in the agro-industrial value chain.
- Increase the number of jobs created per year in agro-industry by 180,000.
- Reduce the percentage of households dependent on subsistence agriculture from 68.9% to 55%.
- Increase the proportion of households that have enough food from 60% to 90%.

180,000

Projected annual increase in number of agro-industry jobs

What we shall do to get there



- Develop and implement service delivery standards.
- Streamline the coordination role of Operation Wealth Creation into government systems and legalise it.
- Ensure that what is taught in tertiary agricultural institutions is adopted by farmers.
- Revitalise the warehouse receipt and commodity exchange systems.
- Operationalise the Parish Development Model under which farmers will be organised, and supported to increase production and productivity, and to bulk and market agricultural produce. Parishes will be used as the centres for delivery of production, marketing and financial services for farmers and data collection on farming activities.

Core projects



- Fertiliser blending plant and utilisation project to eventually increase fertiliser usage to 25 kgs per hectare from the current 2.5 kg per hectare
- Tractor assembly plant
- Establishment of irrigation systems
- Production, testing and commercialisation of pesticides, acaricides and herbicides
- Agriculture storage and post-harvest handling infrastructure
- Coffee, tea and fish value chain development



4

Mineral Development



Where we are

Uganda has a lot of metallic mineral deposits that are under-exploited due to unexplored and unquantified resources, sector domination by small miners, the inadequacy of the regulatory framework and limited private sector involvement.



Where we want to be

- Increased exploitation of and value addition to selected resources for industrialisation that creates jobs.

- Increase the volume and value of refined gold exports from USD450 million to USD787 million.
- Increase the number of trained and skilled geoscientists from 108 to 200.
- Increase the volume of copper produced to 2,000 metric tonnes.
- Increase the contribution of processed minerals to total manufactured exports from 5% to 7.1%.
- Increase the per capita consumption of steel from 13.1kg to 30kg.
- Increase the value of investment in exploration and processing of selected minerals from USD0.8 billion to USD2 billion.



How we plan to get there

- Increase exploration and quantification of priority minerals and geothermal resources.
- Increase adoption and use of appropriate and affordable technology.
- Strengthen the legal and regulatory framework and the human and institutional capacities.
- Increase investment in mining and value addition.
- Expand mineral-based processing and marketing.

What we shall do to get there

- Develop and implement service delivery standards for the sector.
- Explore and quantify priority mineral resources around the country.
- Improve the legal and regulatory framework and strengthen human and institutional capacities.
- Increase investment in mining and value addition.
- Expand mineral processing and marketing.



The change we seek

- Reduce the value of imported iron and steel from USD370 million to USD96 million.
- Reduce the volume and value of imported inorganic fertilisers by 75%.

Core project

- Establishment of steel industry

5



Sustainable Development of Petroleum Resources



Where we are

Uganda has about 6.5 billion barrels of oil of which about 1.4 billion barrels are recoverable. Gas resources are also estimated at 500 billion standard cubic feet. The sector has transitioned from exploration and appraisal to new exploration and preparation for production of oil.



Where we want to be

- Equitable value from petroleum resources that spurs economic development in a timely and sustainable manner.



How we plan to get there

- Fast-track sustainable production and utilisation of the country's oil and gas resources.
- Strengthen industry policy, legal and regulatory frameworks.
- Strengthen the institutional capacity of the oil and gas industry.
- Enhance local capacity to participate in oil and gas operations.
- Promote private investment in the oil and gas industry.
- Enhance quality, health, safety, security and environment.
- Improve security of supply of refined petroleum products.



The change we seek

- Increase national storage for refined petroleum products from 99.1 million to 150 million litres.
- Increase oil and gas revenue from UGX62.98 billion to UGX265 billion.
- More contracts awarded to Ugandan firms.
- Change in the Natural Resource Governance Index from the position of 51.
- A two per cent increase in revenues from oil and gas.
- Increase in the number of Ugandans employed in the oil and gas industries from 3,400 (in 2019) to 50,000.



What we shall do to get there

- Strengthen the laws and policies governing the industry.
- Enhance local capacity to participate in the sector.
- Promote private investment in the sector.
- Improve security of supply of refined petroleum products.



Core projects

- Hoima oil refinery
- East Africa Crude Oil Pipeline



6

Tourism Development



Where we are

Uganda has huge potential in tourism relative to its neighbours, particularly in safaris, culture and historical heritage. Uganda's brand identity is weak, being mostly negatively shaped by history, politics and the media and is not readily recognised globally as a tourist destination.



Where we want to be

- Increased Uganda's attractiveness as a tourist destination.



How we want plan to get there

- Promote domestic and inbound tourism.
- Increase tourism infrastructure.
- Develop, conserve and diversify tourism products and services.
- Develop a pool of skilled personnel and ensure decent working conditions for them.
- Enhance regulation, coordination and management of the tourism sector.



The change we seek

- Increase in annual tourism revenues from USD1.45 billion to USD1.862 billion.
- Maintain the contribution of tourism to total employment at 667,000 people.
- Increase tourism revenues per visitor from USD1,052 to USD1,500.
- Maintain the average number of international tourist arrivals from the U.S, Europe, Middle East, China and Japan at 225,000.
- Increase the proportion of leisure tourists to total tourists from 20.1% to 30%.
- Increase the number of direct flight routes to Europe and Asia from 6 to 15.



What we shall do to get there

- Review and implement a national tourism marketing strategy.
- Expand, upgrade and maintain tourism national transport infrastructure and services.
- Diversify tourism products and map the potential across the country.
- Implement the tourism curriculum at the Uganda Hotel and Tourism Training Institute.

Core projects

- Development of the Source of the Nile and Kagulu Hills
- Tourism roads development
- Mt. Rwenzori tourism infrastructure development
- Mt. Elgon tourism infrastructure development
- Improvement and upgrade of Kidepo aerodrome



USD 1.862 billion

Expected annual tourism revenue



Natural Resources, Environment, Climate Change, Land and Water Management



Where we are

Uganda has witnessed massive reduction of forest cover, wetland degradation and encroachment, and increased incidents of land conflict. These have contributed to reduced agricultural productivity, land conflict, increased food security, higher incidents of diseases and pests and loss of biodiversity.



Where we want to be

- Reduction of environmental degradation and the adverse effects of climate change and improved utilisation of natural resources for sustainable development.



How we plan to get there

- Ensure availability of adequate and reliable quality fresh water for all uses.
- Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands.
- Strengthen land use and management.
- Maintain or restore a clean, healthy, and productive environment.
- Promote inclusive climate resilient and low emissions development at all levels.
- Reduce human and economic loss from natural hazards and disasters.
- Increase incomes and employment through sustainable use and value addition to water, forests and other natural resources.



The change we seek

- Increase in the number of water permit holders – providers, distributors and sewerage managers, complying with permit conditions at the time of spot check.
- Better water quality.
- Increased land area covered by forests from 9.1% to 15%.
- Increased land area covered by wetlands from 8.9% to 9.57%.
- Increase in permit holders complying with environmental and social impact assessments from 40% to 90%.
- Increase in the accuracy of meteorological information from 21% to 40%.
- Increase the percentage of automation of weather and climate network from 30% to 80%.
- Increase in the percentage of titled land from 21% to 40%.
- Reduction of land related conflicts by 30%.

What we shall do to get there

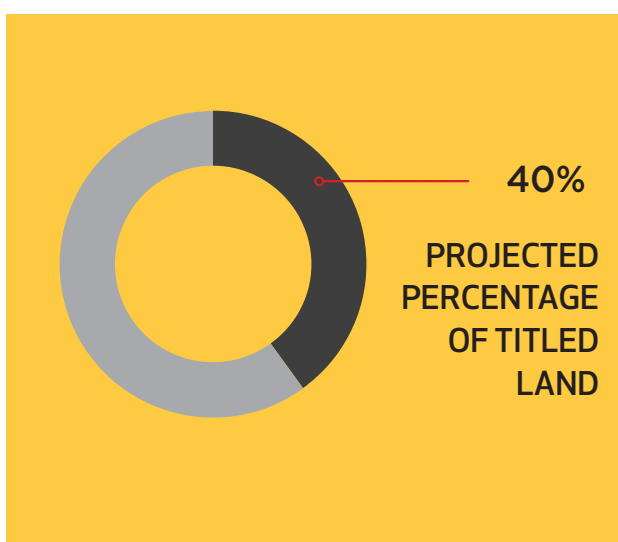


- Improve coordination, planning, regulation and monitoring of water resources at catchment level.
- Complete the rollout and integration of the Land Management Information System.
- Building capacity for climate change adaptation and mitigation.
- Increase investment in value addition to environment and natural resources products and services.

Core projects



- National community tree planting
- Support to rural water supply and sanitation
- Comprehensive inventory of land





8

Private Sector Development



Where we are

The private sector in Uganda is dominated by micro, small and medium enterprises (MSMEs). Despite the improvements in transport infrastructure, inefficiencies in form of timely access to electricity, water and ICT, as well as the high cost of doing business persist.



Where we want to be

- Increased competitiveness of the private sector to drive sustainable inclusive growth.



How we plan to get there

- Sustainably lower the costs of doing business.
- Promote local content in public programmes.
- Strengthen the enabling environment and enforcement of standards.
- Strengthen government's role in unlocking investment in strategic economic sectors.
- Strengthen the capacity of the private sector to drive growth.



The change we seek

- Reduction in the share of the informal sector in the economy from 51% (2018/19) to 45% in 2024/25.
- Increase in non-commercial lending to the private sector in key growth sectors from 1.5% in 2018/19 to 3% of GDP.
- Increase in the proportion of public contracts awarded to local firms from 30% to 50%.
- Increase in the value of exports from USD3,450.7 million to USD4,973 million.



What we shall do to get there

- Capitalise public commercial banks.
- Capitalise and strengthen Uganda Development Bank with a functional MSME financing window.
- Improve the management capacities of local enterprises through provision of business development services.
- Undertake strategic and sustainable government investment.
- Promote private sector partnerships in key growth areas.

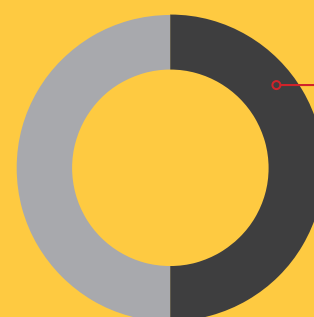
Core projects



- Capitalisation of Uganda Development Bank, Uganda Development Corporation, Uganda Telecoms and the Uganda National Oil Company
- Supporting micro, small and medium enterprises to be competitiveness
- Revitalisation of cooperatives

USD 4.973 million

Projected value of exports



50%

**PROPORTION
OF PUBLIC
CONTRACTS
AWARDED TO
LOCAL FIRMS**



9

Manufacturing



Where we are

Uganda's industrial sector mainly comprises manufacturing, mining and quarrying, construction, and utilities. These contribute 27.6 per cent of GDP. Infrastructure remains inadequate, thereby increasing the costs of production, disrupting production and lowering the revenue of manufacturers.



Where we want to be

- Increased range and scale of locally manufactured products for import substitution and increased exports.



How we plan to get there

- Develop infrastructure to support manufacturing in the planned growth corridors.
- Increase value addition for import substitution and enhanced exports.
- Increase access to regional and international markets.
- Develop financial and logistical systems to increase access to regional and international markets.
- Strengthen the legal and institutional framework to support manufacturing.



The change we seek

- Reduction in the value of imported medical products and pharmaceuticals from USD285.6 million to USD200 million.
- Increase in the share of manufactured exports to total exports from 12.3% to 19.8%
- Increase in the industrial sector contribution to GDP from 27.1% to 28.6%
- Increase in the share of manufacturing jobs to total formal jobs from 9.8% to 10%.
- Increase in share of labour force employed in the industrial sector from 7.41% to 10%.
- Increase in manufacturing value added as a percentage of GDP from 8.3% to 10%.



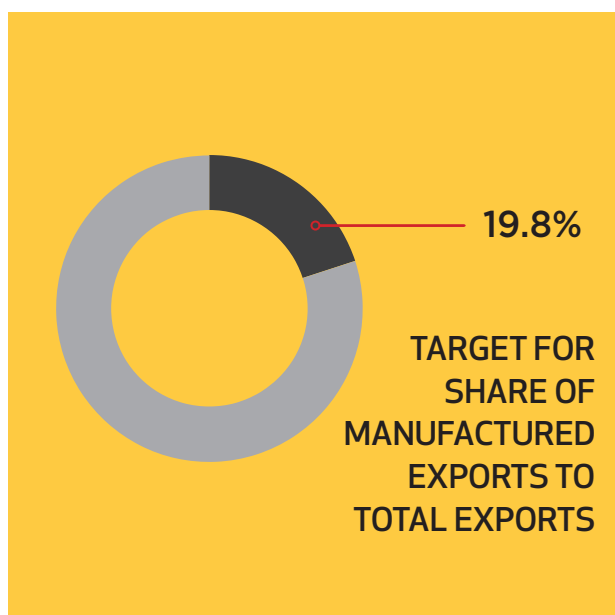
What we shall do to get there

- Construct four fully environmentally sustainable serviced industrial parks.
- Support existing local manufactures for both medical products and pharmaceuticals.
- Enact and enforce the local content law.
- Establish four border markets to facilitate trade with regional neighbours (especially at the South Sudan and Congo borders).

Core projects



- Development of 18 industrial parks around the country
- Construction of border export markets
- Automotive assembly
- Standard gauge railway





10

Integrated Transport Infrastructure and Services





Where we are

Uganda's transport network is dominated by road transport and is unbalanced. Although significant progress has been made in developing road transport, more attention is required for district, urban and community access roads.



Where we want to be

- A seamless, safe, inclusive and sustainable multi-modal transport system developed.



How we plan to get there

- Optimise transport infrastructure.
- Prioritise transport and asset management.
- Promote integrated land use and transport planning.
- Reduce cost of transport infrastructure and services.
- Strengthen laws and policies for infrastructure services.
- Increase transport interconnectivity to promote inter and intra-regional trade.
- Develop and implement service and service delivery standards.
- Consolidate all railway projects under the Uganda Railways Corporation.

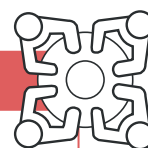


The change we seek

- Improved transport networks that will reduce average travel time around the country.
- Reduction in freight transportation costs.
- Reduction of unit cost of building transport infrastructure per kilometre.
- Increase in stock of transport infrastructure

- Increase national paved roads from 4,971kms to 7,500kms.
 - Increase permanent way/rail road from 262kms to 462kms
- Increase in average infrastructure life span to 20 years from tarmac roads and 2 years for first class murram.
 - Reduction in fatality and casualty per mode of transport.

What we shall do to get there



- Implement an integrated multi-modal transportation hub (air, rail, road, water).
- Acquire infrastructure/ utility corridors.
- Upgrade transport infrastructure around lakes Kyoga, Albert, Victoria and River Nile to facilitate connections.

Core projects



- Regional trade roads
- Community roads improvement
- Rehabilitation of metre gauge railway
- Kampala-Jinja Expressway
- Bukasa Inland Port
- Improvement of ferry services

2,529

*Projected increase in kms
of national paved roads*



11

Sustainable Energy Development





Where we are

Biomass is Uganda's predominant cooking fuel, with 85 per cent of the population using firewood and 13 per cent using charcoal, mainly in the urban and peri-urban areas. The total installed electricity generation capacity stood at 1,182 MW in 2019. At 100 kWh per capita, Uganda has one of the lowest rates of electricity consumption in the world.

- Increase in transmission capacity from 2,354km of high voltage lines in 2018/19 to 4,354km.
- Increase in national liquefied petroleum gas uptake.



Where we want to be

- Increased access to and consumption of clean energy.

What we shall do to get there

- Construct transmission lines to the Democratic Republic of Congo, northern Tanzania and South Sudan.
- Adopt the use of electric transport solutions such as solar powered motor cycles, bicycles and tricycles.
- Invest in liquefied petroleum gas infrastructure.



How we plan to get there

- Increase access to and utilisation of electricity.
- Increase electricity generation capacity.
- Increase adoption of clean energy.
- Restructure the sector to reduce the multiplicity of players as a way to lower costs, increase efficiency and improve coordination.

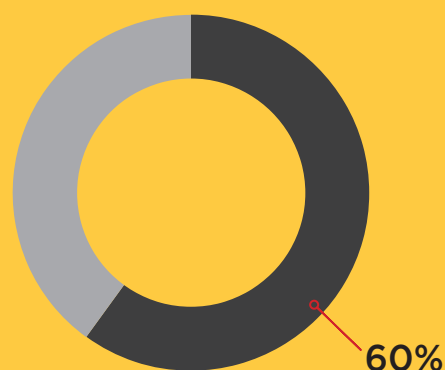
Core projects

- LPG infrastructure development
- Feasibility studies for Ayago, Oriang and Kiba hydropower projects
- Industrial sub-stations upgrade
- Expansion and rehabilitation of transmission and distribution network



The change we seek

- Increase in primary energy consumption.
- Increase in the proportion of the population with access to electricity from 24% in 2018/19 to 60%.
- Increase in per capita electricity consumption.
- Reduction in share of biomass energy used for cooking from 88% in 2018/19 to 50%.
- Increase in the share of clean energy used for cooking.



**TARGET FOR PROPORTION OF
POPULATION WITH ACCESS TO
ELECTRICITY**



12

Digital Transformation



Where we are

Over the NDP-II period, the information and communications services continued to grow at an average rate of 14.8 per cent driven mainly by the telecommunications and broadcasting sectors. However, cybercrime is rising and getting more sophisticated and the cost of internet access remains relatively high.



Where we want to be

- Increased ICT penetration and services for social and economic development.

How we plan to get there



- Increase the national ICT infrastructure coverage.
- Enhance usage of ICT in national development and service delivery.
- Promote ICT research, innovation and commercialisation of indigenous knowledge products.
- Increase the ICT human resource capital.
- Strengthen the policy, legal and regulatory framework.



The change we seek

- Increase in internet penetration (from 25% to 50%), digital terrestrial television signal coverage (from 56% to 95%), and national backbone infrastructure connectivity in government ministries, departments and agencies and district headquarters.
- 90% national broadband coverage with minimum speeds of 8 Mbps.
- Reduction in the cost of ICT devices and services (unit cost of 1Mbps/month of internet on the retail market).
- Creation of 30,000 direct jobs annually in the ICT sector.
- Increase in local ICT innovation products developed and commercialized from 72 to 282.
- Provision of 80 per cent of government services online.

What we shall do to get there

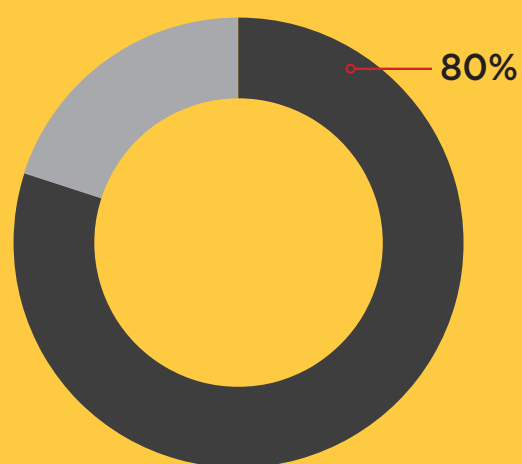


- Extend broadband ICT infrastructure coverage countrywide in partnership with the private sector.
- Mainstream ICT in all sectors of the economy and digitise service delivery.
- Strengthen cyber security.
- Develop a well-grounded ICT professional workforce.

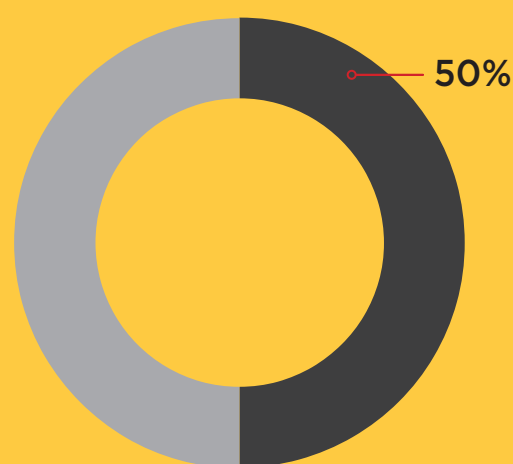
Core projects



- Shared IT platform
- National post code and addressing geographic information system



PERCENTAGE OF
GOVERNMENT SERVICES TO BE
ONLINE



EXPECTED PENETRATION OF
THE INTERNET



13

Sustainable Urbanisation and Housing



Where we are

At 18 per cent, Uganda's high urbanisation rate has not been matched by the capacity of local authorities to plan and manage the growth. The country's urban areas are characterised by overcrowding, poor infrastructure and inadequate water, sewage and solid waste collection services.



Where we want to be

- Inclusive, productive and livable urban areas for socio-economic development.



How we plan to get there

- Enhance economic opportunities in cities and urban areas.
- Promote urban housing market.

- Promote green and inclusive cities and urban areas.
- Strengthen urban policies, governance, planning and finance.
- Restructure Ministry of Kampala Capital City and Metropolitan Affairs and corresponding ministries to effectively handle metropolitan affairs in the country.



The change we seek

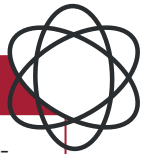
- Decrease in the urban unemployment rate from 14.4% to 9.4%.
- Reduction in the acute housing deficit of 2.2 million units by 20%.
- Decrease in the percentage of urban dwellers living in slums and informal settlements from 60% to 40%.
- Decrease in the average travel time per km in Greater Kampala Metropolitan Area from 4.1 min/km to 3.5 min/km.
- Increase in the proportion of tarmacked roads in urban areas from 1,229.7km to 2,459.4km.
- Improvement in the efficiency of solid waste collection from 30% to 50%.

What we shall do to get there



- Support establishment of labour-intensive manufacturing, services and projects for employment creation.
- Develop and implement an investment plan for adequate and affordable housing.
- Conserve and restore urban natural resource assets and increase urban carbon sinks.
- Implement the Greater Kampala Metropolitan Area economic development strategy.

Core projects



- Greater Kampala Metropolitan Area high-density affordable housing
- Redevelopment of slums and informal settlements



20%

**PROJECT
REDUCTION IN
ACUTE HOUSING
DEFICIT**



14

Human Capital Development



Where we are

Uganda has the second youngest population in the world. Significant progress has been made in maternal and child health, but child mortality and under-nutrition remain high. At the adulthood phase (19-64 years), a rapid increase in non-communicable diseases is a concern. The big gap in the specialised and or super-specialised human resources amidst an increasing burden of NCDs and complicated communicable diseases is threatening Uganda's health and economic gains.



Where we want to be

- Improved productivity of labour to increase competitiveness and improve the quality of life for all.

How we plan to get there

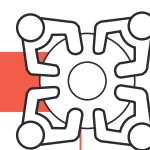


- To improve the foundations for human capital development.
- To produce appropriate knowledgeable, skilled, and ethical labour force (with strong emphasis on science and technology; technical and vocational education and training; and sports).
- To streamline science, technology and innovation (as well as science, technology, engineering and math in the education system).
- To improve population health, safety and management.
- To reduce vulnerability and gender inequality along the life cycle.
- To promote sports, recreation, and physical education.

The change we seek



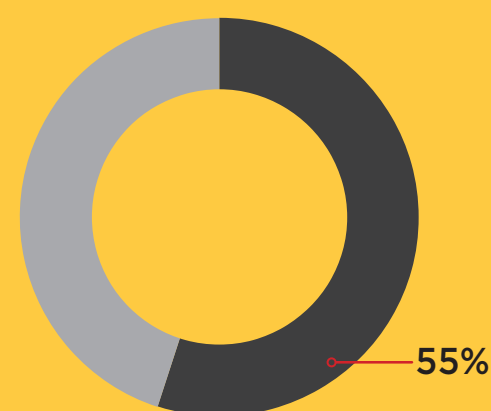
- Increased proportion of labour force transitioning into decent employment from 34.5% to 55%.



- Increased employer satisfaction with the training provided by technical and vocational institutions from 40% to 65%.
- Increased average years of schooling.
- Increased learning adjusted years of schooling from 6.1 to 11 years.
- Reduction in prevalence of under-5 stunting from 28.9% to 19%.
- Reduction in neonatal mortality rates from 27/1,000 live births to 19/1,000.
- Reduced under-5 mortality from 64/1,000 live births to 42/1,000.
- Reduced maternal mortality from 336/100,000 to 211/100,000.
- Reduced mortality due to NCDs from 40% to 30%.
- Reduction in mortality due to high-risk communicable diseases (malaria, TB and HIV/AIDS) from 60% (2017) to 30%.
- Reduction of teenage pregnancy rates from 25% (2016) to 15%.
- Reduction of gender inequality.
- Increased access to safe water from 70% to 85% in rural areas and 74% to 100% in urban areas.
- Increased proportion of the population accessing universal health care.
- Increased percentage of vulnerable people with access to social insurance from 7% to 15%.
- Improvement in the world sports ranking in niche sports.

What we shall do to get there

- Strengthen the family unit to reduce domestic violence, child deprivation, abuse and child labour.
- Establish a functional labour market.
- Increase access to immunization against childhood diseases
- Implement an integrated ICT enabled teaching, school level inspection and supervision
- Implement a National Strategy against Child Marriage and Teenage Pregnancy
- Develop comprehensive national and sectoral Human Resource Development Plans
- Introduce a minimum of one year of compulsory TVET training immediately after A'level
- Reduce the burden of communicable diseases with focus on high burden diseases
- Prevent and control Non-Communicable Diseases
- Improve the functionality of the health system
- Improve maternal, adolescent and child health services
- Increase access to inclusive safe water, sanitation and hygiene (WASH)
- Improve nutrition and food safety
- Develop and implement professional sports club structures to promote formal sports participation.



**PROPORTION OF LABOUR
FORCE TRANSITIONING INTO
DECENT EMPLOYMENT**

Core projects



- Centre of excellence for cardiovascular services
- Two regional oncology centres
- Health facilities and functionality and referral system
- Basic requirements and minimum standards for education institutions
- Skills for employment and productivity
- Labour market information system



15

Innovation, Technological Development and Transfer



Where we are

Although the government has established the necessary institutions, legal framework, and infrastructure to facilitate science, technology and innovation, progress remains inadequate.



Where we want to be

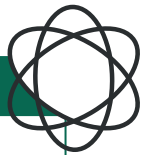
- Increased application of appropriate technology in the production and service delivery processes through the development of a well-coordinated STI eco-system.



How we plan to get there

- Develop and implement service delivery standards for science, technology and innovation.
- To emphasise science, technology and innovation as well as science, technology, engineering and math in the education system.
- Strengthen research and development capacities and applications.
- Increase development, transfer and adoption of appropriate technologies and interventions.
- Improve the legal, institutional and regulatory framework.

- Develop and implement a national science, technology and innovation advancement and outreach strategy.
- Increase investment in research and development in key priority sectors such as agriculture, oil and gas, minerals, energy, health and transport.



Core projects

- Four science and technology parks
- Forty technology and business incubators



The change we seek

- Improve the Global Innovation Index rating from 25.3 to 35.
- Increase gross expenditure on research and development as a percentage of GDP from 0.4% to 1%.
- Increase business enterprise sector spending on research and development as a percentage of GDP from 0.01% to 0.21%.
- Increase the number of intellectual property rights registered per year from 2 to 50.

50

Number of intellectual property rights to be registered per year



What we shall do to get there

- Support academia and research institutions to acquire research and development infrastructure.



16

Community Mobilisation and Mindset Change



Where we are

- There is general lack of responsibility and ownership of government programmes which is a serious obstacle to development. While there is a widespread 'dependency syndrome,' there is a high tendency among Ugandans to consider self-interest before anything else.



Where we want to be

- Families, communities and citizens empowered to embrace national values and to actively participate in sustainable development.



How we plan to get there

- Mobilise families, communities and citizens for national development.
- Strengthen institutional capacity at all levels for effective mobilisation of communities.
- Promote and inculcate the national vision and value system.
- Reduce negative cultural practices and attitudes.



What we shall do to get there

- Prepare a community mobilization and empowerment coordination framework.
- Develop and implement a national service programme.
- Conduct awareness campaigns and enforce laws enacted against negative and harmful religious and traditional practices and beliefs.



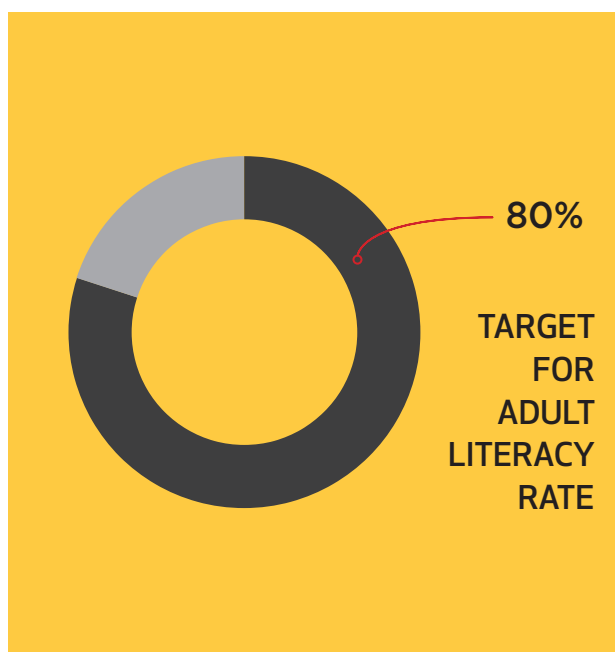
The change we seek

- Increase in the proportion of the population informed about national and community programmes from 30% to 90%.
- Increase in the participation of families, communities and citizens in development initiatives by 80%.
- Increase in media coverage of national programmes.
- Increase in spirit of accountability and transparency.
- Increase in household savings and investments.
- Increased uptake of education, health, child protection, population services, water and sanitation, livelihood programmes at the grassroots.
- Increase in adult literacy rate from 72.2% to 80%.
- Reduction in prevalence of negative social norms and cultural practices that perpetuate gender inequality.



Core projects

- National service scheme
- Establishment of the national productivity centre
- National apprenticeship scheme





17

Governance and Security Programme



Where we are

The government has largely dealt with internal and external threats to security and peace of the country.



Where we want to be

- Improved adherence to the rule of law and capacity to contain prevailing and emerging security threats.



How we plan to get there

- Strengthen the capacity of security agencies to address emerging security threats.
- Strengthen policies, laws and institutions for effective governance and security.
- Strengthen people-centred security, legislation, justice, law, and order service delivery system.
- Strengthen citizen participation in democratic processes.
- Strengthen compliance and implementation of the Uganda Bill of Rights.
- Enhance refugee protection and migration management.

- Enhance the welfare and housing of security sector personnel.
- Strengthen border control and security.
- Strengthen counter-terrorism.
- Strengthen conflict early-warning and response mechanisms.
- Strengthen prevention of trafficking in persons.
- Strengthen the control and management of small arms and light weapons.
- Strengthen research and development to address emerging security threats.



The change we seek

- Improvement in public perception of corruption in the public sector.
- Increase in the country rating on the democratic index from 6.5% to 8.6%.
- Increase in expenditure on research and development in security from UGX7 billion to UGX 10 billion.
- Attainment of a 25 per cent enrollment rate in the national service by 2025.



What we shall do to get there

- Strengthen capacity to handle emerging sophisticated crimes such as cyber-crimes.
- Develop appropriate infrastructure for legislation, security, justice, law, and order.
- Establish and operationalise a national service programme.

SAY NO TO CORRUPTION



18

Public Sector Transformation



Where we are

Some progress has been made to develop service and service delivery standards against which to measure and hold public servants accountable. This, however, is not across the entire government and where they exist, they are not enforced.



Where we want to be

- Improved public sector response to the needs of the citizens and the private sector.



How we plan to get there

- Strengthen accountability for results across the government.
- Streamline government architecture for efficient and effective service delivery.
- Strengthen the human resource management function of the government for improved service delivery.
- Deepen decentralisation and citizen participation in local development.

- Increase accountability and transparency in the delivery of services.
- Develop and enforce service and service delivery standards across the public sector.

The change we seek

- Increase in the government effectiveness index from 0.52 to 0.01.
- Reduction in corruption as measured by the corruption perception index from 26% to 35%.
- Increase in the attractiveness of Uganda as an investment destination as measured by the Global Competitiveness Index from 48.9 to 55.



What we shall do to get there

- Develop and enforce service and service delivery standards.
- Undertake nurturing of civil servants through patriotic and long-term national service training.
- Operationalise the Parish Development Model.





19 Regional Development



Where we are

NDP-II targeted to reduce poverty from 19.7 per cent in FY 2012/13 to 14 per cent in FY2019/20. However, poverty was at 21.4 per cent by the end of the plan period. Poverty reversals have been highest in Bukedi, Busoga, Bugisu and Teso.



Where we want to be

- Accelerated equitable, regional economic growth and development.



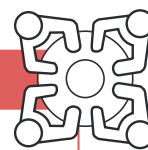
How we plan to get there

- Stimulate growth through agribusiness.
- Close regional infrastructure gaps.
- Develop and strengthen regional value chains.
- Strengthen performance measurement and management frameworks for local leadership and public sector management.



The change we seek

- Decreased poverty rates in lagging regions – Karamoja, Bukedi, Bugisu, Busoga, West Nile, Acholi, Teso and Bunyoro.



What we shall do to get there

- Organise farmers into cooperatives at district level.
- Construct irrigation schemes and valley dams to ensure production all-year round.
- Develop community access and motorable feeder roads for market access.
- Develop and implement regional-specific development plans.
- Introduce community scorecards of local government performance.



20

Administration of Justice



Where we are

Public trust and confidence in institutions in the justice, law and order sector have increased from 49 to 59 per cent since 2016. However, they remain low due to perennial delays and inadequate access to justice and services.



Where we want to be

- Improved access to justice for all.



How we plan to get there

- Reform and strengthen justice business processes.
- Strengthen people-centred justice service delivery systems.
- Strengthen regulatory and institutional frameworks for effective and efficient delivery of justice.
- Strengthen the fight against corruption.

- Strengthen provision of legal aid services and state brief scheme.
- Strengthen prevention, detection, investigation, response and adjudication of corruption cases.



The change we seek

- Increased public trust in the justice system.
- Reduced per capita cost of access to justice services.
- Reduced lead times in delivery of justice services.
- Increased presence of justice delivery service points.
- Increase in the index on judicial independence above 3.8 (global).

What we shall do to get there



- Automate and integrate information management systems in the judiciary and courts.
- Strengthen courts to resolve disputes in special areas, including land, family, environment, and taxation.
- Construct and equip additional administration of justice service delivery points.
- Implement special programmes that promote equal opportunities to reduce vulnerability.



21

Legislation, Oversight and Representation



Where we are

Uganda runs a system of representative democracy under which citizens elect their leaders at both local and national levels. Representatives of the people in local government councils and Parliament are supposed to provide oversight over the Executive at both local and central government levels. Inadequate appreciation of multiparty democracy, delays in processing of bills in Parliament, poor capacity of local government

councils to undertake their mandates, and inadequate information on the implementation of international protocols to which Uganda is a party remain major challenges.

Where we want to be

- Strengthened accountability for effective governance and development.





How we plan to get there

- Increase effectiveness and efficiency in the enactment of legislation for improved democracy and good governance.
- Strengthen oversight, budget scrutiny and appropriation.
- Strengthen representation at local, regional and international levels.
- Strengthen the institutional capacity of Parliament and local government councils to independently undertake their constitutional mandates effectively and efficiently.

- Strengthen Parliament to effectively play its role in the national budget processes for proper implementation of NDPIII priorities.
- Strengthen the oversight role of the legislature over the executive.
- Establish a strong framework for engagement between Parliament, local government Councils and the electorate.



The change we seek

- Improved constitutional democracy as measured by the Democracy Index from 4.94 (2020) to 6.50 (2025).
- Improved alignment between the annual budgets and the NDPIII from 60% to 85%.
- Increased citizen participation in parliamentary business as measured by the Citizen Scorecard from 53% (2021) to 65% (2025).
- Increased citizen participation in electoral processes.



What we shall do to get there

- Develop/upgrade systems for fast-tracking parliamentary and local government council business.
- Increase participation of the population in electoral processes and other civic activities.
- Strengthen citizen engagement and participation in legislative processes.
- Strengthen the capacity of local government councils to consider and approve plans and budgets.



22

Development Plan Implementation



Where we are

- Significant progress has been made in strategic planning, but planning capacity is generally low. Budget alignment to plans requires strengthening.



Where we want to be

- Increased efficiency and effectiveness in the implementation of NDP-III.



How we plan to get there

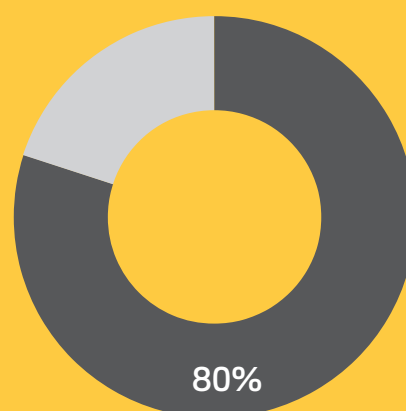
- Strengthen capacity for development planning.
- Strengthen budgeting and resource mobilisation.
- Strengthen capacity for implementation to ensure a focus on results.
- Strengthen coordination, monitoring and reporting frameworks and systems.
- Strengthen the capacity of the national statistics system to generate data for national development.
- Strengthen the research and evaluation function to better inform planning and plan implementation.

- Fast track the implementation of the integrated identification solution linking taxation and
- service delivery.
- Amend the relevant laws and regulations to strengthen institutional evaluation, policy evaluation, plan, programme and project evaluation.



The change we seek

- Achievement of at least 80 per cent of the NDPIII targets.
- Increase in the GDP growth rate from 6.3% to at least 7% per year.
- Increase in the revenue to GDP ratio from 15.6% to 18% by 2025.
- Reduction in domestic arrears as a percentage of total expenditure.
- Increase in the alignment between the annual budgets and the NDPIII from 60% to 85% at national and programme levels.
- Maintaining the proportion of supplementary budget expenditure (net of loan servicing) within 3 per cent.



**MINIMUM FOR
ACHIEVEMENT OF NDPIII
TARGETS**



What we shall do to get there

- Facilitate professional training and retraining in planning competencies in government ministries, department and agencies and local governments.



23

Monitoring and Evaluation of the Plan

Implementation of NDP III is the responsibility of all Ugandans. Households, civil society, the business community, and Uganda's development partners all have roles to play. Specifically:

The central government will ensure that:

- Programme implementation action plans for the 18 programmes are developed detailing how to actualise the interventions identified.
- All the sectors, ministries and agencies develop and implement plans in line with the goals and objectives of NDP III programmes.
- The budget systems are aligned to the plans to ensure that what is budgeted is aligned to the what is planned.
- Money and other resources are mobilised to implement the plan.
- Reports on progress towards implementing the plan are shared.
- Accountability is enforced.

Local governments will ensure that:

- They develop and implement plans aligned to the goals and objectives of NDP III and its programmes.
- They follow up and report progress on delivering their plans.
- Quality services are delivered to Ugandans.
- Community members are mobilised to participate in implementing the plan.

The business community will ensure that:

- Its members participate in budget development processes
- They take up the opportunities outlined in NDP III.
- They demand for government services.

Civil society will ensure that:

- Mobilise citizens to participate in the implementation of the plan
- Participate in budget development processes.
- Monitor implementation of the plan.
- Demand for accountability from local governments and the central government.

The public will:

- Take interest in understanding the NDP III.
- Participate in the implementation of the plan.
- Follow up and demand for accountability from their leaders.
- Participate in development of their communities.

18

*Number of programmes
developed detailing how to
actualise the interventions
of the Programme
implementation action plans*



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